



St. Joseph's Hamilton Joint Boards of Governors

January 2016

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

Respect – Mind, Body & Spirit of the Whole Person



Definition

Places high emphasis on the well being and quality of life by responding to the needs of the whole person: body, mind and spirit. Appreciates the viewpoint and circumstances of others and recognizing the value of the individual

Behaviours

- Provides positive interpersonal relations
- Is focused on the quality of life
- Is concerned with diversity

St. Joseph's Hamilton Joint Boards of Governors – Open Agenda
Thursday, January 28, 2016
3:30 – 6:00 p.m.

NOTE ROOM CHANGE:
West 5th Campus – Administrative Boardroom – Room B312 – 3rd Floor

- Elected Members** Mr. Peter Tice (Chair), Mr. Carl Santoni, 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, Ms. Lynn McNeil, Mr. Rod Dobson.
- Ex-Officio Members** Dr. Julie Lajoie, Ms. Winnie Doyle, Dr. Tom Stewart, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith.
- Senior Management Team** Mr. Derrick Bernardo, Mrs. Jane Loncke, Dr. Jack Gauldie.
- Resource** Mrs. Jessica Fry, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Dr. Mark Soth.

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

Time	Item	Topic	Motion	Values	Lead	Page
3:30pm	1.0	Call to Order				
	1.1	<i>Opening Prayer and Reflection on RESPECT</i>		R2	R. Dobson All	
	1.1.1					
	1.2	<i>Approval of Agenda</i>	All JBG Voting Members: THAT THE OPEN AGENDA OF THE JANUARY 28, 2016 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE BE APPROVED	R2	P. Tice	
	1.3	<i>Declaration of Conflict of Interest</i>		R2	P. Tice	
	1.4	<i>Introduction of Guests</i>		R1	P. Tice	
3:55pm	2.0	Consent Agenda				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	All JBG Voting Members: THAT THE OPEN MINUTES OF THE DECEMBER 22, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED	R2	P. Tice	1-5

Time	Item	Topic	Motion	Values	Lead	Page
	2.2	<i>Governance Mission and Values Committee Minutes and Motions</i>	<u>No Meeting This Month</u>	R2	S. Monzavi	
4:10pm	3.0	Quality & Patient Safety				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	All JBG Voting Members THAT THE MINUTES OF THE QUALITY COMMITTEE OF JANUARY 12, 2016 BE ACCEPTED FOR INFORMATION	S	R. Rocci	6-22
	3.2	<i>Medical Advisory Committee Presentation</i>	<i>Dr. M. Soth Chief, Department of Critical Care Medicine</i>	E		
4:20pm	4.0	Reports				
	4.1	<i>Report of Chair</i>		R2	P. Tice	
	4.2	<i>Report of the President and CEO, St. Joseph's Health System</i>		R2	K. Smith	
	4.3	<i>Report of Presidents</i>		R2/S	D. Higgins D. Bernardo J. Loncke	23-25
	4.4	<i>Report of the Chief Nursing Executive</i>		R2/S	W. Doyle	
	4.5	<i>Report of the Vice President Research</i>		R2	J. Gaudie	
	4.7	<i>Report of President, Medical Staff Association</i>		R2	J. Lajoie	
	4.8	<i>Report of the President SJVD Foundation SJHH Foundation</i>		R2	M. Ellis S. Filice-Armenio	

Time	Item	Topic	Motion	Values	Lead	Page
4:50pm	5.0	Information / Education Items				
	5.1 5.2	JBG Closed Summary Walkabout and Council Meeting Schedules		R2 / E	P. Tice	25b 26-27
4:50pm	6.0	Adjournment				
	6.1	<i>Motion to adjourn</i>	All JBG Voting Members: THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED		P. Tice	
4:50pm	7.0	Break followed by Closed Session				



Committee: **St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION** Date: December 22, 2015
 Called to order at: 1530 hours Adjourned: 1645 hours

St. Joseph's Healthcare Hamilton Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. J. LoPresti, Ms. L. McNeil, Mr. C. Santoni, Mr. D. Tonin.

St. Joseph's Villa Dundas Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. R. Rocci, Mrs. M. Taylor, Mr. T. Thoma, Mr. R. Dobson.

St. Joseph's Homecare Hamilton Voting Members:

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

Location: Dofasco Boardroom – 2nd Floor Juravinski Innovation Tower
 Present: Mr. P. Tice - Chair, Mr. T. Thoma, Dr. M. Guise, Mr. S. Monzavi, Ms. W. Doyle, Mr. A. Korstanje, Mrs. M. Taylor, Mr. R. Dobson, Ms. L. McNeil, Dr. C. Horner, Mr. D. Tonin, Mr. R. Rocci, Mr. J. LoPresti.
 Regrets: Dr. T. Stewart, Mrs. C. Milne
 Resource Staff: Dr. D. Higgins, Mrs. F. Voogd, Mrs. J. Fry, Mrs. S. Filice-Armenio, Dr. J. Gauldie, Mrs. J. Loncke.
 Guests: Dr. A. Adili
 NEXT MEETING: January 28, 2016

Subject	Discussion
1. PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by P. Tice.
1.1 OPENING PRAYER	M. Taylor opened the meeting with a prayer. There was reflection with respect to the value of DIGNITY.
1.2 APPROVAL OF AGENDA	There was a revision to the Resource and Audit Committee Open Session Agenda Item. <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>WITH THIS AMENDMENT, ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED</p>
1.3 DECLARATION OF CONFLICT OF INTEREST	There was no declaration of conflict of interest.
1.4 INTRODUCTION OF GUESTS	All invited guests were introduced.
2. CONSENT AGENDA	
2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES	<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>THAT THE MINUTES OF THE NOVEMBER 26, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS (OPEN SESSION) BE APPROVED</p>

Subject	Discussion
<p>2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> • It was noted that guidelines for board policies have been developed. <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>THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE OF DECEMBER 1, 2015 BE ACCEPTED FOR INFORMATION</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>THAT THE FOLLOWING POLICIES BE APPROVED:</p> <ul style="list-style-type: none"> - JBG#9 – POSITION DESCRIPTION FOR TRUSTEES - JBG#10 – STRATEGIC PLANNING - JBG#11 – APPOINTMENT OF OFFICERS
<p>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> • An insurance renewal update was provided. • The KPMG audit plan and letter of engagement was reviewed. • Discussion ensued with respect to values and how these principles are applied to the Journey to Fiscal Sustainability process. It was noted that members of the Executive Team were aligned with respect to the proposed strategies and that thoughtful, ethical discussion with respect to mitigating risks was occurring. <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>THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF DECEMBER 16, 2015 BE ACCEPTED FOR INFORMATION</p> <p style="text-align: center;"><u>SJHC Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE COMMUNITY ACCOUNTABILITY PLANNING SUBMISSION (CAPS) FOR ST. JOSEPH’S HOME CARE BE APPROVED</p>

Subject	Discussion
<p data-bbox="142 241 418 296">3. QUALITY AND PATIENT SAFETY</p> <p data-bbox="142 331 472 422">3.1 QUALITY COMMITTEE MINUTES, MOTIONS AND REPORT</p> <p data-bbox="142 884 456 974">3.2 MEDICAL ADVISORY COMMITTEE GUEST PRESENTATION</p> <p data-bbox="142 1213 302 1245">4. REPORTS</p> <p data-bbox="142 1276 435 1308">4.1 REPORT OF CHAIR</p> <p data-bbox="142 1793 480 1913">4.2 REPORT OF PRESIDENT AND CEO, ST. JOSEPH'S HEALTH SYSTEM</p>	<ul data-bbox="565 331 1549 583" style="list-style-type: none"> • A patient story related to a frail, elderly patient who was very challenged in accessing the system and obtaining the “right” care was highlighted. • Webexes were presented on patient safety priorities and the mental health program. The critical incident report and an update on the Villa Falls Program were also highlighted. • In response to a question, it was noted that the Infection Prevention and Control Team will meet in the new year to update reporting on hospital acquired infections and sepsis in a more robust reporting system. <p data-bbox="889 611 1182 642" style="text-align: center;"><u>All JBG Voting Members</u></p> <p data-bbox="516 674 1528 730"><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p data-bbox="516 762 1528 821">THAT THE MINUTES OF THE QUALITY COMMITTEE OF NOVEMBER 10, 2015 BE ACCEPTED FOR INFORMATION</p> <ul data-bbox="565 888 1549 1192" style="list-style-type: none"> • An informative presentation on the National Early Warning Score (NEWS) was presented by Dr. A. Adili. Extensive discussion ensued with respect to the initiative. NEWS is able to discriminate patients at risk of combined severe outcomes and the effectiveness of early warning systems was discussed. • This pilot project is being carried out by the Peri-Op Program, involving all clinical stakeholders. It was noted that the system has been customized for SJHH. Some of the trigger points were modified. It was noted that a standardized method of tracking the Most Responsible Physician must be identified. • It was suggested that the findings could be published at a later date. <ul data-bbox="565 1262 1549 1598" style="list-style-type: none"> • Dr. Cyndie Horner was thanked for her many contributions during her term as President of the Medical Staff Association. • The excerpt from the Globe and Mail Research insert is included in this month’s package. • Thanks were extended to J. LoPresti who has agreed to serve on the Search Committee for a Deputy Chief of Staff. • It was suggested that community members be invited to attend a meeting of the JBG as observers and a schedule will be developed for future attendance. • It was noted that with respect to current developments at SJVD, the link entitled You Can’t Stop What You Can’t See – Audit Point of View – June 2015 will be circulated to all JBG members for their information. <p data-bbox="516 1629 1487 1719">ACTION: LINK ENTITLED YOU CAN’T STOP WHAT YOU CAN’T SEE – AUDIT POINT OF VIEW WILL BE CIRCULATED TO ALL JBG MEMBERS FOR INFORMATION</p> <ul data-bbox="565 1787 854 1818" style="list-style-type: none"> • There was no report.

Subject	Discussion
<p>4.3 REPORT OF PRESIDENTS</p>	<ul style="list-style-type: none"> • A. Rudnick, Chief of Psychiatry has received the Michael Smith Award for 2015 from The Schizophrenia Society of Canada. This award has been established to acknowledge those researchers and clinicians in Canada who have supported people with schizophrenia and psychosis and their efforts to achieve the Mission of the Society. • Congratulations were extended to P. O’Byrne who has been appointed Dean, Faculty of Health Sciences, McMaster University, effective July 1, 2016.
<p>4.4 REPORT OF THE CHIEF NURSING OFFICER</p>	<ul style="list-style-type: none"> • A written update on the skills mix matrix on the General Internal Medicine (GIM) Unit was provided. The summary provided a snapshot of the clinical outcomes pre and post skill mix implementation to assess what impact, if any, there has been on the quality of care.
<p>4.5 REPORT OF THE VICE PRESIDENT RESEARCH</p>	<ul style="list-style-type: none"> • A written update on the Research Institute financials will be provided at the next JBG meeting. • The excerpt from the Globe and Mail of December 10th was overviewed and it was noted that there are many different innovations ongoing at SJHH. • It was noted that \$11.96M has been received from the Federal Development Corporation for completion of building activity at the McMaster Innovation Park. Construction will begin in the very near future.
<p>4.6 REPORT OF THE PRESIDENT MEDICAL STAFF ASSOCIATION</p>	<ul style="list-style-type: none"> • The Annual Dinner Meeting of the Medical Staff Association will be held on January 15, 2016. All JBG members are invited to attend. • The three business meetings of the MSA over the past year have been very well attended. • The incoming President of the MSA will be Dr. Julie Lajoie.
<p>4.7 REPORT OF PRESIDENT</p>	
<p>SJVD FOUNDATION</p>	<ul style="list-style-type: none"> • There was no report.
<p>SJHH FOUNDATION</p>	<ul style="list-style-type: none"> • It was noted that Liuna Station, along with Mitchell Abbott Insurance are collaborating with respect to an upcoming event to be held at Liuna Station on March 31st. The event will feature Carrie Fisher and the SJHH Foundation will be one of the beneficiaries of the event.
<p>5. INFORMATION EDUCATION ITEMS</p>	<ul style="list-style-type: none"> • JBG Closed Summary • JBG Walkabouts/Education Schedule • Articles – Globe and Mail – December 10 – Separate Enclosure • SJHC Summary and Newsletter
<p>6. OTHER BUSINESS</p>	
<p>7. ADJOURNMENT</p>	<p>There was no further business.</p> <p>THAT THE OPEN SESSION OF THE ST. JOSEPH’S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</p>

Subject	Discussion
	<p data-bbox="513 205 737 239">_____ Peter Tice, Chair</p> <p data-bbox="513 300 812 333">_____ David Higgins, Secretary</p> <p data-bbox="513 394 792 428">_____ Fadia Voogd, Recorder</p>

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

Summary of December 22nd, 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"> ▪ Recommendation(s) on Credentials of the December 3, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendations of the Research Committee of the December 3, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).

Presentations and Reports to the JBG – Summary

The following reports were provided to the JBG in the closed session:

1) Journey to Fiscal Sustainability Update

Susan Hollis and David Higgins provided an update on the SJHH 'Journey to Fiscal Sustainability', including current status of the project, the timeline for the coming months and a detailed examination of the ethical/values process being utilized for this budget exercise. Extensive discussion occurred with respect to savings philosophy and strategies identified to date. The Board offered their full support in this process and status to date and will look forward to a final recommendation on savings strategies at the January 2016 Board meeting.



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

Treasurer's Report to the JBG Resource and Audit Committee Meeting (Jan. 20, 2016)

4.1 SJHH - Detailed Financial Report

The Committee reviewed the financial report for the period ending December 31, 2015 that was pre-circulated with the agenda.

- for the Q3 reporting period (ending December 31st, 2015), SJHH was in a deficit position from Hospital Operations of \$4.8M primarily related to inflationary pressures from salaries & benefits and other expenses
- forecasting a year end deficit of \$6.8M based on the current run rate before the impact of severance costs

4.2 Journey to Fiscal Sustainability 2016/2017 Budget Strategies

A high level overview of the SJHH Journey to Fiscal Sustainability was provided to the Committee.

- SJHH continues to face a \$26M budget gap over two years (2015-2016 & 2016-2017), but remains committed to operate in a fiscally sustainable manner in a values based way to ensure that the quality of care continues
- there was considerable discussion around the budgeted volume changes
- the Committee felt the report did not adequately describe the impact to patients
- management reviewed in detail the impact to patients and will revise the report and presentation to include this information
- the Committee acknowledged the importance of monitoring the actual impact to our patients
- monitoring of strategies will show a great deal of organization accountability and will provide a better understanding from a clinical perspective as to quality of care
- strategies were reviewed with the LHIN on January 19th, 2015
- the implications from a Human Resources and Labor Relations perspective were discussed in detail by the Committee
- the Committee is comfortable with the Labor Relations plan and extensive efforts taken by management and Human Resources to minimize the impact on staff

4.3 Clinical Transformation Project Update & ICT Subcommittee Minutes (MOTION)

- please see minutes and package for more information

4.4 Investment Committee – Withdrawal & Transfer of Funds from Future Portfolio (MOTION)

- please see minutes and package for more information

5.1 SJHC – Detailed Financial Report

Analysis of the financial position for St. Joseph's Home Care was pre-circulated in the agenda package.

6.1 SJVD – Detailed Financial Report

The Committee reviewed the financial report for the period ending December 31st, 2015 that was pre-circulated with the agenda.



**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 January 12, 2016 Meeting -

The Committee discussed the following new business:

Patient Safety Priority – Medication Safety – Presentation by C. Nieuwstraten

Highlights from the presentation included:

- Achievement: 100 percent of medication management ROP standards were met in May 2015 for Accreditation
- Development and implementation of several medication system-related policies is underway
- Action plan for 2016 includes; monitoring of ongoing use of medication management policies, full implementation of medication reconciliation across the organization is required by 2018
- Medication Reconciliation challenges include; Full reconciliation at all transition points, Auditing, Resource Capacity

Fiduciary – Review new QIPs 2016/2017 – Presentation by M. Joyner, G. Jassy, J. Wilson

Highlights from the presentation included:

- Changes for the 2016/17 Quality Improvement plan (QIP) include Patient/Family involvement in the development of the QIP for hospital only as per the Excellent Care for All Act
- St. Joseph's Health System has requested that each organization indicate how QIP items are aligned with St. Joseph's Health System Values: Service, Responsibility, Respect and Dignity
- Each organization has aligned with the Patient Safety Priorities: Improve Medication Safety, Reduce Infections, Improve Transitions and Improve Access

Anxiety Treatment Research Clinic – Adjustment of Big Dot Target – Presentation by R. Cercone

Highlights from the presentation included:

- QIP Anxiety Treatment and Research Clinic (ATRC) set a target to achieve of 85% of patients seen within 60 days of referral and this now requires a revision
- To improve this wait time, ATRC undertook many initiatives, and as a result, the volume into the program has increased significantly without the ability to add additional resources.
- It is recommended that the target for ATRC be revised to maintain the median wait time at 42 days.
- In meeting this target the ATRC will continue to be a leader in providing accessible special care for patients with anxiety disorders compared to other comparable programs in the province.

New Board Walkabout Format – Presentation by M. Joyner

Highlights from the presentation included:

- A review and restructuring of the Quality Councils and Executive Walkabouts has been undertaken to ensure effective use of resources, alignment with quality & safety priorities and initiatives
- Board members will visit Quality Councils instead of the previous Executive Walkabout format; this has potential to drive improvements on corporate quality and safety priorities
- Visits will be conducted once per month and will allow Board members to view first-hand the quality structure
- New approach will be evaluated in June 2016