

## BOARD OF DIRECTORS MEETING

Thursday, January 7, 2016 – 5:00 p.m. – 6:15 p.m.

Location: CMH Board Room

**PRESENT** – Tim Chennette (Chair), Jan Raine, David Pollack, Ann Anderson, Rosemarie Peikes, Karen MacGinnis, Gord Park, Bruce Thompson, Nancy French, Derek Nice, Craig Hitchman, Susan Armstrong, Alex Davidson, Valerie Przybilla, Brad Hilker, Dr. Bob Henderson, Dr. Neil Pritchard. **BOARD REGRETS** – Kevin Huestis.

**STAFF, GUEST AND PRESS PRESENT** – Lynda Tinney, Executive Assistant and Recorder, Dr. Glenn Gibson and Sue Dickens, Press.

AGENDA ITEMS and DISCUSSION	DECISION POINTS
<p><b>EDUCATION</b></p> <p>Susan Redhead, CMH's Human Resources Director, was invited to give a presentation on Talent Management and how it will play into succession planning. Talent Management is an up and coming new standard with Accreditation Canada.</p> <p>Talent Management is about identifying qualified leaders and:</p> <ul style="list-style-type: none"> <li>- the process of defining future leadership requirements in terms of critical roles and competencies for the future success of the hospital, and</li> <li>- identifying, attracting, developing and retaining a pool of talent that meets these requirements.</li> </ul> <p>CMH decided to adopt what OHA (Ontario Hospital Association) created with the Hay Group and refine the competency models to reflect the CMH leadership structure of:</p> <ul style="list-style-type: none"> <li>- CEO</li> <li>- Senior Team (CNO, HR Director) and</li> <li>- Managers.</li> </ul> <p>Susan Redhead's next steps and goals are to:</p> <ul style="list-style-type: none"> <li>- Re-define the competency level for CMH leadership levels in consultation with the leadership group</li> <li>- Integration into a Talent Management Framework here at CMH: <ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Succession Planning</li> <li>• Recruitment and Selection.</li> </ul> </li> </ul> <p>The timeframe for development of competencies for the group will be in the Fall of 2016 at the earliest and the performance management process by the end of 2016.</p>	<p>For educational purposes.</p>
<p><b>1. CALL TO ORDER</b></p>	<p>Tim Chennette called the meeting to order at 5:30 p.m.</p>

AGENDA ITEMS and DISCUSSION	DECISION POINTS
1.1 Quorum	Tim Chennette welcomed Dr. Neil Pritchard to the Board as the new President of the Medical Staff. A quorum was confirmed.
1.2 Approval of Agenda	MOVED by Bruce Thompson; SECONDED by Valerie Przybilla and CARRIED that the agenda be approved.
1.3 Declaration of Conflicts	None declared.
2. APPROVAL OF PREVIOUS MEETING MINUTES	MOVED by Alex Davidson; SECONDED by Rosemarie Peikes and CARRIED that the minutes of the Board of Directors meeting held on December 3, 2015 be approved.
3. BUSINESS ARISING FROM MINUTES <i>(not otherwise covered on agenda)</i>	There was no business arising.
3.1 Board Retreat Brad Hilker advised that Kelly Kay, Executive Director of the Seniors Care Network and Rhonda Schwartz, Director of System Planning, Implementation & Quality, have agreed to come to the Board retreat in April. They requested when scheduling the retreat date, that due to conflicts in Kelly's schedule, to avoid Tuesdays and Wednesdays.	The Governance Committee will select a date for the retreat. The agenda will then be built from there.
4. STRATEGIC MATTERS	
4.1 President & CEO Report Brad Hilker presented his CEO report that was circulated in advance. Brad reflected on all the things that have been accomplished and the changes from last year and the new programs implemented. One of the things that Brad is looking forward to include is a further expansion of the ultrasound services 7 days per week to address wait times as well as improve accessibility to the ED.	For information purposes.
4.2 Chief Nursing Officer Report Jan Raine presented her report that was circulated in advance. CMH is currently looking for an Ethicist on a consultative basis. Ethics is strongly embedded in the accreditation process. Jan gave the Board some examples of ethics consultation services and how often they are required. Jan provided inpatient census and Emergency visits numbers over the Christmas period. Christmas activity was less compared to last year. Jan noted that patient transfers in a 14-day period were 30 transfers out and 60% were accompanied by an RN. The average daily census for Emergency visits is 60. As of December 15, 2015, 70.5% of staff were immunized against influenza. The LHIN processes the results from all hospitals within the LHIN with compliance of the flu vaccine	For information purposes.

AGENDA ITEMS and DISCUSSION	DECISION POINTS
and CMH should do well in the results.	
<b>5. BUSINESS/COMMITTEE MATTERS</b>	
<p><b>5.1 HSAA/MSAA Update –</b>  <b>2016/17 Operating &amp; Capital Plans and 2016/17 Community Program Plans</b>  Brad Hilker gave a detailed presentation on the 2016/17 Operating Plan. The presentation gave the 2015/16 year to date financial results and the year-end forecasts for the hospital. Although there were a lot of pressures at the beginning of the fiscal year, Brad expects the hospital will be in a surplus position at the end of the year around \$29,000.  Brad gave an overview of the ideas to close the gap and reviewed the issues and trends facing CMH. He also discussed the Hospital Service Accountability Agreement and explained the plans for the ongoing development of a Rural Health Hub.  If nothing was done, CMH will be forecasting a deficit position between \$200,000 and \$309,000 for 2016/17. Brad described the items contributing towards the gap and explained the ideas to close the gap. The gap for 2016/17 is based on the continuation of a 1% increase (\$134,000) and inflation assumptions and takes into account variations from the 2015/16 plan that are expected to continue to 2016/17.  Board approval is required on the HAPS budget by January 31, 2016 and the HSAA (accountability agreement) must be signed off and submitted to the LHIN by March 31, 2016.  A discussion period followed and concerns were expressed with the working capital. Brad Hilker explained all capital purchases are subject to the funding being in place. Following the discussion, Brad Hilker requested a motion of approval from the Board to accept the HAPS budget as presented.</p>	<p>MOVED by Craig Hitchman; SECONDED by David Pollack and CARRIED that the Board of Directors approve the 2016/17 HAPS (Hospital Accountability Planning Submission) as presented.</p>
<p><b>5.4 Chief of Staff Report</b>  Dr. Neil Pritchard presented the Medical Advisory Committee's recommendations for approval of 3 physician applications for privileges at CMH and 1 reapplication for privileges at CMH.</p>	<p>Moved Valerie Przybilla; SECONDED by Gord Park and CARRIED that the applications of Dr. Ghias Ud Din Butt for Associate privileges; Dr. Gary Burggraf for Consultant privileges; Dr. Asim Nimir for Locum privileges and Dr. Laurel Shugarman's reapplication for Term privileges be approved.</p>
<p><b>6. THE MATERIALS</b>  <i>(any Board member may request that any of "The Materials" be moved to the Board meeting agenda)</i></p>	
<p>6.1 CMH Foundation  6.2 Auxiliary to CMH</p>	<p>There were no requests to remove any of the Materials listed to the Board meeting agenda.</p>
<b>7. TERMINATION</b>	<p>MOVED by David Pollack; SECONDED by Alex Davidson and CARRIED to terminate the meeting at 6:15 p.m.</p>
<b>8. IN CAMERA SESSION – Separate Agenda. Minutes taken.</b>	

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Tim Chennette,  
Chair, Board of Directors

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Brad Hilker,  
Secretary, Board of Directors