

Chair:	Kirsten Parker, Board Chair	
Elected Directors:	Jake Arnold, Director Shawn Binns, Director Doug Frost, Director Michael Gleason, Director Rob Hall, Director	Harry Hughes, Director Douglas Jure, Director Michael O'Keefe, 1 st Vice Chair Charlotte Wallis, 2 nd Vice Chair
Ex-Officio Directors:	Dr. Rob El-Maraghi, VP, Medical Staff Dr. Kerstin Mossman, President, Medical Staff Janice Skot, President & CEO	Dr. Jeffrey Tyberg, Chief of Staff Janice Williams, President, RVH Auxiliary
Staff Resources:	Nicola Charity, Sr Admin Assistant, Recorder Eric Dean, CEO, RVH Foundation Suzanne Legue, VP Strategy, Communications Ben Petersen, VP, Chief Financial Officer	Wendy Sallows, Governance & Partnership Liaison Nancy Savage, Executive Vice President Val Smith, Chief Transformation Officer Dr. Chris Tebbutt, VP, Academic & Medical Affairs
Regrets:	Barbara Love, Director Treva McCumber, VP, Chief Nursing Executive	
Guests:	Pat Harkins, Chief Technology Officer	

**partial attendance*

1.0 CALL TO ORDER

The Chair called the meeting to order at 4:05 pm.

Quorum - There being one regret, quorum was attained.

The Board Chair extended a special welcome to Dr. Jeffrey Tyberg, our new Chief of Staff, Dr. Kerstin Mossman, President, Medical Staff, Dr. Rob El-Maraghi, Vice President, Medical Staff, board members and guests to the meeting.

2.0 APPROVAL OF AGENDA/CONSENT AGENDA/Declaration of Conflicts

Declaration of Conflicts - No conflicts of interest were noted.

The Board Chair reviewed the pre-circulated Agenda and Consent Agenda items and the following motion was **duly moved, seconded and carried**:

BE IT RESOLVED the Board of Directors approves the September 27, 2016 Agenda, including Consent Agenda, as presented.

3.0 QUALITY EDUCATION SESSION

IT Network Outage

The Vice President, Academic & Medical Affairs, Vice President, Corporate Services & CFO and Chief Technology Officer provided an overview including background and root cause of the August 31st system wide network outage. System downtime procedures and Emergency Operations Centre were immediately initiated. The network issues were identified as hardware related and have been resolved with the support of our vendor, Brocade. The system has remained stable. Next steps include:

- Brocade providing comprehensive review and assessment of RVH network architecture

- Post event review scheduled pending the outcome of the assessment

Discussion ensued.

In response to a question, timelines for the assessment and review were discussed. To ensure a comprehensive review 1 ½ - 3 months is required.

The President & CEO congratulated the team on their outstanding response. Staff have indicated that they felt informed and supported throughout. The Board Chair, commented that communication was excellent and the disruption well handled by RVH leaders and staff.

Pat Harkins was excused from the meeting at 4:20 pm.

Bill 210 – Patients First Act

In February 2016, RVH leaders and Board of Directors were given an opportunity to provide the MoHLTC and NSM LHIN with feedback to the Patients First discussion paper. The President & CEO reported Bill 210 was introduced into the legislature in June 2016. Legislature has since been prorogued, but the government is committed to reintroducing Bill 210. The Act will substantially enhance the power of the LHINS including their authority over hospitals. Next steps in the process include:

- standard legislative process - public consultation anticipated
- OHA working to re-shape bill prior to re-introduction
- potentially being re-introduced with amendments
- timeframe unknown

Discussion ensued.

In response to a question, the President & CEO reaffirmed this bill could direct hospital boards to comply with LHIN directives. While public interest will be first and foremost, some disruption can be anticipated with the passing of this bill.

4.0 CHAIR'S REPORT

The Board Chair reviewed the items in the folder.

May Board Meeting Evaluation

The Board Chair reported on the May board meeting evaluations which provided very positive feedback. Members commented on the quality of the education sessions which were well organized and provided important information in a clear and concise format. Members also appreciated the efforts to streamline meetings and board packages.

Board Annual Signing

The Board Chair noted that in keeping with best practice, the Roles and Responsibilities, Annual Director Declaration and Consent, Privacy/Confidentiality Pledge and the Code of Conduct, which was read aloud by all Directors in attendance, require annual signature.

Board Rounding

The Board Chair thanked Board members for participating in Board Rounding of the Maternal Program and provided an opportunity for members to briefly share one key MY CARE learning from the session. Board members commented on the many strengths of the department including the "Little Wonders Wall". In addition, it was identified that this area of the health centre is aging and this presents ongoing challenges.

Board Member Recruitment Update

The Board Chair and Chair, Governance Committee reported there is currently one opening on the Board with two more anticipated in June. The Governance Committee is currently reviewing resumes and will be

interviewing candidates through October and November. A recommendation for appointment will come to the Board through the Governance Committee at the November Board meeting.

Confidentiality

The Board Chair reviewed confidentiality along with good governance practices for in camera minutes. These minutes are confidential, recorded separately, signed by the Chair and Board Secretary and stored in a sealed envelope in the Board minute book. Board members were reminded that all matters discussed at a board committee meeting are confidential unless determined not to be confidential by the Committee Chair. The only spokespersons for the health centre are the Chair of the Board and the President and CEO. The Chair stated that in deciding what can be communicated by Board members outside of a Board meeting, it is important to balance transparency while protecting the best interests of the organization and board members were encouraged to ask if they are unsure. New members can connect with their board mentor, Board Chair or President & CEO. It was also noted that best practice for Directors of the Board is to forward any questions directly to the Chair of the Board, President & CEO or Governance & Partnership Liaison.

Patient / Family Member concern process

Patient complaints communicated to Board members should be redirected to the patient representative office. Board members wishing to pursue a patient complaint or report community concerns should connect with the President & CEO. The Board Chair re-emphasized the importance of patient and family confidentiality when rounding or walking through the health centre.

2016/17 Peer Evaluations

The Board Chair asked the Directors to review the peer evaluation templates provided to them in sealed envelopes noting that each Director is responsible for submitting to the Chair an evaluation at the March 2017 board meeting, of 4-5 of their peers.

Board Orientation

The Board Chair thanked everyone who participated in the Board orientation. A great deal of valuable information was provided to assist Board members in fulfilling their oversight responsibilities. The President & CEO was thanked for her powerful presentation "Role of Vision and Culture in Executing Strategy".

Thank You and Acknowledgements

The Board Chair extended appreciation and acknowledgements to board members who participated in the OHA Healthcare Governance Forum, NSM LHIN Acute Care Governance Session, RVH Foundation Donor Event and thanked Director, Michael Gleason for his liaison role with the "Hearts & Minds Campaign".

5.0 CEO REPORT

A detailed CEO's report was circulated with the Board package for information purposes.

MY CARE

From Our Patients

The President & CEO read a letter received recently from a patient commending the excellent, knowledgeable, and compassionate care provided on a visit to the Imaging department.

Organizational Chart Update

The President & CEO reported on the recent organizational structure changes implemented to better align with our vision and ensure we are as streamlined and efficient as possible. The redistribution of leaders and portfolios was reviewed and discussed.

Medical Assistance in Dying

The Vice President, Academic & Medical Affairs provided a brief update on Medical Assistance in Dying. On June 17, 2016 the legislation received royal assent and now guides how this care is administered.

Government is committed to reviewing the remaining contentious issues associated with the bill over the next two years. The Board Chair and President & CEO commended the leadership of Dr. Chris Tebbutt and Dr. Matthew Folwell, Co-Chairs, and the MedAID working group for their outstanding work in preparing RVH and staff for the implementation of this bill.

Drive Clinical Excellence

Regional Clinical Services Plan

The President & CEO and Executive Vice President, Patient & Family Experience provided a year 2 progress report on the Regional Clinical Services Plan which is aligned with the RVH *MY CARE* strategic plan, specifically "Drive Clinical Excellence". The plan was approved by the Board in March 2014 and will conclude in 2020.

Specialized Seniors Care Inpatient Unit

The President & CEO reported on the completion of the renovations to the Specialized Seniors Care Inpatient Unit. Patients and caregivers have made the smooth transition from their temporary location to their permanent location on 3SC.

Advanced Cardiac Care

The Executive Vice President provided an update on Advanced Cardiac Care, outlining the status of the current projects including summer go lives and recent wins:

Summer Go Lives:

- cardiac stress treadmill systems
- echo ultrasound equipment
- contrast echo: outpatient tests
- pacemaker management clinic: RVH work
- Intellibridge Enterprise (IBE) split & upgrade
- echo cardiograph modality
- cardiac monitor upgrade

Recent Wins:

- SA-PCI Design & Construction
- CNN Cardiac Program Framework
- Pacemaker Implants

Discussion ensued.

In response to a question, the EVP reviewed procedures that will be available at RVH post advanced cardiac care completion. In addition, the EVP reviewed the pacemaker procedures that will be available.

In response to a question, the EVP reviewed the implications of delays in any Ministry approvals. RVH continues to work diligently towards a 2017 program opening.

Child & Youth Mental Health

The Executive Vice President provided an update on Child & Youth Mental Health outlining the status of the current projects, focusing on the projects that are currently underway and recent wins. Professional staff recruitment remains a challenge but we continue to recruit on a national and international level. A Child Psychologist and unit Manager have been successfully recruited. RVH continues to work diligently with the NSM LHIN and MoHLTC to overcome current challenges and move this project forward.

Discussion ensued.

Kidney Care Update

The Executive Vice President provided an update on the status of the Kidney Care Program highlighting the completed projects including the successful launch of the six station in-centre hemodialysis clinic, inpatient peritoneal dialysis and hemodialysis on the surgical step-down unit. The work of the Regional Transition Steering Committee and working group is complete.

ED Performance Indicators

On behalf of the Vice President, Patient Programs & CNE, the Executive Vice President provided an update on the Emergency Department (ED) as distributed. Two focused EDI events with Studer coaches have been completed. Multiple engagement sessions were held with internal stakeholders and the following priorities were agreed upon to drive all leadership/coaching decisions:

- achieve wait times to 90th percentile
- improve employee/physician engagement
- improve ED patient experience

The EVP reviewed recommendations completed and ongoing initiatives in the ED including the implementation of an ED scorecard to be presented at the December Quality Committee meeting.

Discussion ensued.

In response to a question, triage levels and the process to ensure patients are triaged correctly was reviewed.

Value People

Employee & Physician Experience Survey

The President & CEO reported the Employee & Physician Experience survey has been distributed to all staff and physicians with a closing date of October 7th. Staff completion to date is 55.5% and the professional staff is 23.4%. We are working hard to increase our overall completion rate in 2015 of 76%. Results will be presented at the November board meeting.

Power of Team

The President & CEO shared the recent Power of Team video filmed in Imaging Services. These videos are a valuable staff engagement tool and have proven very successful.

Accelerate Teaching and Research

Research Vision

The Vice President, Academic & Medical Affairs presented the RVH Research Vision 2016-2020 as distributed. This research vision is the result of a collective effort involving staff, clinicians, volunteers, partners, leaders and our patients. The foundation of the plan is far reaching and includes expansion of traditional clinical research, developing a culture of inquiry, delving into innovative projects and exploring all important public health concerns.

Discussion ensued.

In response to a question, the VP, Academic & Medical Affairs defined the role of a "Chief Scientific Officer", approximate cost associated with the Research Vision, and revenue streams being explored to fund initiatives.

In response to a question, the VP, Academic & Medical Affairs reviewed the plan to address data analysis internally and externally.

The following motion was **duly moved, seconded and carried**:

BE IT RESOLVED that RVH Board of Directors approves the *MY CARE* Research Vision 2016-2020.

Foundational Success Factors

2016/17 YTD Financial Update

The Vice President, Corporate Services & CFO provided a brief financial update indicating a good start to the year currently in a surplus position as at July 31, 2016.

As a follow-up to a question presented at the September 20th Finance & Audit Committee meeting, the VP, Corporate Services & CFO reviewed the impacts of the 2016/17 budget.

Discussion ensued.

In response to a question, the VP, Corporate Services & CFO stated voluntary retirement conditions are outlined in respective collective agreements.

6.0 MATTERS REQUIRING DISCUSSION

Quality Committee Update

Chair of the Quality Committee provided the Board with a summary of the September meeting which included three quality education sessions, quality and patient safety metrics, Q1 performance scorecard and an update on the ED.

7.0 MATTERS REQUIRING DECISION

Medical Advisory Committee Report

The Chief of Staff provided an overview of the pre-circulated Medical Advisory Committee report highlighting a process to ensure the committee is fulfilling its mandate utilizing current best practices. The Board will be kept apprised of progress in this area with any relevant proposed changes to the current process.

Credentialing, Physician Update, Chief of Surgery

It was **duly moved, seconded and carried** to go in camera.

In camera discussion ensued.

It was **duly moved, seconded and carried** to go out of in camera.

The following motion was **duly moved, seconded and carried**:

BE IT RESOLVED that the RVH Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the Physician Credentials as presented in the September 27, 2016 Medical Advisory Committee Report.

8.0 OTHER BUSINESS

RVH Auxiliary Report

In addition to the pre-circulated report, the President reported on the Auxiliary's upcoming award celebration October 3, 2016 and the upcoming series launch of the very successful 50/50. The President & CEO expressed gratitude to the RVH Auxiliary for their work at the recent donor appreciation event.

RVH Foundation Report

In addition to the pre-circulated report, the President & CEO informed the Board that the Foundation recently changed their name to "RVH Foundation" to align with the Royal Victoria Regional Health Centre. At the recent Foundation Donor Event, David Blenkarn, Lloyd Lawrence, Peter Moore and Barry Green, long-standing members who recently retired from the Foundation Board, were commended for their dedication and commitment. Incoming members, Paul Larche, Dan Faber and Jim Furlano were welcomed. RVH Board members were encouraged to go to the innovative "Heart of Gold" app created to reach a tech savvy population of new givers.

9.0 NEXT MEETING

Regular Meeting

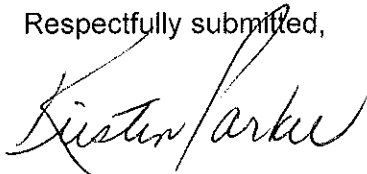
Tuesday, November 29, 2016

10.0 ADJOURNMENT

There being no further business the meeting was adjourned at 6:45 pm.

A session of independent directors (*without management or related directors present*) was held following adjournment of the meeting of the corporation.

Respectfully submitted,



Kirsten Parker, Chair



Janice M. Skot, Secretary