

# Hamilton Board Committee

*Thursday, December 19, 2013*

*15:30 pm*

*Dofasco Boardroom – Juravinski  
Innovation Tower*

***Open Session***

St. Joseph's  
Villa  Dundas

St. Joseph's  
Healthcare  Hamilton

St. Joseph's  
Home  Care

**Hamilton Board Committee Meeting – Open Agenda**  
**Thursday, December 19, 2013**  
**3:30 – 6:30 p.m.**

Dofasco Boardroom – St. Joseph's Healthcare Hamilton  
2<sup>nd</sup> Floor, Juravinski Innovation Tower  
50 Charlton Avenue East, Hamilton

- Elected Members** Mr. Carl Santoni (Chair), Mr. Peter Tice, Mr. Sonny Monzavi, Ms. Mary Dow, Mr. Ben Gould, Dr. Mary Guise, Mr. Jim LoPresti, Ms. Carolyn Milne, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin, Dr. Jack Gaudie.
- Ex-Officio Members** Dr. Gary Chaimowitz, Ms. Winnie Doyle, Dr. Hugh Fuller, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith
- Senior Management Team** Mr. David Bakker, Ms. Kim Ciavarella.
- Resource** Mr. Bryan Herechuk, Ms. Fadia Ros
- Guest(s)** Dr. Sandi Seigel, Ms. Deborah Schubert.
- Regrets**

Time	Item	Topic	Motion	Lead	Page
3:30pm	1.0	<b>Call to Order</b>			
	1.1	<i>Opening Prayer</i>		M. Guise	
	1.2	<i>Approval of Agenda</i>	<u>All HBC Voting Members:</u> <b>THAT THE OPEN AGENDA OF THE DECEMBER 19, 2013 HAMILTON BOARD COMMITTEE BE APPROVED</b>	C. Santoni	
	1.3	<i>Declaration of Conflict of Interest</i>		C. Santoni	
	1.4	<i>Introduction of Guests</i>		C. Santoni	
3:35pm	2.0	<b>Consent Agenda</b>			
	2.1	<i>Approval of Hamilton Board Committee Open Minutes</i>	<u>All HBC Voting Members:</u> <b>THAT THE OPEN MINUTES OF THE NOVEMBER 28, 2013 HAMILTON BOARD COMMITTEE BE APPROVED</b>	C. Santoni	1-5
	2.2	<i>Governance Mission and Values Committee Minutes and Motions</i>	<u>All HBC Voting Members:</u> <b>THAT THE MINUTES OF THE DECEMBER 3, 2013 GOVERNANCE, MISSION AND</b>	P. Tice	6-17

Time	Item	Topic	Motion	Lead	Page
			<p>VALUES COMMITTEE BE ACCEPTED FOR INFORMATION</p> <p>All HBC Voting Members:  <b>THAT THE CHAIR/VICE CHAIR OR DELEGATE COORDINATE ATTENDANCE ON A REGULAR BASIS AT SJHS BOARD MEETINGS</b></p> <p>All HBC Voting Members:  <b>THAT THE FOLLOWING HBC POLICIES AS AMENDED BE APPROVED:</b>  <b>HBC #10 - STRATEGIC PLANNING</b>  <b>HBC #11 - APPOINTMENT OF OFFICERS</b>  <b>HBC #12 - IN-CAMERA MEETINGS</b></p> <p>All HBC Voting Members:  <b>THAT MR. ADRIAAN KORSTANJE BE APPOINTED AS A MEMBER OF THE HAMILTON BOARD COMMITTEE.</b></p>		
	2.3	<i>Resource &amp; Audit Committee Minutes and Motions</i>	Highlight Report – See Item 4.1	S. Monzavi	
<b>3:50pm</b>	<b>3.0</b>	<b>Quality &amp; Patient Safety</b>			
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	<p>All HBC Voting Members  <b>THAT THE MINUTES OF THE DECEMBER 10, 2013 QUALITY COMMITTEE BE ACCEPTED FOR INFORMATION</b></p>	R. Rocci	18-20
	3.2	<i>Medical Advisory Committee Guest Presentation: Dr. S. Seigel, Chief, Department of Pediatrics</i>			
<b>4:05pm</b>	<b>4.0</b>	<b>Highlight Report</b>			
	4.1	<i>Resource and Audit Committee Minutes and Motions</i>	<p>All HBC Voting Members  <b>THAT THE MINUTES OF THE DECEMBER 18, 2013 RESOURCE AND AUDIT COMMITTEE BE ACCEPTED FOR INFORMATION</b></p>		blotter

Time	Item	Topic	Motion	Lead	Page
4:20pm	5.0	<b>Reports</b>			
	5.1	<i>Report of Chair</i>		C. Santoni	
	5.2	<i>Report of Presidents</i>		D. Higgins D. Bakker K. Ciavarella	21-23
	5.3	<i>Report of President SJHH Foundation SJVD Foundation</i>			
	5.4	<i>Report of Chief Nursing Officer</i>		W. Doyle	
	5.5	<i>Report of President, Medical Staff Association</i>		G. Chaimowitz	
	5.6	<i>Report of President &amp; CEO, St. Joseph's Health System</i>		K. Smith	
5:00pm	6.0	<b>New Business</b>			
5:15pm	7.0	<b>Guest Presentations</b>			
				C. Santoni	
5:20pm	8.0	<b>Information / Education Items</b>			
	8.1	HBC Closed Summary		D. Higgins	24-25
	8.2	HBC Events HBC Walkabouts Schedule HBC Education Schedule			26-29
5:25pm	9.0	<b>Adjournment</b>			
	9.1	<i>Motion to adjourn</i>	<u>All HBC Voting Members:</u> <b>THAT THE OPEN SESSION OF THE HBC BE ADJOURNED</b>	C. Santoni	
5:25pm	10.0	<b>Break followed by Closed Session</b>			

Committee: **Hamilton Board Committee – OPEN SESSION** Date: November 28, 2013

Called to order at: 1530 hours Adjourned: 1640 hours

Location: Dofasco Boardroom – 2<sup>nd</sup> Floor Juravinski Innovation Tower

Present: Mr. C. Santoni - Chair, Mrs. M. Dow, Mr. R. Rocci, Mr. P. Tice, Mr. B. Gould, Mrs. C. Milne, Mr. D. Tonin, Ms. W. Doyle, Mr. T. Thoma, Dr. H. Fuller, Dr. M. Guise, Mrs. M. Taylor, Mr. J. LoPresti, Dr. G. Chaimovitz, Dr. J. Gauldie.

Regrets: Mr. S Monzavi, Dr. J. Kelton.

Resource Staff: Dr. D. Higgins, Ms. F. Ros, Mr. B. Herechuk, Mr. D. Bakker, Mrs. S. Filice-Armenio, Mrs. M. Ellis, Mrs. K. Ciavarella, Mr. D. Bakker.

Guests: Dr. J. Farrell

NEXT MEETING December 19, 2013.

Subject	Discussion
<b>1. PROTOCOL</b>	
<b>1.0 CALL TO ORDER</b>	The meeting was called to order at 1530 hours by C. Santoni.
<b>1.1 OPENING PRAYER</b>	R. Rocci opened the meeting with a prayer.
<b>1.2 APPROVAL OF AGENDA</b>	Some additional policies will be brought forward for approval in item 2.2. It was MOVED by D. Tonin, SECONDED by B. Gould, VOTED AND CARRIED: <b>THAT THE HAMILTON BOARD COMMITTEE AGENDA BE APPROVED AS CIRCULATED</b>
<b>1.3 DECLARATION OF CONFLICT OF INTEREST</b>	There was no declaration of conflict of interest.
<b>1.4 INTRODUCTION OF GUESTS</b>	All guests in attendance were introduced.
<b>2. CONSENT AGENDA</b>	<u>Hamilton Board Committee Voting Members</u>
<b>2.1 APPROVAL OF HAMILTON BOARD COMMITTEE OPEN MINUTES</b>	It was MOVED by J. LoPresti, SECONDED by M. Dow, VOTED AND CARRIED <b>THAT THE OPEN MINUTES OF THE OCTOBER 31, 2013 HAMILTON BOARD COMMITTEE BE APPROVED</b>

**Subject Discussion**

**2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS**

- It was noted that "values" columns will be added to all agenda formats, thereby tying each item to our Mission and Values.
- Three policies were brought forth for approval. It was noted that slight changes have been made to policies #7 and #8. Policy #9 remains the same.
- It was noted that should an HBC member have a conflict of interest, it shall be declared and the member shall remove themselves for that portion of the discussion. The Chair of the HBC should also be notified in advance if possible.

Hamilton Board Committee Voting Members

It was MOVED by R. Rocci, SECONDED by M. Guise, VOTED AND CARRIED

**THAT THE MINUTES OF THE NOVEMBER 5, 2013 GOVERNANCE, MISSION AND VALUES COMMITTEE BE ACCEPTED FOR INFORMATION**

Hamilton Board Committee Voting Members

It was MOVED by M. Guise, SECONDED by J. LoPresti, VOTED AND CARRIED

**THAT THE FOLLOWING POLICIES BE APPROVED:  
HBC #9 – HBC POSITION DESCRIPTION FOR TRUSTEES  
HBC #8 – HBC GOVERNANCE APPROACH  
HBC #7 – HBC COMMUNITY REPRESENTATION – NON BOARD MEMBERS ON HBC COMMITTEES**

**2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS**

- Service ratios with respect to the 2013 year end forecast were clarified.
- In response to a question, it was noted that estate sales are based on historical averages of four sales per year.
- It was noted that SJVD accrues for capital expenditures only.

Hamilton Board Committee Voting Members

It was MOVED by D. Tonin, SECONDED by J. LoPresti, VOTED AND CARRIED

**THAT THE MINUTES OF THE NOVEMBER 20, 2013 RESOURCE AND AUDIT COMMITTEE BE ACCEPTED FOR INFORMATION**

Hamilton Board Committee – SJVD Voting Members

It was MOVED by T. Thoma, SECONDED by P. Tice, VOTED AND CARRIED

**THAT THE 2014 OPERATING BUDGET FOR ST JOSEPH'S VILLA DUNDAS BE APPROVED**

**3. QUALITY AND PATIENT SAFETY**

**3.1 QUALITY COMMITTEE MINUTES, MOTIONS AND REPORT**

- The patient story related to mental health was reviewed. Processes and procedures were overviewed.
- At a future meeting, the process for the Falls Prevention Program will be highlighted.
- In response to a question, it was noted that the investigation process depends on severity and risk identified. Low acuity incidents are explored for trends and potential near miss events.

**Subject                      Discussion**

**3.2 MEDICAL ADVISORY COMMITTEE GUEST PRESENTATION**

Hamilton Board Committee Voting Members

It was MOVED by R. Rocci, SECONDED by B. Gould, VOTED AND CARRIED

**THAT THE MINUTES OF THE NOVEMBER 12, 2013 QUALITY COMMITTEE BE ACCEPTED FOR INFORMATION**

Guest: Dr. J. Farrell, Chief, Department of Anesthesia

The following was noted:

- A presentation on obstructive sleep apnea and impact on peri-operative program and post-op monitoring was presented.
- The program developed for peri-operative care of patients with suspected sleep apnea and the improved access and flow to critical care beds was noted.
- The program has contributed significantly for safety of care of patients post-operatively.
- J. Farrell was thanked for her very informative presentation.

**4. HIGHLIGHT REPORT**

**4.1 HIGHLIGHT REPORT**

There was no highlight report for the month of November.

**5. REPORTS**

**5.1 REPORT OF CHAIR**

The following was reported:

- C. Santoni attended the Governance and the Medical Advisory Committee during the month of November.
- The Hamilton Spectator Reader's Choice Award winners were announced. St. Joseph's Home Care was selected as the diamond winner in the Home Healthcare Category. St. Joseph's Villa was the platinum winner in the Nursing Home/Long Term Care Centre category. Management and staff were congratulated on this tremendous achievement. Various members of the Department of Family Medicine and Department of Eye Medicine/Surgery were selected as favourite physicians.
- A presentation to the System Board will be made in December.

**5.2 REPORT OF PRESIDENTS**

The following was reported:

- It was noted that on page 58, item 3.3, the incorrect verbage was provided and this will be amended.

**5.3 REPORT OF PRESIDENTS**

**SJHH FOUNDATION**

**St. Joseph's Healthcare Foundation – S. Filice-Armenio**

- The Holiday Gala was held on Saturday November 9<sup>th</sup> at Liuna Station. There were over 400 attendees and \$370K was raised. A \$500K gift announcement to the Capital Campaign was made by LIUNA.
- A public celebration will be held to June to celebrate the success of the Capital Campaign.
- Three more panels of the Baby Wall was unveiled. \$1 M to date has been raised
- The Foundation is working closely with the hospital with respect to preparations for the Grand Opening of West 5<sup>th</sup>.
- In response to a question, priorities for the Foundation are set in consultation with members of the Senior Team of the hospital.

Subject	Discussion
	<ul style="list-style-type: none"> <li>• Discussion ensued with respect to Chairs/Vice Chairs of the Foundation Board and Hospital Board for attendance at meetings of each organizations respective board meeting.</li> <li>• An article related to Foundation and Hospital Boards working and collaborating together will be circulated to all HBC members through the Governance Committee.</li> <li>• An online giving program has been recently launched.</li> </ul>
<p><b>SJVD FOUNDATION</b></p>	<p><b>St. Joseph's Villa Foundation – M. Ellis</b></p> <ul style="list-style-type: none"> <li>• A draft online giving booklet has been completed and will be online shortly.</li> <li>• The Capital Campaign has realized the \$1.3M mark.</li> <li>• The SJVD Gala will be held on Friday April 25<sup>th</sup>. Honourary Chair will be Dr. Kevin Smith.</li> <li>• \$20K was raised in the Road2Hope marathon.</li> <li>• Nursing recruitment was discussed.</li> </ul>
<p><b>5.4 REPORT OF CHIEF NURSING OFFICER</b></p>	
<p><b>5.5 REPORT OF PRESIDENT, MEDICAL STAFF ASSOCIATION</b></p>	<p>The following was noted:</p> <ul style="list-style-type: none"> <li>• The Exemplary Service Award will be awarded next week.</li> <li>• The SJHH Patient Choice Awards will be launched shortly.</li> <li>• The Medical Staff Executive has been fundraising for victims of the typhoon in the Phillipines.</li> <li>• The next Quarterly Medical Staff Meeting will likely be held at the West 5<sup>th</sup> Campus.</li> <li>• The Annual Medical Staff Dinner will be held on Friday, January 17<sup>th</sup>.</li> </ul>
<p><b>5.6 REPORT OF PRESIDENT AND CEO, ST. JOSEPH'S HEALTH SYSTEM</b></p>	<p>There was no report.</p>
<p><b>6. NEW BUSINESS</b></p>	<p>There was no new business.</p>
<p><b>7. GUEST PRESENTATIONS</b></p>	
<p><b>8. INFORMATION EDUCATION ITEMS</b></p>	<p>The following was noted:</p> <ul style="list-style-type: none"> <li>• Discuss ensued with respect to HBC attendance at educational events both at the Ontario Hospital Association and non OHA related educational events.</li> </ul> <p>8.1 HBC Closed Summary        8.2 HBC Events/Walkabouts/Education Schedule        8.3 Article – Governance Strategy: 4 Tests of Competence        8.4 E-Articles – Deloitte 1) Lead or be Lead 2) The Effective Not-for-Profit Board</p>



**Subject**

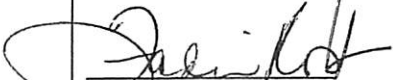
**Discussion**

**9. ADJOURNMENT**

It was MOVED by J. LoPresti, SECONDED by M. Taylor, VOTED AND CARRIED  
THAT THE OPEN SESSION OF THE HBC BE ADJOURNED

\_\_\_\_\_  
Carl Santoni, Chair

  
\_\_\_\_\_  
David Higgins, Secretary

  
\_\_\_\_\_  
Fadia Ros, Recorder

**OPEN REPORT TO THE HAMILTON BOARD COMMITTEE – DECEMBER 2013**

**1. Environmental Scan**

**1.1 SJHC: Quality and Value in Home Care (QVHC) Update**

In a communication sent out November 18, the QVHC Steering Committee and the Oversight Table informed of the decision not to launch outcome-based pathways (OBP) by March 31, 2014. Next steps for the Steering Committee will be completing a more in-depth analysis of the initial proof of concept site data gathered between October 2012 and October 2013 prior to finalizing decisions about the future spread of OBP and adoption of outcome-based reimbursement (OBR).

**1.2 SJHC: OACCAC CEO Announcement**

Catherine Brown will be the new Chief Executive Officer at the Ontario Association of Community Care Access Centres (OACCAC) effective January 2014.

**1.3 SJHC: Announcement - Ontario Health Innovation Council**

The Ontario government announced the formation of the Ontario Health Innovation Council to bring new health care products to market, in partnership with Ontario's health care system. The Ontario Home Care Association (OHCA) has released a statement welcoming the announcement. OHCA has long called for strategies to strengthen innovation in home care, which is uniquely positioned as the link between various health settings across the health continuum, and calls for the Council to pay close attention to innovations that can support people to live independently at home.

**2. Mission, Vision and Values Update**

**2.1 SJHC: City of Hamilton 10-year Housing and Homelessness Action Plan**

SJHC has been part of this planning group for the past three years, representing the seniors sector. The plan is now complete and will be presented to City of Hamilton Council for approval on December 9. This comprehensive plan will guide Hamilton's Housing and Homelessness strategy for the next 10 years.

**3. Operational Information**

**3.1 SJVD: LEAN Methodology**

The Villa has been pro-active in establishing a LEAN process throughout the organization. The Management Team shared 26 improvements that have occurred through the various departments and expressed other ideas to work towards a goal of 1000 improvements. Staff will be engaged on walkabouts for process improvement feedback. This methodology will be unfolded throughout the organization in 2014.

**3.2 SJVD: St. Mary's Secondary School Students**

The St. Mary Secondary School Grade 11 health care students are once again participating in a four week experiential learning placement. The students spent the first week in seminars meeting department heads and investigating various health care careers at the Villa. The health care class has a thorough orientation that includes one of our Residents as a demonstration of the various resident care needs students may observe.

### **3.3 SJHC: 2013-2014 Community Investment Funding - Assisted Living for Frail At-Risk Seniors**

SJHC has participated in the three scheduled meetings of the Assisted Living working group with the HNHB LHIN to determine which geographic locations should receive funding for the two assisted living hubs. SJHC continues to advocate for an Assisted Living Hub located in the Hamilton downtown area.

### **3.4 SJHH: West 5<sup>th</sup> Redevelopment Update**

#### **Construction**

- Construction is 99% complete. The date for the grand opening has been finalized – January 23, 2014
- Compliance review process started in the design stage by our PDC (Planning & Design Consultant) team and continued throughout construction
- All deficiencies expected to be completed by Substantial Completion
- Community Open Forum being planned for January 18 & 19, 2013

#### **Project Budget**

- Project Budget remains on target and under budget

#### **Operational Readiness**

- General training and program-specific training plans have been completed
- Completed formal work plan activity in November. Overall, programs and services should be operationally ready to function in the new facility
- Move Operation Centre (MOC) has been convened to provide an organized management structure that promotes immediate and focused direction of activities pre-move, during the move and post occupancy period. The goal of MOC is to respond to urgent/emergent issues that arise to ensure there is minimal disruption to hospital activities and allows prompt resumption of normal activities

#### **Volunteer Resources**

- The target of 150 net new volunteers by Jan 1, 2014 has been exceeded by 4

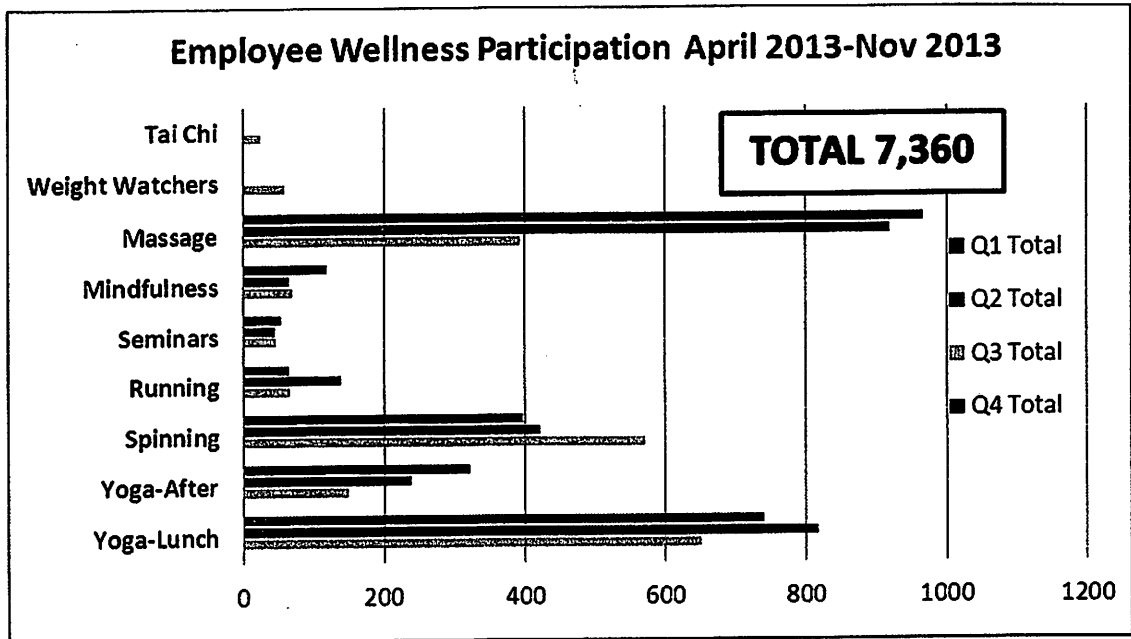
#### **Human Resources**

- Currently project is on target to meet key Human Capital delivery dates

#### **Redevelopment Evaluation Project**

- The Redevelopment Evaluation Project is to evaluate how the design of the new W5th facility will impact the quality of patient care and staff engagement by comparing the present facility with the new facility. In order to advance our stated goals, we have fostered collaborations with members of the health and design community by sharing our project vision, methodological innovations and preliminary findings

**3.5 SJHH: Wellness**



**3.6 SJHH: Medical Radiation Technologists – “The Essential Link”**

The video produced for MRT week received positive feedback from a multitude of internal and stakeholders. It has been posted on the Diagnostic Imaging web page as well as SJHH Facebook and Twitter pages. The Canadian Association of Medical Radiation Technologists (CAMRT) has posted the video on their web site and has recognized SJHH as a best practice spotlight organization in support of the Medical Radiation Sciences profession.

**3.7 SJHH: MOHLTC Diagnostic Imaging (DI) Steering Committee**

SJHH has been invited to participate as a member of the DI Steering Committee. The committee purpose includes the following:

- Provide direction and ensure alignment with the MOHLTC’s objectives related to the Access to Care (ATC) strategy and the recommendations from the MRI and CT Expert Panel Reports
- Support decision making at the program, hospital, LHIN and provincial level
- Provide advice on issues, changes and general matters affecting Diagnostic Imaging
- Identify and pursue funding opportunities as necessary to enhance Diagnostic Imaging

**3.8 SJHH: Core Lab Quality Focus**

Result Auto-Verification now in place for 40% testing which reduces test turnaround time and relieves workload pressure on staff. By spring of 2014 this will be increased to 90 % of core lab tests. City-wide quality performance monitoring is now occurring live which is allowing us to detect individual analyzer performance issues much earlier, enabling earlier intervention before patient result impacts.

**3.9 SJHH: Research Grant Proposal to the Ministry of Labor**

SJHH submitted a research grant to the Ministry of Labor on reducing the risk of violence in the Emergency Department (ED). The objective of the project is to improve ability to predict potential acts of violence in ED of SJHH. We received an enthusiastic letter of support from the Chair of the LHIN ED Directors Committee for this proposal. There is great interest across our LHIN in developing a common tool and strategy to reduce the risk of violence in our respective Emergency Departments.

## Hamilton Board Committee (HBC) – Summary of October 31, 2013 Closed Meeting Session

### Motions Summary

Recommending HBC Committee	Motion Summary
Governance, Mission and Values Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Governance, Mission and Values Committee of October 1, 2013 be accepted for information (Hamilton Board Committee).</li> <li>▪ Following HBC policies be approved (Hamilton Board Committee):               <ul style="list-style-type: none"> <li>○ HBC #4 – Chair Position Description</li> <li>○ HBC #5 – HBC Committee Chair Position Description</li> <li>○ HBC #6 – HBC Open/Closed/In-Camera Policy</li> </ul> </li> </ul>
Quality Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Quality Committee of October 8, 2013 be accepted for information (Hamilton Board Committee).</li> </ul>
Resource and Audit Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Resource and Audit Committee of October 23, 2013 be accepted for information (Hamilton Board Committee).</li> <li>▪ Monetary negotiating mandate be approved as amended (Hamilton Board Committee – St. Joseph’s Home Care Voting Members).</li> <li>▪ Monetary negotiating mandate be approved as amended (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> <li>▪ Community Accountability Planning Submission (CAPS) for St. Joseph’s Villa Dundas be approved (Hamilton Board Committee – St. Joseph’s Villa Dundas Voting Members).</li> <li>▪ Community Accountability Planning Submission (CAPS) for St. Joseph’s Home Care be approved (Hamilton Board Committee – St. Joseph’s Home Care Voting Members).</li> </ul>
The Medical Advisory Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Medical Advisory Committee of October 3, 2013 be approved (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Research of the October 3, 2013 Medical Advisory Committee be approved (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Credentials of the October 3, 2013 Medical Advisory Committee be approved (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> </ul>

### Presentations and Reports to the HBC – Summary

The Board heard a presentation from Dr. Colm Boylan on the collaborative quality improvement work happening between Diagnostic Imaging and the Emergency Department. The presentation focused on an initiative to establish evidence-based clinical care algorithm for conducting appropriate CT Pulmonary Angiogram studies. The HBC expressed their continual interest in the broader issue of how to effectively translate knowledge and research into practice in a timely manner and the HBC reflected on how this work is a great example of driving more appropriate, responsive and cost effective care.

The Governance, Mission and Values committee of the Board was highlighted this month. The committee provided an update on the following matters being discussed at the committee level:

- Board education plan: Foci of the committee continue to be education of the HBC members and building and fostering the relationship between the HBC and the senior management team.
- Nominating committee update: A nominating committee meeting will be held on December 3, 2013.
- Generative discussion: Generative discussion is an important part of the Governance, Mission and Values committee in their drive to develop the HBC into an exemplary board that is robust and effective.