

**BOARD OF DIRECTORS  
OPEN SESSION MINUTES  
Thursday, March 28, 2019**

**1. CALL TO ORDER**

A meeting of the Board of Directors of Southlake Regional Health Centre was held on the above date at 1730 hours in the Lecture Hall.

The following Directors were present:

D. Dobson (Chair)	A. Krystal, President & CEO
Dr. S. Beatty, Chief of Staff	Dr. J. Randle
D. Brouwer	P. Roberts
Dr. E. Chan	S. Stanton
J. Harris	D. Watling
P. Horgan	R. Wilson

Regrets:

A. Ahmed	A. Jones
M. Downs	S. Hills
J. Dunlap	C. Nemni

The following Senior Staff members were present:

L. Bautista, In House Legal Council  
R. Bull, Chief Financial Officer  
C. Cecchini, Vice President, Employee Experience and CHRO  
R. Gowrie, Vice President, Capital, Facilities & Business Development  
H. Hutton, Executive Vice President & Chief Operating Officer  
S. Mullin, CEO, Southlake Foundation  
T. Chalk, Chief Strategy and Communications Officer

Guests:

J. Breslin, Ethicist  
J. Pike, Director, Quality, Risk and Quality Control

D. Dobson, Chair, noted that quorum was present and called the meeting to order.

**2. DECLARATION OF CONFLICTS**

Board members were asked if there were any perceived conflicts with the agenda; no conflicts were declared.

**3. APPROVAL OF AGENDA**

The Agenda was approved as circulated.

**MOTION:**

**It was MOVED by P. Roberts and SECONDED by D. Brouwer, that the Open Board of Directors' agenda be approved.**

**CARRIED**

**4. MINUTES OF PREVIOUS OPEN BOARD MEETING**

The Minutes of the January 24, 2019 Open Board meeting were approved as circulated.

**MOTION:**

**It was MOVED by S. Stanton and SECONDED by J. Harris, that the Minutes of the January 24, 2019 Open Board of Directors' meeting be approved.**

**CARRIED**

**5. PATIENT STORY VIDEO**

The Board members toured the Environmental Services Area. The video shared the importance of all employees providing the best patient care experience. The patient story video will be used for multiple purposes including teaching opportunities and fundraising. On behalf of the Board, R. Gowrie will share with staff a thank you for the informative tour and the great work being provided by the department.

**6. NEW BUSINESS**

**6.1 Ethical Framework Presentation**

J. Breslin, Ethicist, attended the Board of Directors meeting to discuss the ethics framework and what it means to the Board for decisions that often have ethical implications. Mr. Breslin noted that the ethical framework is used to provide structure and consistency to decision making. Accreditation Canada does require that the Board uses some form of ethical framework.

Mr. Breslin asked if the existing ethics framework works for the Board or if a different tool would be more appropriate.

Members of the Board commented that they currently do follow the current ethics framework when making evidence based decisions and recognized that this should be cited during committee work.

After review of the current framework it was noted that the second component ("determine the relevant ethical principles and values") could be more concisely worded and that the Board could certainly have a short checklist when making motions/decisions to ensure that the framework was correctly used.

P. Horgan noted that BCQ has used the ethical framework in the past citing the purchase of beds and surfaces due to pressure injuries. The framework was used to purposefully make a recommendation.

The Board agreed that:

- Members of every Board and Sub Committee of the Board will be advised at the commencement of meetings that the framework will be used as a tool for making decisions.
- H. Hutton will look at SBAR ethical framework at Niagara Health; which has been noted as best practice from Accreditation Canada.
- The topic will be discussed further at the Governance and People Committee.

The Chair thanked Mr. Breslin for attending and giving such an informative presentation.

## 7. BUSINESS ARISING

### 7.1 Board Committee on Quality (BCQ)

P. Horgan, Chair of BCQ noted the following:

- Dr. J. Randle presented his Medical Quality of Care report.
- 2019/20 Corporate Scorecard was reviewed with a focus on the indicators that did not meet their target.
- There are no new critical, never event or near miss incidents and all actions are on track.
- The all Incidents Trending Report was presented and discussion ensued on the upward trend of incidents with no severe harm or death in 2018/19 Q3; an RFP for a new incident reporting system is underway.
- Patient Experience Report was reviewed.
- Medical Reconciliation discharge discussion took place and given the performance of the metric will be a significant focus area for 2019 /20.

#### 7.1.1 QIP Presentation

J. Pike reviewed the QIP Indicators highlighting the recommended targets for 2019/20. The Board was advised of the following:

- The Excellent Care for All Act (2010) requires the hospital to create an annual Quality Improvement Plan (QIP) which contains a narrative, work plan and progress report.
- The narrative is drafted as an open letter to the community and highlights:
  - Quality of Care Committee process
  - ‘Always Events’ leadership
  - Pressure injury reduction work
  - Workplace violence prevention
- There are ten (10) indicators this year;

- 5 that we are working to improve upon; and
- 5 that we will maintain
- Five of the ten QIP Commitments are linked to performance metrics for executive compensation.
- Discussion ensued around ED wait times and the commitment to continue to address wait time metrics. Commitment was made by management that following the external workplace review, along with the recommendations to be considered for implementation, key ED metrics will be monitored for improvement (particularly around ED wait times). It is recognized that three provincial wait time metrics are related to corporate measures and timely access to consults and in-patient beds whereas; three metrics are related to the ED only wait time.

The Chair of the Board thanked J. Pike for an informative presentation.

7.2 Finance & Property Committee

P. Roberts, Chair of the Finance & Property Committee noted the following:

- Review of the financial statements for the months of January 2019.
- The monthly Capital Development Report and draft Foundation Report were received for information.

**7. NEW BUSINESS**

**8. NEXT MEETING – THURSDAY, APRIL 25, 2019 @ 5:30 PM**

**9. MOTION TO CLOSE OPEN SESSION**

There being no further business, it was MOVED by D. Wattling and SECONDED by D. Brouwer, to adjourn the meeting at 1820.

*March 28, 2019*

**Date:**

**Signed:**



**D. Dobson, Chair**