

Chair: Charlotte Wallis, Board Chair

Elected Directors: Linda Collins, Director
Doug Frost, 1st Vice Chair
Jim Gerhart, Director
Michael Gleason, 2nd Vice Chair
Karen Hansen, Director

Douglas Jure, Director
Barbara Love, Director
Kimberly Matheson, Director
Wendy Miller, Director
Jason Teal, Director

Ex-Officio Directors: Liz Ferguson, VP, Patient Programs, Flow & CNE
Dr. Raj Grover, VP, Medical Staff
Janice Skot, President & CEO

Dr. Jeffrey Tyberg, Chief of Staff
Dr. Marco Vennittilli, President, Medical Staff

Regrets: Lise McCourt, President, RVH Auxiliary
Michael O'Keefe, Past Chair

Staff Resources: Eric Dean, CEO, RVH Foundation
Stephanie Jackson, Recorder
Suzanne Legue, VP, Strategy, Communications & Stakeholder Relations
Ben Petersen, EVP, Corporate Services & Chief Financial Officer

Nancy Savage, EVP, Patient & Family Experience, RVP Ontario Health (CCO)
Darrell Sewell, VP, Facilities & Chief Human Resources Officer
Dr. Chris Tebbutt, VP, Academic & Medical Affairs

Guests: Jeff Lehman, Mayor of Barrie*
Andreea Campobasso, Principal Secretary, City of Barrie*

1.0 CALL TO ORDER

The Chair called the meeting to order at 4:00 pm.

Quorum - There being two regrets, quorum was attained.

The Board Chair extended a welcome to board members and guests.

2.0 QUALITY EDUCATION SESSION

The Barrie Health Accord

The Mayor of the City of Barrie provided a comprehensive review regarding the Barrie Health Accord.

The Mayor noted that in 2019, discussion was initiated between the Mayor of the City of Barrie, the President and CEO of RVH and the Chief Medical Officer of Health in regard to collaborating on future planning, investment in health care and addressing the root causes of population health conditions that are driving the demand for emergency services and emergency treatment. To this point, a collaborative effort was initiated across the levels of government and key institutions in Barrie who shape the determinants of community health and wellbeing.

With hallway healthcare having become a critical problem across the Ontario health care system, the Health Accord will help to address increasing acute care capacity to support a growing community, while simultaneously beginning to tackle the determinants of health which can reduce the pressure on acute care. Future population growth predictions for the Barrie area may result in a dramatic increase in the demand for care are also a consideration in the need for action.

The Mayor continued regarding investment decisions, shaping demand for decades to come, that should be made alongside planned major investments in acute care, including hospital expansions. It was noted that the Barrie Police Services Board, City of Barrie Council, Simcoe County Council and the Simcoe Muskoka District Health Unit Board of Directors have approved participation in the Barrie Health Accord.

The Mayor confirmed awareness of the tremendous pressure that COVID-19 has placed on RVH's resources, and noted that The Accord envisions a future collaborative planning process, and recognizes that until the end of the global pandemic and COVID-19 emergency, there can be little, if any, additional resource requirements asked of the RVH.

In closing, the Mayor noted that The Barrie Health Accord is a critical first step that commits five major public sector organizations to reinforcing a central message of a healthy community and aims to create a channel for collaboration towards its goals.

In response to a question, the Mayor of Barrie noted that there is a planned potential to include several other local partners once this project is past the initial development phase, including education and transportation partners.

In response to a question, the Mayor of Barrie confirmed that the initiative of The Barrie Health Accord is to discuss investments and target them in a way that reduces pressure on all essential services through a collaboratively set strategy. The model brought forward for The Barrie Health Accord has been designed to collectively identify areas of opportunity to provide support before they are in a crisis stage.

3.0 APPROVAL OF AGENDA/CONSENT AGENDA/Declaration of Conflicts

Declaration of Conflicts – no conflicts were declared.

The Board Chair indicated that the Agenda and Consent Agenda were pre-circulated. Agenda items as follows:

Board of Directors Meeting Minutes – May 26, 2020

BE IT RESOLVED that the RVH Board of Directors approves the May 26, 2020 RVH Board of Directors Meeting Minutes.

Board & Committee Work Plans 2020-21

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Governance Committee and approves the 2020-21 Board and Board Committee Work Plans.

Board Committee Terms of Reference 2020-21

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Governance Committee and approves the 2020-21 Board Committee Terms of Reference.

Board Policies & Procedures

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Governance Committee and approves renewal of the Chair & Vice Chair Succession Planning Policy, Governance & Organizational Performance Management Policy and the Board Member Nominations Procedure.

Governance Performance Management Framework 2020-21

BE IT RESOLVED that the RVH Board of Directors accepts the recommendation of the Governance Committee and approves the 2020-21 Governance Performance Management Framework.

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

BE IT RESOLVED the Board of Directors approves the September 29, 2020 Agenda, including Consent Agenda, as presented.

4.0 DECISIONS

Barrie Health Accord

This motion has been provided by the City of Barrie and approved by the four Health Accord partner organizations:

With no further questions or objections; the following motion was **duly moved, seconded and carried**:

Whereas:

- We believe community health is about achieving well-being in all aspects of life;
- We believe that fighting root causes with upstream investment is the path to long term sustainability;
- We believe that improving the health of our community takes decades, therefore we need to think generations ahead in order to achieve community health, safety, and well-being;
- We believe a collaborative and co-ordinated plan for investment in the health and safety of our City will result in efficient deployment of resources;

Therefore:

- We commit to working together over the next decade in a collaborative, coordinated effort to build a healthier and safer community by making sustainable investments in the determinants of health;
- We commit to participating in a community-wide planning process to co-ordinate these investments;
- Once developed jointly, we commit to pursuing these project priorities across our organizations;
- We commit to setting measurable outcome metrics, and transparently reporting them to the community.

BE IT RESOLVED that the RVH Board of Directors approves RVH's involvement in the Barrie Health Accord as presented at the September 29, 2020 Board of Directors meeting.

Mayor Jeff Lehman and Andreea Campobasso were excused from the meeting.

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

There was In Camera approval of Board of Directors Award of Excellence 2020 and discussion regarding Professional Staff Credentialing.

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

Naming of Professional Staff Departments and Divisions

The Chief of Staff provided an overview of the recommendations of the external Physician Leadership Structure Review. Discussion ensued regarding a formal and divisional structure for the professional staff which includes some updates to departmental and division names, brought forward to the Board as per the RVH Professional Staff By-laws, Section 9.1 and 9.3.

With no further questions or objections; the following motion was ***duly moved, seconded and carried:***

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the Naming of the RVH Professional Staff into such Departments and Divisions as stated in the September 29, 2020 Medical Advisory Committee Report.

MY CARE Approval to Refresh

The President and CEO and the Vice President, Strategy, Communications and Stakeholder Relations provided an update regarding the *MY CARE* Strategic Plan refresh. While the COVID-19 pandemic delayed the refresh process, an updated timeline was provided to the Board.

In response to a question, the Vice President, Strategy, Communications and Stakeholder Relations confirmed that an opportunity to provide feedback into the refresh would be made available to Board members prior to the November 2020 Board of Directors meeting discussion.

With no further questions or objections; the following motion was ***duly moved, seconded and carried:***

WHEREAS the *MY CARE* strategic plan, including the vision, mission, values and strategic directions has been an effective blueprint providing the focus necessary to achieve many identified goals since 2013; and

WHEREAS, *MY CARE* has been a helpful tool in driving improvements in, both, the patient experience as well as employee, physician and volunteer engagement scores;

BE IT RESOLVED that the RVH Board of Directors agrees with the recommendation to refresh the *MY CARE* strategic plan in 2021 with an expiry date of 2023.

CARE4 Budget

The President and CEO and the Executive Vice President, Corporate Services and Chief Financial Officer provided a fulsome overview of the CARE4 Budget, including a review of planning assumptions, proposed budgets, and Healthtech overview and recommendations.

In response to a question, the President and CEO confirmed that this project allows RVH tremendous opportunities for future collaboration with regional partners in addition to the current regional partners.

In response to a question, the Executive Vice President, Corporate Services and Chief Financial Officer noted that all four partner hospitals have engaged in extensive budget conversations collaboratively and have confirmed there are appropriate plans in place to address any cost increases.

With no further questions or objections; the following motion was ***duly moved, seconded and carried:***

BE IT RESOLVED that the Board of Directors accepts the Finance & Audit Committee recommendation to revise the CARE4 Capital Budget from \$50.0M to \$56.9M of which RVH's portion will be \$34.8M; and;

THAT the Board of Directors accepts the recommendation that RVH, as the lead agency and sole contract holder with Healthtech Consulting on behalf of the CARE4 project, increase the Healthtech Consulting contract from \$3.2M to \$7.9M.

5.0 REPORTS / UPDATES

CHAIRS REMARKS

Board Annual Signing

The Board Chair noted that in keeping with governance best practice and an Accreditation standard, Directors complete the Annual Director Declaration & Consent. Thank you to members for completing this.

Confidentiality

The Board Chair reviewed confidentiality along with good governance practices for in camera minutes which are confidential and should not be discussed outside the boardroom until disclosed in an open session of the Board. 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 and/or President & CEO.

Patient / Family Member concern process

The Board Chair advised Directors that patient concerns communicated to Board members should be redirected to the Patient and Family Experience office. Board members wishing to pursue a patient or community concern should connect with the President & CEO.

2020/21 Peer Evaluations

The Board Chair asked the Directors to expect to receive the peer evaluation templates by September 30, 2020, provided to them electronically via email, noting that each Director is responsible for submitting to the Chair an evaluation, prior to May 1, 2021, of four to five of their peers.

Board Meeting Evaluations

The Board Chair advised Directors that evaluations will now be sent electronically following each Board meeting and all feedback is welcomed and very appreciated.

Board Evaluations

The Board Chair thanked Directors for completing the annual Board evaluation noting that we have very strong governance practices and follow the Guide to Good Governance and Accreditation Standards. Overall, the results were very positive and thanked all Board members for their contributions and dedication. A reminder was provided noting that the Executive Committee is responsible for evaluations of the Chief Executive Officer and Chief of Staff as per the Terms of Reference.

Quality Committee Summary Report

The Quality Committee Chair, provided an overview of the September Quality Committee meeting including a review of the performance improvement scorecard, quality education sessions from Spiritual Care & Planning and Redevelopment, Enterprise Risk Management, Legislative Compliance and Quality & Patient Safety Metrics.

CEO REPORT

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

From Our Patients

The President & CEO read a letter from a patient and his wife who recently received care in the Emergency Department. The patient expressed his sincere appreciation for the outstanding level of care from all of TEAM RVH during the ongoing global pandemic.

RVH's First Same-Day Arthroplasty Procedure

The President & CEO highlighted RVH's first same-day arthroplasty procedure, making RVH the first hospital in North Simcoe Muskoka to offer such a service on a regular basis. Congratulations to Dr. Marco Vennettilli for this outstanding accomplishment.

Smile Cookies

The President & CEO noted that this year's proceeds from the Tim Horton's Smile Cookie campaign will go to support RVH's birthing unit and Hospital Simcoe. Members of TEAM RVH participated by purchasing smile cookies and volunteering to help launch the campaign.

RVH's Day of Gratitude

The President & CEO highlighted RVH's Virtual Day of Gratitude held on September 24, 2020. During the day, volunteers and staff reached out to over 6,000 donors to say 'thank you'. Social media videos were viewed approximately 4,000 times with 500 thank you cards, 3,700 emails and 203 phone calls made. The President & CEO offered her sincere thanks to the volunteer RVH Board of Directors for their time and dedication to RVH.

CARE4 Update

The President & CEO and Vice President Patient Programs, Flow and CNE provided an update regarding the ongoing work of the CARE4 project. Including review of the progress report, recent wins, financial status, preparedness and next steps.

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

In Camera discussions ensued regarding:

- 2020/21 Operating Budget Timelines
- Master Planning (MP2)
- Ontario Health Teams
- Professional Staff Matters

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

CHIEF OF STAFF REPORT

Medical Advisory Committee Report

The Chief of Staff provided an overview of the Medical Advisory Committee (MAC) report highlighting quality education sessions, quality and patient safety, MAC subcommittee reporting structure, professional staff policy development, and terms of reference for MAC, Medical Advisory Executive Committee and Credentials Committee. The Chief of Staff reported that Dr. Derek Benjamin, Chief of Medicine was appointed as the MAC representative on the Board of Directors Joint Conference Committee.

6.0 NEXT MEETING

Regular Meeting

Tuesday, November 24, 2020

7.0 MEETING CONCLUSION

There being no further business the meeting was concluded at 7:10 pm.

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

Respectfully submitted,



Charlotte Wallis, Chair



Janice M. Skot, Secretary