



**MINUTES - BOARD OF TRUSTEES MEETING**  
**November 29, 2011**

<b>Trustees Present:</b> Johanne Levesque, (Chair), Dave Betts, Chantal Courchesne, Erin Crowe, Louis Douville, David Egan, Pat Elliott-Miller, Don Hewson, Dr. Anna McCormick, A. Munter, Dr. Carrol Pitters, Dr. Gail Ryan, Jason Shinder (teleconference), Christian Tacit	
<b>Regrets:</b> Pam Cain, Jacques Bradwejn, Chris Froggatt	
Also present: D. Albrecht, G. Bisson, G. Champagne, C. Duffy, H. Gandy, A. Fuller, S. Richardson, T. Wrong, D. Poulin (recorder)	
Guest: E. Sharples (MHA Resident)	
<b>1.0 AGENDA / MINUTES</b>	
	Declaration of Conflict of Interest No conflicts were declared
1.1	Adoption of the revised Agenda Moved by D. Hewson and seconded by D. Egan that the Agenda be adopted as presented. Carried
1.2	Adoption of the Minutes Moved by L. Douville and seconded by D. Hewson that the Minutes of the October 11, 2011 meeting be adopted as presented. Carried
1.3	Business Arising from the Minutes Following a presentation from T. Roffey on Freedom of Information and the responsibilities of the Board Chair there was an action item to complete a Delegation of Authority resolution. J. Levesque informed the Board that she has signed this document on behalf of CHEO.
<b>2.0 EDUCATION SESSION</b>	
2.1	Dr. Ciarán Duffy, Chief of Pediatrics made a presentation on the future of Pediatrics. A copy of the presentation is appended to the master minutes.
<b>3.0 QUALITY AND SAFETY ISSUES</b>	
3.1	Minutes of Quality Management Council Chantal Courchesne updated members about the fact that the c-Diff outbreak.
3.2	Q2 Quality Dashboard A copy of the Q2 Quality Dashboard was pre-circulated. T. Wrong, Director of Quality and Barb Fisher, Decision support highlighted the indicators that have improved in the Emergency Department. This is as a result of the LEAN quality initiatives that are continually improving over time. There have also been improvements in the perioperative indicators as well, specifically with the Surgical Checklist. C-Diff rate from September was for 3 cases that were being tracked. Next quarter the indicator will be red again as a result of our current outbreak. The red indicator for a Medication error red indicator is a result of one case with a positive outcome when it could have been a serious incident. The satisfaction indicator is part of our Quality Improvement Plan.
<b>4.0 FINANCIAL ISSUES</b>	
4.1	Treasurer's Report D. Betts reported that Deloitte attended their November A&R meeting and indicated there may be some additional charges due to the public reporting requirements. In November the focus was on the recent renovation programs. The medium density hot water project should come in under budget. Also, the old portables have been demolished and this will lay the groundwork for the temporary parking lot. The Garry Cardiff wing will come in over budget as was expected due to this very complex project. He also noted that the transfer of the parking operations may be

	<p>completed before year end and there are still some loose ends to be resolved with the Foundation Board. As of October 31, the surplus is \$4.1M with high out of province activity and PST rebates, however, there are several large disbursements pending.</p> <p>With regard to the 2012-2013 budget, there have not been any funding announcements so this budget was created with the things that are known. The preliminary estimates for the 2011-12 provide for a structurally balanced budget with revenues and expenses of \$199.3M and a net deficit of \$1.1M after net amortization is taken into account.</p> <p>D. Hewson raised the issue of an article appearing in the Citizen suggesting that parking rates impacted people's access to health care. A. Munter will look into the article before commenting.</p>
	<p>4.1.1 Resolution to approve the September and October Financial Statements Moved by D. Betts and seconded by D. Egan that the September and October Financial Statements be approved as presented. Carried</p> <p>4.1.2 Resolution to approve the renovations to the Medical Device Reprocessing Department Moved by D. Betts and seconded by D. Hewson that the funds be approved as presented. Carried</p> <p>4.1.3 Resolution to proceed with the demolition of the portables and construction of the temporary parking lot project at a revised cost of \$219K. Moved by D. Betts and seconded by C. Courchesne for Management to proceed with this project. Carried</p>
<b>5.0 GOVERNANCE ISSUES</b>	
5.1	<p>Minutes of Governance Committee</p> <p>D. Egan summarized the minutes of the November 14th Governance Committee noting that B. Radburn had resigned. There is a skills matrix to be filled out to assist in refining the need for the replacement trustee.</p> <p>Electronic Board Documents – D. Poulin updated members on the status of moving to electronic board documents for January. She has been working with the IS department to establish CHEO user ids for the trustees who do not already have access. An email will be sent out to all trustees with instructions attached on downloading CITRIX (method of connecting to CHEO remotely). All trustees will have access to Outlook as well as to a folder entitled “Board of Trustees”. The goal is to have this completed for the January Board meeting.</p>
	<p>5.1.1 Resolution to appoint David Betts as Treasurer and Chair of the Audit and Resources Committee – Moved by D. Egan and seconded by C. Courchesne that David Betts be appointed as Treasure and Chair of the Audit and Resources Committee effective November 29, 2011. Carried</p>
<b>6.0 REPORTS</b>	
6.1	<p>Chair</p> <p>The Chair began her report by thanking all the trustees who attended the retirement event for Michel Bilodeau. He was very touched by the very successful event.</p> <p>J. Levesque attended the launch of Growing up Great (formerly the Success by Six program). She was able to speak for CHEO at the event.</p> <p>On November 29<sup>th</sup>, she attended a meeting of LHIN Board Chairs with Dr. Keon. Each of the Chairs was asked to provide an update on issues the hospitals are facing. There was an indication of a positive change in tone. Many of the Chairs identified funding as an issue and that pediatrics wish to be heard at the table. It was also an opportunity for the Board Chairs to become informed on the determinants of health.</p>
6.2	<p>CEO</p> <p>6.2.1 The CEO made a verbal report to the trustees identifying that he is on day 21 of his new</p>

	<p>journey. He plans to provide a written report for the next meeting. He indicated that Michel has been very supportive with knowledge transfer and providing background on some of the key issues. In the first week he held a town hall where a good number of staff attended. For the first 100 days he plans on getting to know the organization by listening, visiting the units, meeting with internal stakeholders and trustees. Several meetings have already taken place or are planned with external stakeholders to get their sense of partnership and relationship issues.</p> <p>He indicated that by early spring we will have a better sense of the external environment with a minority government. He has had several meetings with Don Drummond and believes the focus will be on governance structure aligned with reforming the system. There are several possibilities i.e. an overhauled LHIN structure versus the academic health sciences centres coordinating planning activities. The government will likely only choose the recommendations that are politically viable.</p> <p>Operationally the c-Diff outbreak has had a major impact. He noted the contributions of Tracy, Pat, Carrol, Ann and Jerry's environmental services team. The outbreak, which should be declared over within a couple of days of the meeting, is part of the larger trend of increasing rates of hospital acquired c-Diff infections, both at CHEO and at other hospitals. Indeed even during the 4 North outbreak there was another isolated case of c-Diff on a different unit. Hospital leadership is pulling together an action plan and we will report further to the Board at future meetings.</p> <p>The new normal of mental health surge is another issue. To try and manage the current surge a decision was made to close intake for a period of 6 weeks. This will allow us to address the backlog of cases waiting to be seen.</p> <p>Major area of focus has been on CFO recruitment. The process is ongoing but there is an expectation that a candidate will be selected by mid-December.</p> <p>Issues on the horizon - is the question about the release of Executive contracts. They are to be released on January 3<sup>rd</sup>. However there are indications that some institutions will release early. This will likely cause some concerns and public commentary. We are aware of some of the potential questions and will be ready to respond.</p>
6.3	<p>CNE</p> <p>6.3.1 P. Elliott-Miller's report was pre-circulated. She highlighted about CHEO moving to a Nursing Practice Model of Care. The NICU was the first group to incorporate the new model and the hope is that by spring 2012 all groups will be following the model of care. There is an evaluation framework for checking that we are meeting the expectations.</p>
6.4	<p>COS</p> <p>6.4.1 Dr. Pitters' report was pre-circulated. The final report of the CVS review should be here in the next few days.</p> <p>6.4.2 Medical Staff Appointments The Medical Advisory Committee recommended the following appointments at their meeting on November 2<sup>nd</sup>. <u>New appointments</u> – Dr. David Dymont, Dr. Andrew Mai, Dr. Dayre McNally and Dr. Robin Williams. Moved by C. Pitters and seconded by D. Egan that the appointments to the Medical Staff be approved as presented. Carried</p> <p>6.4.3 The MAC also recommended the reappointment of Dr. Carol Janik as Division Chief of Dentistry for a second 5-year term ending in June 2016. Move by C. Pitters and seconded by C. Courchesne that Dr. Janik be re-appointed as Chief of Dentistry for a second 5-year term ending in June 2016. Carried</p>
<b>7.0 INFORMATION ITEMS</b>	
7.1	Advocacy

	<p>Don Hewson informed members that October and November were active months for the Advocacy Committee. He thanked Dennise and Ann for their work on LKKOOK and to the Trustees who attended a very successful event. There were 6 winners honoured.</p> <p>The committee also hosted Grand Rounds with Hugh Segal in honour of the Day of the Child. He spoke on the economic benefits of investing more strategically in base incomes for people and families including the social benefits.</p> <p>CHEO connects – has held 3 parenting leadership sessions since September with overall participation of 730 people attending. These sessions encompass all the advocacy priorities.</p>
7.2	<p>Minutes of the MAC</p> <p>The September 28th meeting minutes are attached for information.</p>
7.3	<p>Mission Statement</p>
7.4	<p>Call to adjourn</p> <p>Before moving to adjournment, the Chair took the opportunity to thank G. Bisson for his contribution to the organization for the past 5 years. She also wished everyone a happy holiday season. Moved by L. Douville and seconded by D. Betts that the Board meeting be adjourned.</p> <p>Carried</p>
	<p>Next meeting – January 10, 2011</p>