

**MIDDLESEX HOSPITAL ALLIANCE  
BOARD OF DIRECTORS MEETING  
Wednesday, January 25, 2006  
Videoconference between  
Four Counties Health Services Board Room  
and  
Strathroy Middlesex General Hospital Board Room**

Present:	E. Veeke (chair)	Regrets:	B. Fairles
	J. Dreyer		M. Gomes
	A. Elgamal		M. Marignani
	I. Haan		J. McIntyre
	S. Jones		B. Nickle
	Y. Lambert	Guests:	P. Long
	M. Mazza		N. Maltby-Webster
	L. McIntyre		S. McLean
	G. Perkin		S. Padfield
	B. Sasse		D. Gillies
	A. Thorogood		C. Adkin (recorder)
	C. Waters		B. Campbell (technical support)

**1. CALL TO ORDER**

Chair E. Veeke called the meeting to order at 1730h noting a quorum.

**2. APPROVAL OF AGENDA**

It was moved by Y. Lambert, seconded by L. McIntyre that the agenda be adopted as circulated. **Carried**

**3. DECLARATION OF INTEREST – None declared.**

**4. PRESENTATIONS**

**4.1 Bill 36, Local Health System Integration Act, 2005 (LHINs)**

S. Padfield and M. Mazza provided an overview of Bill 36, outlining the proposed LHINs structure, powers, funding and accountability relationship with government, relationship with service providers, and effect on integration. Issues for further examination and discussion before the Bill is finalized include:

- Potential impact of amendments in Public Hospital Act to definition of “hospital” and “patient” respecting payments for drugs
- Role/impact on speciality hospitals
- Potential privacy concerns
- Resolution of cross-border LHIN issues (specific impact to FCHS)
- Need to retain provincial standards

M. Mazza noted that in a recent meeting with MPP M. Van Bommel, he and the Board Chair discussed LHINs with her, in particular, integration of services, potential impact on our communities and the possible requirement to travel for health care services.

The Board will need to focus on where local patients are going for treatment as well as establish a relationship with the South West LHIN.

It was asked if Boards would continue as now and M. Mazza responded that it is likely that Boards would become less autonomous. In the province of Alberta where there are regional health authorities, there are no hospital boards.

#### 4.2 Bill 123

M. Mazza gave an overview of Bill 123: *Transparency in Public Matter Act, 2004* that has been introduced as a private member's bill by MPP Caroline DiCocco from Lambton Sarnia. The bill would require designated bodies, including hospital boards, to hold open board and committee meetings as well as follow rules for in-camera sessions and amending agendas.

In a recent meeting with MPP M. Van Bommel, E. Veeke and M. Mazza expressed their concerns around the bill's implications.

#### 5. APPROVAL OF PREVIOUS MINUTES

It was moved by C. Waters, seconded by Dr. Dreyer be it resolved that:

**MOTION:**  
**BG 01/06**

**The minutes of the Middlesex Hospital Alliance Board of Directors meeting of November 30, 2005 be approved as circulated.**

**Carried**

#### 6. BUSINESS ARISING

##### 6.1 Hospital Accountability Agreement – Phase II

P. Long provided a review and the Hospital Accountability Agreement process including current status and possible next steps:

- Regional MOH requested HAA be signed
- There has been no further communication from MOH about information technology funding or clinical programs
- Corporate MOH will not sign an Accountability Agreement with a negative percent total margin unless specifically negotiated
- The Board signing a 2 year HAA for the MHA implies unilateral decision to reduce services

Other factors to consider:

- uncertain environment
- regional MOH offices closing
- LHIN not fully empowered
- London hospital HAPS unknown
- MOH support of EPR operating costs unknown

Treasurer I. Haan made the following motion and it was seconded by C. Waters:

**MOTION:**

**Given that the Ministry of Health and Long Term Care will not sign a Hospital Accountability Agreement with a negative percent total margin unless there has been specific negotiation; and  
Given that Four Counties Health Services and Strathroy Middlesex General Hospital Accountability Agreements submissions reflect a negative percent total margin for 2005/06 and 2006/07;  
Therefore the Board accepts the Finance Committee's recommendation that both Middlesex Hospital Alliance sites' Hospital Accountability Agreements not be signed and that the Board Executive and senior management team continue to negotiate with the Ministry of Health and Long Term Care.**

**Carried**

##### 6.2 SMGH E.R. Second Physician On-Call

Dr. Perkin reported that the SMGH E.R. Group has been provided with some additional funding for second on-call. The additional funding would equate to approximately 1 ½ additional second on-call hours per day.

### **6.3 CT Scanner Submission**

E. Veeke reported that in an email message received from MOHLTC Hospital Consultant Ralph Ganter, he indicated the Ministry portion of the submission was complete and approval would be soon.

E. Veeke met with MPP Maria Van Bommel and asked if she would look into the status of our submission, i.e. approval and funding.

Dr. Perkin volunteered to write a letter to MOHLTC Regional Director Leo Nusink asking the status of our CT scanner submission.

## **7. COMMITTEES**

**7.1 Finance:** The report of the Finance Committee meeting of January 12, 2006 was noted.

**7.2 Governance:** The report of the Governance Committee meeting of January 10, 2006 was noted.

**7.3 Planning –** The report of the Planning Committee meeting of January 10, 2006 was noted.

**7.4 Local Advisory Committee –**The report of the Local Advisory Committee meeting of November 29, 2005 was noted.

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

**MOTION: All committee reports be approved as presented.**

**BG 02/06**

## **8. REPORTS – Consent agenda**

### **8.1 Administrative**

8.1.1 Chief Executive Officer – written report from M. Mazza noted.

8.1.2 Chief Operating Officer – written report from M. Mazza noted.

### **8.2 Medical Staff Reports**

#### **8.2.1 Chiefs of Staff**

8.2.1.1 Four Counties Health Services – written report from Dr. Dreyer noted.

8.2.1.2 Strathroy Middlesex General Hospital – Dr. Perkin's written report was noted. There was discussion about the availability of remote interpretation of imaging through PACS. Dr. Dreyer wondered if a similar contract could be considered for FCHS however there is a concern about whether the current radiologist's workload is sufficient to keep him interested in coming to FCHS site.

### **8.3 Partnership Reports**

8.3.1 Southwest Middlesex Health Centre – no report

8.3.2 West Elgin Community Health Centre – no report.

8.3.3 Four Counties Community Villa – no report.

8.3.4 Foundation Reports

8.3.4.1 Four Counties Health Services – written report of D. Gillies noted.

8.3.4.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

**Approval of reports:**

It was moved by I. Haan, seconded by C. Waters that:

**MOTION:**  
**BG 03/06**

**All Consent Agenda items be accepted as presented.**

**Carried**

**9. NEW BUSINESS – none**

**10. CORRESPONDENCE:**

- Letter dated December 19, 2005 from South West LHIN CEO Tony Woolgar advising of key appointments to the South West LHIN
- Letter dated January 12, 2006 from Minister of Health George Smitherman advising of Patient/Employee Safety and Infection Control funding for SMGH site in the amount of \$49,800
- Letter dated January 16, 2006 from Minister of Health George Smitherman advising of \$300,000 special grant for new and upgraded medical equipment.
- Letter dated January 16, 2006 from Minister of Health George Smitherman advising of Health Infrastructure Renewal funding in the amount of \$169,910 for SMGH site.
- Thank you note from the family of Doug Simpson for in memory donation.

**11. Committee of the Whole – deferred**

**12. Announcements & Upcoming Events**  
Noted as circulated on agenda

**13. Adjournment – Meeting adjourned at 1935h.**

Ed Veeke  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, February 22, 2006 – 1730h**  
**Videoconference between**  
**Four Counties Health Services Board Room**  
**and**  
**Strathroy Middlesex General Hospital Board Room**

Present:	E. Veeke (chair)	Regrets:	J. Dreyer
	B. Fairles		M. Gomes
	A. Elgamal		I. Haan
	Y. Lambert		S. Jones
	M. Marignani		
	M. Mazza		
	J. McIntyre		
	L. McIntyre	Guests:	P. Long
	B. Nickle		N. Maltby-Webster
	G. Perkin		S. Padfield
	B. Sasse		C. Adkin (recorder)
	A. Thorogood		B. Campbell (technical support)
	C. Waters		

**1. CALL TO ORDER**

Chair E. Veeke called the meeting to order at 1733h noting a quorum.

Board Chair's Remarks:

- Brad Nickle was congratulated on his recent appointment to the Johnson & Johnson Board of Directors.
- Board members received invitations from Phyllis Millyard to the "Friends of Four Counties" meeting taking place on Feb. 28<sup>th</sup>
  - The "Friends" objective is to educate the public on the work of the group to date and to again develop a lobbying strategy/message to go to the Minister of Health. They are going to focus on the idea of essential services and what services should be available in this rural community.
  - There will be representation from other rural hospital groups (Petrolia, Wallaceburg) and a presentation by the Petrolia Hospital.
  - Format of meeting will be a presentation by the Friends on what has been done over the past year and then breakout groups to review "services" and develop plans.
- Chair Ed Veeke will be corresponding with the Friends offering a face to face meeting to review outcomes of their 28<sup>th</sup> meeting.
- Administration and Board are not planning to attend the meeting.

**2. APPROVAL OF AGENDA**

It was moved by M. Mazza, seconded by L. McIntyre that the agenda be adopted as circulated.

**Carried**

**3. DECLARATION OF INTEREST – None declared.**

#### 4. PRESENTATIONS

##### 4.1 Ontario Wait Times

N. Maltby-Webster gave an overview of the Ontario Wait Time Strategy including a demonstration of the website at [www.ontariowaittimes.com](http://www.ontariowaittimes.com) where Ontarians can now find out how long they can expect to wait for key health services at hospitals. The site contains a breakdown for five specific health services - cancer surgery, cardiac procedures, cataract surgery, hip and knee replacements, as well as MRI and CT exams.

The Ontario government has a plan to reduce wait times and increase access to these five services. The information is intended to allow people to make informed choices about their health care, and track the progress in reducing wait times and improving access to services.

Hospitals report the wait times data and the number of procedures that were completed for the most current time period as part of the province's Wait Times Strategy.

Discussion points:

- Will the family physician be expected to refer their patient to whomever the patient requests.
- Referral patterns will be disrupted.
- This strategy only reports wait times to the patient. No quality indicators are included, i.e. infection rate, length of stay.
- The strategy has already reduced the wait times for cataract surgery in most centres.
- The next phase of the Wait Time Strategy will be to look at operating room efficiencies and develop benchmarks for comparison.

##### 4.2 Ontario Pandemic Plan

S. Padfield gave an overview of the Ontario government's plans being made in case of a pandemic explaining that the World Health Organization (WHO) estimates that the world is due for a global pandemic. The last pandemic to strike was in 1969 in Hong Kong. Following from the SARS experience, the federal and provincial governments have all begun influenza pandemic planning exercises. Locally, the Middlesex-London Health Unit and the London Hospitals have also engaged in this type of exercise. The Middlesex Hospital Alliance has initiated a planning group to review the hospital's own preparedness plans.

Currently, the WHO is watching the strain of avian influenza currently in circulation throughout the Middle East and parts of Eastern Europe. While the avian influenza and the pandemic influenza are not the same thing, the pandemic influenza it is believed will be caused by a mutation of the avian influenza strain. In addition, the infection control networks are currently monitoring local outbreaks of influenza very carefully.

The pandemic plan is being developed based on the incident management system (IMS) and will parallel the processes and structures currently being put in place by the County and the London Hospitals. The team will be developing recommendations regarding stockpiling, scenario testing, human resource strategies and security strategies. This process could have an impact on financial resources of the hospital.

#### 5. APPROVAL OF PREVIOUS MINUTES

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

**MOTION:**  
**BG 04/06**

**The minutes of the Middlesex Hospital Alliance Board of Directors meeting of January 25, 2006 be approved as circulated. Carried**

#### 6. BUSINESS ARISING

### 6.1 Hospital Accountability Agreement Negotiations

A form letter from Ministry of Health Assistant Deputy Minister Mary Kardos Burton has been received encouraging all hospitals to sign their Hospital Accountability Agreements. There was no mention in the letter about negotiating with hospitals and no process or mechanisms for hospitals that are not signing. Chair E. Veeke has responded requesting negotiations to consult on strategies to achieve a balanced budget.

### 6.2 CT Scanner Submission Approval

SMGH Chief of Staff Dr. G. Perkin sent a letter to MOHLTC Regional Director Leo Nusink asking about the status of approval for a CT Scanner at the SMGH site. Three months have passed since regional representatives stated that approval was a “no brainer”. A strategy to obtain approval by pursuing both bureaucratic and political support simultaneously was discussed.

### 6.3 FCHS Agreement with London Radiologists and Negotiation with Dr. Greenhow

At the last meeting, Dr. Jones raised a concern about the length of time to have images read at the FCHS site. Further discussion will be deferred to the next meeting when Dr. Dreyer is available.

## 7. COMMITTEES

7.1 **Finance:** The report of the Finance Committee meeting of February 9, 2006 was noted. It was moved by Y. Lambert, seconded by C. Waters, be it resolved that:

**MOTION:** The policy entitled “Transfer of Donated Property from the Hospital to Strathroy Middlesex General Hospital Foundation” be approved. **Carried**  
BG 05/06

7.2 **Governance:** The report of the Governance Committee meeting of February 14, 2006 was noted.

7.3 **Planning** – Y. Lambert noted that there was no quorum at the Planning Committee meeting of February 14, 2006 and items were reported for information.

7.4 **Local Advisory Committee** – no meeting.

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

**MOTION:** All committee reports be approved as presented.  
BG 06/06

## 8. REPORTS – Consent agenda

### 8.1 Administrative

8.1.1 Chief Executive Officer – written report from M. Mazza noted.

Discussion about ordering Tamiflu:

- Unknowns include when pandemic will occur, if government will reimburse cost of Tamiflu.
- Difficult to expect staff to work in case of pandemic without any protection

8.1.2 Chief Operating Officer – written report from M. Mazza noted.

### 8.2 Medical Staff Reports

8.2.1 Chiefs of Staff

8.2.1.1 Four Counties Health Services – written report from Dr. Dreyer noted.

It was moved by J. McIntyre, seconded by B. Sasse that:

**MOTION:** Locum privileges at Four Counties Health Services site be granted to Dr. Don MacQuarrie.  
BG 07/06 **Carried**

It was moved by J. McIntyre, seconded by B. Sasse that:  
**MOTION:** **Locum privileges at Four Counties Health Services site be granted to Dr. Chris Steyn.**  
**BG 08/06** **Carried**

It was moved by J. McIntyre, seconded by B. Sasse that:  
**MOTION:** **Locum privileges at Four Counties Health Services site be granted to Dr. Tom Wolder.**  
**BG 09/06** **Carried**

It was moved by J. McIntyre, seconded by B. Sasse that:  
**MOTION:** **Courtesy privileges at Four Counties Health Services site be granted to the following radiologists:**  
**BG 10/06**

**Dr. Justin Amann**  
**Dr. William Dawson**  
**Dr. Stephen Eakins**  
**Dr. Greg Garvin**  
**Dr. Barry Hobbs**  
**Dr. Ali Islam**  
**Dr. Anat Kornecki**  
**Dr. Roman Kozak**  
**Dr. Giulio Muscedere**  
**Dr. Said Osman**  
**Dr. John Rogers**  
**Dr. Walter Romano**  
**Dr. Donald Taves**

**Carried**

8.2.1.2 Strathroy Middlesex General Hospital – Dr. Perkin’s written report was noted.

### **8.3 General Medical Staff**

- 8.3.1 Strathroy Middlesex General Hospital – Dr. Marignani’s written report was noted.
- Dr. Marignani noted that the Medical Staff appreciates the efforts of Administration to resolve the issue of the doctors’ lounge and indicated that the only outstanding item was the lockers.
  - Board Chair E. Veeke asked Administration to provide the lockers that the physicians are requesting.

### **8.4 Partnership Reports**

8.4.1 Southwest Middlesex Health Centre – written report submitted by C. Waters noted.

8.4.2 West Elgin Community Health Centre – no report.

8.4.3 Four Counties Community Villa – no report.

#### **8.4.4 Foundation Reports**

8.4.4.1 Four Counties Health Services – written report of D. Gillies noted.

8.4.4.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

#### **Approval of reports:**

It was moved by B. Sasse, seconded by J. McIntyre that:

**MOTION:** **All Consent Agenda items be accepted as presented.** **Carried**  
**BG 11/06**

9. **NEW BUSINESS** – none
10. **CORRESPONDENCE:**
- Letter dated February 3, 2006 from Minister of Health George Smitherman stating that the one time adjustment of \$114,500 in 2005/06 will form part of the hospital base allocation funding in 2006/07.
  - Letter dated January 27, 2006 from Mary Kardos Burton re signing of Hospital Accountability Agreements and letter of response from Board Chair Ed Veeke requesting continuing negotiations and information from MOHLTC.
  - Copy of letter dated February 10, 2006 to Ministry of Health and Long Term Care supporting the London Middlesex Family Health Team application.
11. **Announcements & Upcoming Events**  
Noted as circulated on agenda.  
Board Chair Ed Veeke stressed the importance of attendance by all Board members to the Board Planning Session scheduled for Saturday, April 8, 2006 featuring speaker Tim Porter O’Grady. Mr. O’Grady is an Albertan who consulted with the government during their move to regional health authorities.
12. **Adjournment** – Meeting adjourned at 1905h.

Ed Veeke  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, March 29, 2006 – 1730h**  
**Videoconference between**  
**Four Counties Health Services Board Room**  
**and**  
**Strathroy Middlesex General Hospital Board Room**

Present:	E. Veeke (chair)	Regrets:	A. Elgamal
	B. Fairles		J. Dreyer
	M. Gomes		M. Marignani
	I. Haan		B. Nickle
	S. Jones		
	Y. Lambert		
	M. Mazza		
	J. McIntyre		
	L. McIntyre		
	G. Perkin	Guests:	P. Long
	B. Sasse		S. Padfield
	A. Thorogood		C. Adkin (recorder)
	C. Waters		B. Campbell (tech support)

**1. CALL TO ORDER**

Chair E. Veeke called the meeting to order at 1735h noting a quorum.

**2. APPROVAL OF AGENDA**

Chair E. Veeke added the following item: 6.1.2 – SMGH Hospital Accountability Agreement. It was moved by M. Gomes, seconded by Y. Lambert that the agenda be adopted as amended.

**Carried**

**3. DECLARATION OF INTEREST – None declared.**

**4. PRESENTATIONS**

**4.1 Joint Human Resources Team Presentation**

Norma Spearing and Susan Fordham gave a comprehensive presentation highlighting: performance appraisals, vacancy and turnover rates, reasons for departure and resignation, sick time rates and recruitment and retention strategies.

The rate of completion for probationary performance appraisal was noted and further information will be provided at a subsequent meeting.

While there is no shortage of RPNs, it was noted that the Four Counties site is having a challenge retaining registered nurses.

**5. APPROVAL OF PREVIOUS MINUTES**

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

**MOTION:**  
**BG 12/06**

**The minutes of the Middlesex Hospital Alliance Board of Directors meeting of February 22, 2006 be approved as circulated.**

**Carried**

## 6. BUSINESS ARISING

### 6.1 Hospital Accountability Agreement Negotiations

#### 6.1.1 FCHS HAAs

- FCHS was advised that it would be receiving two amounts for base funding in 2005/06 of \$114,000 and \$455,000.
- Representatives from the regional MOHLTC office asked if this would put FCHS in a position to sign its HAA.
- In the absence, of the chair, administration consulted with the vice-chair and treasurer who agreed to sign the FCHS HAA.
- This amounts represents a 7.5% budget increase and puts the hospital in a good financial position.

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

**MOTION:**  
**BG 13/06**

**The Middlesex Hospital Alliance Board of Directors endorsed the action taken by the Board leadership and administration through negotiations with Ministry of Health and Long Term Care to sign the Hospital Accountability Agreement for Four Counties Health Services for 2005/06 and 2006/07.** **Carried**

- The Agreement was signed. No public statement about the new funding has yet been announced by the Ministry.

#### 6.1.2 SMGH HAAs

- MOHLTC Regional Director L. Nusink offered a base funding increase of \$500,000 to SMGH.
- Again, as in the case with FCHS negotiations, administration consulted with Board leadership and agreed to reject this offer and stated that \$1.5 million was required for SMGH to reach a balanced position.
- Chair E. Veeke contacted MPP Maria Van Bommel and advised that if SMGH did not received \$1.5 million, some services may be in jeopardy.
- The government through Bill 8 can force the hospital to sign the HAA

### 6.2 CT Scanner Submission Approval

SMGH Chief of Staff Dr. G. Perkin reported that there is nothing new on the status of approval for a CT Scanner at the SMGH site. He has drafted a letter to MPP Maria Van Bommel to solicit her help in obtaining approval. M. Mazza commended the efforts of the physicians in lobbying for the CT Scanner.

### 6.3 FCHS Agreement with London Radiologists and Negotiation with Dr. Greenhow

M. Mazza reminded members of the concern that had been raised by Dr. Jones about the length of time it takes to have images read at the FCHS site.

## 7. COMMITTEES

7.1 **Finance:** The report of the Finance Committee meeting of March 9, 2006 was noted.

7.2 **Governance:** The report of the Governance Committee meeting of March 21, 2006 was noted.

7.3 **Planning** – no meeting.

7.4 **Local Advisory Committee** – no meeting.

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

**MOTION:** All committee reports be approved as presented.  
**BG 14/06**

G. Perkin abstained from voting due to a conflict of interest in the report of the Finance Committee pertaining to employee salaries.

**8. REPORTS – Consent agenda**

**8.1 Administrative**

8.1.1 Chief Executive Officer – written report from M. Mazza noted.

8.1.2 Chief Operating Officer – written report from N.Maltby-Webster noted.

**8.2 Medical Staff Reports**

8.2.1 Chiefs of Staff

8.2.1.1 Four Counties Health Services – written report from Dr. Dreyer noted.

8.2.1.2 Strathroy Middlesex General Hospital – Dr. Perkin’s written report was noted.

**8.3 General Medical Staff**

8.3.1 Strathroy Middlesex General Hospital – Dr. Marignani’s written report was noted.

**8.4 Partnership Reports**

8.4.1 Southwest Middlesex Health Centre – written report submitted by C. Waters noted.

8.4.2 West Elgin Community Health Centre – no report.

8.4.3 Four Counties Community Villa – no report.

8.4.4 Foundation Reports

8.4.4.1 Four Counties Health Services – written report of D. Gillies noted.

8.4.4.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

**Approval of reports:**

It was moved by B. Sasse, seconded by J. McIntyre that:

**MOTION:** All Consent Agenda items be accepted as presented.  
**BG 15/06**

**Carried**

**9. NEW BUSINESS – none**

**10. CORRESPONDENCE:**

- Thank you cards from retirees Helena Pimental and Liz Routley.
- Letter dated February 27, 2006 received from MOHLTC Regional Director L. Nusink to SMGH Chief of Staff G. Perkin re CT scanner
- Letter dated March 2, 2006 sent to Phyllis Millyard, Friends of Four Counties, declining invitation to Feb. 28<sup>th</sup> public meeting and offering private meeting
- Letter dated March 6, 2006 received from Minister of Health George Smitherman advising of \$455,865 in base funding commencing in 2005/06 for FCHS site.
- Memorandum dated March 16, 2006 received from Assistant Deputy Minister of Health Mary Kardos Burton re HAA/HAPS Status Update
- Letter dated March 21, 2006 sent to Assistant Deputy Minister of Health Mary Kardos Burton requesting a meeting with MHA representatives to discuss the status of the SMGH HAA

- Letter dated March 23, 2006 sent to LHIN Board Chair Norm Gamble inviting him to attend a future MHA Board meeting
- Notification of disclosing the salary of M. Mazza as \$136,890 for 2005

**11. In Camera Session**

At 1920h, the Board went in camera and all staff members including M. Mazza were requested to leave the meeting.

At 1950h, the Board rose out of its in camera session and reported that the CEO Evaluation Process was reviewed and a full report will be made at the April meeting.

**12. Announcements & Upcoming Events**

Noted as circulated on agenda.

Board Chair Ed Veeke noted the Board Planning Session scheduled for Saturday, April 8, 2006 featuring speaker Tim Porter O'Grady. Any handouts from the day will be provided to those who are unable to attend.

**13. Adjournment – Meeting adjourned at 1955h.**

Ed Veeke  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, April 26, 2006 – 1730h**  
**Videoconference between**  
**Four Counties Health Services Board Room**  
**and**  
**Strathroy Middlesex General Hospital Board Room**

Present:	E. Veeke (chair)	Regrets:	M. Gomes
	J. Dreyer		S. Jones
	A. Elgamal		M. Marignani
	B. Fairles		B. Nickle
	I. Haan		B. Sasse
	Y. Lambert		
	M. Mazza		
	J. McIntyre	Guests:	P. Long
	L. McIntyre		S. Padfield
	G. Perkin		C. Adkin (recorder)
	A. Thorogood		B. Campbell (tech support)
	C. Waters		

**1. CALL TO ORDER**

Chair E. Veeke called the meeting to order at 1735h noting a quorum.

**2. APPROVAL OF AGENDA**

It was moved by Y. Lambert seconded by L. McIntyre that the agenda be adopted as circulated.

**Carried**

**3. DECLARATION OF INTEREST – None declared.**

**4. PRESENTATIONS**

**4.1 Joint Human Resources Team Update**

It was reported through the chair to M. Mazza that concerns were expressed during the in-camera session at last month's Board meeting about the rate of probationary performance appraisals being less than 100%. Human Resources Manager Norma Spearing attended the meeting and reviewed a new procedure that has been implemented to ensure that 100% of probationary employees have evaluations completed prior to the end of their probationary period.

**4.2 Board Planning Session – Tim Porter O'Grady – April 8, 2006**

Chair E. Veeke provided an overview of the slide presentation given at the Board Planning Session on April 8, 2006 by Tim Porter O'Grady. The focus of the session was strategic planning, in particular, establishing a relationship with the Local Health Integration Network. A table summarizing the results of the group discussions was provided in the Board meeting package.

**5. APPROVAL OF PREVIOUS MINUTES**

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

**MOTION:**  
**BG 16/06**

**The minutes of the Middlesex Hospital Alliance Board of Directors meeting of March 29, 2006 be approved as circulated.**

**Carried**

6. **BUSINESS ARISING**

6.1 **Hospital Accountability Agreement Negotiations**

6.1.1 **SMGH HAAs**

Chair E. Veeke reported that on April 3<sup>rd</sup>, the Regional Ministry of Health and Long Term Care office contacted SMGH and made three offers of funding increase for 2005/06 and 2007/08 with the final offer being \$1 million. In discussion with Board leadership, the administrative accepted the Ministry's final offer and agreed to sign the Hospital Accountability Agreement for SMGH.

It was moved by Y. Lambert, seconded by I. Haan, be it resolved that:

**MOTION:**  
**BG 17/06**

**The Middlesex Hospital Alliance Board of Directors endorsed the action taken by the Board leadership and administration through negotiations with Ministry of Health and Long Term Care to sign the Hospital Accountability Agreement for Strathroy Middlesex General Hospital for 2005/06 and 2006/07. Carried**

No public statement about the new funding has yet been announced by the Ministry. Vice Chair Y. Lambert expressed disappointment in the lack of true negotiations as had been outlined in the original guidelines for Hospital Accountability Agreements.

M. Mazza commented that hospitals need to begin the next budgeting process now but it will be done with the LHINs who don't have authority until April 1, 2007.

6.2 **CT Scanner Submission Approval**

Dr. Perkin has received no reply to his correspondence to MPP Maria Van Bommel to solicit her help in obtaining approval.

MPP Van Bommel has requested a meeting with hospital representatives that is scheduled for Friday May 5<sup>th</sup>.

6.3 **FCHS Agreement with London Radiologists and Negotiation with Dr. Greenhow**

Dr. Dreyer will provide a report at the next meeting once he has had an opportunity to meet with Dr. Greenhow.

7. **COMMITTEES**

7.1 **Finance:** The report of the Finance Committee meeting of April 13, 2006 was noted.

I. Haan noted the Finance Committee has discussed the decrease in activity at both MHA sites.

M. Mazza noted that the reasons for declining activity are unknown and Administration will investigate further.

7.2 **Governance:** The report of the Governance Committee meeting of April 18, 2006 was noted.

7.3 **Planning** – The report of the Planning Committee meeting of April 11, 2006 was noted.

7.4 **Local Advisory Committee** – no meeting.

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

**MOTION:**  
**BG 18/06**

**All committee reports be approved as presented.**

**Carried**

8. **REPORTS – Consent agenda**

8.1 **Administrative**

8.1.1 Chief Executive Officer – written report from M. Mazza noted.

8.1.2 Chief Operating Officer – written report from N. Maltby-Webster noted.

Y. Lambert asked about the decrease in the amount of inpatient surgery and wondered if there has been an impact on staffing levels. N. Maltby-Webster responded that the decrease on inpatient surgery has been countered by the increase in the amount of outpatient surgery which has resulted in some increase in supplies. M. Mazza noted that it is unknown what impact the increase in outpatient surgery will have on the funding formula. If the funding formula remains, hospitals may be rewarded for good performance but if the funding formula disappears, there may be no incentive for hospitals to be efficient.

## 8.2 Medical Staff Reports

### 8.2.1 Chiefs of Staff

8.2.1.1 Four Counties Health Services – written report from Dr. Dreyer noted.

Dr. Dreyer reviewed the annual reapplication process for Four Counties Health Services and presented the following motion.

It was moved by Dr. Dreyer, seconded by Dr. Perkin be it resolved that:

**MOTION:**  
**BG 19/06**      **Physicians and dentists be reappointed at Four Counties Health Services for 2006/07 as listed.**

**Active Staff:**

Dr. Jon Dreyer  
Dr. Stephen Jones  
Dr. Robert Parnell  
Dr. Maurice Sanders  
Dr. Shelly Sharma  
Dr. P.C. Shah

**Courtesy:**

Dr. Graham Pollett  
Dr. Andrew Whynot  
Dr. Tom Wolder  
Dr. Dan Leung

**Consulting:**

Dr. R.S.M. Eberhard  
Dr. Hugh Edgar  
Dr. Ross Gillman  
Dr. Paul Greenhow  
Dr. R. Martell  
Dr. Earl Russell  
Dr. Wayne Papoff  
Dr. John Rogers  
Dr. Emerson MacRae  
Dr. Justin Amann  
Dr. William Dawson  
Dr. Stephen Eakins  
Dr. Greg Garvin  
Dr. Barry Hobbs  
Dr. Ali Islam  
Dr. Anat Kornecki  
Dr. Roman Kozak  
Dr. Gulio Muscedere  
Dr. Said Osman  
Dr. Walter Romano  
Dr. Donald Taves

**Locum:**

Dr. Thanos Papastergiou  
Dr. James Grochowski  
Dr. Rob Heimstra  
Dr. Don MacQuarrie  
Dr. Chris Steyn  
Dr. Kate Lazier  
Dr. Kari MacFarlane

**Carried**

8.2.1.2 Strathroy Middlesex General Hospital – Dr. Perkin’s written report was noted.

Dr. Perkin reviewed the annual reapplication process for Strathroy Middlesex General Hospital and presented the following motion.

It was moved by Dr. Perkin, seconded by Dr. Dreyer be it resolved that:

**MOTION:** **Physicians and dentists be reappointed at Strathroy Middlesex General Hospital for BG 20/06 2006/07 as listed.**

**Physicians and dentists be reappointed at Strathroy Middlesex General Hospital for 2006/07 as listed.**

**Active:**

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

**Associate:**

Dr. J. Copeland  
Dr. R. DiCecco  
Dr. E. MacRae  
Dr. K. Miller  
Dr. K. Polsinelli  
Dr. M. Raymond

**Courtesy Staff  
(with admitting):**  
Dr. R. Parnell  
Dr. G. Swamy

**Courtesy Staff  
(without admitting):**  
Dr. R. Beattie  
Dr. J. Faber  
Dr. F. Fodemesi  
Dr. R. Gidwani  
Dr. E. Ling \*  
Dr. R. Lubynski  
Dr. R. Martell  
Dr. A. Meredith  
Dr. S. Munro  
Dr. G. L. Patodia  
Dr. M. Sanders  
Dr. M. St-Amand  
Dr. W. Thorpe  
Dr. S. Williams

**Courtesy Staff  
(Radiologists):**

Dr. J. Amann  
Dr. T. Eakins  
Dr. H. Edgar  
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. W. Romano  
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. Harper  
Dr. M. Hornyak  
Dr. L. Kalman  
Dr. M. Kravitz  
Dr. C. Lin  
Dr. J. Lovell  
Dr. A. Worth

**Carried**

It was moved by Dr. Perkin, seconded by Dr. Dreyer be it resolved that:

**MOTION:** **Dr. E. MacRae be promoted to Active Staff.**  
**BG 21/06**

**Carried**

**8.3 General Medical Staff**

8.3.1 Strathroy Middlesex General Hospital – Dr. Marignani’s written report was noted.

**8.4 Partnership Reports**

8.4.1 Southwest Middlesex Health Centre – written report submitted by C. Waters noted.

8.4.2 West Elgin Community Health Centre – no report.

8.4.3 Four Counties Community Villa – no report.

8.4.4 Foundation Reports

8.4.4.1 Four Counties Health Services – written report of D. Gillies noted.

8.4.4.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

**Approval of reports:**

It was moved by B. Sasse, seconded by J. McIntyre that:

**All Consent Agenda items be accepted as presented.**

**Carried**

**MOTION:**  
**BG 15/06**

9. **NEW BUSINESS** – none

10. **CORRESPONDENCE:**

Several letters confirming the Ministry of Health and Long-Term Care’s funding initiatives were circulated.

11. **In-Camera Session**

At 1845h, the Board went in-camera and all staff members including M. Mazza were requested to leave the meeting.

At 1900h, the Board rose out of its in-camera session and reported that the CEO Goals for 2006 were accepted and a salary increase was approved.

12. **Announcements & Upcoming Events**

Noted as circulated on agenda.

13. **Adjournment** – Meeting adjourned at 1910h.

Ed Veeke  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE  
BOARD OF DIRECTORS MEETING  
Wednesday, May 31, 2006 – 1700h  
Strathroy Middlesex General Hospital Auditorium**

Present: E. Veeke (chair)  
J. Dreyer  
A. Elgamal  
B. Fairles  
M. Gomes  
I. Haan  
Y. Lambert  
M. Mazza  
J. McIntyre  
L. McIntyre  
B. Nickle  
B. Sasse  
A. Thorogood  
C. Waters

Regrets: S. Jones  
J. Marcou  
G. Perkin

Guests: LHINs Chair N. Gamble  
LHINs Board Member J. McEwen  
LHINs CEO T. Woolgar

P. Long, MHA CFO  
L. Marsh, Director of Patient Care  
C. Adkin (recorder)  
B. Campbell (tech support)

**1. CALL TO ORDER**

Chair E. Veeke called the meeting to order at 1700h and welcomed special guests from the South West Local Health Integration Network (LHIN) - Board Norm Gamble, Board member Janet McEwen and CEO Tony Woolgar.

**2. APPROVAL OF AGENDA**

It was moved by M. Gomes, seconded by L. McIntyre that the agenda be adopted as circulated.

**Carried**

**3. PRESENTATIONS**

**3.1 Presentation from LHINs**

South West LHIN CEO Tony Woolgar gave an informative presentation outlining the vision, principles and responsibilities of the LHINs in general and more specifically, characteristics, service providers and partners of the South West LHIN.

Mr. Woolgar also congratulated the Middlesex Hospital Alliance for their recent involvement in the Ontario Wait Time Strategy for cataract surgery commending the MHA for integrating with the private sector to improve service and patient care.

**3.2 What is the MHA?**

Chair E. Veeke provided a comprehensive overview of the Middlesex Hospital Alliance which included a chronology of events from 1998 to the present. His presentation also included a SWOT analysis of both MHA sites.

**~ Break for Supper Break from 1800h to 1845h ~**

LHIN representatives left the meeting and normal Board business resumed.

Chair E. Veeke welcomed Director of Patient Care L. Marsh who was attending the meeting in the absence of Chief Operating Officer N. Maltby-Webster.

**4. DECLARATION OF INTEREST – None declared.**

**5. APPROVAL OF PREVIOUS MINUTES**

It was moved by I. Haan, seconded by Y. Lambert, be it resolved that:

**MOTION: The minutes of the Middlesex Hospital Alliance Board of Directors meeting of April 26, 2006 be approved as circulated. Carried**  
**BG 23/06**

**6. BUSINESS ARISING**

**6.1 CT Scanner Submission Approval**

At the request of the Regional Ministry of Health and Long Term Care office, the Middlesex Hospital Alliance capital request for a CT scanner submission will be revised withdrawing the request for financial support from the government and with the inclusive of Foundation's indication of its financial support of the project.

**6.2 FCHS Agreement with London Radiologists and Negotiation with Dr. Greenhow**

Dr. Dreyer reported that Dr. Greenhow and Dr. Edgar will provide radiologist coverage at the FCHS site on Mondays, Wednesdays and Fridays with tentative plans to fully retire within 2 to 4 years. M. Mazza commented that community hospitals experience radiological coverage issues and we are fortunate to have 3 days a week at FCHS.

**7. COMMITTEES**

**7.1 Finance:** The reports of the Finance Committee meetings of May 11 & 25, 2006 were noted.

**7.2 Audit:** The report of the Audit Committee meeting of May 25, 2006 was noted.

**7.3 Governance:** From the report of the Governance Committee meeting of May 9, 2006 it was noted that the application process has been completed for Board membership for Ralph Coe and Robin Fennel and their names will be put forward at the Annual General Meeting.

**7.4 Planning –** The report of the Planning Committee meeting of May 9, 2006 was noted.

**7.5 Local Advisory Committee –** The report of the Local Advisory Committee meeting of May 11, 2006 was noted.

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

**MOTION: All committee reports be approved as presented.**  
**BG 24/06**

**Carried**

**8. REPORTS – Consent agenda**

## 8.1 Administrative

8.1.1 Chief Executive Officer – written report from M. Mazza noted.

M. Mazza noted that since the issuance of his written report, FCHS Site Director Sarah Padfield has accepted a position with Leamington District Memorial Hospital and will be leaving the Middlesex Hospital Alliance in mid June. He noted that while this is an excellent opportunity for Sarah, her skills will be missed at the MHA. Sharon Cattrysse has accepted the position of Acting Site Director, Four Counties Health Services on an interim basis.

8.1.2 Chief Operating Officer – no report.

## 8.2 Medical Staff Reports

8.2.1 Chiefs of Staff

8.2.1.1 Four Counties Health Services – written report from Dr. Dreyer noted.

8.2.1.2 Strathroy Middlesex General Hospital – Dr. Perkin's written report was noted.

Using the OMA/OHA prototype Bylaws, Dr. Perkin revised the SMGH Medical and Dental Staff. A copy was then circulated to all members of the Medical Staff for their review, passed by Medical Advisory Committee; presented and adopted at the Medical Staff Annual General Meeting. A copy was circulated to Board members prior to the meeting.

It was moved by Dr. Elgamal, seconded by C. Waters be it resolved that:

**MOTION:**  
**BG 25/06**

**The revisions to the Strathroy Middlesex General Hospital Medical and Dental Staff Bylaws be approved as recommended. Carried**

## 8.3 Partnership Reports

8.3.1 Southwest Middlesex Health Centre – written report submitted by C. Waters noted.

8.3.2 West Elgin Community Health Centre – no report.

Discussions are ongoing with West Elgin Community Health Centre CEO Cate Melito about the possibility of Board cross appointment. The MHA bylaws do not provide for such an appointment but there is a possibility of offering an appointment to the Local Advisory Committee.

Dr. Dreyer reported that discussions are also ongoing to determine interest of the new physicians at the WECHC to provide some inpatient and ER coverage at FCHS.

8.3.3 Four Counties Community Villa – written report submitted by B. Sasse was noted.

8.3.4 Foundation Reports

8.3.4.1 Four Counties Health Services – written report of D. Gillies noted.

8.3.4.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

**Approval of Committee Reports:**

It was moved by M. Gomes, seconded by L. McIntyre that:

**MOTION:**  
**BG 26/06**

**All Consent Agenda items be accepted as presented.**

**Carried**

9. **NEW BUSINESS** – none

10. **CORRESPONDENCE:**

- Thank you notes from the following staff members for Service Awards Night: Lee Kerrigan, Vivian Moore, Doreen Pike, Lisa Seeley, and Lynne Stott.
- Letter from Assistant Deputy Minister Mary Kardos Burton re FCHS funding increase of \$445,865 for 2005/06
- Letter from Assistant Deputy Minister Mary Kardos Burton re SMGH funding increase of \$1,000,000 for 2005/06
- Letter from MHA CEO M. Mazza to Regional MOHLTC Hospital Consultant Silvie MacLean re defining asbestos costs incurred in the ER/Ambulatory Care Redevelopment Project.

11. **Announcements & Upcoming Events**

As circulated on agenda.

12. **Adjournment** – Meeting adjourned at 1940h.

Ed Veeke  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE  
BOARD OF DIRECTORS MEETING  
Wednesday, September 27, 2006 – 1730h  
Videoconference between  
Four Counties Health Services Board Room  
and  
Strathroy Middlesex General Hospital Board Room**

Present: Y. Lambert (chair)	Regrets: S. Jones
R. Coe	J. Marcou
J. Dreyer	B. Nickle
A. Elgamal	B. Sasse
R. Fennell-Plummer	A. Thorogood
I. Haan	
M. Mazza	
J. McIntyre	Guests: P. Long, MHA CFO
L. McIntyre	C. Adkin (recorder)
G. Perkin	B. Campbell (tech support)
E. Veeke	D. Resendes (tech support)
C. Waters	

**1. CALL TO ORDER**

Chair Y. Lambert called the meeting to order at 1730h and welcomed new Board members Robin Fennell-Plummer and Ralph Coe and had everyone introduce themselves.

She commented that while there were no Board meetings over the summer months, it still proved to be a busy time for the MHA noting:

- In July, the Minister of Health visited both MHA sites and announced approval for the CT Scanner
- In August a dedication ceremony honouring Dorothy Doan took place
- Early September, the Official Ribbon Cutting Ceremony for the SMGH ER/Ambulatory Redevelopment Project was held
- As well in mid-September, MOHLTC announced funding of \$1,103,300 for Total Joint Replacement

She commended M. Mazza and the senior team for their efforts in acquiring these new services.

**2. APPROVAL OF AGENDA**

It was moved by C. Waters, seconded by L. McIntyre that the agenda be adopted as circulated.

**Carried**

**3. DECLARATION OF INTEREST – None declared.**

#### 4. PRESENTATIONS

##### 4.1 2007-08 Hospital Annual Planning Submission (HAPS)

The first part of Paul Long's presentation centered around the strategies for the SMGH 2006/07 HAPS for a balanced budget by March 31, 2007. The prioritization framework was identified as follows:

Step 1 - Revenue Generation	\$ 29,500
Step 2 - Administration & Support Services	196,500
Step 3 - Efficiencies in DI, Pharmacy, Lab	5,000
Step 4 - Clinical Services Program Efficiencies	181,300
Step 5 - Utilization Management	<u>598,000</u>
Total	1,010,300

P. Long reviewed the details of each step with most discussion centering on Step 5 which included the recently announced MOHLTC funding of \$1.1 million for SMGH to perform 150 Total Joint Replacements. Members asked if the hospital was at risk if a surgeon could not be acquired to do the surgery. It was reported that if the volumes are not met, the Ministry would not flow the funding. M. Mazza indicated that he is quite confident that a surgeon will be acquired.

Dr. Perkin indicated that the greatest impact would be on hospital beds as SMGH currently has about 14 patients per day in the Alternate Level of Care category which means that they are waiting for nursing home beds. It was noted that there are not enough nursing homes beds in the County and if pressed by the government, this is one argument that the Board needs to make when discussing the reason for our deficit.

There was further discussion about the impact of the CT Scanner and the Total Joint Replacement Program. While it was unexpected to obtain approval for both programs at the same time, it is being assumed in the 2007/08 HAPS that the Total Joint Replacement program will generate a surplus of approximately \$450,000.

One item presented under utilization management to reduce costs by approximately \$148,000 was to eliminate five beds on the 4<sup>th</sup> floor. Discussion ensued with members noting that, with the addition of a new program that was projected to generate a \$450,000 surplus, this may not be the opportune time to reduce beds given that the Total Joint Replacement program could create some bed pressures. Dr. Perkin expressed concern about committing to reducing beds at a time of bed pressures at the SMGH site. It was agreed to present the bed reduction as Step 6 in the 2007/08 year.

At this time, a motion was called to approve the strategies identified for the 2006/07 SMGH HAPS.

It was moved by C. Waters, seconded by E. Veeke, be it resolved that:

**MOTION:** The 2006-07 HAPS strategies steps 1 to 5 for Strathroy Middlesex General Hospital site, eliminating the proposal to operate Middlesex 4<sup>th</sup> Floor with only 20 beds, be approved for implementation. Carried

As Dr. Dreyer had to leave the meeting, agenda # 8.2.1 was brought forward at this time.

### **8.2.1 Chief of Staff Report**

8.2.1.1 Four Counties Health Services – written report from Dr. Dreyer noted.  
Dr. Dreyer brought forward the following credentials matters.

It was moved by Dr. Dreyer, seconded by M. Mazza that:

**MOTION:** **DR. MELANIE CROZIER BE GRANTED LOCUM PRIVILEGES AT FOUR**  
**BG 28/06** **COUNTIES HEALTH SERVICES SITE. Carried**

It was moved by Dr. Dreyer, seconded by M. Mazza that:

**MOTION:** **DR. KIMBERLEY GILMOUR BE GRANTED LOCUM PRIVILEGES AT FOUR**  
**BG 29/06** **COUNTIES HEALTH SERVICES SITE. Carried**

It was moved by Dr. Dreyer, seconded by Dr. Perkin that:

**MOTION:** **DR. YANIV BERLINER BE GRANTED LOCUM PRIVILEGES AT FOUR**  
**BG 30/06** **COUNTIES HEALTH SERVICES SITE. Carried**

Drs. Crozier, Gilmour and Berliner provide locum coverage in the E.R. at the FCHS site.

It was moved by Dr. Dreyer, seconded by M. Mazza that:

**MOTION:** **DR. GEORGE KIM BE GRANTED ASSOCIATE PRIVILEGES AT FOUR**  
**BG 31/06** **COUNTIES HEALTH SERVICES SITE. Carried**

Dr. Kim is a family physician joining the West Elgin Community Health Centre who will be providing inpatient care for his patients admitted to Four Counties Health Services. Eventually, he plans to be included in the “Doctor of the Week” rotation to care for orphan patients at the FCHS site.

### **4.1 Continued**

It was noted that eliminating the strategy of reducing beds at the SMGH site in the 2006/07 fiscal year would create a projected deficit for the 2007/08 HAPS.

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

**MOTION:** **The 2007/08 HAPS for both Middlesex Hospital Alliance sites be submitted with**  
**BG 32/06** **a balanced budget for the FCHS site and a \$148,000 MOHLTC deficit for the**  
**SMGH site. Carried**

The proposal of bed reduction at SMGH will be presented to MOHLTC as Steps 6 and 7 in the narrative section of the HAPS and not included in the spreadsheets as a cost reduction.

## **5. APPROVAL OF PREVIOUS MINUTES**

It was moved by E. Veeke, seconded by C. Waters, be it resolved that:

**MOTION:** **The minutes of the Middlesex Hospital Alliance Board of Directors meeting of May**  
**BG 33/06** **31 and June 7, 2006 be approved as circulated. Carried**

**6. BUSINESS ARISING**

**6.1 Hospital Accountability Agreement Negotiations:** It was noted that these items were previously discussed under agenda item 4.1.

**6.2 CT Scanner Submission Approval**

In addition to his written report noting the approval for a CT Scanner, Dr. Perkin stated that the physicians are pleased to be acquiring this diagnostic tool.

A fundraising campaign is underway under the co-chairing of Drs. Perkin, Ferguson and George Sinker. Marcel Beaubien has agreed to be on the campaign cabinet representing Lambton County as well as assisting with lobbying the federal government representatives. He felt the Hospital should explore operating its CT scanner on a 24 hour basis.

**7. COMMITTEES**

**7.1 Finance:** The reports of the Finance Committee meetings of September 14 & 25, 2006 were noted and dealt with under agenda item # 4.1.

**7.2 Governance:** no meeting.

**7.4 Planning –** The report of the Planning Committee meeting of September 19, 2006 was noted.

**7.5 Local Advisory Committee –** no meeting.

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

**MOTION: All committee reports be approved as presented.**

**BG 34/06**

**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**

8.2.1 Chiefs of Staff

8.2.1.2 Strathroy Middlesex General Hospital – Dr. Perkin's written report was noted.

It was moved by Dr. Perkin, seconded by Dr. Elgamal be it resolved that:

**MOTION: Dr. Nancy Naylor be granted Associate Staff privileges at the Strathroy Middlesex General Hospital site.**

**BG 35/06**

**Carried**

Dr. Naylor has a family practice in Ilderton and has recently moved to Strathroy. She would like to admit her patients to SMGH.

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

**MOTION:** **Dr. Carlye Jensen be granted Temporary privileges until June 2007 at the Strathroy Middlesex General Hospital site.** **Carried**  
**BG 36/06**

Dr. Jensen will be providing some E.R. coverage during the next year at which time she will be moving away from London.

It was moved by Dr. Perkin, seconded by R. Coe be it resolved that:

**MOTION:** **Dr. Marc Raymond be promoted to Active Staff at the Strathroy Middlesex General Hospital site.** **Carried**  
**BG 37/06**

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

**MOTION:** **Dr. Julie Copeland be promoted to Active Staff privileges at the Strathroy Middlesex General Hospital site.** **Carried**  
**BG 38/06**

Dr. Perkin explained that physicians are granted Associate Staff for their first year of privileges after which time their performance is reviewed by the Chief of their Department. The Credentials Committee, on the recommendation of the Chief of Department recommends the promotions.

### **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 – written report of D. Gillies noted.

8.3.3.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

#### **Approval of Committee Reports:**

It was moved by E. Veeke, seconded by C. Waters that:

**MOTION:** **All Consent Agenda items be accepted as presented.** **Carried**  
**BG 39/06**

9. **NEW BUSINESS** – none

### **10. CORRESPONDENCE:**

- Thank you note from Sonya Willmott re floral tribute in memory of Elva Willmott
- Letter from MPP Maria Van Bommel dated June 16, 2006 to Board Chair Y. Lambert congratulating her re appointment to MHA Board Chair
- Letter from MPP Maria Van Bommel dated June 16, 2006 to past Board Chair E. Veeke in appreciation of his service as MHA Board Chair.
- Letter from Stephanie Donaldson, Chair of Grand Bend Area Health Services congratulating MHA on Minister of Health George Smitherman's recent announcement approving MHA acquisition of a CT Scanner.

- Thank you note from Norma Spearing for tribute in memory of husband Jack Spearing.
- Thank you from Doan family for dedication to Dorothy Doan
- Thank you from Parnell family for tribute in memory of Dr. Parnell's mother
- Letter from Minister of Health George Smitherman dated August 25, 2006 thanking MHA team for its efforts in keeping St. Mary's Hospital E.R. open.
- Letter from Minister of Health George Smitherman dated September 12, 2006 to Board Chair Yvonne Lambert announcing approval for one-time funding for fiscal year 2006-07 in amount of \$1,103,300 for total hip and knee joint replacement services under the Ontario Wait Time Strategy.

**11. Announcements & Upcoming Events**

As circulated on agenda.

**12. Adjournment** – Meeting adjourned at 1950h.

Yvonne Lambert  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE  
BOARD OF DIRECTORS MEETING  
Wednesday, October 25, 2006 – 1730h  
Strathroy Middlesex General Hospital Auditorium**

Present: Y. Lambert (chair)	Regrets: S. Jones
R. Coe	B. Nickle
J. Dreyer	E. Veeke
A. Elgamal	
R. Fennell-Plummer	
I. Haan	
J. Marcou	
M. Mazza	
J. McIntyre	Guests: P. Long, MHA CFO
L. McIntyre	N. Maltby-Webster, MHA COO
G. Perkin	C. Adkin (recorder)
B. Sasse	B. Campbell (tech support)
A. Thorogood	D. Resendes (tech support)
C. Waters	

**1. CALL TO ORDER**

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

**2. APPROVAL OF AGENDA**

It was moved by R. Fennell-Plummer, seconded by J. McIntyre that the agenda be adopted as circulated.

**Carried**

**3. DECLARATION OF INTEREST – None declared.**

**4. PRESENTATIONS**

**4.1 TVHPP Retreat**

Y. Lambert gave a presentation on the Thames Valley Hospital Planning Partnership Retreat that was held on October 4, 2006 with its main purpose being to identify a strategic direction and focus for the next two years. The four main topics / themes identified as potential projects were: clinical services integration, e-health, knowledge transfer, and health human resources. Two additional operational issues were also identified that TVHPP needs to address: governance and relationship with LHINs. The group agreed that there is a need to pursue integration of services wherever possible.

**4.2 OHA Board Leadership Conference**

I. Haan provided a written report on her attendance at the OHA Board Leadership Conference held on September 29 and 30, 2006.

**4.3 OHA Region 5 AGM and Education Conference**

I. Haan provided a written report on the OHA Region 5 Annual Meeting and Education Conference on October 5/6, 2006.

Under the topic of “Regional Planning for a Pandemic” Dr. Dreyer noted that the number of deaths is projected to be 416 and he wondered if this figure was correct. I. Haan will look into it and report back.

**5. APPROVAL OF PREVIOUS MINUTES**

Dr. Dreyer noted that in Motion # BG 31/06 granting privileges Dr. George Kim should read “that Dr. George Kim be granted Associate Staff Privileges at Four Counties Health Services site” not Locum privileges.

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

**MOTION:**  
**BG 40/06**

**The minutes of the Middlesex Hospital Alliance Board of Directors meeting of September 27, 2006 be approved as amended.**

**Carried**

**6. BUSINESS ARISING**

**6.1 2007/08 HAPS**

P. Long reported that the Regional Office had issued a question about the projected deficit at SMGH but subsequently asked that the response be deferred until further questions were formulated.

**7. COMMITTEES**

**7.1 Finance:** The report of the Finance Committee meeting of October 12, 2006 was noted.

**7.2 Governance:** no meeting.

**7.4 Planning –** no meeting.

**7.5 Local Advisory Committee –** The report of the Local Advisory Committee meeting of October 17, 2006 was noted.

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

**MOTION:**  
**BG 41/06**

**All committee reports be approved as presented.**

**Carried**

**8. REPORTS – Consent agenda**

**8.1 Administrative**

**8.1.1 Chief Executive Officer –** Mr. Mazza’s written report was noted.

**8.1.2 Chief Operating Officer –** In addition to her written report, N. Maltby-Webster circulated the recently released OHA’s “Guidebook to Leading Patient Safety Practices in Ontario Hospitals – 2006”. The Middlesex Hospital Alliance was featured for its efforts in partnering with 3M Infection Prevention Services in assessing and implementing changes to its infection prevention and control program.

## **8.2 Medical Staff Reports**

### **Chiefs of Staff Report**

#### **8.2.1 Four Counties Health Services – written report from Dr. Dreyer noted.**

There was discussion about the difficulties in providing physician ER coverage at FHCS, particularly over Christmas. At the present time, there is no coverage for a 24 hour period from Dec. 24 – 25. Dr. Dreyer spoke about a provincial task force comprised of OMA/MOH representatives who are planning to make an announcement imminently about new funding for Emergency Department physicians.

Dr. Dreyer commented that there is an overall shortage of physicians being impacted by the demographics of the physician pool (baby boomer group of physicians retiring), change in lifestyle (not wanting to work 60 to 80 hours), don't want overhead and large percentage of female physicians who have time off to raise families. M. Mazza asked if the New Brunswick model of changing their Hospital Act to permit patients in the E.R. to be seen by RNs could positively impact the physician distribution in Ontario. He commented that the Ontario government seems to be responding to the crises and not planning for the future.

#### **8.2.2 Strathroy Middlesex General Hospital – Dr. Perkin's written report was noted.**

In addition to his written report, Dr. Perkin stated that efforts are still underway to recruit orthopedic surgeons for the Total Joint Replacement program at SMGH. He noted that while it is unlikely that the target of 150 procedures by March 31<sup>st</sup> will be met, it is important to get the program up and running as soon as possible.

### **General Medical Staff**

#### **8.2.3 President SMGH Medical Staff**

Dr. Elgamal noted the following from a recent General Medical Staff meeting:

- Agreement has been reached on making some changes in the existing doctor's lounge to make more space as a larger space is not available.
- Doctors would accept a 16 slice CT Scanner and are looking forward to it being operational by spring. Dr. Dawson, head of radiology, has indicated that their radiology group may be able to extend coverage at SMGH from 4 to 5 days per week.
- Medical Records is attempting to resolve the issue of the "most responsible physician" to sign off on the patient record.
- Application for underserviced designation is being sought.

It was noted that this application is of no cost to the municipality but does require its endorsement. A consultant will be working on developing the application.

## **8.3 Partnership Reports**

#### **8.3.1 Southwest Middlesex Health Centre – noted.**

#### **8.3.2 Four Counties Community Villa – no report.**

### 8.3.3 Foundation Reports

8.3.3.1 Four Counties Health Services – written report of D. Gillies noted.

8.3.3.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

Dr. Perkin further reported that a contingency from SMGH had visited the North Lambton Community Health Centre in Forest to promote services of the MHA and establish a potential relationship.

#### **Approval of Committee Reports:**

It was moved by B. Sasse, seconded by I. Haan that:

**MOTION:**  
**BG 42/06**

**All Consent Agenda items be accepted as presented.**

**Carried**

9. **NEW BUSINESS** – none
10. **CORRESPONDENCE:**
  - Thank you card from Al Lamont and family
  - Letter dated October 19, 2006 from Minister of Health George Smitherman advising of \$446,362.80 Nursing Strategy funding for 2006/07 for the SMGH site.
11. **Announcements & Upcoming Events**  
As circulated on agenda.
12. **Adjournment** – Meeting adjourned at 1850h.

Yvonne Lambert  
Chair

Cathy Adkin  
Recording Secretary

**MIDDLESEX HOSPITAL ALLIANCE  
BOARD OF DIRECTORS MEETING  
Wednesday, November 29, 2006 – 1730h  
Videoconference between  
Four Counties Health Services Board Room  
and  
Strathroy Middlesex General Hospital Board Room**

Present: Y. Lambert (chair)	Regrets: R. Fennell-Plummer
R. Coe	J. McIntyre
J. Dreyer	L. McIntyre
A. Elgamal	J. Marcou
I. Haan	B. Sasse
S. Jones	E. Veeke
M. Mazza	Guests: P. Long, MHA CFO
B. Nickle	N. Maltby-Webster, MHA COO
G. Perkin	C. Adkin (recorder)
A. Thorogood	T. Whittingham (Admin Intern)
C. Waters	D. Resendes (tech support)
	J. Herbert, Diagnostic Imaging
	B. Vanderwal, Diagnostic Imaging
	B. Simpson, RN
	S. McLean, SMGH Foundation

**1. CALL TO ORDER**

Chair Y. Lambert called the meeting to order at 1735h. The chair explained that due to there only being 6 elected members present, ex officio member M. Mazza will abstain from voting on any motions.

**2. APPROVAL OF AGENDA**

It was moved by C. Waters, seconded by I. Haan that the agenda be adopted as circulated.

**Carried**

**3. DECLARATION OF INTEREST – None declared.**

**4. PRESENTATIONS**

**4.1 Emergency Department Drug Profile Viewer**

RN Becky Simpson gave a presentation of the Drug Profile Viewer that has been implemented at both MHA sites. The government funded program now available to all Emergency Departments in Ontario hospitals, is a database of patients' medications obtained by prescriptions under the Ontario Drug Benefits or Trillium Programs. As prescriptions are filled, the pharmacies update the database. When patients on these programs register for an emergency visit, the MHA Registration Department accesses the database and prints the profile for the patient's chart.

Dr. Jones commented that this instrument has proven to be very helpful in the ER at FCHS site.

#### 4.2 CT Scanner Requests For Proposals (RFP)

Acting Diagnostic Manager Jim Herbert gave a detailed presentation on the RFPs received from three major equipment suppliers – Toshiba, Seimens and GE Healthcare Canada reviewing the process that had been followed. (a copy of the presentation is appended to these minutes).

M. Mazza noted that based on a similar presentation to the Planning Committee and Finance Committee, they had recommended that the MHA proceed with the purchase of a 64-slice CT Scanner from GE Healthcare Canada. As well, the Chief of Radiology wrote a letter supporting the purchase of the same equipment.

Through his presentation, J. Herbert explained the benefits of the GE proposal, the proposed operating expenses and estimated annual costs. It was noted that some costs will be offset by the decrease in transportation costs associated with patient transfer. The floor plan for the CT suite was also presented.

Dr. Dreyer asked if the St. Joseph's radiology group is in agreement to provide any extra coverage required to read the MHA CTs and Jim Herbert indicated that they are in support of the MHA's CT Scanner purchase.

Dr. Dreyer also asked about the scheduling of procedures every half hour as the procedures do not normally take that long. Jim Herbert responded that since the program is new, procedures will be scheduled for ½ hour until the technologists have perfected their skills and are fully comfortable. There will be communication with the medical staff about the explanation of the new service and the types of scans to be performed. The program will be reassessed on an ongoing basis and additional procedures added as appropriate.

S. McLean reported that the fundraising campaign that is called "It's About Time" will be publicly announced on December 5<sup>th</sup>. Pledged gifts to date total about \$900,000 and there are about 10 outstanding asks. This campaign is a joint initiative with the FCHS Foundation.

There being no further questions, it was moved by I. Haan, seconded by C. Waters that:

**MOTION:**  
**BG 43/06**

**The Middlesex Hospital Alliance proceed to purchase a CT Scanner based on the proposal submitted by GE Healthcare Canada.**

**Carried**

#### 5. APPROVAL OF PREVIOUS MINUTES

It was moved by R. Coe, seconded by J. Dreyer, be it resolved that:

**MOTION:**  
**BG 44/06**

**The minutes of the Middlesex Hospital Alliance Board of Directors meeting of October 26, 2006 be approved as amended.**

**Carried**

## 6. BUSINESS ARISING

### 6.1 2007/08 HAPS

P. Long reported that at the request of the Regional Office a meeting was held on November 28<sup>th</sup> with Board leadership, MHA senior management, Regional MOHTLC and LHINs representation. The meeting dealt with the HAPS submissions for both sites and a review of cost drivers. There were specific questions about IT costs and the Obstetrics program at SMGH site. MOHLTC expressed support in maintaining the Obstetrics program at this time. In discussion about the high number of ALC patients the MHA is experiencing due to the lack of access to nursing home beds, MOHLTC indicated there is a long term care bed study underway. In discussions about SMGH asbestos abatement costs, MOHLTC indicated that the costs are acceptable as an “unforeseen” cost and no barriers to funding were mentioned. While most of the meeting focused on cost drivers at SMGH, it was noted that FCHS, while experiencing declining volumes, should maintain 16 beds and is under no threat of closure.

Y. Lambert indicated that since all hospitals are expected to sign their Hospital Accountability Agreement by the end of January, the Executive Committee may be called to act on the Board’s behalf for finalization of this matter.

P. Long expressed appreciation for the Board representatives taking time out of their schedules to attend the meeting.

### 6.2 Regional Pandemic Planning Projected Deaths

I. Haan had responded to Dr. Dreyer’s question at last month’s meeting through email that the information provided was verified by the Health Unit. M. Mazza reported that the MHA’s supply of Tamiflu has been received.

## 7. COMMITTEES

**7.1 Finance:** The report of the Finance Committee meeting of November 16, 2006 was received. It was noted that the committee decided to accept the SMGH CIBC Credit Facilities Renewal.

**7.2 Governance:** no meeting.

**7.4 Planning –** The report of the Planning Committee meeting of November 14, 2006 was noted.

**7.5 Local Advisory Committee –** The report of the Local Advisory Committee meeting of November 21, 2006 was noted.

It was moved by C. Waters, seconded by B. Nickle be it resolved that:

**MOTION: All committee reports be approved as presented.**  
**BG 45/06**

**Carried**

**8. REPORTS – Consent agenda**

**8.1 Administrative**

8.1.1 Chief Executive Officer – Mr. Mazza’s written report was noted.

8.1.2 Chief Operating Officer – N. Maltby-Webster written report was received. It was noted that it is expected to do the first total joint arthroplasties at the SMGH on Saturday December 2<sup>nd</sup>. Y. Lambert thanked the team for their work in getting this program operational.

**8.2 Medical Staff Reports**

**Chiefs of Staff Report**

8.2.1 Four Counties Health Services – written report from Dr. Dreyer noted.

It was moved by Dr. Dreyer, seconded by Dr. Jones that:

**MOTION:**  
**BG 46/06**

**Dr. Angela M. Good be granted Locum privileges at the Four Counties Health Services Site.**

**Carried**

It was moved by Dr. Dreyer, seconded by Dr. Jones that:

**MOTION:**  
**BG 47/06**

**Dr. Oren Shemtov be granted Locum privileges at the Four Counties Health Services Site.**

**Carried**

Dr. Dreyer noted that 1600h on Dec. 24 to 0800 Dec. 25 remains uncovered in the FCHS ER. M. Mazza indicated that the matter has been discussed with the Regional MOHLTC.

8.2.2 Strathroy Middlesex General Hospital – Dr. Perkin’s written report was noted.

8.2.3 Chief of Diagnostic Imaging - CT Scan Recommendations – A letter from SMGH Dr. William Dawson, Chief of Diagnostic Imaging, in which he provided recommendations for the CT Scanner purchase was noted.

**8.3 Partnership Reports**

8.3.1 Southwest Middlesex Health Centre – no meeting

8.3.2 Four Counties Community Villa – no report.

**8.3.3 Foundation Reports**

8.3.3.1 Four Counties Health Services – written report of D. Gillies noted.

8.3.3.2 Strathroy Middlesex General Hospital – written report of S. McLean noted.

**Approval of Committee Reports:**

It was moved by A. Thorogood, seconded by R. Coe that:

**MOTION:**  
**BG 48/06**

**All Consent Agenda items be accepted as presented.**

**Carried**

**9. NEW BUSINESS – none**

**10. CORRESPONDENCE:**

- Thank you cards from Hats Off Award recipients Gertrude McColl, Charlie Seed
- Thank you cards from physicians re service recognition – Dr. Buma, Dr. Edgar
- OHA Executive Report of Nov. 22, 2006 noting MHA EDs connecting with Provincial Drug Information
- Card of congratulations from MP Bev Shipley
- Letters from Y. Lambert to Minister of Health G. Smitherman acknowledging Nursing Strategy funding for the MHA
- Letter dated November 28, 2006 from M. Mazza to Ontario Wait Time Strategy Manager Melissa Farrell re MOHLTC funding of \$1,103,300.

**11. Announcements & Upcoming Events**

As circulated on agenda.

Y. Lambert acknowledged that this will be Cathy Adkin's last Board meeting as she will be retiring from the Middlesex Hospital Alliance on January 19, 2007.

**12. Adjournment – Meeting adjourned at 1915h.**

Yvonne Lambert  
Chair

Cathy Adkin  
Recording Secretary