ST. MICHAEL'S HOSPITAL
BOARD OF DIRECTORS

MINUTES OF REGULAR SESSION
Tuesday, September 8, 2015
4:00 pm. – 5:40 pm.
2 Bond Paul & Evelyn Higgins Conference Room

DIRECTORS PRESENT:
Mr. Tom O’Neill, Chair
Dr. Richard Alway
Ms. Nora Aufreiter
Dr. Glen Bandiera
Mr. Wayne Barwise
Ms. Hazel Claxton
Mr. John Cruickshank
Ms. Ruth daCosta
Mr. Bill Etherington, Vice Chair
Ms. Ella Ferris
Mr. Peter Gordon
Mr. Tony Graham
Mr. Doug Guzman
Dr. Bob Howard
Ms. Colleen Johnston
Mr. Claude Lamoureux
Dr. Tom Parker
Mr. John Ruetz
Mr. Harry Singh
Mr. Frank Techar
Dr. Trevor Young

REGRETS:
Dr. Vivek Goel
Dr. Ralph George
Dr. Aaron Hong
Ms. Mary McConville
Ms. Noella Milne

St. Michael's Hospital Staff:
Ms. Nancy Ferareza, Recorder, Board of Directors
Mr. Vas Georgiou, EVP & Chief Admin. Officer
Ms. Deanna Heroux, Interim Dir Strat & Corp Planning
Ms. Janaki Joshi, Administrative Resident
Mr. Michael Keen, Director, SMH 3.0
Ms. Melanie Kohn, Director, Strategy & Corp Planning
Ms. Mary Lowe, VP Communications & Public Affairs
Ms. Mary Madigan-Lee, VP, Human Resources
Mr. Jason Manayathu, Mgr. Strategy & Corp Planning
Mr. Mike Mendonca, VP Facilities and Support Services
Ms. Alayne Metrick, President SMH Foundation
Dr. Doug Sinclair, EVP & Chief Med. Officer
Ms. Mary Lou Toop, Interim CFO
Ms. Anne Trafford, VP Quality, Performance, IM & CIO
1.0 CALL TO ORDER
The meeting was called to order at 4:00 pm.

2.0 PRAYER
Dr. Robert Howard opened with a prayer.

3.0 LEADERSHIP IN CATHOLIC HEALTHCARE
Dr. Howard presented “Leadership in Catholic Healthcare: St. Michael’s Hospital Experience”. He highlighted the essential elements of our Catholic Healthcare model and the testament to our history. St. Michael’s was built on a strong foundation of mission, values and culture which is a direct legacy of the Sisters of St. Joseph. For St. Michael’s, our mission remains true to the original reason for our creation. We are committed to care for the sick and the poor, and to be inclusive in our care by treating all with respect, compassion and dignity.

4.0 APPROVAL OF PREVIOUS MINUTES
Mr. O’Neill moved that the minutes of June 9, 2015 be approved as circulated. The Motion was seconded and carried.

5.0 REPORT OF THE CHAIR
Mr. O’Neill’s report was underscored in the Governance and Nominating Committee updates.

6.0 REPORT OF THE PRESIDENT
Dr. Howard reported the following items:
- Staff updates: Sandra Carr-Harris, Executive Assistant to the Hospital Board has retired and Dr. Howard extended his thanks to Nancy Ferareza for her interim support. Anne Craig will start in October as the new Executive Assistant. Welcome back Ms. Melanie Kohn and thank you to Ms. Deanna Heroux who has covered her position while on maternity leave.
- Welcome to Dr. Vivek Goel, Vice President, Research and Innovation who has replaced Dr. Cheryl Misak representing the president of the University of Toronto. Dr. Howard thanked Dr. Misak for her commitment to the Hospital Board and plans to celebrate her contributions at the annual Board Recognition event in May 2016.
- Dr. Thomas Parker is the new Chair of St. Michael’s Medical Advisory Committee and welcome to Dr. Glen Bandiera as new Vice Chair of St. Michael’s Medical Advisory Committee.
- Dr. Aaron Hong is the President of our Medical Staff Association and Dr. Ralph George is the Vice President of our Medical Staff Association.
- Significant progress on the site of Peter Gilgan Patient Care Tower where existing structures were demolished and cleared to a depth of approximately two storeys. In mid-September, a tower crane will be installed. In the Donnelly Wing, a mock up ambulatory exam room was built for key stakeholders to provide feedback.
- The 2014/2015 Annual Report has been distributed at the meeting and can also be found on our public website.
- We continue to seek a long term agreeable solution to the flight path for our helipad. The Joint Board Retreat is scheduled for October 20. The focus of the retreat will be to discuss the next capital campaign.
- Special recognition and awards were underscored for the following physicians: Drs. Tim Daniels, Neeru Gupta, Rick Glazier and Janet Symlie.
- The Toronto Central LHIN has appointed Susan Fitzpatrick as Chief Executive Office effective September 8, 2015.
- St. Michael’s in the media was outlined.

7.0 REPORT OF THE FOUNDATION
Ms. Metrick reported the following items:
• Angel’s Den and the Golf Tournament fundraising events were held over the summer and both were very successful.
• Ms. Cathy Yanosik has been recruited as Vice President, Development Foundation.
• Foundation’s strategic plan will be completed in March 2016.

8.0 MOTIONS AND COMMITTEE REPORTS

8.1 From the Medical Advisory Committee
Minutes from the June 1, 2015 Medical Advisory Committee were circulated. Medical appointments motioned in June have been approved. The upcoming Medical appointments will be tabled in October.

8.2 From the Governance and Nominating Committee
Mr. O’Neill underscored the following items:
1) The Board Effectiveness Survey will be coordinated with the Accreditation program under the Quality Committee. A letter will be uploaded in Diligent Boards to all Directors to be completed by end of September. A subsidiary questionnaire will also be sent to the Chairs of Committees to complete.
2) The remuneration of the executive members was approved at the last Governance meeting.
3) The Governance and Nominating Committee has recommended Ms. Kerry O’Reilly-Wilks & Mr. Darryl White to move through the nomination process. Their respective biographies will be posted to Diligent Boards for review.
4) Succession planning was discussed for executive members.

8.3 From the Business Services Committee September 3, 2015
Highlights of items discussed at the September 3 meeting:
Health Systems Funding Reform (HSFR) - The funding model has changed significantly over the last five (5) years. It was discussed that HSFR is comprised of three (3) funding components, namely: Quality Based Procedures (QBP), Hospital Based Allocation Method (HBAM) and Global Base. Important to note, there is a 2-year lag in the data that feeds into the formula; the data used to calculate this fiscal year’s funding was 2013/2014. A discussion and presentation highlighted the reduction in funding to SMH and the action plans to address the disparities. Overall, there has been a net reduction of $6.5 M in the 2015/16 fiscal budget.

The presentation highlighted Action Plans to address HSFR gaps which included the following:
• Technical reporting/data quality changes
• Protect and grow tertiary market share
• Integrated Planning and Performance with Clinical Services
• Financial Literacy/ fluency
• Advocacy at the TCLHIN and MOHLTC

The presentation also highlighted Action Plans to address the Deficit which included the following:
• Improvement program implementation across other areas of the hospital
• Budget reviews in each program/department

Management has demonstrated their understanding of the funding formula and will continue to advocate changes to the methodology where necessary.

8.4 From the Quality Committee June 25, 2015
Quality Committee highlighted the process of Accreditation as it relates to the Board via a presentation. Accreditation is an approach used by many health care and social services organizations and is designed to improve patient outcomes and health system performance. It helps the entire organization work together to create a focus on safety and quality. Accreditation Canada then evaluates the hospital performance to determine whether the organization will be accredited, and provides an accreditation report that identifies strengths and areas for
improvement. The organization uses the report to create and implement action plans, continuing the cycle of ongoing quality improvement. Directors are requested to complete a survey by end of September. An additional survey is completed by the Governance and Nominating Committee of the Board. A tip sheet with the survey will be posted onto Diligent Boards. The Accreditation surveyors will be on-site during the week of May 16, 2016 and Directors will be requested meet to with them.

8.5 From the Planning and Construction Committee
The project is progressing well, on time and on budget, with no major issues to report. A video was presented to demonstrate the key milestones of SMH 3.0.

9.0 OTHER BUSINESS IN-CAMERA SESSION
Mr. O’Neill moved that Mr. Wayne Barwise be appointed as Director. The Motion was seconded and carried. Mr. Barwise will join the Planning & Construction and Quality sub-Committees of the Board. His biography will be uploaded onto the Diligent Board application. Mr. Barwise is the Executive Vice President, Development at The Cadillac Fairview Corporation Limited. Mr. Barwise has 28 years of experience in real estate, retail and multi-residential projects.

10.0 DATE OF NEXT MEETING
October 13, 2015 @ 4:00 pm in the 2 Bond Paul & Evelyn Higgins conference room.

11.0 CLOSURE
The meeting was brought to closure at 5:40pm.