

MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, January 30, 2008 – 1730h
Strathroy Middlesex General Hospital Board Room

Present: Y. Lambert (chair)	Regrets: V. Alderson
R. Coe	J. Dreyer
R. Fennell-Plummer	J. Marcou
P. Ferner	J. McIntyre
I. Haan	A. Thorogood
M. Mazza	
L. McIntyre	Guests: M. Frosst
B. Meulendyks	C. Kanters
B. Sasse	P. Long
E. Veeke	N. Maltby-Webster
C. Swan, Recorder	

1. CALL TO ORDER

Chair Y. Lambert called the meeting to order at 1735h.

2. APPROVAL OF AGENDA

Y. Lambert stated that an In-Camera Session would be added to the end of the Agenda.

MOTION
BG31/07

It was moved by B. Sasse, seconded by P. Ferner, be it resolved that:
The agenda be approved as amended.

Carried

3. DECLARATION OF INTEREST

None declared.

4. PRESENTATIONS

4.1 Southwest Middlesex Health Centre Update, Marcia Frosst

- M. Frosst, Executive Director of the Southwest Middlesex Health Centre gave an informative overview of the Health Centre. She discussed the history of the centre, the mission, services currently provided and plans for expanded services in the future.

4.2 Auditor General's Report on Hospital Management, Carissa Kanters

- C. Kanters provided an informative overview of the Auditor General's Report on Hospital Management. Information provided included the Audit Objective, the Ministry Initiatives and Audit Recommendations.

4.3 Summary: Dupont – Daniel Inquiry – Key Findings and Recommendations, C. Kanters

- C. Kanters provided an overview of the Dupont-Daniel murder/suicide, which took place at the Hotel-Dieu Grace Hospital in Windsor. As a result, a four member jury completed a three month inquest producing 26 recommendations targeting Hotel-Dieu Hospital, the Provincial Ministries, Ontario's Public Hospitals, the Crown Attorney's Office and other public organizations. One of the most noted recommendations is the recommendation for a review of the Public Hospitals Act.

4.4 Report from Meeting with MPP Maria Van Bommel, Yvonne Lambert and Ralph Coe

- Y. Lambert and R. Coe met with M. Van Bommel on Monday, January 28, 2008. Items discussed included:
 - Asbestos Funding – M. VanBommel will follow up with the Minister regarding receipt of the remaining balance of \$584,000 of the \$7.5 M which was allocated for the ambulatory care project.
 - Operating Deficits – no base funding for the last 2 years – one time funding not renewed
 - Impact of Deficit – service cuts/changes
 - Financial Challenges for the MHA – technology investment
- M. Van Bommel requested that the MHA provide regular updates.

5. APPROVAL OF PREVIOUS MINUTES

It was moved by L. McIntyre, seconded by P. Ferner, be it resolved that:

MOTION:
BG 32/07

The Minutes of the Middlesex Hospital Alliance Board of Directors meetings of November 28, 2007 and January 21, 2008 be adopted as presented.

Carried

6. BUSINESS ARISING

There was no business arising.

7. COMMITTEES

7.1 Finance

The Minutes of the Finance Committee meeting dated January 10, 2008, were accepted as presented.

7.2 Governance

The Minutes of the Governance Committee meeting dated December 13, 2007 and January 21, 2008, were accepted as presented. E. Veeke reminded Board members to submit their completed surveys to Human Resources by February 6. He stated that the surveys are to evaluate the board as a whole and not individuals. Results of these surveys will be used to plan future educational opportunities for the Board.

7.4 Planning

There was no planning meeting.

7.5 Local Advisory Committee

There was no LAC meeting.

It was moved by E. Veeke, seconded by B. Meulendyk, be it resolved that:

MOTION:
BG 33/07

All committee reports be approved as presented.

Carried

8. REPORTS – Consent Agenda

8.1 Administrative

8.1.1 Chief Executive Officer – M. Mazza's written report was noted as submitted.

8.1.2 Chief Operating Officer – N. Maltby-Webster's report was received as submitted.

Of note, both SMGH and FCHS have applied for transit buses for patient transportation through funding initiatives available. The Vocera Communications system strategy is currently being rolled out at the FCHS site.

8.2 Medical Staff Reports

Chiefs of Staff Report

8.2.1 Four Counties Health Services -- Written report submitted by Dr. Dreyer.
Strathroy Middlesex General Hospital -- Written report submitted by Dr. Ferner noted.
The ICES studies that both hospitals will be participating in were highlighted.

8.3 Partnership Reports

8.3.1 Southwest Middlesex Health Centre -- Report submitted by R. Fennell-Plummer.

8.3.2 Four Counties Community Villa -- Report submitted by B. Sasse.

8.3.3 Foundation Reports

8.3.3.1 Four Counties Health Services -- Report submitted by D. Gillis.

8.3.3.2 Strathroy Middlesex General Hospital -- Written report of S. McLean included with package.

8.3.4 LHINs Update

M. Mazza stated that the Aging in the Homes Presentation on behalf of the services providers was made to the LHINs on January 16. This initiative will help to facilitate patients remaining in the community instead of requiring institutional care.

Approval of Committee Reports:

It was moved by R. Fennell-Plummer, seconded by E. Veeke, be it resolved that:

MOTION:
BG 34/07

All Consent Agenda items be accepted as presented.

Carried

9. NEW BUSINESS

9.1 2008-2010 HAPS AND H-SAA

P. Long reviewed the MHA 2008-2010 HAPS January 31, 2008 Submission to SW LHIN together with Transitional Planning that may be implemented by the MHA.

Areas of discussion included:

SMGH

- Core Services and Non-Core Services -- orthopaedics, physiotherapy, obstetrics
- Planning for future services -- eliminating CCC beds, non-urgent patient transportation, paid parking and the impact these changes would have on the bottom line

FCHS

- Core Services -- primary medical services, underutilized capacity for ALC patients
- Strategies already implemented i.e. point of care testing as well as other efficiencies that could be realized such as non-urgent patient transportation.

Concerns that could be raised by the SWLHIN with the proposals and timelines to balance the budget were also discussed.

It was moved by R. Coe, seconded by E. Veeke, be it resolved that:

MOTION:
BBG 35/07

The Board approves the Hospital Accountability Planning Submission (HAPS) for the SouthWest LHIN which recognizes the request for a balanced budget for 2008/09 and 2009/10. The Board also recognizes that the current configuration of services of both hospital sites will result in detailed discussions with the SW LHIN about how this balance can be achieved. It is recognized by the board that this discussion will include the realignment of services at the two hospital sites in accordance with plans of the SW LHIN for health services deliver in Southwestern Ontario.

Carried

10. Correspondence

All Board Correspondence was circulated during the meeting.

11. In-Camera

The Board of Directors convened to an In-Camera Session at 1945 hours on a motion by R. Coe, seconded by I. Haan. Hospital staff left the meeting.

Carried

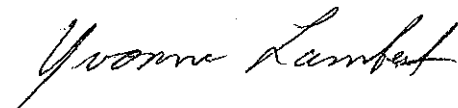
The Board rose Out of Camera with the following recommendation:

A motion was made by E. Veeke seconded by I. Haan that the Board of Directors regretfully accepts the Notice of Retirement submitted by Mike Mazza, CEO, MHA.

Carried

A meeting will be scheduled for the Governance Committee to discuss next steps.

12. Adjournment – Meeting adjourned following the In-Camera session.


Yvonne Lambert
Chair


Cathy Swan
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, February 27, 2008 – 1730h
Strathroy Middlesex General Hospital Board Room**

Present: Y. Lambert (chair)	Regrets: R. Fennell-Plummer
V. Alderson	I. Haan
R. Coe	J. Marcou
J. Dreyer	M. Mazza
P. Ferner	B. Sasse
J. McIntyre	A. Thorogood
L. McIntyre	
B. Meulendyks	Guests: C. Blokker
E. Veeke	L. Campbell
C. Swan, Recorder	C. Kanters
	N. Maltby-Webster

1. CALL TO ORDER

Chair Y. Lambert called the meeting to order at 1735h.

2. APPROVAL OF AGENDA

MOTION It was moved by R. Coe, seconded by V. Alderson, be it resolved that:
BG36/07 **The agenda be approved as presented.**

Carried

3. DECLARATION OF INTEREST

None declared.

4. PRESENTATIONS

4.1 Capital Budget

T. Whittingham presented the SMGH Capital Budgets for 2008/09 and 2009/10. He explained the budgeting process, the plan, the breakdown of costs and the summary. This process identifies future need, has been prioritized as much as possible, is extremely complete, has input from all areas including physicians, has the support of the MHA Senior Administration team and supports the strategic direction of the hospital.

4.2 Accreditation Summary

S. Cattrysse provided an overview of the Accreditation process. There are 12 areas of focus: Strategic, Operational, Human Resource, QI Plan, Risk Management Plan, Ethics Plan, IM Plan, Communication Plan, Disaster and Emergency Plan, Client Needs Assessment Plan, Satisfaction Survey Plan, Education/Learning Needs Assessment Plan.

- The MHA received 3 years with Report, which means that there were no recommendations for any of the teams. This is a great accomplishment!
- Three (3) ROPS out of 21 were incomplete, therefore, the MHA must develop, pilot test, evaluate and then fully implement a formal process for 3 of the required Organizational Practices (Patient Safety requirements) to be submitted by the end of March 2008. A report has been developed to meet the requirements for: Medication Reconciliation on Admission, Medication Reconciliation on Transfer, Drug Concentrations.

- The MHA had a total of 34 recommendations at its last survey. Two of these items were identified as in progress but not finalized.
- Next steps were also discussed.

4.3 TVHPP Urgent Ortho Steering Committee

In October 2007, the Thames Valley Hospital Planning Partnership Group consisting of LHSC, St. Thomas, St. Joseph's, Alexandra Hospital, Tillsonburg, Woodstock, FCHS and SMGH, met to discuss strategic planning for the Thames Valley area.

From this retreat, the Strategic Initiatives for the Thames Valley Hospital Planning Partnership were drafted (copy forwarded electronically). There were 4 key strategic initiatives identified at this retreat:

1. Access to Psychiatric Services
2. Access to Hip Fractures
3. Establishment of a Board Member Forum as a Sub-Committee of the TVHPP
4. Medical Human Resources Risk Analysis and Action Plan

The TVHPP has requested the support of all Hospitals in the Thames Valley Area of these initiatives. Following the presentation, a motion will be brought forth requesting the support and endorsement of this report and its strategic initiatives by the Board.

Dr. P. Ferner presented a brief overview of the TVHPP Urgent Ortho Steering Committee, which is comprised of Chiefs of Staff (COS) throughout the Thames Valley Hospital Planning Partnership. The mandate of this Committee is to provide advice and direction regarding clinical programs and to address mutual concerns regarding service delivery at all sites throughout the Thames Valley.

It was moved by R. Coe, seconded by E. Veeke, be it resolved that:

MOTION:
BG 37/07

The Board of Directors of the Middlesex Hospital Alliance supports the Report from the October 1, 2007 Retreat, Strategic Initiatives of the TVHPP Strategic Planning Session. The four key strategic initiatives outlined in the report include:

1. Access to Psychiatric Services
2. Access to Hip Fractures
3. Establishment of a Board Member Forum as a Sub committee of the TVHPP
4. Medical Human Resources Risk Analysis and Action Plan.

The MHA will be involved in the strategic positioning of TVHPP within the SW LHINs and in accordance with its own strategic objectives.

Carried

5. APPROVAL OF PREVIOUS MINUTES

It was moved by B. Meulendyks, seconded by J. McIntyre, be it resolved that:

MOTION:
BG38/07

The Minutes of the Middlesex Hospital Alliance Board of Directors meeting of January 30, 2008 be adopted as presented.

Carried

It was moved by B. Meulendyks, seconded by J. McIntyre, be it resolved that:

MOTION:
BG 39/07

The Minutes of the Middlesex Hospital Alliance Special Board of Directors meeting held February 8, 2008 be adopted as presented.

Carried

6. BUSINESS ARISING

6.1 Asbestos – MOHLTC Update

The MHA was informed by the MPP's office that asbestos funding was to be received by fiscal year end (March 31, 2008). The original amount promised to the MHA was \$584,000. Since Christmas, it has been stated that this amount will be reduced by \$189,000. P. Long has requested a teleconference with the Ministry to discuss this reduction. To date, no response has been received. Further information will be provided when available.

7. COMMITTEES

7.1 Finance

The Minutes of the Finance Committee meeting dated February 14, 2008, were accepted with the following amendment: "Last August the Hospital was told it would receive \$584,305", not \$189,000.

7.2 Governance

The Minutes of the Governance Committee meeting dated February 4, 2008 were accepted with the following addition: Monte McNaughton was accepted for a position as a Director on the FCHS Foundation Board of Directors and is being considered by them for a cross-appointment to the SMGH Foundation Board.

7.4 Planning

There was no planning meeting.

7.5 Local Advisory Committee

Report submitted.

It was moved by E. Veeke, seconded by L. McIntyre, be it resolved that:

MOTION: All committee reports be approved as presented.

BG 40/07

Carried

8. REPORTS – Consent Agenda

8.1 Administrative

8.1.1 Chief Executive Officer – M. Mazza's written report was noted as submitted.

8.1.2 Chief Operating Officer – N. Maltby-Webster's report was received as submitted.

Of note, FCHS has been approved for the purchase of a transit buses for patient transportation.

8.2 Medical Staff Reports

Chiefs of Staff Report

8.2.1 Four Counties Health Services – Written report submitted by Dr. Dreyer.

MOTIONS: It was moved by J. Dreyer, seconded by P. Ferner, be it resolved that:

BG 41-53/07 Consultant Radiologist Privileges be granted at the Four Counties Health Services Site as follows:

BG 41 – Dr. W. Dawson, BG 42 – Dr. J. Amann, BG 43 – Dr. T. Eakins, BG 44 – Dr. G. Garvin, BG 45 – Dr. B. Hobbs, BG 46 – Dr. A. Islam, BG 47 – Dr. A. Kornecki, BG 48 – Dr. R. Kozak, BG 49 – Dr. R. Muscedere, BG 50 – Dr. S. Osman, BG 51 – Dr. J. Rogers, BG 52 – Dr. W. Romano, BG 53 – Dr. D. Taves.

Carried

MOTION: It was moved by J. Dreyer, seconded by P. Ferner, be it resolved that:
BG 54/07 **Lesa Marsh, RN (EC) be granted Privileges as a Nurse Practitioner at the Four Counties Health Services Site.**

Carried

8.2.1 Strathroy Middlesex General Hospital – Written report submitted by Dr. Ferner noted.

The Hospital Standardized Mortality Rates (HSMR) report was briefly discussed. SMGH's rate is above its peers. As a result, a subcommittee of the QUM has been struck under Dr. Vandewalle's leadership to look at the data provided and report back to the QUM.

MOTION: It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
BG 55/07 **Dr. Sean Ryan be granted Locum Medical Staff Privileges at the Strathroy Middlesex General Hospital Site.**

Carried

MOTION: It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
BG 56/07 **Dr. Bobbi Jo Morrell be granted Locum Medical Staff Privileges as an Anesthetist at the Strathroy Middlesex General Hospital Site.**

Carried

MOTION: It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
BG 57/07 **Dr. Halina Kieraszewics be granted Locum Medical Staff Privileges as an Anesthetist at the Strathroy Middlesex General Hospital Site.**

Carried

MOTION: It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
BG 58/07 **Dr. Moheb Morgan be granted Locum Medical Staff Privileges as an OR Assist at the Strathroy Middlesex General Hospital Site.**

Carried

MOTION: It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
BG 55/07 **Dr. Elizabeth Haney be granted Associate Medical Staff Privileges as an Emergentologist at the Strathroy Middlesex General Hospital Site.**

Carried

8.3 Partnership Reports

8.3.1 Southwest Middlesex Health Centre – No report.

8.3.2 Four Counties Community Villa – No report.

8.3.3 Foundation Reports

8.3.3.1 Four Counties Health Services – Report submitted by D. Gillis.

8.3.3.2 Strathroy Middlesex General Hospital – No report.

8.3.4 LHINs Update – No update.

Approval of Committee Reports:

MOTION: It was moved by L. McIntyre, seconded by E. Veeke, be it resolved that:
All Consent Agenda items be accepted as presented.

Carried

9. NEW BUSINESS

9.1 SMGH Medical Staff Proposed Bylaw Amendments

The SMGH Medical Staff Proposed Bylaw Amendments to include Nurse Practitioners was presented for review by the Board. A motion will be put forth at the March 2008 Board of Directors meeting to accept the amendment following review and approval by the MAC.

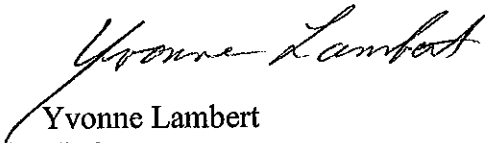
10. Correspondence


There was no correspondence.

11. Announcements and Upcoming Events

Upcoming meeting dates were reviewed.

12. Adjournment – Meeting adjourned at 1845 hours.


Yvonne Lambert
Chair


Cathy Swan
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, March 19, 2008 – 1730h
Strathroy Middlesex General Hospital Board Room**

Present: Y. Lambert (chair) Regrets: N. Maltby-Webster
V. Alderson
R. Coe
J. Dreyer
R. Fennell-Plummer
P. Ferner
I. Haan
J. Marcou
M. Mazza
J. McIntyre
L. McIntyre
B. Meulendyks Guests: P. Long
B. Sasse G. Taylor
A. Thorogood
E. Veeke
C. Swan, Recorder

1. CALL TO ORDER

Chair Y. Lambert called the meeting to order at 1735h.

2. APPROVAL OF AGENDA

MOTION
BG: 57/07

It was moved by I. Haan, seconded by R. Coe, be it resolved that:
The agenda be approved as presented. Items 4 and 5 will be presented in reverse order.

Carried

3. DECLARATION OF INTEREST

None declared.

4. PRESENTATIONS

4.1 MHA HAPS Submission

See below.

5. OTHER BUSINESS

5.1 SMGH Medical Staff Bylaw Amendment – Nurse Practitioners

P. Ferner stated that the Strathroy Medical Clinic now employs nurse practitioners. In order for the nurse practitioners to order tests, x-rays, etc. for their patients within their scope of practice, the SMGH Medical Staff Bylaws require amendment to credential the nurse practitioners.

MOTION
BG: 58/07

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
Article XI.6 be added to the Strathroy Middlesex Hospital Medical Staff Bylaws for the purpose of credentialing Nurse Practitioners at SMGH.

Carried

5.2 Medical Staff Credentials

MOTION

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:

BG: 57/07

Dr. Iris DeOdorico be granted Courtesy Medical Staff Privileges as a Radiologist at the Strathroy Middlesex General Hospital site.

Carried

MOTION

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:

BG: 58/07

Dr. Christine MacDonald be granted Locum Medical Staff Privileges as an OR Assist in the surgical suite at the Strathroy Middlesex General Hospital site.

Carried

MHA HAPS SUBMISSION

P. Long presented an overview of the Middlesex Hospital Alliance 2008-2010 HAPS and H-SAA process. Ultimately both SMGH and FCHS must balance their budgets.

On January 31, 2008, the following submissions were submitted to the South West LHIN for SMGH and FCHS.

SMGH January 31, 2008 HAPS Submission

Strategies	08/09	09/10	10/11
	(10 beds)	(rest of floor)	
CCC Beds	340,000	1,730,000	330,000
Transportation	90,000	120,000	
Parking		150,000	
Total	430,000	2,000,000	
Costs	(70,000)	(400,000)	

FCHS January 31, 2008 HAPS Submission

Strategies	08/09	09/10	10/11
Point of Care	200,000		
Outpatient Clinic	30,000		
Efficiencies	70,000		
Transportation	25,000		
Subtotal	325,000		
Usage of Reserves	250,000	325,000	
Total	575,000	325,000	

On February 12, a teleconference was scheduled with the South West LHIN to discuss HAPS/H-SAA. During this teleconference, the following items were discussed:

- Due dates
- Common assumptions – salary increases 3%, ONA settlement
- Population of H-SAA schedules by the Ministry of Health in Toronto – due the end of February
- Common communications framework

- Confirmation that meetings would be scheduled with the 4 hospitals in the South West LHIN who are in deficit positions. These include, Woodstock, Owen Sound, SMGH and FCHS.

On March 6, members of the South West LHIN (Michael Barrett, Mark Brintnell and Tony Woolgar) met with the MHA (Yvonne Lambert, Ineke Haan, Mike Mazza, Nancy Maltby-Webster, Paul Long). Items discussed included:

- The South West LHIN's objective to discuss the submission of January 31 and additional changes required to balance by March 31, 2010. Questions were asked for clarification but there was little definitive feedback. Plans to balance the budgets at both sites were outlined.

SMGH Site

- The majority of the discussion centred around the SMGH CCC bed closure over the next 18 months and the impact that this will have including emergency department back ups and medical beds occupied with long term care patients.
- There was limited discussion about non urgent transportation or paid parking. Obstetrics was mentioned for future improvement plans.
- Other means to save dollars discussed included reduction of funds for physician recruitment, efficiencies realized through role re-evaluations including prehab services in partnership with the Arthritis Society.

FCHS

- Expenditure reductions through role re-examinations and elimination of outpatient rehab services.

On March 10, the OHA hosted a teleconference with Hospital CEOs, Senior Administration and Board Members to discuss the H-SAA process and challenges faced by many hospitals.

- The OHA met with the Deputy Minister of Health and the Minister of Finance to discuss funding recommendations, hospital budget challenges and projected financial projections.
- Tom Clossen, OHA CEO provided the following advice on LHIN Negotiations:
 - Demonstrate your efficiencies
 - Negotiate in good faith
 - Stand firm, do not be bullied
 - Consider your options and implications of signing the legal agreement and the consequences of non-compliance
 - Do not reduce services to the community
 - Continue to build a positive ongoing relationship with LHIN
- Hospital H-SAA Signing Options
 - Do not sign and continue to negotiate
 - Sign with written acknowledgement by both parties of assumptions of additional outstanding funding
 - Sign and take actions to cut services to meet performance standards

March 13 – London Free Press reported on OHA Hospital Deficit Survey and MHA deficits.

- The LHIN reported they continue to negotiate with hospitals.
- The Minister of Health downplayed the reports as normal year end messaging.

March 14 – LHIN announced that the deadline to approve the H-SAA by the Board had been extended to April 16, 2008, as the population of the H-SAA had been delayed.

Current Status of HAPS Strategies and Staff

- HAPS and CCC beds team formed to develop a plan
- Non-urgent transportation team exploring options and cost for non-urgent patient transfers
- Implementing paid parking – revenue, pros/cons
- Regular updates to staff – Senior Administration met with staff on 4th floor, “Mike’s Blog” regular updates, etc.

The recommendation to the Board is that the FCHS H-SAA Agreement be signed by the deadline of April 16, 2008, and the H-SAA Agreement for SMGH not be signed and negotiations continue.

Following the presentation, there was a lengthy discussion by members of the Board. Discussion items included:

- FCHS H-SAA – It was recommended that the H-SAA not be submitted until the deadline.
- The question was posed that if the plan is submitted with plans to eliminate O/P physiotherapy, and then things change, does the Hospital have to proceed with its plan? P. Long stated that it is management’s right to manage, and if things change and it is not necessary to move ahead with O/P Physio closure, then that is management’s right so long as the budget is balanced.
- The OHA has recommended that services not be cut, so why is the MHA moving forward with initial plans for service cuts. P. Long stated that the hospital is still obligated to balance its budget.
- M. Mazza stated that in the South West LHIN, there are 4 hospitals who have not balanced – The MHA (both SMGH and FCHS), Woodstock and Owen Sound. Woodstock has chosen to make no changes/cuts as it would make no sense to cut services and lay off staff when they are scheduled to build a new facility.
- It was suggested that the Provincial Budget scheduled to be released March 26 could change the plans.

There was no further discussion. Y. Lambert, Board Chair, called for motions for the H-SAA for FCHS and SMGH.

MOTION
BG: 59/07

It was moved by R. Coe, seconded by E. Veeke, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance, Four counties Health Services site, approves a signed Hospital Service Accountability Agreement (HAAS) based on the strategy presented through Administration and reflected in the hospital Annual Planning submission (HAPS) document to the SW LHIN which addresses the projected deficits for 08/09 and 09/10 of \$593,895 and \$645,685 respectively.

The Board endorses the strategy to reduce expenditures at FCHS up to and including reductions in services in Outpatient Physiotherapy in order to meet legislative requirements.

Carried

MOTION
BG: 60/07

It was moved by R. Coe, seconded by E. Veeke, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance, Strathroy Middlesex General Hospital Site endorses continued negotiations with the SW LHIN with the

objective of addressing the projected 08/09 and 09/10 deficits in the amount of \$2,199,258 and \$2,640,925 respectively, with a goal of developing strategies that are acceptable to the MHA Board and the SW LHIN to address these outstanding deficits.

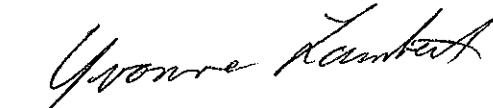
Carried


Communication Strategy

M. Mazza distributed and reviewed the Media Release prepared for release relating to discussions at the Board meeting. Following review and amendment, it was agreed the media release would be sent to the LHIN and the media.

Ongoing communication strategies were discussed by the Board. It was agreed that the municipalities and the general public would be informed of proposed changes and encouraged to become involved.

6. **Adjournment** – Meeting adjourned at 1845 hours.


Yvonne Lambert
Chair


Cathy Swan
Recording Secretary

MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, April 30, 2008 – 1730h
Strathroy Middlesex General Hospital Board Room

Present: Y. Lambert (chair) Regrets:
V. Alderson
R. Coe
J. Dreyer
R. Fennell-Plummer
P. Ferner
I. Haan
J. Marcou
M. Mazza
J. McIntyre
L. McIntyre
B. Meulendyks Guests: C. Kanters
B. Sasse P. Long
A. Thorogood N. Maltby-Webster
E. Veeke
C. Swan, Recorder

1. CALL TO ORDER

Chair Y. Lambert called the meeting to order at 1740h.

2. APPROVAL OF AGENDA

MOTION It was moved by L. McIntyre, seconded by B. Sasse, be it resolved that:
BG: 61/07 **The agenda be approved as presented.**

Carried

3. DECLARATION OF INTEREST

None declared.

4. PRESENTATIONS

4.1 Paid Parking Presentation

The SMGH Foundation Board has agreed to manage the parking pending the approval of the proposal by the MHA Board of Directors.

S. McLean, CEO of the SMGH Foundation presented a proposal for paid parking. Request for Proposals were received from three vendors - Precise ParkLink was chosen as the vendor of choice based on experience, security, revenue projection and references.

System Recommendation

- Pay and Display
 - Least offensive to users
 - Produces most revenue
 - Least amount of infrastructure
 - Least intrusive on project staff
 - No tokens required (which must be accounted for/valued)

Fees

- A recommendation for fees was presented as follows:

Physicians/Staff	\$30/month	Hang Tag	Invoice/Payroll
PT/Occasional Staff	\$5/day	P&D	Machine
Visitors	\$5/day \$1/30 min.	P&D	Machine
Volunteers	Free	Hang Tag	Foundation and Volunteer Coordinator

- Based on the above fees, projected net revenues were presented. There would be a cost sharing with Precise ParkLink.
 - Internal Revenue Sharing
 - First Two Years of Contract
 - SMGH Foundation – 100% net revenue
 - Project Management
 - Lot maintenance and possible expansion
 - Hospital capital equipment funding

Next Steps

- MHA/Foundation/Precise ParkLink Agreement to be prepared and completed by May 1/08
- Communication Plan Developed for – Municipal Presentation, MHA Employees and Physicians, Clinic/Neighbours

Implementation

- Multi-disciplinary Issue Team to address policies, legalities, leasing, etc.
- Go live date recommended for July 1, 2008

Identified Issues

- Two sites
- Liability coverage -- Foundation covered under Hospital?
- Enforcement

On behalf of the Board of Directors, Y. Lambert thanked S. McLean for attending the meeting to present the proposal for paid parking.

S. McLean answered questions regarding the proposal.

Concern was expressed as to the LHIN's response to the proposal as there will be no direct revenue to the hospital for the first 2 years.

Some members do not support paid parking at either site but stated that they understood the reason for bringing this proposal forth.

It was recommended that the rates be revisited; perhaps \$1 for an hour as opposed to 30 minutes.

There being no further discussion, the following motions were brought forth.

MOTION **BG: 62/07**

It was moved by R. Coe, seconded by M. Mazza, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance endorses the implementation of paid parking at its Strathroy site based on the proposal submitted by the SMGH Foundation. A management and revenue sharing Memorandum of Understanding outlining the partnership between the Foundation

and the Hospital Board around the implementation of paid parking at the SMGH Site will be completed and presented to the Board for approval by May 30, 2008.

Carried

MOTION
BG: 63/07

It was moved by R. Coe, seconded by M. Mazza, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance endorses the implementation of paid parking at its Four Counties site based on the proposal submitted by the SMGH Foundation. A management and revenue sharing Memorandum of Understanding outlining the partnership between the SMGH Foundation, the FCHS Foundation and the Hospital Board around the implementation of paid parking at the SMGH Site will be completed and presented to the Board for approval by May 30, 2008.

Defeated

4.2 HAPS Update

P. Long provided the following HAPS update for FCHS and SMGH:

FCHS

- Small hospitals received base funding equaling 0.5%. For FCHS, this equates to approximately \$30,000.
- FCHS's original submission proposed a deficit in year one and use of reserves in year two. This submission was not accepted.
- The submission was resubmitted with plans to close the physiotherapy department.
- Subsequent to the submission to close physiotherapy in order to submit a balanced budget, The LHIN has agreed that FCHS can use reserves to balance its budget in year 2, 2009/10

Recommendation

- FCHS should use its reserves to balance. This will give the Corporation 3 years to address the issues.
- Y. Lambert had indicated to N. Gamble, Chair, Board of Directors of the South West LHIN that she was confident that the Board would submit a signed Hospital Service Accountability Agreement.

SMGH

- SMGH is projecting significant deficits for 08/09 and 09/10. Unfortunately, we are "victims of our own success".
- There have been no new developments since last update.
- The submission for SMGH still includes the planned bed closure of the CCC over the next 18 months.
- It is likely that SMGH will undergo a review in order to help identify areas where increased efficiencies can be found. It is also hoped that the review will reveal that SMGH is underfunded based on its usage.

Recommendation

- It is recommended that negotiations continue with the South West LHIN and that the Agreement not be signed at this time.

MOTION
BG 64:07

A motion was made by R. Coe, seconded by J. McIntyre, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance, Four Counties Health Services site, approves a signed Hospital Service Accountability Agreement (HAAS) based on the strategy presented through Administration and reflected in the Hospital Annual Planning Submission (HAPS) document to the South West LHIN which addresses the projected deficits for 08/09 and 09/10 of \$217,795 and \$200,000 respectively.

The Board endorses the strategy to reduce expenditures at FCHS up to and including reductions in services in Outpatient Physiotherapy in order to meet legislative requirements and accepts the South West LHIN proposal to provide a waiver to allow the hospital to fund its deficit from working capital.

It is acknowledged that with this endorsement, the South West LHIN will identify the FCHS site as being balanced.

MOTION
BG 65:07

Following discussion of the motion before calling for a vote, a motion was made by J. Dreyer, seconded by B. Sasse, to change the first sentence in the second paragraph to read as follows: **The Board endorses the strategy to reduce expenditures at FCHS in order to meet legislative requirements and accepts the South West LHIN proposal to provide a waiver to allow the hospital to fund its deficit from working capital.**

CARRIED

AMENDED
MOTION
BG 64:07

A motion was made by R. Coe, seconded by J. McIntyre, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance, Four Counties Health Services site, approves a signed Hospital Service Accountability Agreement (HAAS) based on the strategy presented through Administration and reflected in the Hospital Annual Planning Submission (HAPS) document to the South West LHIN which addresses the projected deficits for 08/09 and 09/10 of \$217,795 and \$200,000 respectively.

The Board endorses the strategy to reduce expenditures at FCHS in order to meet legislative requirements and accepts the South West LHIN proposal to provide a waiver to allow the hospital to fund its deficit from working capital.

It is acknowledged that with this endorsement, the South West LHIN will identify the FCHS site as being balanced.

CARRIED

MOTION
BG 66:07

A motion was made by R. Coe, seconded by J. McIntyre, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance, Strathroy Middlesex General Hospital site endorses continued negotiations with the SW LHIN with the objective of addressing the projected 08/09 and 09/10 deficits in the amount of \$2,199,258 and \$2,640,925 respectively, with a goal of developing strategies that are acceptable to the MHA Board and the SW LHIN to address these outstanding deficits.

The Board of Directors recognizes that the South West LHIN has identified SMGH along with three other hospital sites, not including FCHS, as entering into a “review process” with the South West LHIN in order to address outstanding deficits for SMGH for the years 08/09 and 09/10.

It is expected that the terms and conditions of said review process will be negotiated and in place prior to the May 30, 2008 Board meeting.

CARRIED

5. APPROVAL OF PREVIOUS MINUTES

**MOTION
BG: 67/07**

It was moved by J. McIntyre, seconded by B. Sasse, be it resolved that:
The Minutes of the Board of Directors meetings held on March 19, 2008 be adopted as presented.

6. BUSINESS ARISING

There was no business arising from the Minutes.

7. COMMITTEES

7.1 Finance

The Minutes of the Finance Committee meeting dated April 10, 2008, were accepted as presented.

7.1.1 Approval – CIBC Credit Facilities

**MOTION
BG:68/07**

A motion was made by R. Coe, seconded by A. Thorogood, be it resolved that:
The CIBC credit facilities agreement dated April 3, 2008 be accepted. This Agreement will increase the SMGH operating line to \$2,000,000 and the capital demand installment load of \$1,720,000 will be paid over 5 years commencing March 31, 2009.

CARRIED

7.2 Governance

The Minutes of the Governance Committee meeting dated March 13 and April 9, 2008 were accepted as presented.

**MOTION
BG:69/07**

A motion was made by E. Veeke, seconded by R. Coe that the Board of Directors convene to an In-camera Session to discuss the CEO Salary Review recommendation following the presentation of the CEO Goals Report.

CARRIED

**MOTION
BG:70/07**

A motion was made by E. Veeke, seconded by I Haan with the following recommendation. Be it resolved that the compensation package for Michael Mazza, President and CEO of the Middlesex Hospital Alliance effective April 1, 2008 be \$179,000 consisting of \$175,000 base and \$4,000 for benefits representing a 3.75% increase, be accepted as presented.

CARRIED

7.4 Planning

The Planning Committee Minutes of April 15, 2008 were accepted as presented.

7.5 Local Advisory Committee

The Minutes of the Local Advisory Committee Meeting dated April 15, 2008 were accepted as presented.

It was moved by B. Sasse, seconded by E. Veeke, be it resolved that:

MOTION:
BG 71/07

All committee reports be approved as presented.

Carried

8. REPORTS – Consent Agenda

8.1 Administrative

8.1.1 Chief Executive Officer – M. Mazza’s written report was noted as submitted. There was some discussion around the recent media release by the Middlesex Providers Alliance regarding pressures with lack of alternate level care beds.

8.1.2 Chief Operating Officer – N. Maltby-Webster’s report was received as submitted.

8.2 Medical Staff Reports

Chiefs of Staff Report

8.2.1 Four Counties Health Services – Written report submitted by Dr. Dreyer.

8.2.2 Strathroy Middlesex General Hospital – Written report submitted by Dr. Ferner noted.

8.3 Partnership Reports

8.3.1 Southwest Middlesex Health Centre – Report submitted by Robin-Fennell-Plummer. Members are invited to attend the Open house at the Centre scheduled for June 11, 2008 from 2 until 7 p.m.

8.3.2 Four Counties Community Villa – No report.

8.3.3 Foundation Reports

8.3.3.1 Four Counties Health Services -- The Annual FCHS Foundation Golf Tournament is scheduled for Thursday, June 5.

8.3.3.2 Strathroy Middlesex General Hospital – No report.

8.3.4 LHINs Update – Y. Lambert and I. Haan attended the 2nd meeting of the Board Chairs/Vice Chairs in the South West LHIN. This is a great opportunity to network with the other hospital Board Executives and exchange ideas. Of interest, of the hospitals in attendance, approximately half are in a deficit position. Another interesting point of interest is that LHSC does not negotiate with the LHIN; they deal directly with the Member in their area. N. Gamble is scheduled to attend the next meeting. There will be a presentation on orthopaedic fractures made by Paul Collins, CEO, St. Thomas Elgin General Hospital.

Approval of Committee Reports:

It was moved by L. McIntyre, seconded by P. Ferner, be it resolved that:

MOTION:
BG 72/07

All Consent Agenda items be accepted as presented.

Carried

9. NEW BUSINESS

There was no new business.

10. OTHER BUSINESS

10.1 Meeting with West Elgin Council

Y. Lambert stated that the Council of West Elgin was invited to meet at FCHS with the Board Executive and Senior Management following an invitation to the Board Chair to attend at Council Chambers in West Lorne. Information was provided to the council regarding funding for the Hospital, the process of submissions to the LHIN, etc. Following the meeting, hospital tours were provided for council members.

10.2 May Finance Meeting

The Finance Meeting for May has been rescheduled to May 22, 2008.

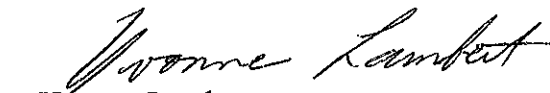
10.3 Board Retreat

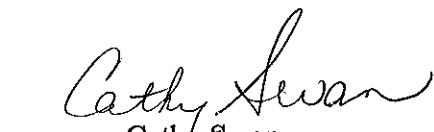
Members were reminded of the Board Retreat scheduled for September 12 and 13, 2008.

11. Correspondence

There was no correspondence.

Adjournment – Meeting adjourned at 2010 hours.


Yvonne Lambert
Chair


Cathy Swan
Recording Secretary

Active:

Dr. C. Blokker
 Dr. N. Buma
 Dr. E. Chernick
 Dr. J. Copeland
 Dr. D. Crowley
 Dr. W. Dawson
 Dr. R. DiCecco
 Dr. A. Elgamal
 Dr. I. Ferguson
 Dr. P. Ferner
 Dr. R. Fournier
 Dr. D. Gomes
 Dr. S. Graham
 Dr. E. Haney
 Dr. W. Johnson
 Dr. D. Leung
 Dr. T. MacDonald
 Dr. J. Marcou
 Dr. M. Marignani
 Dr. A. Marr
 Dr. N. Marshall
 Dr. K. Miller
 Dr. M. Mithoowani
 Dr. N. Molotiu
 Dr. D. O'Flanagan
 Dr. W. Osmun
 Dr. J. Parr
 Dr. G. Perkin
 Dr. V. Pusey
 Dr. M. Raymond
 Dr. M. Rogelstad
 Dr. D. Sanders
 Dr. P.C. Shah
 Dr. S. Smith
 Dr. P. Vandewalle
 Dr. A. Whynot
 Dr. T. Wolder

Associate:

Dr. I. Anderson
 Dr. O. Chaudhary
 Dr. J. Guy
 Dr. S. Hanna
 Dr. C. Hull
 Dr. C. Jensen
 Dr. P. Lindsay
 Dr. E. MacRae
 Dr. G. McCabe
 Dr. N. Naylor
 Dr. J. Nicholas
 Dr. G. Nicolou
 Dr. R. Pototschnik
 Dr. G. Ram
 Dr. R. Tilsworth
 Dr. J. Vanderzwan

Courtesy Staff (with Privileges)

Dr. R. Parnell
 Dr. G. Swamy

Courtesy Staff (without admitting):

Dr. R. Beattie
 Dr. J. Faber
 Dr. M. Garner
 Dr. R. Gidwani
 Dr. E. Ling
 Dr. R. Lubynski
 Dr. R. Martell
 Dr. A. Meredith
 Dr. S. Munro
 Dr. G. L. Patodia
 Dr. M. St-Amand
 Dr. W. Thorpe

Courtesy Staff (Radiologists):

Dr. J. Amann
 Dr. T. Eakins
 Dr. G. Garvin
 Dr. P. Greenhow
 Dr. B. Hobbs
 Dr. A. Islam
 Dr. A. Kornecki
 Dr. R. Kozak
 Dr. G. Muscedere
 Dr. S. Osman
 Dr. J. Rogers
 Dr. D. Taves

Dental Staff:

Dr. K. Abbaszadeh
 Dr. W. Abbott
 Dr. D. Adachi
 Dr. M. Anderson
 Dr. M. Botsford *
 Dr. W. Frydman
 Dr. H. Goldberg
 Dr. M. Hornyak
 Dr. L. Kalman
 Dr. C. Lin
 Dr. J. Lovell
 Dr. A. Worth

Locum:

Dr. G. Abushawish
 Dr. W. Beaton
 Dr. M. Gros
 Dr. J. Hoogstra
 Dr. R. Khanna
 Dr. H. Kieraszwics
 Dr. J. Malhotra (admitting privileges)
 Dr. M. Morgan
 Dr. B. J. Morrell
 Dr. J. McNamara
 Dr. S. Ryan (admitting privileges)

MOTION
BG: 76/07

A motion was made by P. Ferner, seconded by M. Mazza, be it resolved that: Associate Staff Privileges at Strathroy Middlesex General Hospital be granted to Dr. Gautam Soparkar.

Carried

The Chief of Staff's report was reviewed as included in the package. Dr. P. Ferner gave a brief overview of pressures in the Emergency Department. The schedule has recently been changed to 8/8/10 hour shifts, which has caused an increase in the number of shifts to be covered. Adding to this is the fact that Dr. Tom Wolder has recently retired from emergency department coverage after 32 years of service. He was covering between 80 and 100 hours per month. As well, Dr. Fournier has given notice that she will no longer be doing emergency coverage effective the end of June and Dr. Ram has decreased his coverage from 120 to 80 hours/month. The options that the Hospital is faced with include:

- a) closing the emergency department
- b) contracting Med Emerg to cover vacant shifts
- c) obtaining assistance from HealthForce Ontario. HealthForce Ontario has been contacted. Currently, SMGH has been approved for Tier 1 funding for 2 full-time physicians.

The LHIN has been contacted and are unable to provide assistance as they are not responsible for physician resources. Dr. Shepherd has been informed of the pressures and is kept updated to press for assistance. The MPP will also be informed. It is unlikely that the government will be able to resolve this issues however we need to keep them informed.

Dr. J. Dreyer stated that this is not a problem common only at SMGH, but that there are several hospitals across the Province in the same position. Another avenue to pursue for physician assistance is PAIRO, which consists of physicians who are part way through specialty training programs.

SMGH needs to work towards recruiting and retaining full-time emergentologists to cover the emergency department. It has been five years since SMGH has recruited a GP to the area that has worked in the emergency department.

Implications of closing the emergency department were discussed in detail. This is not a recommended option. A minimum of 48 hours notice is needed if this should happen. To date, there are many shifts that are still vacant throughout the summer months.

Y. Lambert thanked Dr. Ferner for the update. The Board is well aware of the crisis situation in the emergency department and encouraged continued support to keep the emergency department open.

5. PRESENTATION

ALC Placement Policy/Non-Urgent Transportation Policy

N. Maltby-Webster and C. Kanters presented an overview of the ALC Placement Policy and Non-Urgent Patient Transportation.

Changes to the MHA Transportation Policy

- In 2000, the Provinces downloaded EMS to municipalities

- In 2003-04, local ambulance services no longer were willing to perform non-urgent transportation
- In 2004, a contract was signed with Voyageur Patient Transfer Services Inc. at a significant cost to the facility. In 2007-08, SMGH and FCHS paid \$265,000 and \$56,000 respectively for non-urgent transportation.
- Downloading non-urgent transportation costs was presented in 2008-2010 HAPS submission as a 100% cost savings. The LHIN offered no feedback, however has identified non-urgent transportation as a province-wide issue.
- The proposed MHA solution is as follows:
Patients will be responsible for funding all non-urgent transportation. This includes:
 - Return home (private residence, LTC home, etc)
 - Appointments booked prior to admission
 - Transport to another facility for medical treatment
 - Diagnostic tests at other hospitals
- Education sessions are scheduled for department managers and physicians, long term care homes, the public/media, patients and staff.
- The MHA will move forward with no longer paying for long-term care transfers effective July 1.
- Local service provision will be encouraged.
- These recommendations will be presented to the Board Finance Committee and the Partners and Leadership Team as well as the Board of Directors for approval.

Alternate Level of Care Placement Policy

It is very important that the hospital's active treatment beds are used for patients who need acute care, rehabilitation, and complex continuing care services. Planning will be initiated at the time of admission to ensure that when a post acute care placement option is available that meets a patient's care needs, the patient will be discharged. The hospital will charge patients directly for care received when:

- Continued stay in either an acute, rehabilitation, or complex continuing care bed is no longer medically necessary, or
- A suitable alternative placement has been offered, or
- If deemed palliative care and their length of stay is greater than 28 days, or
- The attending physician has signed a discharge order.

Y. Lambert thanked C. Kanters and N. Maltby-Webster for their informative presentation.

Hospital Benchmarking/South West LHIN Review

P. Long and S. MacLean gave an overview for Operational Improvement and Performance Benchmarking.

The objectives of this exercise include:

- Pursue opportunities to prioritize the operating performance so there are no surprises from an "external reviewer"
- Evaluate and reflect an efficient, high-quality, cost-effective service.

The process to follow includes selecting peer hospitals as comparators for:

- Investigate and evaluate opportunities

- Adapt, modify and implement.

Final steps include:

- Sharing information
- Developing effective tool kits
- Implement recommended changes

Y. Lambert thanked P. Long and S. MacLean for educating the Board on benchmarking and efficiency seeking processes to follow.

6. APPROVAL OF PREVIOUS MINUTES

MOTION
BG: 77/07

It was moved by B. Sasse, seconded by A. Thorogood, be it resolved that:
The Minutes of the Board of Directors meetings held on April 30, 2008 be adopted as presented.

Carried

7. BUSINESS ARISING

Paid Parking

The Foundation is currently working with Precise ParkLink to draft a Memo of Understanding.

8. COMMITTEES

8.1 Finance

The Minutes of the meeting dated May 22, 2008 were reviewed. The auditors will be asked to confirm that quarterly reports are remitted for payroll deductions, GST, etc.

MOTION
BG: 78/07

A motion was made by R. Coe, seconded by E. Veeke, be it resolved that:
The draft Financial Statements prepared by BDO Dunwoody and presented by Jeff Sawyer, be accepted as presented to the Finance and Audit Committee April 22, 2008.

Carried

There was a lengthy discussion about the Hospital Service Accountability Agreement (HAAS) for SMGH based on the strategy presented through Administration and reflected in the Hospital Annual Planning Submission (HAPS) document to the Southwest LHIN, and the implications for the hospital.

As a result of this discussion, the following motion was brought forward.

MOTION
BG: 78/07

A motion was made by R. Coe, seconded by M. Mazza, be it resolved that:
The Board of Directors of the Middlesex Hospital Alliance, Strathroy Middlesex Hospital Alliance site, approve a signed Hospital Service Accountability Agreement (HAAS) based on the strategy presented through Administration and reflected in the Hospital Annual Planning Submission (HAPS) document to the South West LHIN which addresses the projected deficits for 08/09 and 09/10 of \$2,199,258 and \$2,640,925 respectively.

The Board endorses the strategy to reduce expenditures at SMGH up to and including reductions in services on 4th Floor in order to meet legislative requirements.

Defeated

Y. Lambert stated that the Board does not believe it can approve the closure of the entire 4th floor. The Board is also disappointed that the LHIN does not support a review for SMGH.

8.2 Governance

The Governance Committee Meeting minutes were reviewed as presented. Board members were reminded of the Board Retreat planned for early fall. One topic that could be discussed at the retreat is open board meetings.

8.3 Planning

There was no Planning meeting.

8.4 Local Advisory Committee

There was no Local Advisory Committee meeting.

It was moved by L. McIntyre, seconded by J. McIntyre, be it resolved that:

MOTION: All committee reports be approved as presented.
BG 79/07

Carried

9. REPORTS – Consent Agenda

9.1 Administrative

9.1.1 Chief Executive Officer – No report.

9.1.2 Chief Operating Officer – N. Maltby-Webster provided an update on the Hips and Knees Priority Action Team (PAT). Dr. Wei Loo will be providing a dermatology clinic at FCHS once a month. Vocera Communications has been implemented at FCHS.

9.2 Medical Staff Reports

Chiefs of Staff Report

9.2.1 Four Counties Health Services – The monthly report submitted by Dr. Dreyer was accepted as presented.

It was moved by J. Dreyer, seconded by M. Mazza, be it resolved that:

MOTION: The Board of Directors convene to an In-Camera Session to discuss physician credentials for Four Counties Health Services.
BG 80/07

Carried

The Board rose out of the In-Camera Session with the following report:

A motion was made by J. Dreyer, seconded by M. Mazza, be it resolved that:

MOTION: Dr. Nickolas Mamalias be granted locum medical staff privileges at Four Counties Health Services.
BG 81/07

Carried

A motion was made by J. Dreyer, seconded by M. Mazza, be it resolved that:

MOTION: Dr. Wei Loo be granted consulting medical staff privileges at Four Counties Health Services.
BG 82/07

Carried

A motion was made by J. Dreyer, seconded by M. Mazza, be it resolved that:

MOTION:
BG 83/07

Annual Reapplications for Privileges be accepted for all Active, Associate, Locum, Consultants and Nurse Practitioners as listed at Four Counties Health Services.

Carried

Active:

Dr. S. Jones
Dr. R. Parnell
Dr. S. Sharma
Dr. P.C. Shah
Dr. C. Hull
Dr. M. Morgan

Associate:

Dr. G. Kim
Dr. G. Abushawish

Chief of Staff:

Dr. Jon Dreyer

Locum:

Dr. Andrew Whynot
Dr. Thanos Papastergiou
Dr. Robert Hiemstra

Consulting:

Dr. R. S. M. Eberhard
Dr. H. Edgar
Dr. R. Gillman
Dr. P. Greenhow
Dr. E. Grigore
Dr. R. Martell
Dr. W. Papoff
Dr. J. Rogers
Dr. E. MacRae
Dr. G. Pollett

Nurse Practitioner:

Ms. Lesa Marsh
Ms. Lisa Plank
Ms. Karen Katsademas

New Credentials:

Dr. N. Mamalias
Dr. W. Loo

9.2.2 Strathroy Middlesex General Hospital -- See Item 4.

9.3 Partnership Reports

9.3.1 Southwest Middlesex Health Centre

The Southwest Middlesex Health Centre is holding an open house on June 11, 2008.

9.3.2 Four Counties Community Villa

No report.

9.3.3 Foundation Reports

9.3.3.1 Four Counties Health Services

Report submitted.

9.3.3.2 Strathroy Middlesex General Hospital

Report submitted.

Approval of Committee Reports:

It was moved by V. Alderson, seconded by L. McIntyre, be it resolved that:

MOTION:
BG 84/07

All Consent Agenda items be accepted as presented.

Carried

10. NEW BUSINESS

There was no new business.

11. OTHER BUSINESS

There was no new business.

12. Correspondence

There was no correspondence.

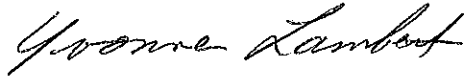
13. Announcements and Upcoming Events

The Annual General Meeting is scheduled for June 10, 2008, at the Harvest Table in Melbourne.

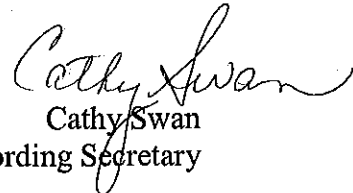
All Board members will be receiving a survey via e-mail requesting they rank and submit their preferences for Board Committee membership.

14. Adjournment

Meeting adjourned at 1845 hours.



Yvonne Lambert
Chair



Cathy Swan
Recording Secretary

MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Tuesday, June 10, 2008 – 1830h
Harvest Table, Melbourne

Present: Y. Lambert (chair)
R. Coe
V. Alderson
R. Fennell-Plummer
I. Haan
J. McIntyre
L. McIntyre
B. Muelendyks
B. Sasse
E. Veeke
C. Swan(recorder)

Regrets Dr. J. Dreyer
Dr. P. Ferner
N. Maltby Webster
Dr. J. Marcou
A Thorogood

1. CALL TO ORDER

Chair Y. Lambert called the meeting to order at 1830h. She expressed a personal thank you to the Board members for the confidence they placed in her as Chair during the past two years. Y. Lambert stated that it has been a privilege and a learning experience to serve as the Chair of the Board of Directors of the MHA. She stated that the Board would continue to be faced with challenges but she is confident that there will also be many positive changes ahead for the MHA.

Y. Lambert then welcomed the incoming Chair Ineke Haan, and turned over the gavel. I. Haan, on behalf of the Board, thanked Y. Lambert for her strong leadership over the past two years. She also stated that it was a bonus for the Board that Y. Lambert will be on the Board for one more year.

2. APPROVAL OF AGENDA

MOTION
BG: 6/08

It was moved by B. Sasse, seconded by R. Coe, be it resolved that:
The agenda be approved as presented.

Carried

3. DECLARATION OF INTEREST

None declared.

4. NEW BUSINESS

4.1 2008/09 Election of Officers

MOTION
BG: 7/08

A motion was made by E. Veeke, seconded by B. Meulendyks, be it resolved that:
The Executive of the board for 2008/09 be as follows:

Chair – Ineke Haan
Vice-Chair – Ralph Coe
Treasurer – Ed Veeke
Secretary – Michael A. Mazza

Carried

4.2 2008/09 Appointment of Committees

I. Haan stated that Board members were requested to complete a short survey outlining their interest in participation on the Board Committees. Once this information has been received and reviewed, Committee membership will be finalized. A list will be forwarded to all members of the Board prior to September.

4.3 Executive Committee to Deal with Issues over Summer

MOTION
BG: 8/08

It was moved by I. Haan, seconded by Y. Lambert, be it resolved that:
The Executive Committee of the Middlesex Hospital Alliance Board of Directors be empowered to address any issues that may arise over the summer months on behalf of the Board of Directors.

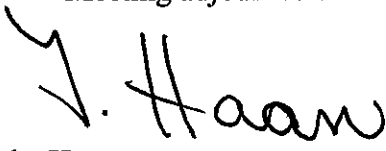
Carried

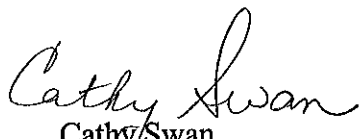
5. Announcements and Upcoming Events

Board members were reminded to hold the dates September 12 (evening) and September 13 (morning) for the Board Retreat. Details will follow.

6. Adjournment

Meeting adjourned at 1845 hours.


Ineke Haan
Chair


Cathy Swan
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, September 24, 2008 – 1730h
Strathroy Middlesex General Hospital Boardroom**

Present: I.Haan (chair)	Regrets: R. Fennell-Plummer
V. Alderson	S. Sharma
C. Blokker	
R. Coe	
J. Dreyer	
P. Ferner	
Y. Lambert	
M. Mazza	
J. McIntyre	
L. McIntyre	
B. Meulendyks	Guests: S. Klaver
B. Sasse	P. Long
E. Veeke	N. Maltby-Webster
C. Swan, Recorder	

1. CALL TO ORDER

Chair I. Haan called the meeting to order at 1740h. Dr. C. Blokker was welcomed as a member of the Board of Directors and President of the Medical Staff of SMGH. S. Klaver, Administrative Intern was also introduced. On behalf of the Board, Y. Lambert was thanked for her leadership over the past two years. E. Veeke was introduced as the MHA Treasurer and R. Coe as Vice-Chair of the Board for the upcoming year.

2. APPROVAL OF AGENDA

I.Haan stated that Dr. J. Dreyer has been delayed therefore the Role of the Chief of Staff Presentation by Drs. P. Ferner and J. Dreyer will be presented upon his arrival. An update will also be provided following a meeting with Mel Veale, Mayor of Strathroy/Caradoc and a meeting scheduled with Maria Van Bommel, MPP, Lambton-Kent-Middlesex.

MOTION

BG: 10/08

It was moved by B. Sasse, seconded by P. Ferner, be it resolved that:
The agenda be approved as presented.

Carried

3. DECLARATION OF INTEREST

None declared.

4. PRESENTATION

4.1 Medical Leadership Roles at the MHA

Dr. Jon Dreyer and Dr. Paul Ferner gave a very informative presentation on the Medical Leadership Roles at the MHA, outlining the responsibilities of each.

Role of the Chief of Staff

- To ensure that the Medical/Professional Staff provides Quality Care to the patients of the MHA
- Take an Administrative Role in the functioning of the MHA

- Accountable to the Board
 - Member of the Board of Directors, Chairs MAC, sits on Credentials Committee
- President of the Medical Staff
- The main representative of the Medical Staff to the Board
 - Accountable to the Medical Staff
 - Member of the Board of Directors
- Chiefs of Departments
- Medicine (SMGH Site)
- Chairs the Department of Medicine and Service of Medicine
 - Oversees the Services of Obstetrics, Emergency Medicine, ICU, Inpatient Medical Care (1 South) and the 4th Floor Middlesex Unit
 - Sits on MAC
- Surgery (SMGH Site)
- Chairs the Service of Surgery Committee
 - Sits on MAC
 - Oversees the Department of anaesthesia and surgery

On behalf of the Board, I.Haan thanked Dr. Dreyer and Dr. Ferner for their informative presentation.

5. APPROVAL OF PREVIOUS MINUTES

MOTION
BG: 11/08

It was moved by L. McIntyre, seconded by Y. Lambert, be it resolved that:
The Minutes of the Board of Directors meetings held on May 28, 2008 and June 10, 2008 be adopted as presented.

Carried

7. BUSINESS ARISING

There was no business arising from the Minutes.

8. COMMITTEES

8.1 Finance

The Minutes of the meeting dated September 18, 2008 were reviewed. There was much discussion about MHA Cash Management and whether the Board should consider implementing formal internal loans between the Hospitals. The pros and cons and alternatives were discussed. The Committee stated that it was open to the idea of leveraging money from FCHS. Parameters for borrowing would be established.

8.2 Governance

The Governance Committee Meeting Minutes were reviewed. Andrew Thorogood submitted his resignation to the Board of Directors effective August 15, 2008, following relocation to Toronto. The Governance Committee recommends the appointment of Dr. Peter Kleinstiver to the Board of Directors to replace the vacancy on the Board. Dr. Kleinstiver will then be elected to the Board for the remaining 2-year term at the Annual General Meeting in June 2009.

(Governance Committee Motion BG 10/08)

8.3 Planning

R. Coe reviewed the following items from the Planning Committee Meeting:

- Medical Arts Building planning update

- Paid Parking Update noting that monthly revenues of \$18,000 are in line with projections.
- Victoria Lane Property Overview
- Physical Assets of Hospital – A motion recommending that an inventory of all MHA physical assets (lands/buildings and rentals) with the intent of developing a strategic direction of assets be prepared. Until this task is completed, the Hospital(s) will not dispose or purchase any real estate until there is a Board approved plan. **(Planning Committee Motion BG 11/08)**

8.4 Local Advisory Committee

B. Sasse reviewed the Local Advisory Committee Minutes highlighting the following:

- HAPS Financial update
- Dermatology Clinic stats
- New cardiac monitors at FCHS
- FCHS Volumes

It was moved by Y. Lambert, seconded by J. McIntyre, be it resolved that:

MOTION: All committee reports be approved as presented.

BG 12/08

Carried

9. REPORTS – Consent Agenda

9.1 Administrative

9.1.1 Chief Executive Officer

M. Mazza discussed the following:

- External Review
 - Review team – Michael O’Keefe, Norm Rees, Dr. Eric Fonberg
 - Benchmarking exercise – HIT Tool
 - Consulting Group – HCM
 - Outcome of Process – there will be some opportunities for improvement
 - Additional Funding for orthopaedic program
 - Funding received from the LHIN in support of psychiatry

It has been made very clear to SMGH that there will be no “new” funds received as a result of this review. A lengthy discussion followed about the allocation of funds within the LHIN and the responsibility of the LHIN to re-evaluate and possibly re-allocate funds for the programs in place within the South West LHIN. A meeting has been scheduled with Maria Van Bommel, MPP, Lambton-Kent-Middlesex to provide an update on the review process at SMGH and discuss funding allocations within the South West LHIN.

9.1.2 Chief Operating Officer – No report submitted.

9.2 Medical Staff Reports

Chiefs of Staff Report

9.2.1 Four Counties Health Services – The monthly report submitted by Dr. Dreyer was accepted as presented.

9.2.2 Strathroy Middlesex General Hospital – The monthly report submitted by Dr. Ferner was accepted as presented.

It was moved by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 13/08

The Board of Directors convene to an In-Camera Session to discuss physician credentials for Strathroy Middlesex General Hospital.

Carried

Following discussion of the Applications for privileges and the recommendations received from the Credentials and Medical Advisory Committee, a motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 14/08

The Board rise Out-of-Camera.

Carried

The following report was submitted:

A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 15/08

Locum Emergency Department privileges be approved for the following HealthForce Ontario Physicians:

Dr. Hani Abudhaileh, Dr. Yaniv Berliner, Dr. Kathryn Chapman, Dr. Craig Donaldson, Dr. Keith Donovan, Dr. Adam Dukelow, Dr. Farhang Eshaghian, Dr. Jeffrey Fuss, Dr. Trevor Gilkinson, Dr. Robert Hiemstra, Dr. Tomas, Jimenez, Dr. Elspeth Kushnir, Dr. Donald Levy, Dr. Terrence May, Dr. Ken Milne, Dr. Amit Shah, Dr. Chris Steyn, Dr. Marvin Yake.

Carried

A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 16/08

Locum Emergency Department privileges be approved for the following physicians:
Dr. Daniel Grushka, Dr. Kirk Putter, Dr. Daniel Vouriot.

Carried

A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 17/08

Locum Emergency Department Privileges be granted to the following new Physicians pending receipt of their certificates from the College of Physicians and Surgeons:
Dr. Kris Lehnhardt, Dr. Matthew Renaud.

Carried

A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 18/08

Locum Emergency Department privileges be approved for the following physicians that hold Active Privileges at Four Counties Health Services:
Dr. Chris Hull, Dr. Stephen Jones, Dr. Shelly Sharma.

Carried

A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION:
BG 19/08

Temporary Locum Emergency Department privileges be granted to Dr. Tatiana Jevremovic. Dr. Jevremovic worked one shift in the ED to “help out”. She indicated she will not be returning to work further shifts.

Carried

A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:

MOTION: Locum Staff Privileges as an Anesthetist be approved for Dr. Andrew Gilchrist in the Department of Surgery at SMGH.

Carried

MOTION: A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:
BG 21/08 Locum Staff Privileges as an OR Assist be approved for Dr. Anthony Cervinka in the Surgical Suite at SMGH.

Carried

MOTION: A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:
BG 22/08 Courtesy Staff privileges be approved for Dr. Zahra Kassam, a Radiologist in the Diagnostic Imaging Department at SMGH.

Carried

MOTION: A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:
BG 23/08 Courtesy Staff privileges be approved for Dr. William Pavlosky, a Radiologist in the Diagnostic Imaging Department at SMGH.

Carried

MOTION: A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:
BG 24/08 Locum Staff privileges be approved for Dr. Carmen Schmitz at SMGH.

Carried

MOTION: A motion was made by P. Ferner, seconded by C. Blokker, be it resolved that:
BG 25/08 Associate Medical Staff privileges be approved for Dr. Daniel Leger at SMGH.

Carried

On behalf of the Board of Directors of the MHA, I. Haan requested that Dr. P. Ferner and Dr. J. Dreyer extend a thank you to all the physicians in the MHA who worked additional shifts over the summer months to ensure the Emergency Department at the SMGH site did not close.

9.3 Partnership Reports

9.3.1 Southwest Middlesex Health Centre
No report.

9.3.2 Four Counties Community Villa
No report.

9.3.3 Foundation Reports

9.3.3.1 Four Counties Health Services
No report.

9.3.3.2 Strathroy Middlesex General Hospital
No report.

Approval of Committee Reports:

MOTION: It was moved by B. Meulendyks, seconded by J. McIntyre, be it resolved that:
All Consent Agenda items be accepted as presented.

Carried

10. NEW BUSINESS

10.1 Meeting with Maria Van Bommel, MPP, Lambton-Kent-Middlesex

R. Coe is scheduled to meet with M. VanBommel on Wednesday, October 3 at 1:30 p.m. to keep her updated on the happenings at the MHA, including the External Review at SMGH.

10.2 Meeting with Mel Veale

I. Haan met with M. Veale, Mayor of Strathroy Caradoc on Tuesday, September 23, 2008. Topics of discussion included:

- External Review
- Clarification that there will be no new dollars allocated to SMGH
- Paid parking
- Medical Arts Building
 - Communication
 - Build on healthcare
 - Possible interest of municipality in partnering with UWO with this project if the Foundation/Hospital unable to reach agreement.

11. OTHER BUSINESS

There was no new business.

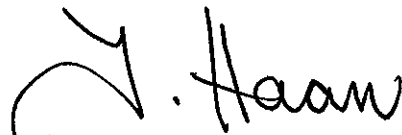
12. Correspondence

- Thank you card from Judy McIntyre.
- Letter from MariaVan Bommel to Ineke Haan following appointment as Board Chair.

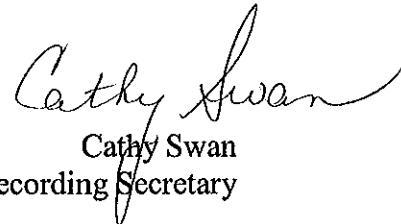
13. Announcements and Upcoming Events

14. Adjournment

Meeting adjourned at 1750 hours.



Ineke Haan
Chair



Cathy Swan
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, October 29, 2008 – 1730h
Strathroy Middlesex General Hospital Boardroom**

Present: I.Haan (chair)	Regrets: V. Alderson
C. Blokker	N. Maltby-Webster
R. Coe	B. Sasse
J. Dreyer	S. Sharma
R. Fennell-Plummer	
P. Ferner	
P. Kleinstiver	
Y. Lambert	
M. Mazza	
J. McIntyre	
L. McIntyre	
B. Meulendyks	Guests: S. Klaver
E. Veeke	P. Long
C. Swan, Recorder	A.Sullo

1. CALL TO ORDER

Chair I. Haan called the meeting to order at 1730h. Dr. Peter Kleinstiver was welcomed as a member to the Board of Directors of the MHA. A. Sullo, Director of Environmental Services for the MHA was also welcomed to the meeting.

2. APPROVAL OF AGENDA

I.Haan recommended that the agenda be amended as follows:

Item 4 Presentation – SMGH Foundation Strategic Plan will be brought forward at the November Board of Directors Meeting

Item 9.1 External Review Process and SMGH Transformation Process – Presentation following Item 7.1.1 External Reviewer’s Report.

Prior to the beginning of the regular meeting, C. Swan will present a virtual tour of the intranet site under construction for the Board of Directors.

MOTION It was moved by R. Coe, seconded by P. Ferner, be it resolved that:
BG: 27/08 **The agenda be approved as amended.**

Carried

3. DECLARATION OF INTEREST

None declared.

4. PRESENTATION

4.1 AMEC – Asbestos-Containing Fireproofing for SMGH and FCCHS

A. Sullo, Director of Environmental Services for the MHA made an informative presentation on asbestos containing material at SMGH and FCCHS.

Background

- At the SMGH site, throughout the extensive renovations conducted in 2004, asbestos-containing fireproofing was discovered which led to \$2,000,000 in abatement costs
- In March 2006 the Ministry of Labour ordered a complete inventory of asbestos containing material at both sites and as part of this order, required an Asbestos Management Program be developed. An audit of both sites revealed both “Non-Friable” (e.g. floor tile) and “Friable” (e.g. plaster) materials containing asbestos.
- SMGH site contains asbestos-containing sprayed fireproofing on concrete decking, beams with overspray and debris in wall cavities, on mechanical and electrical material.

Impact on Operations

- Because of debris present on top of ceiling tiles, a type 2 containment tent must be utilized if accessing above the ceiling space. Any drilling in plaster requires a hepa-vacuum attachment for drilling tools. Before further demolition/renovations of the building, all asbestos-containing or suspected material must be removed in accordance with Regulation 278/05, Ontario Occupational Health and Safety Act.

Costs

- Estimates to remove asbestos range from \$25-\$50 per square foot.
- Annual inspection costs required by legislation will range from \$5,000 - \$8,000 annually for each site. These costs will be reflected annually in the capital budget.
- The removal of the entire presence of contaminated fire proofing would take an estimated \$3-4M at the SMGH site.
- Deficiencies in the tower at SMGH were discussed and should be taken into consideration before any future renovations occur.

I. Haan thanked A. Sullo for a very informative presentation.

5. APPROVAL OF PREVIOUS MINUTES

MOTION

BG: 28/08

It was moved by E. Veeke, seconded by Y. Lambert, be it resolved that:

The Minutes of the Board of Directors meetings held on September 24, 2008 be adopted as presented, noting the adjournment time of the meeting was 1950 hours.

Carried

6. BUSINESS ARISING

6.1 Meeting with Mel Veale and Board Chair

I. Haan stated that she met with Mayor Veale to update him on the External Review Process at SMGH. They also discussed the status of a Medical Arts Building in partnership with the University of Western Ontario. It appears that the Town will not pursue this project at the present time.

6.2 Meeting with Maria Van Bommel and Vice Chair

R. Coe met with M. Van Bommel MPP, Lambton-Kent-Middlesex. Items discussed included:

- Medical Arts Building Update – The Hospital/Foundation will not be proceeding with this venture. The Municipality was contacted to see if such a partnership with the University of Western Ontario would complement the Municipalities future development plans.
- Paid Parking Status Update – Implementation of paid parking and the day-to-day administration are going well.

- External Review Process Update – R. Coe had the opportunity to discuss the progress to date of SMGH during the External Review. He discussed the fact that there were a few hospitals in the South West LHIN who were reporting surpluses and the fact that the LHIN would not entertain redirecting funds within the South West even though this power falls under their mandate. M. Van Bommel discussed this matter with Minister Caplan, who is contemplating next steps, however appears to be reluctant to get involved.

It is important to continue to build relationships with government representatives. Future meetings will be scheduled for updates.

7. COMMITTEES

7.1 Finance

E. Veeke reviewed the Minutes of the meeting dated October 9, 2008. Utilization statistics were discussed. The FCHS deficit YTD is approximately \$5,000. SMGH YTD deficit is less than budgeted. The deficit appears to be leveling off with the decrease of beds, etc. In patient and Emergency Department patient numbers are decreased but outpatient visits and surgical cases have increased.

7.1.1 External Reviewer's Report

P. Long reviewed the Executive Report prepared by M. O'Keefe on behalf of the External Review Team for presentation to the SouthWest LHIN. Information reviewed included:

- SMGH History – balanced budgets up to fiscal year 2005/06 and current cost drivers
- Progress to Date – initiatives planned or established as a result of a performance benchmarking exercise recently undertaken
 - Gap remaining
- Summary – Achievable costs implemented or scheduled for implementation
 - In order to close remaining gap, there would need to be a reduction in services/programs; a base adjustment or a combination of the two
 - Discussed regional strategies, systemic issues.

9.1 SMGH External Review and Transformation Process

P. Long provided a detailed account of the SMGH External Review Process outlining the Accountability Agreement, External Review Timelines and Process.

Accountability Agreement

Objective – Hospital and SWLHIN Boards sign 2008-2010 Accountability Agreement.

- The process commenced in the summer of 2007. From the Fall 2007 to the Spring 2008 the hospital's HAPS was submitted several times with little comment from the LHINs other than balance as there are no additional funds.
- FCHS agreement signed in March 2008 with the use of equity from reserves.
- In April 2008, SMGH final HAPS with recommendation of closure of 4th floor presented – MHA Board did not approve.
- After deliberations, it was agreed that an External Review would be conducted at SMGH. HCM benchmarking reports provided.

Phase 1 (completed)

- External Reviewers on site to complete financial and clinical review.

- Following completion of review, External Reviewers, SMGH Board Executive and Senior leadership met with SW LHIN. The External Reviewers presented recommendations following completion of their review. The SW LHIN would not accept the External Reviewers recommended achievable target and requested that HCM conduct an on-site review.
- CCC beds reduced 25-20-15 by September 2008.
- ALC policy revised.
- Non-Urgent transportation – no longer paid by hospital.
- Paid parking implemented July 2, 2008
- \$900,000 savings annualized, \$500,000 cash flow 08/09

Phase 2 (November 2008)

- Peer Hospital Comparisons - efficiency and service change recommendations – managers formulate plan to present to senior management -- review of hours, staffing patterns, terminations – early retirement packages, layoffs, bumping, shifting responsibilities
- Comparison of efficiency vs “internal service reductions vs direct patient care reductions
- Communication of changes -- departmental level – Mike’s blog – manager’s debriefings, Board Executive
- Volumes – Changes from September 2007 to September 2008
 - Decreases in Emergency visits 9%, obstetrics 32%, inpatient admissions 45
 - Increases in CT Exams 128%, surgery 1%, ortho, ambulatory care visits

Phase 3 (Next/Future Steps)

- Anchor SMGH in a regional role with ortho, rehab and diagnostic imaging
- Focus on core services
- Continue to maintain patient safety
- Transformation is more than financially balancing but financially viable to adjust to changing funding, patient delivery and e-health environment
- SW LHIN negotiations – points to discuss include:
 - service reductions
 - base allocations
 - combination of base and services
 - restructuring one time costs “ask”
 - negotiations are occurring during weakening economy and change in leadership at the SW LHIN, acting CEO.

I. Haan thanked P. Long for leading the Board through the steps of the SMGH External Review and Transformation process.

7.2 Governance

There was no Governance Committee meeting held in October.

7.3 Planning

R. Coe reviewed the Minutes from the Planning Committee Meeting. Items discussed included the AMEC Asbestos Presentation and the Asset Management Review that will be completed for the MHA.

7.4 Local Advisory Committee

There was no Local Advisory Committee meeting.

It was moved by R. Fennell, seconded by B. Meulendyks, be it resolved that:

MOTION:

All committee reports be approved as presented.

BG 29/08

Carried

8. REPORTS – Consent Agenda

8.1 Administrative

8.1.1 Chief Executive Officer

No report.

8.1.2 Chief Operating Officer

No report.

8.2 Medical Staff Reports

Chiefs of Staff Report

8.2.1 Four Counties Health Services

Report submitted

8.2.2 Strathroy Middlesex General Hospital

Report submitted.

8.3 Partnership Reports

8.3.1 Southwest Middlesex Health Centre

No report.

8.3.2 Four Counties Community Villa

No report.

8.3.3 Foundation Reports

8.3.3.1 Four Counties Health Services

No report.

8.3.3.2 Strathroy Middlesex General Hospital

No report.

Approval of Committee Reports:

It was moved by B. Meulendyks, seconded by J. McIntyre, be it resolved that:

MOTION:

All Consent Agenda items be accepted as presented.

BG 30/08

Carried

9. NEW BUSINESS

9.1 External Review Process and SMGH Transformation Process

Discussed under Item 7.1 Finance.

10. OTHER BUSINESS

There was no new business.

11. Correspondence


- Thank you card from Nancy Maltby-Webster.
- Letter from Ineke Haan to Bev Shipley, MP, Lambton-Kent-Middlesex following his recent re-election as Federal Member of Parliament.

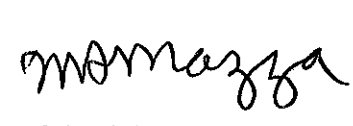
12. Announcements and Upcoming Events

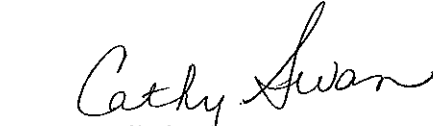
The Board Holiday Social has been scheduled for Tuesday, December 9, 2008. Further details will be forthcoming.

13. Adjournment

Meeting adjourned at 2020 hours.


Ineke Haan
Chair


Michael A. Mazza
Board Secretary


Cathy Swan
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, November 26, 2008 – 1730h
Four Counties Health Services Boardroom**

Present: I. Haan (chair)	Regrets: R. Fennell-Plummer
V. Alderson	B. Meulendyks
C. Blokker	S. Sharma
R. Coe	
J. Dreyer	
P. Ferner	
P. Kleinstiver	Guests: L. Campbell
Y. Lambert	S. McLean
M. Mazza	P. Long
J. McIntyre	L. Robinson
L. McIntyre	
B. Meulendyks	
E. Veeke	
C. Swan, Recorder	

1. CALL TO ORDER

Chair I. Haan called the meeting to order at 1740h. Guests from the SMGH Foundation, L. Campbell, Chair and S. McLean, Executive Director and L. Robinson, Site Director, FCHS were welcomed to the meeting. A special thank you was extended to L. Robinson for conducting a site tour at FCHS prior to the meeting.

2. APPROVAL OF AGENDA

MOTION
BG: 31/08

It was moved by R. Coe, seconded by E. Veeke, be it resolved that:
The agenda be approved as presented.

Carried

3. DECLARATION OF INTEREST

None declared.

4. OPENING REMARKS

I. Haan, Board Chair emphasized the importance of keeping the Board members informed, therefore requested the opportunity to update the Board following recent events and meetings.

- A meeting was recently held with the Medical Leadership of SMGH. Items discussed included:
 - The recent resignation of Dr. S. Hanna effective April 2009. The physician group is very proud of the accomplishments of SMGH and the Wait Time Strategy contribution. There was a very positive discussion about the accomplishments achieved through the wait time strategy and joint replacements at SMGH and the completion of trauma cases at SMGH rather than patients waiting sometimes for days for surgery in London. There are three options the physicians were asked to consider: a) maintaining the

- program, b) maintaining joint program, c) future of trauma program as costs range from \$500-\$700,000 annually for trauma cases which are not funded.
 - Recruitment of another orthopaedic surgeon
 - Other programs under pressure include: outpatient physio and obstetrics.
 - Ultimately the LHINs is the decision maker.
- Ontario Health Coalition (OHC) Meeting Update
 - Concerned citizens from both Strathroy and Newbury have contacted the Ontario Health Coalition.
 - The Board Executive and the Senior Team were fortunate to be able to arrange a meeting with Natalie Mehrah from the OHC and a Strathroy member of the group prior to the public meeting at Strathroy on November 24, 2008. P. Long made a presentation to the group outlining the Transformation process at SMGH. This meeting proved very beneficial as it provided the OHC with a better understanding of the challenges facing SMGH and future plans.
 - The OHC made a very informative presentation to the community. It was stressed numerous times by Natalie Mehrah that the OHC is targeting the Province, not individual hospitals.
 - There were about 100 people in attendance and 6 speakers, including Mayor Mel Veale and Dr. Thomas Wolder to name a few.
 - At the meeting, M. Mazza, CEO, was challenged to “open up the Board meetings” and have “elected boards”. I. Haan stated this matter will be referred to Governance for discussion prior to discussion at the full Board level.

It was received very positively to have Board members and CEO in attendance at meeting.

5. PRESENTATION

5.1 SMGH Foundation Strategic Plan

Sue McLean, CEO of the SMGH Foundation and Lorna Campbell, Chair, SMGH Foundation attended the meeting to present the SMGH Foundation’s Strategic Direction Update. Items discussed included:

- Foundation Restructured Committees and Terms of Reference
- Guiding Principles for the Restructuring
- Foundation Strategies
- Areas of Focus
- Perceived Issues
- Next Steps
- SMGH Auxiliary Recognition

On behalf of the Board, I. Haan thanked Ms. McLean and Ms. Campbell for presenting the Board with an Update on SMGH’s New Strategic Plan.

5.2 Hernia Update

Lynda Robinson, Site Director at the FCHS site provided the following information on the Ambulatory Surgical Hernia Repair Proposal:

- There are many types of hernias; the MHA will focus on inguinal/femoral hernia repair

- Hernias occur in 2% of the population and frequently reoccur post surgical correction
- Strengths of the MHA to proceed with program
 - MHA history of success with new surgical programs
 - Cost effective
 - Skilled and trained surgeons and anaesthesia available
 - FCHS capacity
 - Accessible location and appropriate space for patients and staff
- Weaknesses of the MHA
 - Geographical isolation
 - MHA financial situation
 - Nursing recruitment at FCHS during nursing shortage
- Opportunities
 - High need
 - Low risk procedure
 - Ambulatory care expansion congruent with health care direction and mandate
 - Favourable geographical location to serve LHIN 1 & 2 plus US market
 - Private partnership
 - Research opportunities
- Threats
 - Provincial and US economy downturn
 - LHINs mandate & change in LHINs leadership
 - Competition
 - Long term project
- Next Steps
 - Complete and present business case to LHIN for approval and funding
 - Develop community engagement and communication plan
 - Complete planning process
 - Deploy Ambulatory Surgical Program.

I. Haan thanked L. Robinson for a very informative presentation on the status of implementing a Hernia Repair Program of Excellence at the FCHS Site of the Middlesex Hospital Alliance.

6. APPROVAL OF PREVIOUS MINUTES

MOTION
BG: 32/08

It was moved by Y. Lambert, seconded by L. McIntyre, be it resolved that:

The Minutes of the Board of Directors meetings held on October 29, 2008 be adopted as presented.

Carried

7. BUSINESS ARISING

7.1 HCM Update

- P. Long reviewed Phase 1 and 2 of the Transformation Plan for SMGH presented at the October Board meeting. Identified savings, subsequent cost pressures, original 09/10 target and the current identified shortfall were discussed.
- Phase 3 -- Next/Future Steps has now been completed and a financial gap remains.
Discussion points included:

- SMGH’s regional role with ortho, rehab and diagnostic imaging
- Focus on core services
- Patient safety
- SW LHIN Negotiations
 - Service reductions
 - Base allocations
 - Combination of base and services
 - Restructuring one time costs “ask”
 - Changes occurring during weakening economy and acting CEO at the SW LHIN
- Further potential savings, not shared with the LHIN at this time, were also discussed.
- Not included in the narrowing of the gap is outpatient physiotherapy, obstetrics, Foundation fund transfer.
- Final Report – high level of theoretical and achieved savings
 - Identification of further opportunities by managers
 - Possible comments about outpatient physiotherapy
 - No comments about services, i.e. obstetrics
 - SW LHIN’s will probably request detailed report copy
- Next Steps

I. Haan on behalf of the Board of Directors commended Paul Long and the entire team for their assistance in developing the Transformation Plan for the Strathroy Middlesex General Hospital site.

8. COMMITTEES

8.1 Finance

E. Veeke reviewed the Minutes of the meeting dated November 13, 2008, included in the package. There was a brief discussion on the financial status of SMGH and FCHS following six months of activity.

8.2 Governance

There was no Governance Committee meeting held in November.

8.3 Planning

There was no Planning Meeting held in November.

8.4 Local Advisory Committee

B. Sasse reviewed the Minutes of the meeting held November 18, 2008. The front lobby at FCHS has recently undergone a facelift and the auxiliary has re-opened the gift shop in the front lobby. Everyone is to be commended on a job well done! Much of the work was completed with a generous donation from London Life. A formal presentation and press conference is scheduled for tomorrow morning, November 27, 2008.

It was moved by E. Veeke, seconded by J. McIntyre, be it resolved that:

MOTION: All committee reports be approved as presented.
BG 33/08

Carried

9. REPORTS – Consent Agenda

9.1 Administrative

9.1.1 Chief Executive Officer

Report submitted.
9.1.2 Chief Operating Officer
Report submitted.

9.2 Medical Staff Reports

Chiefs of Staff Report

9.2.1 Four Counties Health Services

Report submitted.

9.2.2 Strathroy Middlesex General Hospital

Report submitted.

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: The Board of Directors convene to an In-Camera Session to discuss physician
BG 34/08 Credentials for Strathroy Middlesex General Hospital.

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: The Board of Directors rise out of In-Camera with the following reports.
BG 35/08

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: Locum Emergency Department privileges be approved for the following
BG 36/08 HealthForce Ontario Physicians:
Dr. Donald Harris, Dr. Robert LeBlanc, Dr. Crispen Richards

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: Locum Emergency Department privileges be approved for the following
BG 37/08 Med Emerge Physicians:
Dr. Boon Chang, Dr. Simon Ng, Dr. Faisal Raja

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: Locum Emergency Department privileges be approved for the following
BG 38/08 physicians:
Dr. Michael Donworth, Dr. Helen Frye, Dr. Marius Naghiu

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: The classification of privileges for **Dr. Daniel Grushka** be changed to
BG 39/08 Associate Staff Privileges.

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:
MOTION: The classification of privileges for **Dr. Vikram Dalal** be changed to
BG 40/08 Associate Staff Privileges.

Carried

It was moved by P. Ferner, seconded by J. Dreyer, be it resolved that:

MOTION:
BG 41/08

Courtesy privileges be granted in the Department of Surgery at SMGH to the following Anaesthetists:

Dr. Kate Bennett, Dr. Stuart Herd, Dr. Tania Logori and Dr. Andrea Procter.

Carried

9.3 Partnership Reports

9.3.1 Southwest Middlesex Health Centre

No report.

9.3.2 Four Counties Community Villa

B. Sasse reported that the Villa Board met November 26, 2008. A new property manager has been hired for the Villa. Occupancy remains full. The Villa financials will soon be presented in a different format. It was identified that the Villa Board needed to look at establishing a reserve fund for future projects such as roof replacement.

9.3.3 Foundation Reports

9.3.3.1 Four Counties Health Services

No report.

9.3.3.2 Strathroy Middlesex General Hospital

No report.

Approval of Committee Reports:

It was moved by J. McIntyre, seconded by E. Veeke, be it resolved that:

MOTION:
BG 42/08

All Consent Agenda items be accepted as presented.

Carried

10. NEW BUSINESS

There was no new business.

11. Correspondence

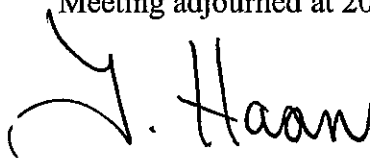
There was no correspondence


12. Announcements and Upcoming Events


- The Board Holiday Social has been scheduled for Tuesday, December 9, 2008.
- The Governance Committee is scheduled to meet on December 11, 2008

13. Adjournment

Meeting adjourned at 2045 hours.


Ineke Haan
Chair


Michael A. Mazza
Board Secretary


Cathy Swan
Recording Secretary