



**BOARD OF TRUSTEES
OPEN MEETING
10th Floor Boardroom**

MINUTES OF MARCH 27, 2019

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| PRESENT: | Mr. Tom Motz (Chair) Ms. Jenny Baker Mr. Richard Cantin Mr. Rick Coccimiglio Ms. Linda Fabi Dr. Andrew Falconer | Mr. Michael Harris Mr. Don Kaluzny Ms. Linda Maxwell Mr. Stan Nahrgang Mr. Terry O'Sullivan Dr. Peter Potts | Mr. Tim Rollins Mr. Scott Smith Ms. Angela Stanley Dr. Tom Stewart Mr. Jim Stirtzinger Ms. Marion Thomson Howell |
| GUESTS: | Mr. Brian Guest Ms. Pam Helander | Mr. Tom Hartman | Ms. Susan Holliss |
| RESOURCE: | Ms. Jui Datta Ms. Susan Dusick Ms. Sherri Ferguson | Dr. Eric Hentschel Mr. Gary Higgs | Ms. Anne Kelly Mr. Marco Terlevic |

- 1. CALL TO ORDER:** 4:00 p.m.
Mr. Motz introduced Ms. Susan Hollis, Senior VP Resource and Infrastructure, St. Joseph's Health System (SJHS). Also present were Ms. Jui Datta, Acting CFO, and Ms. Anne Kelly, Manager, Communications.

- 2. PRESENTATIONS/UPDATES**

- 2.1 Catalysis Lean Assessment**

Catalysis faculty Ms. Pam Helander and Mr. Tom Hartman were in attendance to speak to the Lean assessment that they conducted over the past two days with members of the executive team. Examples of the questions that were posed and some of the results were presented. Overall, yes, St. Mary's is improving but people need to be held accountable for the customized goals they own. We provide the environment for creativity deployment and the support and by doing this we will achieve our goals.

Mr. Hartman remarked that Lean leadership is embedded deep within the organization and that this has progressed since 2016 when he became involved with St. Mary's. Ms. Helander has also been coaching the leadership team since then and has seen the alignment of the work improve over the past year. The next step would be getting deeper into utilizing A3s for further improvement.

It was emphasized that it is important for the senior team to feel the Board's support. Mr. Hartman added that they know the challenges we have been facing and, while the potential answers are there, it will not be easy. It is important to

focus on developing the leaders and to help the leaders develop their people, as well it is critical to engage the physicians.

2.2 Request to Continue Catalysis Executive Site Visits

A briefing note on this item was circulated with the meeting package and the information provided was reviewed. It was agreed that St. Mary's should continue to host Catalysis executive site visits for the next year and leave any future scheduling to the President's discretion.

3. OPENING PRAYER/REFLECTION

Mr. Stirtzinger provided the reflection.

4. APPROVAL OF THE AGENDA

A proposed revised meeting agenda was handed out for members to consider. The discussion of the hospital information system was moved to the open agenda but any motions associated with this that are to be put forward will be held in the closed meeting.

5. DECLARATION OF CONFLICT OF INTEREST: None.

6. MEETING EVALUATION REMINDER

The meeting evaluation form was circulated with the agenda package for Board members to complete.

7. BOARD HUDDLE

A one-stage performance summary was provided in the meeting package and Mr. Terlevic explained the reasoning as to how this was developed and reviewed each quadrant in the document. The Senior Team sought feedback from the Board on using this format for the monthly reporting of the corporate goals going forward. It was suggested that simplifying how the performance is linked to action and then linked to results would be helpful. We need to test the logic behind what we are doing and providing trend lines on the outcomes might provide this. While noting that countermeasures are at the operational level, some members felt it is the Board's responsibility to ask what mitigating measures are being taken for those goals that are not meeting target.

The items on the Board action tracker were reviewed. For item 1, Board Gemba walks were arranged by Mr. Smith to the Independent Living Centre and Aeryon Labs to view how other organizations operate in a Lean environment, particularly at the governance level. A suggestion was made that further work on this action item be conducted over the summer months with a view to introducing a new format in September.

8. HOSPITAL INFORMATION SYSTEM (HIS)

Report of the Joint HIS Board Committee

The report of the Joint Hospital Information System (JHIS) Board Committee was circulated separately from the meeting package. Mr. Higgs commented that we remain on track and on budget. The contingency funds have not been overspent by either hospital. There is a separate contingency fund for phase 2 but any surplus from phase 1 will be transferred over as we are treating this as one project.

Grand River Hospital (GRH) has received communication from the Ministry of Health and Long-Term Care that we are to expect a \$3M payment for standing as a Cerner

Provincial Reference Model (CPRM). The St. Mary's share of this payment will likely be about \$900,000 and it is hoped that these funds will be received by the end of March.

Phase 2 Discussion

A slide deck that was circulated with the meeting package was reviewed by Mr. Terlevic. This same information was presented to Resource Planning and Utilization Committee (RP&U) last week. It was emphasized that we have to provide a response to Cerner by the end of April as to whether or not St. Mary's will be proceeding to phase 2 of the project. Mr. Terlevic called up a spreadsheet on the projector screen which outlined the financial pressures that St. Mary's is projecting for the 2019-2020 fiscal year, with the assumption that there is zero percent funding increase.

It is highly unlikely that all the savings initiatives put forward by Ernst and Young (EY) can be realized. The Senior Team needs to focus on the PRISM install, the upcoming accreditation survey and the current financial situation. These are very significant, complex items to deliver on with the given organization-wide cost structure issue.

We still need to deliver strong, quality service. The way we presently conduct our affairs is not working. We need to look at how we can do things differently and think about boosting revenue as well as making some tough decisions about the services we provide. This was discussed at RP&U.

With the movement of patients back and forth between St. Mary's and GRH, it would be a fractured system if we do not proceed with PRISM phase 2. The common medical staff are hoping for one record that can travel seamlessly with the patient and we'd lose that as well as some ability to work collaboratively if the project does not continue forward. It was added that not proceeding would hinder our relationship with GRH including any technical assistance for our install that they would provide.

In looking at St. Mary's current Meditech system, the servers that run this are of the 2003 era and there are no more patches for these which means we have no defense if there are new security threats. A new information new system would provide newer cyber security preventions. We are implementing a system we cannot afford, but we cannot afford not to implement it. We need to make the right decisions and cannot move forward with all these projects. GRH is also trying to resolve financial pressures. The whole region is underfunded and other hospital partners are facing similar pressures.

9. THE QUALITY/PATIENT SAFETY REPORT

The Quality Committee Report was circulated with the Board meeting package. Ms. Thomson Howell highlighted a patient story that came out of the meeting. The committee wanted the voice of the patient at the table and so have asked Ms. Gillian Flynn, Patient Experience Coordinator, to attend when there are certain departmental presentations.

- **Motion: That the Board of Trustees approve the Quality Committee report.**

Moved by Marion Thomson Howell, Seconded by Terry O'Sullivan, VOTED AND CARRIED.

With respect to the motion that was listed in the agenda about approving the True North targets for 2019-2020, it was agreed that this be discussed later in the meeting under the RP&U report.

The Quality Improvement Plan (QIP) was included as part of the Quality Committee report and the following motion was made:

- **Motion: The Quality Committee recommends the 2019-20 Quality Improvement Plan (QIP), including the work plan, to the Board of Trustees for approval.**

Moved by Marion Thomson Howell, Seconded by Don Kaluzny, VOTED AND CARRIED.

9. MISSION AND GOVERNANCE COMMITTEE

The Mission and Governance Committee report was circulated with the meeting package.

- **Motion: That the Board of Trustees approve the revised Audit Committee terms of reference as recommended by the Mission and Governance Committee.**

Moved by Jim Stirtzinger, Seconded by Tim Rollins, VOTED AND CARRIED.

- **Motion: That the Board of Trustees approve the revised Resource Planning and Utilization Committee terms of reference as recommended by the Mission and Governance Committee.**

Moved by Jim Stirtzinger, Seconded by Jenny Baker, VOTED AND CARRIED.

10. CONSENT AGENDA

The minutes of the Open Board meeting held February 27, 2019, and reports from the Volunteer Association and the President were distributed with the agenda package.

Motion: That the Board of Trustees approves the following:

- **Minutes of the Open meeting – February 27, 2019**
- **Volunteer Association Report**
- **President's Report**

Moved by Tom Motz, Seconded by Marion Thomson Howell, VOTED AND CARRIED.

11. REPORTS

11.1 President / SJHS President and CEO

Dr. Falconer reported on the following items:

- The Local Health Integration Network (LHIN) boards have been dissolved but the LHINs as a body will continue to function.
- The Province released guidelines on procurement procedures going forward, part of which suggest that no contracts held will be longer than 2 years. While these are interim measures, it does add further bureaucracy to the process.
- Some highlights from the federal budget were provided.
- The City of Kitchener is proposing a pilot to add bicycle lanes to Queen's Blvd. west of Belmont Ave. This has been brought to the attention of the Region of Waterloo particularly as it relates to Emergency Medical Services.

- The Board was reminded that System Day will again be held this year on May 1st in Hamilton.

11.2 Board Chair

There was nothing further to report.

12. ADJOURNMENT: 6:07 p.m.

Motion: To adjourn the open Board meeting.

Moved by Tom Motz, Seconded by Don Kaluzny, VOTED AND CARRIED.

Tom Motz, Chair

Dr. Andrew Falconer, President
and Secretary to the Board

Susie Bell, Recorder