



## **St. Joseph's Hamilton Joint Boards of Governors**

*March 2015*

*Open Agenda Package – Web Version*

**Mission:** Living the Legacy – Compassionate Care.  
Faith. Discovery.

**Vision:** On behalf of those we are privileged to serve, we will: deliver an integrated high quality care experience, pursue and share knowledge, respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

**Values:** We commit ourselves to demonstrate in all that we undertake, the vision and values that inspired our Founders, the Sisters of St. Joseph. These are: **Dignity, Respect, Service, Justice, Responsibility and Enquiry.**

# JBG Values

**Dignity** – The worth of the person is affirmed & unconditional



## Definition

Places high emphasis on the worth and value of the individual and is not dependant or conditional on anything. Dignity is demonstrated by focusing on needs of the person, their comfort, and respecting their choices.

## Behaviours

- Concerned with the feelings of their patient or family
- Recognizing the sacredness of human life
- Cultivating the notion of control, confidence and decision making to the patient or family member
- Eliminating events that might embarrass or bring shame to the patient or family member

**St. Joseph's Hamilton Joint Boards of Governors – Open Agenda**  
**Thursday, March 26, 2015**  
**3:30 – 6:00 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, Dr. Mary Guise, Mr. Jim LoPresti, Ms. Carolyn Milne, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin, Mr. Adriaan Korstanje, Dr. Jack Gaudie, Ms. Lynn McNeil.
- Ex-Officio Members** Dr. Cyndie Horner, Ms. Winnie Doyle, Dr. Hugh Fuller, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith
- Senior Management Team** Mr. David Bakker, Mrs. Jane Loncke
- Resource** Ms. Jessica Fry, Ms. Fadia Ros, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Dr. L. Hatcher.

VALUES: D = dignity, R1 = respect, S = service, J = justice, R2 = responsibility, E = enquiry

Time	Item	Topic	Motion	Values	Lead	Page
3:30pm	1.0	<b>Call to Order</b>				
	1.1	<i>Opening Prayer and Reflection on DIGNITY</i>		R2	J. Gaudie All	
	1.1.1					
	1.2	<i>Approval of Agenda</i>	<b>All JBG Voting Members: THAT THE OPEN AGENDA OF THE MARCH 26, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE BE APPROVED</b>	R2	C. Santoni	
	1.3	<i>Declaration of Conflict of Interest</i>		R2	C. Santoni	
	1.4	<i>Introduction of Guests</i>		R1	C. Santoni	
3:40pm	2.0	<b>Consent Agenda</b>				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	<b>All JBG Voting Members: THAT THE OPEN MINUTES OF THE FEBRUARY 26, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED</b>	R2	C. Santoni	1-5

Time	Item	Topic	Motion	Values	Lead	Page
	2.2	Governance Mission and Values Committee Minutes and Motions	See Highlight Report 4.1	R2	P. Tice	
	2.3	Resource & Audit Committee Minutes and Motions	<p><u>All JBG Voting Members</u>  <b>THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF MARCH 25, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p><u>SJVD Voting Members</u>  <b>THAT THE AUDITED AND NOTICE TO READER FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014 FOR: ST. JOSEPH'S VILLA ST. JOSEPH'S ESTATES ST. JOSEPH'S SENIORS' CENTRE BE APPROVED</b></p> <p><u>SJHH Voting Members</u>  <b>THAT \$10,000,000 BE TRANSFERRED FROM THE FUTURE FUNDS INVESTMENT PORTFOLIO TO RESEARCH INSTITUTE ST. JOSEPH'S - HAMILTON (RESEARCH INSTITUTE ST. JOSEPH'S HAMILTON WILL ESTABLISH A SEPARATE INVESTMENT PORTFOLIO)</b></p> <p><u>SJHH Voting Members</u>  <b>THAT \$2,800,000 BE WITHDRAWN FROM THE FUTURE FUNDS INVESTMENT PORTFOLIO FOR THE PURPOSES OF FUNDING INTEREST EXPENSE ON LONG TERM DEBT AND PRINCIPAL REPAYMENT ON THE SURGICAL TOWER FOR THE FISCAL YEAR ENDING MARCH 31, 2015</b></p>	R2	S. Monzavi	blotter

Time	Item	Topic	Motion	Values	Lead	Page
3:50pm	3.0	<b>Quality &amp; Patient Safety</b>				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	<p><u>All JBG Voting Members</u>  <b>THAT THE MINUTES OF THE QUALITY COMMITTEE OF MARCH 10, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p><u>SJVD Voting Members</u>  <b>THAT THE QUALITY IMPROVEMENT PLAN (QIP) FOR ST. JOSEPH'S VILLA DUNDAS BE APPROVED</b></p> <p><u>SJHH Voting Members</u>  <b>THAT THE QUALITY IMPROVEMENT PLAN (QIP) FOR ST. JOSEPH'S HEALTH CARE HAMILTON BE APPROVED</b></p> <p><u>SJHC Voting Members</u>  <b>THAT THE QUALITY IMPROVEMENT PLAN (QIP) FOR ST. JOSEPH'S HOME CARE BE APPROVED</b></p>	S	R. Rocci	6-29
	3.2	<i>Medical Advisory Committee Presentation:</i>	<i>Dr. L. Hatcher Chief, Department of Family Medicine</i>	E		
	4.0	<b>Highlight Report</b>				
	4.1	<i>Governance, Mission and Values Committee Minutes and Motions</i>	<p><u>All JBG Voting Members</u>  <b>THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE OF MARCH 3, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p><u>All JBG Voting Members</u>  <b>THAT THE DUE DILIGENCE WORK PLAN FOR THE JOINT CHIEF OF STAFF/EVP MEDICAL POSITION BE APPROVED</b></p>	R2		30-46

Time	Item	Topic	Motion	Values	Lead	Page
			<p>All JBG Voting Members  <b>THAT DR. JOHN NEARY,  CHIEF MEDICAL  INFORMATION OFFICER AT  SJHH BE APPOINTED TO  THE ROLE OF CLINICAL  REPRESENTATIVE ON THE  INFORMATION AND  COMMUNICATIONS  TECHNOLOGY (ICT)  COMMITTEE</b></p> <p>All JBG Voting Members  <b>THAT THE FOLLOWING  POLICIES BE APPROVED:  JBG#10 – STRATEGIC  PLANNING  JBG#11 – APPOINTMENT OF  OFFICERS</b></p>			
<b>4:10pm</b>	<b>5.0</b>	<b>Reports</b>		R2	C. Santoni	
	5.1	Report of Chair		R2	K. Smith	
	5.2	Report of the President and CEO, St. Joseph's Health System		R2 / S	D. Higgins D. Bakker J. Loncke	47-49
	5.3	Report of Presidents		R2	S. Filice- Armenio M. Ellis	
	5.4	Report of President SJHH Foundation SJVD Foundation		R2 / S	W. Doyle	
	5.5	Report of Chief Nursing Officer		R2	C. Horner	
	5.6	Report of President, Medical Staff Association				
<b>4:30pm</b>	<b>6.0</b>	<b>Information / Education Items</b>		R2 / E	C. Santoni	50
	6.1	JBG Closed Summary				51-54
	6.2	JBG Walkabouts - Education Schedule				
	6.3	Improving Quality: The Organizing Principle of an Integrated Health System				55-76
<b>4:35pm</b>	<b>7.0</b>	<b>Adjournment</b>				

Time	Item	Topic	Motion	Values	Lead	Page
	7.1	<i>Motion to adjourn</i>	<u>All JBG Voting Members:</u> <b>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</b>		C. Santoni	
4:35pm	8.0	<b>Break followed by Closed Session</b>				

St. Joseph's Healthcare Hamilton  
50 Charlton Avenue East  
Hamilton, ON, L8N 4A6  
905-522-1155

St. Joseph's Villa Dundas  
56 Governor's Road  
Dundas, ON, L9H 5G7  
905-627-3541

St. Joseph's Home Care  
1550 Upper James St, Suite 201  
Hamilton, ON, L9B 2L6  
905-522-6887





Committee: **St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION** Date: February 26, 2015  
 Called to order at: 1530 hours Adjourned: 1644 hours

**St. Joseph's Healthcare Hamilton Voting Members:**

**Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. J. LoPresti, Dr. J. Gauldie, Ms. L. McNeil.**

**St. Joseph's Villa Dundas Voting Members:**

**Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Mr. R. Rocci, Mrs. M. Taylor, Mr. T. Thoma.**

**St. Joseph's Homecare Hamilton Voting Members:**

**Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Dr. M. Guise, Mrs. M. Taylor, Mrs. C. Milne, Mr. D. Tonin.**

Location: Dofasco Boardroom – 2<sup>nd</sup> Floor Juravinski Innovation Tower  
 Present: Mr. C. Santoni - Chair, Mr. T. Thoma, Mrs. M. Taylor, Dr. H. Fuller, Dr. M. Guise, Mr. R. Rocci, Mr. D. Tonin, Ms. L. McNeil, Mr. S. Monzavi, Mr. J. LoPresti, Dr. C. Horner, Ms. C. Milne, Dr. J. Gauldie, Ms. W. Doyle.  
 Regrets: Mr. P. Tice, Dr. J. Kelton, Mr. A. Korstanje.  
 Resource Staff: Dr. D. Higgins, Ms. K. Romanoski, Mr. D. Bakker, Mrs. J. Loncke, Ms. J. Fry, Dr. K. Smith, Mrs. S. Filice-Armenio.  
 Guests: Mr. S. Crawley, Dr. S. Seigel, Ms. S. Johnston, Ms. L. Boich, Mr. J. Woods.  
 NEXT MEETING: March 26, 2015

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>	M. Taylor opened the meeting with a prayer. There was reflection with respect to the value of ENQUIRY.
<b>1.2 APPROVAL OF AGENDA</b>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED</b></p>
<b>1.3 DECLARATION OF CONFLICT OF INTEREST</b>	There was no declaration of conflict of interest.
<b>1.4 INTRODUCTION OF GUESTS</b>	Mr. S. Crawley, Dr. S. Seigel, Ms. S. Johnston, Ms. L. Boich, Mr. J. Woods were introduced as the guests for the Open Session.
<b>2. CONSENT AGENDA</b>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p>
<b>2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES</b>	<p><b>THAT THE OPEN MINUTES OF THE JANUARY 29, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED</b></p>

Subject	Discussion
<p><b>2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS</b></p>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE OF FEBRUARY 3, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE FOLLOWING POLICIES BE APPROVED:</b>  <b>JBG #7 – COMMUNITY REPRESENTATION (NON BOARD MEMBERS)</b>  <b>JBG #8 – GOVERNANCE APPROACH</b>  <b>JBG #9 – POSITION DESCRIPTION FOR TRUSTEES</b>  <b>JBG #22 – BOARD PEER REVIEW POLICY &amp; PROCESS</b></p> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE MINUTES OF THE NOMINATING SUBCOMMITTEE OF FEBRUARY 3, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE JBG APPROVE THE APPOINTMENT OF MR. R. DOBSON TO THE JBG AND MR. V. SINGH AS A COMMUNITY MEMBER EFFECTIVE SEPTEMBER 2015. THE APPOINTMENT OF R. DOBSON WILL MOVE FORWARD TO THE SJHS FOR FINAL APPROVAL.</b></p>
<p><b>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</b></p>	<ul style="list-style-type: none"> <li>• Discussion ensued with respect to the notice provided by McKesson to phase out of the Canadian market.</li> <li>• The SEAK Scorecard was reviewed and it was noted that data is almost four months old by the time it reaches the committee. Review is currently underway to accelerate results for more timely data.</li> </ul>

Subject	Discussion
<p><b>3. QUALITY AND PATIENT SAFETY</b></p> <p><b>3.1 QUALITY COMMITTEE MINUTES, MOTIONS AND REPORT</b></p>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF FEBRUARY 18, 2015 BE ACCEPTED FOR INFORMATION</b></p> <ul style="list-style-type: none"> <li>• H. Fuller provided details of a patient story.</li> <li>• There was a question with regard to the Ethics C.A.R.E. Program and how often the process is checked.</li> <li>• The 2015-16 Quality Improvement Plan (QIP) draft was reviewed and the final report will be available at the March Board Meeting. It was noted that the results of 2014-15 met, and in some instances exceeded targets.</li> <li>• Discussion ensued with respect to surgical cancellations due to the spike in in-patient volume. Cancelled surgeries in OR on track to be completed within targets.</li> <li>• Query on slide 12 of the SEAK Performance Scorecard with regard to chemical versus physical restraint. C. Milne to take discussion back to the Quality Committee for further review on how seclusion and restraint is measured.</li> </ul>
<p><b>3.2 MEDICAL ADVISORY COMMITTEE GUEST PRESENTATION</b></p>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE MINUTES OF THE QUALITY COMMITTEE OF FEBRUARY 10, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p>The following was reported:</p> <ul style="list-style-type: none"> <li>• S. Seigel provided a brief overview of her WebEx Neo-Natal Resuscitation Presentation.</li> </ul>
<p><b>4. HIGHLIGHT REPORT</b></p> <p><b>4.1 HIGHLIGHT REPORT</b></p>	<p>There was no highlight report for the month of February.</p>
<p><b>5. REPORTS</b></p> <p><b>5.1 REPORT OF CHAIR</b></p>	<ul style="list-style-type: none"> <li>• C. Santoni, D. Higgins gave the JBG's Annual Presentation to the SJHS Board of Directors Meeting on February 19<sup>th</sup>. Thanks were extended to J. Fry for all her assistance and excellent effort.</li> <li>• C. Santoni attended most of the JBG subcommittee meetings this month.</li> <li>• S. Monzavi, C. Santoni, A. Korstanje, C. Milne and D. Tonin attended the SJHS Retreat held February 19<sup>th</sup>. It provided an opportunity to meet board and executive team members from the other System partners as well as the Niagara Health System. The focus of the retreat was on the SJHS integrated health approach and its evolution. Challenges moving forward with respect to research,</li> </ul>

**Subject****Discussion****5.2 REPORT OF  
PRESIDENT AND CEO,  
ST. JOSEPH'S HEALTH  
SYSTEM****5.3 REPORT OF  
PRESIDENTS**

teaching, patient centered care, service integration and how to apply our traditional values in the present environment were some of the highlights. Presentations and discussions were extensive on how the SJHS could provide improved outcomes and contribute to a healthier population within the current fiscal framework. A follow up retreat will be held in a few months to continue dialogue and focus on actions moving forward.

- An exclusive screening of "Out of Mind, Out of Sight" was held on February 19<sup>th</sup> at the West 5<sup>th</sup> Campus. The film, by Emmy winning filmmaker John Kastner, follows the treatment of four patients in the Forensic Psychiatry Program at SJHH.
- Various members of the JBG attended the Anne and Neil McArthur Research Award Dinner on Wednesday. The recipient of this year's award is Dr. Nabil Seidah.
- JBG members were reminded to complete the on-line peer reviews. These peer reviews are required as part of our Board Peer Review Policy which JBG members approved. All responses are confidential and feedback will be provided to individual board members.
- Minister of Health Eric Hoskins delivered a presentation entitled "Patients First: Action Plan for Health Care" to the Empire Club on February 2<sup>nd</sup>. A link and the supporting documentation was provided by J. Fry to all JBG members.
- The Around the Bay Road Race will be held on March 29<sup>th</sup>. The JBG has entered a corporate team and the support of all members of the JBG is greatly appreciated. He noted the Foundation is challenging the JBG members with the penalty being to purchase coffee/donuts for the winning team. He also noted that he will speak to B. Gould about joining the team or recruiting sponsors.
- K. Smith reported that the Ministry of Health held a Webinar on integrated comprehensive care with over 1,000 individuals participating. There will be funding for 10 initiatives through the Integrated Care Program with the application deadline being March 18, 2015.
- Discussion continues with respect to Information Technology and expansion possibilities.
- On March 23<sup>rd</sup>, the Canadian Foundation for Innovation (CFI) is hosting a Board of Directors Reception at the Sheraton Hamilton.
- He noted that the SJHS Board is working on revitalizing the International Outreach Program to continue the legacy of the Sisters.
- A meeting was held recently with the Ministry of Research and Innovation with respect to anxiety over funding and infrastructure. Extensive discussion ensued with regard to Provincial funding levels for research.
- The Youth Wellness Centre Open House will be held on Wednesday, March 11<sup>th</sup> and all board members were encouraged to attend.
- Dr. Lennox Huang has been appointed VP of Medical Services for Sick Kids in Toronto.
- Dr. S. Seigel was thanked for her presentation on Neo-natal Resuscitation.

Subject	Discussion
<p><b>5.4 REPORT OF PRESIDENTS</b></p> <p><b>SJHH FOUNDATION</b></p> <p><b>SJVD FOUNDATION</b></p> <p><b>5.5 REPORT OF CHIEF NURSING OFFICER</b></p> <p><b>5.6 REPORT OF PRESIDENT, MEDICAL STAFF ASSOCIATION</b></p> <p><b>6. INFORMATION EDUCATION ITEMS</b></p> <p><b>7. OTHER BUSINESS</b></p> <p><b>8. ADJOURNMENT</b></p>	<ul style="list-style-type: none"> <li>• S. Filice-Armenio thanked the Board Members for meeting the Around the Bay Race challenge.</li> <li>• The Mental Health Morning Breakfast will be taking place on May 6<sup>th</sup> with Silken Laumann as the keynote speaker and includes sponsors; Arcelor-Mittal, Manulife and Shepell.</li> </ul> <ul style="list-style-type: none"> <li>• R. Rocci reminded members of the 14<sup>th</sup> Annual Gala Event on May 1st, 2015 at Liuna Station.</li> <li>• No report.</li> </ul> <ul style="list-style-type: none"> <li>• C. Horner stated that the first meeting of the new MSA Executive was held. The theme of the meeting centered around communication and wellness.</li> <li>• She noted that the first Quarterly Meeting will be held in March with keynote speakers Drs. I. Preyra and T. Packer.</li> <li>• It was noted the position of Treasurer is still pending but the MSE is actively working on recruitment.</li> <li>• A proposal to increase annual dues to support awards and stipends in the future is currently under review.</li> </ul> <ul style="list-style-type: none"> <li>• JBG Closed Summary</li> <li>• JBG Walkabouts – Education Schedule</li> <li>• Article – Not for Profit Boot Camp – C. Santoni asked that members please reflect on this report.</li> </ul> <p>There was no further business.</p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE OPEN SESSION OF THE ST. JOSEPH’S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</b></p> <p>_____ Carl Santoni, Chair</p> <p>_____ David Higgins, Secretary</p> <p>_____ Kathleen Romanoski, Recorder</p>

Subject	Discussion

**St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**Summary of January 29<sup>th</sup>, 2015 Closed Meeting Session**

**Motions Summary**

Recommending Committee	Motion
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 January 8<sup>th</sup>, 2015 be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Research of the January 8<sup>th</sup>, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Credentials of the January 8<sup>th</sup>, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> </ul>

**Presentations and Reports to the JBG – Summary**

Dr. David Higgins provided an update on the Strategic Planning process and progress to date. Key principles and desired outcomes were reviewed. The three pillars of Values and Results, Enablers and Resource and Infrastructure, were discussed. The four philosophical guidelines were identified as follows: Break down barriers to effective care, transform care, research and innovation, our people and teams.

There was extensive discussion and general consensus that it is an excellent move forward and that the formulation of the plan is headed in the right direction. It will be important to continue to engage patients in the planning process and foundational projects, and continue to use the Triple Aim philosophy of Better Experience, Better Outcome at Lowest Cost/Best Value to guide the plan.

Next steps include development of a measurement system for the strategic plan, including “big dots” for Board oversight, as well as refining key strategies and tactics aligned with the strategic map. A strategic planning Board working group has been formed and has met to oversee the process.

**OPEN REPORT TO THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS**  
**MARCH 2015**

## **1. Environmental Scan**

### **SJHH: Youth Wellness Centre (YWC) Opening**

The SJHH Youth Wellness Center held its grand opening March 11<sup>th</sup> as well as an open house for youth and the general public March 13<sup>th</sup> that tied into the Hamilton Art Crawl. Dr. Higgins and Dr. Bieling spoke about the services at the Centre, and Mr. Carl Santoni provide greetings from the Board. The campaign to publicize the mission of the YWC will continue using a microsite, youth targeted campaign materials, and distinct Twitter presence (#ReachOut). All clinical staff have now been hired and referral forms as well as flow processes have been agreed to.

### **SJHH: Susan Fitzpatrick and Michael Stewart Visit**

SJHH will be hosting Susan Fitzpatrick, Associate Deputy Minister, Delivery and Implementation, and Michael Stewart, Director, Quality-Based Procedures from the Ministry of Health and Long-Term Care, on May 14<sup>th</sup> for a site visit focused on the Quality Based Procedures (QBP) roll out. The purpose of the visit is to provide an opportunity to hear first-hand from SJHH frontline staff who are involved with QBP implementation. This visit will provide staff with an opportunity to share insights about QBP implementation, lessons learnt, current state, and action plans for the future. The visit is not intended to discuss financial aspects such as HBAM, but much more focussed on the firsthand experience of the clinical teams.

### **SJHC: Bringing Care Home - Summary of Expert Group's Recommendations for Home and Community Care**

The Minister of Health and Long Term Care released the final report of the Expert Group on Home and Community Care on March 12, 2015. The report marks a significant milestone in shaping the direction of home care in Ontario. It will play a key role as the government works to improve patient and family-centered care at home and in the community, as well as to support a system of care that is accountable and sustainable. Through consultations with patients, caregivers and health care providers, the expert group developed 16 recommendations to:

- Improve patient- and family-centered care
- Ensure service delivery is more consistent across Ontario to promote equal access to services and quality home and community care in all communities.
- Ensure provincial funding for services and investments in home and community care is consistent across the province to improve transparency and maximize funds available for patient care.
- Foster innovation and new approaches to care in order to improve patient experience, quality, choice and value for money.

Dr. Kevin Smith was a member of the Expert Group who crafted the report. Other members of the expert panel included Dr. Gail Donner (chair), healthcare practitioners Cathy Fooks, Joe McReynolds, and Dr. Samir Sinha, and patient advocate Donna Thomson.

This report will help inform the next steps in Ontario's home care strategy which will be announced in the coming months. The news release sent from the Ministry of Health and Long-Term Care highlighted the patient-centered approach of the St. Joseph's Health System ICC model: *"St. Joseph's Health System in Hamilton has already proved that this approach provides better and more integrated care for patients and their families. The government has invited other health care institutions and organizations across the province to participate."*



### **SJHC: Statistics Canada Releases Information on Caregiving**

Statistics Canada has released a study using data from the General Social Survey (GSS) to examine differences in care provided to seniors, depending on the type of housing used by the care recipient. Overall findings include that 62% of caregivers helping seniors said that the care receiver lived in a private residence separate from their own. Another 16% lived with their care recipient, 14% provided help to a senior in a care facility (such as a hospital or a nursing home), and 8% helped seniors in supportive housing.

The intensity of care was highest among those living with their care recipient, with more than half (56%) saying that they spent at least 10 hours a week providing care. The majority of caregivers of seniors took care of their parents or parents-in-law, regardless of where the senior lived. This was particularly the case among those who helped a senior in a care facility and in supportive housing (61%).

Spousal care was most often found among those who lived with their care recipient. In 2012, nearly 30% of caregivers who lived with their care recipient provided help to their spouse. This compared with 2% among those who helped someone in a care facility.

### **SJHC: PSW Survey**

A research project funded by the Ministry of Labour and co-lead by Home Care Ontario and McMaster University seeks to provide information that will lead to the prevention of injury and occupational health problems in PSWs providing home and community care in Ontario. The survey is called *Keeping Community Based Personal Support Workers (PSWs) Safe in a Changing World of Work*.

## **2. Operational Information**

### **SJHH: Accreditation**

Preparation for the May 2015 SJHH Accreditation continues as per plan. Regular updates are received at the Quality Committee of the Board and to Management via the Senior Leadership Team and Executive Team meetings. We are focusing not only on preparation for the onsite Accreditation visit, but also on the development of sustainable processes to ensure that improvements are stable beyond the May visit.

### **SJHC: Contract Update**

SJHC's current contract with the Hamilton Niagara Haldimand Brant (HNHB) Community Care Access Centre (CCAC) expires March 31, 2015. SJHC has received the following update from the HNHB CCAC:

- CCACs have been working collectively to develop an approach for the implementation of harmonized fee schedules.
- At this time, CCACs will not be in a position to implement changes to prices for April 1, 2015.
- CCACs are extending Price Forms at current rates for one year. The extension for one year would not preclude changes within the year by mutual agreement and/or upon direction from government.
- In 2012 the Ministry of Health and Long-Term Care (MOHLTC) changed the procurement policy, eliminating competitive bidding for mainstream services in nursing, personal support and therapy from the CCAC procurement model.
- CCACs are aware that most rates have not been adjusted since the 2010-2011 fiscal year as a result of a communication from the government regarding fiscal restraint; some rates have been unchanged for a longer period.

- Over the last four years, across the province, Service Provider Organizations have benefited from a growth in service volumes purchased by the CCACs; nursing volumes have grown by 15%, therapy volumes by over 20%, and personal support volumes by over 30%.
- The OACCAC and CCACs are working with the MOHLTC on their approach to year two and three implementation of the PSW Wage Enhancement. As a result, it is premature to make any changes to the rate schedules of any services until this work is completed.

**SJHC: New Horizons**

SJHC has been successful with a grant application made in June 2014. We have been awarded \$12,500 to run a "Walk Down Memory Lane" program at First Place. This funding will allow us to purchase equipment and furniture to support the implementation of this program. The program evaluation is due at the Ontario New Horizons for Seniors Program office by April 2016. This is great news for a recreation program for which SJHC has not received funding in the past.

**SJHC: Integrated Comprehensive Care**

Planning for 2015-2016 continues.

**SJVD: Energy Savings Champion Case Study**

(See the attached article)



**GOVERNANCE, MISSION AND VALUES (GMV) COMMITTEE of the  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**GOVERNANCE, MISSION AND VALUES (GMV) COMMITTEE OF THE  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

- Summary of the March 3, 2015 Meeting -

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**The Committee discussed the following standing agenda items:**

- Preview of March Board Agenda
- Selection of Generative Topic for March Board Meeting
- Review of February Board Meeting Evaluation
- Review of February GMV Meeting Evaluation
- Review of Board Closed Session Summary
- Tracking Tool: 2014/15 Governance Work Plan
- Education Item: "Improving Quality: The organizing principle of an integrated health system" by Dr. Mark Britnell and KPMG

**The Committee discussed the following business arising:**

**Chief of Staff Recruitment Update**

- The Board continues to meet and make progress on recruitment of a new Chief of Staff role, with the anticipated retirement of Dr. Fuller. Both a discussion paper and due diligence process have been developed to ensure proper process and stakeholder engagement is followed in recruiting this position.

**New Board Member Police Checks**

- The Committee discussed and reviewed peer organization practices related to requests for police checks from new Board members. It was discussed that since we currently have a declaration in place for JBG members to sign, the committee felt police checks were not necessary.

**Board Trustee, Director and Member Clarification**

- The committee received a presentation on the distinctions between the terminologies of Board 'Trustees' vs. 'Director' vs. 'Member'. Each term is used in specific contexts, with different meanings and in reference to different SJHS local organization Boards. This refresher was noted to be useful for current and new members as this is a complex component of the SJHS governance structure.

**The Committee discussed the following new business:**

**Enterprise Risk Management Update**

- At the request of the Governance Committee, a corporate Enterprise Risk Management structure is being developed in order to assess, account for and minimize risks at SJHH. Updates will be brought to this committee on an ongoing basis and a final framework and assessment will be brought to the September Governance and Board meetings.

## GOVERNANCE, MISSION AND VALUES COMMITTEE OF THE JBG

### **ICT Committee Appointment**

- A vacancy exists for the role of Clinical representative on the Information & Communications Technology Committee and a motion was brought forward for recommendation of a member of the SJHH Medical Staff to fill this position.

### **Site President Evaluation**

- We will be soon implementing the Site President Evaluation process. We have gone through various formats of Site President evaluations including and continue to refine the process to allow meaningful evaluation and feedback. Our VP of People & Organization Effectiveness is working on a new format and we will report back to this committee on the new model.

### **Strategic Plan Update**

- A Board Strategic Planning working group has been established and is providing feedback on the development of 'big dots' (system level metrics) for Board oversight and measurement of the strategic plan. We are now closer to bringing a measurement framework draft forward for approval at the next Governance meeting. We will also be revamping our score cards to align with these big dots over the next year.

### **Review / Renew JBG Policies**

- The following policies were brought forward for review and approval:
  - o JBG#10 – Strategic Planning
  - o JBG#11 – Appointment of Officers
  - o JBG#12 – In camera Meetings of the Board (*Policy #12 will be amended based on feedback from Committee and brought back to April Governance meeting for review and recommendation*)

Policy Name: JBG - Strategic Planning	
<b>Policy Number</b> (JBG or voting organization – number - approval year): JBG - # 10	<b>Cross Reference:</b> SJHH, SJVD, SJHC Administrative By-laws
<b>Replaces:</b>	<b>Pages:</b> 1 of 1
<b>Approved by:</b> St. Joseph's Hamilton Joint Boards of Governors (JBG)	<b>Recommended by:</b> Governance, Mission and Values Committee of the JBG
<b>Approved on:</b>	<b>Recommended on:</b> March 3, 2015

### 1.0 Purpose

- 1.1** To establish the framework to guide the strategic planning process both for the member organizations of the St. Joseph's Hamilton Joint Boards of Governors (JBG) and for the JBG as a whole, providing a continuum of services to the Hamilton and surrounding community.

### 2.0 Policy Statement

- 2.1** The JBG defines the future strategies of the organization. In the strategic planning process, the JBG is responsible for the organizational purpose or vision. To this extent, the development of the mission and values of the organization are the responsibility of the JBG and should be considered in conjunction with the vision.

### 3.0 Procedure

- 3.1** The JBG is to create, review and update the vision statement for the organization:
- From time to time (approximately every 3 years) a review of the organization's mission and values statements should occur
  - Management will develop and the JBG approve the overall strategic initiatives of the organization
- 3.2** The site Presidents will be accountable for the operational performance of the vision established by the JBG.
- 3.3** On an annual basis, a set of objectives and strategies will be created by the site Presidents to support the achievement of the vision.
- 3.4** The objectives and strategies will be presented by Management to the JBG for information purposes.

<b>Policy Name: JBG – Appointment of Officers</b>	
<b>Policy Number</b> (JBG or voting organization – number - approval year): JBG - #11	<b>Cross Reference:</b> SJHH, SJVD, SJHC Administrative By-laws SJHS Policy: 2-SYS-MO
<b>Replaces:</b>	<b>Pages:</b> 1 of 1
<b>Approved by:</b> St. Joseph's Hamilton Joint Boards of Governors (JBG)	<b>Recommended by:</b> Governance, Mission and Values Committee of the JBG
<b>Approved on:</b>	<b>Recommended on:</b> March 3, 2015

### 1.0 Purpose

- 1.1 To ensure there is a Nominating process for Officer appointments to the JBG (and Boards of SJHH, SJVD and SJHC).

### 2.0 Policy Statement

- 2.1 The JBG is committed to succession planning for Officers of the JBG to ensure continuity and knowledge in the JBG leadership roles.

### 3.0 Procedure

- 3.1 The JBG Leadership is appointed by the JBG at the Annual Meeting of the JBG. These positions will include Chair, Vice-Chair and Treasurer of the JBG.
  - 3.1.1 Only voting members of the JBG are eligible to be appointed as Chair, Vice-Chair or Treasurer of the JBG.
  - 3.1.2 The Chair of the JBG shall hold office for a maximum of two (2) years or until a successor is appointed.
- 3.2 The Officers of the JBG will hold the positions of Officers of the Boards of SJHH, SJVD and SJHC.
- 3.3 The Governance Committee shall establish a Nominating Committee to appoint Trustees to member Boards as outlined in the JBG By-Laws.
- 3.4 The Nominating Committee, in fulfillment of its responsibility for the nomination process, will nominate a Chair, Vice-Chair and Treasurer of the JBG.
- 3.5 The Vice-Chair will typically be nominated as JBG Chair at the expiration of the term of the incumbent Chair. Special circumstances as determined by the Nominating Committee may require that someone other than the Vice-Chair succeed the incumbent Chair.
- 3.6 Trustees who have chaired a JBG Committee will be eligible to be nominated as Vice-Chair. Special circumstances as determined by the Nominating Committee may require that other Trustees may be eligible for nomination to this position.
- 3.7 If for any reason a JBG Chair, Vice-Chair or Treasurer resigns or is otherwise unable to complete their full term the Governance Committee will recommend a replacement to the JBG within 30 days of receiving notice.

## Information and Communications Technology (ICT) Committee Appointment

As per the Terms of Reference for the ICT Committee of the Board, the following committee resources are appointed as non-voting members of the committee:

- |   |                            |
|---|----------------------------|
| i) President & CEO of SJHS                                    | <i>(Dr. Kevin Smith)</i>   |
| ii) President of SJHH   | <i>(Dr. David Higgins)</i> |
| iii) Vice President Business and Therapeutic Services and CFO | <i>(Ms. Susan Hollis)</i>  |
| iv) Vice President, CIO                                       | <i>(Mr. Mark Farrow)</i>   |
| v) Director, ICT  | <i>(Ms. Tara Coxon)</i>    |
| vi) Clinical Representative                                   | <i>(Vacant)</i>            |

As noted above, a vacancy exists for the role of Clinical Representative.

### Motion for consideration:

***“THAT DR. JOHN NEARY, CHIEF MEDICAL INFORMATION OFFICER AT ST. JOSEPH’S HEALTHCARE HAMILTON, BE APPOINTED TO THE ROLE OF CLINICAL REPRESENTATIVE ON THE INFORMATION AND COMMUNICATIONS TECHNOLOGY COMMITTEE”***





**RESOURCE & AUDIT COMMITTEE of the  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

## Board Report

### Resource and Audit Committee Meeting (March 25, 2015)

#### 4.1 Audited Statements & Audit Findings – SJVD, SJV Estates, St. Joseph's Senior Centre

KPMG provided the Committee with an overview of the pre-circulated draft Audit Findings report for St. Joseph's Villa Dundas, St. Joseph's Estates and St. Joseph's Villa Seniors' Centre for the period ending December 31, 2014.

The Committee met with the Auditors without management present. The audited statements were approved.

#### 5.0 ICT Subcommittee

An update was provided as it relates to the inaugural meeting of the Information & Communication Technology Subcommittee on March 12<sup>th</sup>, 2015 with highlights noted below.

- Terms of Reference were reviewed
- there was general discussion around business processes, anticipated benefits and the need for metrics to be put into place to measure benefit realization

#### 5.1 SJHH – Revised Year End Forecast

An update as it relates to the SJHH Year-End Forecast was provided with a special thanks to the Financial Team for their diligent work over the last several weeks particularly around patient activity.

- it has been a particularly difficult year, but after an extensive review, the Hospital is anticipating a balanced position

#### 5.2 HAPS/H-SAA Update

The HAPS/H-SAA was submitted to the MOHLTC with SJHH anticipating a balanced position for 2015-2016. No funding commitment has yet been received for the upcoming year, but SJHH did receive the H-SAA 2008-2016 Amending Agreement from the LHIN.

#### 5.3 West 5<sup>th</sup> Project/PCOP Funding Update

A brief update on the West 5<sup>th</sup> PCOP funding was provided.

#### 5.4 January 2014 – Water Damage Insurance Claim Update

An update related to the water damage that SJHH sustained back in January 2014 was provided.

- SJHH was reimbursed for virtually all costs related to the flood

A thank you was extended to Andrew Weatherston, Manager Finance Development and the Finance Team for their diligent work with the insurance company on our claim.

#### 5.5 Research St. Joseph's – Hamilton Investment Options

A motion was put forward to transfer funds held in trust by SJHH for the Research Institute St. Joseph's – Hamilton.

#### 5.6 Realized and Unrealized Gains Forecast for Fiscal Year

A motion was put forward from the Investment Committee for the annual withdrawal of funds to cover the interest on long-term debt and principal expense repayment on the Surgical Tower.

#### 5.7 Debt Renewal

The Hospital's first long-term debt agreement (Juravinski Tower) is approaching its first renewal (10 year mark). This debt agreement was put in place after an extensive RFP and negotiation process.

The Committee reviewed the draft Term Sheet and discussed the options.

## **QUALITY EYE AT RESOURCE & AUDIT**

### **6.1 Integrated Comprehensive Care (ICC) Project Update**

A presentation on the Integrated Comprehensive Care (ICC) Bundled Care Project was provided to Committee members.

The ICC project is:

- an integrated model that follows patients across the continuum of care through teamwork between the hospital and to home in the community
- initially comprised of three client groups: hip/knee replacement, lung cancer surgery and chronic disease (COPD & CHF) which were then evaluated by the Program for the Assessment of Technology in Health (PATH) to ensure there was not an increased risk to the patient
- to date, data has shown the ICC project has decreased ED visits with no increased risk/harm to the patient and where readmission is required, a shorter readmission length of stay has also been noted



**QUALITY COMMITTEE of the  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**QUALITY COMMITTEE OF THE  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**  
- Summary of the March 10, 2015 Meeting -

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**The Committee discussed the following new business:**

**Kidney Program – Strategic Plan “Optimal Start”**

- A WebEx on the Optimal Start program was presented which highlighted:
  - o Current opportunity to enhance autonomy, quality of life, and outcomes for patients with renal disease, while reducing costs to the overall healthcare system through the increased uptake of independent dialysis.
  - o Increased uptake of independent dialysis modalities – target of 40% of chronic kidney disease patients self-managing Renal Replacement Therapy at home.
  - o SJHH & McMaster Peritoneal Dialysis Centre of Excellence has expanded access to safe peritoneal tube insertions.

**Fiduciary**

- Sign-off of the New QIP's 2015/16 (Bill 46), with the following motion:  
**THAT THE QUALITY COMMITTEE OF THE JBG ENDORSES THE QUALITY IMPROVEMENT PLANS FOR ST. JOSEPH'S HEALTHCARE HAMILTON, ST. JOSEPH'S VILLA AND ST. JOSEPH'S HOMECARE**

**Other Work Updates**

- A WebEx on the Learnings from IHI conference was presented which highlighted:
  - o The importance of culture
  - o Key success factor which includes: Joy for patients AND Joy for staff; Improve Quality AND Reduce Cost; and Improved Health AND Healthcare
- A WebEx on Patient Shadowing was presented which highlighted:
  - o Patient shadowing was a QIP metric in 2014/15
  - o Shadowing patients is one element/method of collecting information to inform us of patient experiences and should be used in collaboration with other quality information
  - o Partnering with the Patient and Family Advisory Council, staff developed methodology for shadowing patients and the first trial was on the Rehab unit; specifically about their medications
  - o Patient input included elements beyond medication reconciliation
  - o What we heard from patients resonated with staff and led to CFHI collaboration
- The monthly critical incident reports were presented for St. Joseph's Healthcare Hamilton and St. Joseph's Villa; St. Joseph's Home Care had no incidents to report. The report summarizes serious and critical incidents and a synopsis review for the month of February 2015.

**The Committee discussed the following business arising items:**

- The 2014 Patient Family Advisory Council Achievements and Seclusion Briefing Notes were shared.



**MEDICAL ADVISORY COMMITTEE**

REPORT OF MEDICAL ADVISORY COMMITTEE  
MARCH 2015

Approved at the March 5th, 2015 MAC

1. Credentials Committee Recommendations of February 20, 2015.
2. Hamilton Integrated Research & Ethics Board (HIREB) Minutes & Recommendations of January 7 (Panel B) & January 20 (Panel A), 2015.
3. Health Records Committee Recommendation;
  - Discharge Summary

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**Other Items to Note:**

1. The hospital's Ventilator Committee is lobbying the LHIN with regard to funding for transfer of chronically ventilated patients.
2. Department of Physical Medicine and Rehab stated that the LHIN has announced that every rehabilitation bed must be made available to all patients in the LHIN area which will have impacts on the program.
3. Department of Pediatrics noted an ESBL outbreak in the nursery which prevented admissions but should be resolved soon.
4. Department of Diagnostic Imaging reviewing wait times and influx of request for CTs as requests are affecting volumes.
5. Department of Laboratory Medicine announced that Search Committee is moving ahead and completed the first round of interviews.
6. Department of Emergency Medicine is reviewing a new concept whereby patients are held in the ED for further testing in an effort to decrease admissions.
7. Bioethicist, Steve Abdool discussed the new Supreme Court Ruling with regard to Physician Assisted Suicide and the possible impacts for St. Joseph's Healthcare Hamilton.
8. Medical Reconciliation and the new discharge summary face sheets for both admission and discharge were reviewed and discussed.
9. T. Chetty has stepped down from the Hand Hygiene Committee and Chiefs were asked to recommend a representative. Post-grad Office will also be asked to provide a Resident to sit on this committee as well.
10. Root Cause Analysis Training scheduled for March 10<sup>th</sup> was deferred with new date to be announced.
11. Announcement of a new Quality Improvement Program; Improving and Driving Excellence Across Sections (IDEAS ). Fully funded tuition for anyone in the health system likely to be involved with any quality improvement projects in the future.
12. Hospital On-Call Coverage (HOCC) Program funding has been frozen until June 1, 2015 by the MOHLTC with a new model being proposed after June.
13. Dr. Hugh Fuller retiring March 31, 2015 and interim Chief of Staff appointed is Dr. Ian Preyra with Dr. Tamar Packer as interim Vice-Chief.



## **INFORMATION ITEMS**

**St. Joseph's Hamilton Joint Boards of Governors (JBG)**





**Legend:**

	Internal Orientation
	Foundational Education
	Hot Topic
	Sector-Specific Conference
	International / Other Conference

**2014/15 JBG Education Sessions (Updated November 2014)**

Date	Session Category	Event Name	Location	Recommended Attendees (Position)	Confirmed Attendees
November 2, 2014	Foundational Education	<b>OHA: Advanced Certificate in Board Governance</b>	Metro Toronto Convention Centre	Any member for educational purposes	
November 3-5, 2014	Sector Specific Conference	<b>OHA HealthAchieve</b>	Metro Toronto Convention Centre	SJHH Voting Members	
November 3-5, 2014	Sector Specific Conference	<b>Canadian Home Care Association (CHCA) 2014 Home Care Summit</b>	Fairmont Banff Springs Banff, Alberta	SJHC Voting Members	
November 17, 2014	Foundational Education	<b>OHA: Financial Literacy for Directors of Not-For-Profit Boards</b>	Ontario Hospital Association 200 Front Street West, Toronto	Members of R&A	
November 28, 2014	Hot Topics Sessions	<b>OHA: The Community Engagement Imperative for Health Care Boards</b>	Ontario Hospital Association 200 Front Street West, Toronto	Any member for educational purposes	Lynn McNeil
December 7-10, 2014	International / Other Conference	<b>IHI: 26th Annual National Forum on Quality Improvement in Health Care</b>	Orlando, Florida	JBG Officers or Committee Chairs	Ray Rocci
February 23, 2015	Hot Topics Sessions	<b>OHA: Building a Culture of Good Governance</b>	Ontario Hospital Association 200 Front Street West, Toronto	Members of GMV	Mary Guise
February 25, 2015	Hot Topics Sessions	<b>OHA: Board Leadership in Risk Governance</b>	Ontario Hospital Association 200 Front Street West, Toronto	Any member for educational purposes	
March 12, 2015	Hot Topics Sessions	<b>OHA: Leading Effective Board Decision Making</b>	Ontario Hospital Association 200 Front Street West, Toronto	JBG Officers or Committee Chairs	
April 10, 2015	Hot Topics Sessions	<b>OHA: 2<sup>nd</sup> Annual Spring Governance Showcase</b>	Ontario Hospital Association 200 Front Street West, Toronto	Any member for educational purposes	Lynn McNeil
April 24, 2015	Foundational Education	<b>OHA: Conference for Board Finance Committee Members</b>	Ontario Hospital Association 200 Front Street West, Toronto	Members of R&A	

Date	Session Category	Event Name	Location	Recommended Attendees (Position)	Confirmed Attendees
April 13-15 2015	Sector Specific Conference	<b>OANHSS: Ontario Association of Non-Profit Homes and Services for Seniors Convention</b>	Sheraton Centre Toronto	SJVD Voting Members	
May 6-8, 2015	Sector Specific Conference	<b>Catholic Health Alliance of Canada Conference</b>	Sheraton Cavalier Hotel Saskatoon, Saskatchewan	JBG Officers or Committee Chairs	
May 22, 2015	Hot Topics Sessions	<b>Strengthening Foundation Governance: Current Issues, Challenges and Solutions</b>	Ontario Hospital Association 200 Front Street West, Toronto	Members of Governance, Mission and Values Committee	
May 25, 2015	Hot Topics Sessions	<b>Strategic Frameworks for Health Care Boards and Senior Management</b>	Ontario Hospital Association 200 Front Street West, Toronto	Any member for educational purposes	
May 29, 2015	Foundational Education	<b>OHA: Advanced Certificate in Board Governance</b>	Ontario Hospital Association 200 Front Street West, Toronto	Any member for educational purposes	
June 1, 2014	Hot Topics Sessions	<b>OHA: The Community Engagement Imperative for Health Care Boards</b>	Ontario Hospital Association 200 Front Street West, Toronto	Any member for educational purposes	

## Education Item - Summary by C. Olsiak

### **Improving Quality: The Organising Principle of an Integrated Health System** ***KPMG Global Health Practice (65 health care leaders from 30 countries)***

#### **Note:**

When reviewing this article, and considering the results of the survey, it is important to keep in mind that the participants represent health care systems which differ in their funding source and philosophy (ie. government vs. private (insurance))

Overall, this survey was very timely with respect to what's happening with St. Joseph's. When reviewing this article, I noted that I was applying the issues and positions canvassed can as benchmarks when looking at St. Joseph's and particularly with respect to the change to a joint board of governors, the proposed alliance with NHS, ICC, the Triple Aim, strategic directions, and systems to measure statutory compliance and quality issues.

#### **The survey was premised on the following:**

The financing of health systems has increasingly burdened developed economies, which has been exacerbated by the fiscal crisis. The drivers of expenditure growth such as ageing, lifestyles and public expectations is unlikely to recede. There is a clear need to develop a sustainable way of managing health systems. Incremental solutions may not be enough, however a shared vision of new models for health systems does not yet exist.

#### **Survey Results**

##### ***Organizations and health systems are not aligned for sustainable transformation:***

- There is a disconnect – where 72% think the hospital business models are sustainable, 98% expect moderate to major change health provider system
- There is a disconnect – Moderate change required at the organization level, but significant change believed required in the health care sector in the country

##### ***People believe that integration is critical for improved health system sustainability***

- 82% of survey respondents believe their health system is planning to do this within the next 5 years
- 80% of respondents agree that fragmented patient care compromises clinical effectiveness and operational efficiency
- 71% did not agree that bringing primary and secondary care does not create sufficient additional value

##### ***Patients, when empowered, will create more value***

- 72% agreed that with the right support and empowerment patients actively managing their own care creates better value

- BUT...89% believed that health care is structured to organizations than the needs of the patients, and 70 % were 'somewhat' satisfied that the organization met the aspirations of the patients
- Another disconnect – 79% believe patient experience is a key performance indicator for the organization but only 14% agree that patients actively participate in managing their own care

***There is some distance between what patients want and what they get***

- Five dominant themes:
  1. See me and support me as a person, not a condition or an intervention site
  2. Patients want to be informed partners in care
  3. Fragmented care is harmful and wasteful. Patients can feel abandoned (especially after discharge) **(ICC – St. Joseph's initiative to address this)**
  4. Patients want to be empowered partners
  5. In some countries securing responsive access to care is a fundamental priority
- 62% agreed or strongly agreed that measurements of patient experience impacts on how organization delivers care but 46% agreed that patient experience measures were used in the performance appraisal of clinical staff and managers

***What works. There is an evidence base for patients creating value***

- Activated patients have better outcomes at lower costs **(St. Joseph's - Triple Aim)**
- 9 point maturity matrix (p. 20)

***Consensus on Major Trends (p 22)***

- Payers are becoming activist
- Some hospitals are transforming into health systems **(St. Joseph's - Joint Board of Governors model)**
- Patients becoming active partners **(ICC – St. Joseph's)**
- High growth health systems providing new perspectives on health reform
- Innovative integration and partnership **(NHS)**

***Providers – Transact or Transform***

- All providers face the big strategic question – do things better or do better things (CAO perspective St. Joseph's – combination of both – I do not necessarily agree it's an either/or )

***Integration***

- Prerequisites for an integrated system – see pg 26 – essentially competing business and care models erode value – What can we take from this when looking at St. Joseph's situation? – look to strategic direction, our compliance charts, direction with joint board of governors – consistent shared governance for hospitals, home care, the villa – We need to look at the models, ICC - Are there any conflicts, now or in the future?

## ***High Reliability Organization***

### ***Being in Control***

- Methodically measuring care outcomes
- Understanding the key drivers of these outcomes
- Understanding how to make these outcomes best in class
- Systematically preventing avoidable harm to patients

### ***Seven Things for Successful M & A's – see pg. 32***

**What makes alliances work – see pg. 33** – My perspective – the last bullet I thought was telling and made sense – Models are helpful but not sufficient. Sustained, mission, leadership and culture are important. I think with any project, reorganization or alliance, you have to revisit these to make sure they're in check with the organizations' overall mission and values. I believe that visiting our values at the beginning of each meeting is a platform for contemplation and consideration from that stance, so we can recognize when something is offside;

### ***Examples – focus on Apollo India – Model***

- Clinical outcomes: Excellence through skilled doctors and minutely detailed protocols
- Clear cost-benefit: Reducing costs by helping patients self-manage
- Cutting edge technology – System-wide health information superstructure (**St. Joseph's has identified this as important**)

### **Final Thoughts**

Review of survey results can be used as general benchmarks to measure the strategic direction of St. Joseph's Health Care, St. Joseph's Villa, and St. Joseph's Home Care and its associations

- Alliance with NHS (significant change of the system to effect sustainability of the individual hospitals or sustainability of its clinical specialties)
- Triple Aim
- Integrated Comprehensive Care Initiatives
- Generative Topics Selection