



**BOARD OF TRUSTEES  
OPEN MEETING  
10<sup>th</sup> Floor Boardroom**

**MINUTES OF JANUARY 29, 2020**

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<b>PRESENT:</b>	Mr. Scott Smith (Chair) Ms. Jenny Baker Ms. Janine Barry (by phone) Mr. Richard Cantin Mr. Rick Coccimiglio Ms. Linda Fabi	Ms. Lee Fairclough Mr. Don Kaluzny Ms. Linda Maxwell Mr. Keith Martin Mr. Tom Motz Mr. Stan Nahrgang	Dr. Peter Potts Mr. Tim Rollins Dr. Tom Stewart Mr. Jim Stirtzinger Ms. Marion Thomson Howell
<b>REGRETS:</b>	Mr. Michael Harris		
<b>RESOURCE:</b>	Ms. Jui Datta Ms. Susan Dusick Mr. Gary Higgs	Mr. Brian Guest (by phone)	Ms. Susan Hollis Ms. Anne Kelly

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**1.0 CALL TO ORDER:** 4:06 p.m.

**1.1 Opening Prayer/Reflection**

Ms. Fabi provided the reflection.

**1.2 Introduction**

Those around the table introduced themselves.

**2.0 CONSENT AGENDA PART A**

**MOTION**

**It was moved that:**

- **The open agenda be approved as printed and circulated.**
- **There is no conflict of interest noted.**
- **The open minutes of the Board of Trustees Meeting of November 27, 2019 are approved as printed and circulated**
- **The Volunteer Association report be accepted for information**

**Moved, Seconded, VOTED AND CARRIED.**

**3.0 SWOT Group Exercise**

Board members were sent a SWOT (strengths, weaknesses, opportunities and threats) template and asked to complete it in the context of St. Mary's prior to the meeting. Members broke out into groups to discuss this and then reported back to the Board as whole. As we start moving towards our strategic plan this will help formulate areas of focus as well as our generative thinking. It was suggested that the results of this exercise be kept and brought forward in 12 months' time.

## 4.0 BUSINESS

### 4.1 Performance Huddle Introduction

Mr. Smith remarked that the Board has not utilized its huddle board much over the past number of months and in discussions with the Senior Team it has been determined that this needs to be revitalized. For the next meeting, there will be a simulation of what could be used in the future for reviewing performance goals. Then in March this will be put into practice for this year's metrics and then in April the new 2020-2021 goals will be reported on.

Handouts were provided which explained how a sample 3-up is used. This would be prepared for each of the core key performance indicators (KPIs) and it would fall to the chair of the committee that has oversight for the measure along with the VP sponsor to present the information. This is not meant to delve into operational issues but for the Board to have a good, constructive discussion on the performance of the organization.

It was suggested that we should continue using the watermelon chart format since this is what is used on the department huddle boards and the reports to the Board should complement what is being done in the hospital. This information would be circulated with the Board package. We will do a walk through at the February meeting.

The lack of new improvement tickets on the huddle board was raised and Board members were encouraged to continue to offer suggested improvements using this approach.

### 4.2 Strategic Plan Update

Circulated with the meeting package was a strategic plan update and the items that have changed since November have been bolded.

- In regard to the KW4 Ontario Health Team (OHT) group, they have submitted to the Ministry an update to their application and are hoping to be invited to prepare and submit a full application in May.
- We were pleased to receive news that the Hallman Foundation will be providing support to our joint master planning work with Grand River Hospital (GRH). A Memorandum of Understanding has been put in place to the start the planning work with GRH.
- Contracts related to the EP lab construction were recently signed.
- In relation to the third catheterization lab, we need to be thinking about funding generally for the Cardiac Program. Stage 0/1 was submitted last spring and we will now start to turn our lens toward this and working with the Ministry on our pre-capital submission.

Ms. Fairclough commented that she has been trying to keep the Board apprised of coronavirus activities, adding that we are monitoring this very closely and it remains a low risk. The systems that have been put in place provincially to manage this type of outbreak have been activated.

### 4.3 Quality Committee Report

The Quality Committee report was distributed with the meeting package. Ms. Fabi noted that plans are in the works to transform the committee's virtual patient that they have been including in each report toward using a real patient. She added that their next meeting in February will spend a substantial amount of time reviewing the Quality Improvement Plan (QIP) before bringing it forward to the Board for approval.

#### **4.4 Mission and Governance Committee Report**

The Mission and Governance Committee report was circulated with meeting package. The following items were discussed:

- Board and Board Committee members were asked to complete the annual continuation of terms form. At this time, all Board members will be returning for next year but we will need to recruit for a few committee community representatives. For the benefit of succession planning and the education of current members, it has been suggested that there be some movement in committee chairs.
- With the new structure for the Board meeting agendas and the possibility for media attending the open session, a refresher on how members should conduct themselves in the presence of media was recommended.
- Concern was expressed about completing the peer member reviews and that some members may feel uncomfortable offering their perspective on the performance of a colleague who is a volunteer. Some members find the feedback valuable and gives them insight so they can be as effective as possible on the board. It was emphasized that this evaluation process is meant to be constructive and is an expectation of good governance. Members were reminded that there is a 'not applicable' option for each question should they not feel confident in providing a rating.

#### **4.5 Other**

A question was asked about the Volunteer Association report and it was agreed to move this discussion into the in-camera portion of the meeting.

### **5.0 REPORTS**

**5.1 Report of the Chair:** None.

#### **5.2 Report of President**

The President's report was circulated with the meeting package.

**5.3 Report of Chief of Staff:** None.

**5.4 Report of St. Joseph's Health System (SJHS) President and CEO:** None.

**5.5 Report of President, Medical Staff Association:** None.

#### **5.6 Update from Foundation President**

Ms. Dusick handed out information on upcoming events sponsored by the St. Mary's Foundation, highlighting the Pickleball Tournament at RIM Park in February and the She Shares event in March.

**6.0 INFORMATION / EDUCATION ITEMS:** None.

**7.0 ADJOURNMENT:** 5:32 p.m.

**Motion: That the Board of Trustees move into the in camera meeting.**

**Moved, Seconded, VOTED AND CARRIED.**

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Scott Smith, Chair

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Lee Fairclough, President  
and Secretary to the Board

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Susie Bell, Recorder