

BOARD BRIEFS



HÔTEL-DIEU GRACE HOSPITAL HIGHLIGHTS FROM THE MEETING OF THE BOARD OF DIRECTORS

May 27, 2009

PRESENTATION

Mr. Mark Hundert from the Hay Consulting Group presented an overview of our operational review. The following provides some highlights from that presentation:

The Hay Consulting Group was engaged to lead the hospital and assist in the implementation of the findings from the Operational Review. As part of the process, all functional centres were provided with benchmarking information specific to their area and a target for potential savings. Each department was provided with a workbook to complete and develop a plan as to how they could achieve those savings opportunities. Five departments (ICU, ER, PACU, CSR and Environmental Services) were selected as areas that had the greatest potential for savings and those areas were provided with additional analysis and support.

The ideas that were generated within the departmental workbook submissions identified potential revenue enhancement opportunities of \$1.3 million and cost reductions of \$7.5 million for a total opportunity in 2009/10 of \$8.8 million. Some initiatives were identified as departmental and the department can proceed and get the savings. The opportunities that have been identified as divisional and hospital wide will require more planning and consultation to implement as they affect more than one department and in some cases have an enterprise wide impact. The majority of the revenue generating ideas requires pursuing additional funding from the LHIN or Cancer Care Ontario in recognition of the regional nature of some services offered in our LHIN exclusively at Hotel-Dieu Grace Hospital. The successful outcome of these negotiations is undetermined at this time and for this reason there is no additional revenue for these initiatives that has been worked into the detailed operating budget.

The hospital has determined that \$4 million in operational savings can be achieved in 2009/10. When fully annualized the savings identified from the operational review total \$6.6 million. The realization of these savings is staggered throughout the year. In 2010/11 there were further savings opportunities identified and this combined with the annualization of the 2009/10 savings will result in decreased expenses in 2010/11.

PATIENT SAFETY & COMMUNITY CARE COMMITTEE REPORT – Mr. Paul Dollar

Mr. Dollar reported that a very informative presentation was made to the committee by Ms. Eleanor Groh, Ms. Peggy Oldfield and Ms. Sandi Roseborsky on Emergency/Medicine Services.

He reported that their presentation focused on such issues as the hospital occupancy rate being as high as 105 percent and the strides that have been made to manage patient flow in the ER and on the inpatient units (the flo collaborative, Red Light/Green Light, Clinical Decision Unit and the GEM nurse). It also touched on monitoring of MRSA/VRE/Cdiff and the importance of hand hygiene as the number one defence. The presentation pointed out that there are 2,000 less visits to the ER which can be attributed to anticoagulant patients now being seen in the Community Outpatient Clinic and the fact that the Clinical Decision Unit (CDU) and the Mental Health numbers have been removed from the reporting volumes. It was also noted that there has been a reduction in paediatric patients coming to the ER and they are exploring ways to ensure the public is aware that HDGH still cares for paediatric patients.

Mr. Dollar reported that there was one sentinel event that occurred in April involving a female patient who fell and sustained a non displaced fracture of the right hip. He stated that a chart review occurred and all precautions for falls were in place. This patient had a history of falls and it was noted that the spouse had wondered if the fracture had occurred earlier as this patient had fallen several times previously at home and at hospital while in London.

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Mr. Dollar advised that the 2008/09 Goals & Objectives were all achieved and this was noted on the Monitoring Committee Forms that are submitted to the Corporate members for their annual general meeting. These forms are also submitted to the Board of Directors for the Annual General meeting held in June.

Mr. Dollar advised that he will be inviting, Ms. Annette Blanchard, Infection Control Practitioner to attend the June Patient Safety & Community Care Committee meeting. Ms. Blanchard will discuss the publicly reported data. Mr. Dollar noted that the hospital overall is within the provincial average for hand hygiene. Of note Mr. Dollar will extend an invitation to Mr. Warrant Chant, incoming CEO to attend the PSCCC meeting in June.

MISSION COMMITTEE REPORT – Mr. John St. Aubin

Strategic Plan Update

Mr. St. Aubin stated that a full report on the strategic plan was given to the Board at the April Board meeting and was endorsed as presented. He reported that the vision of “inspired people, extraordinary care” was well received by, not only the Board, but also by staff and the MAC. Mr. St. Aubin reported that the senior team has continued to engage the Kemerer Group and a retreat is scheduled for Friday, July 10th. This retreat will include all members of the senior team including Mr. Warren Chant, our new CEO. The focus will be to integrate key elements with the Transformational Plan of Care (TPOC) and finalize the five (5) strategic directions including goals, objectives and a score card related to each of the directions.

Ethics Framework

Mr. St. Aubin reported that Ms. Eleanor Groh, Director of Emergency and Medicine Services, who is involved in pandemic planning and responses to Code Orange made a presentation to the committee on ethical framework. He stated that, as part of our Accreditation review, a recommendation was made that our ethical framework, including pandemic planning and resource allocation, should be enhanced.

Mr. St. Aubin stated that the Mission Committee has been asked to develop the ethical framework for the Pandemic Plan. Once the ethical framework is complete then it will be added to the surge planning components since the government has mandated that we have a surge capacity plan.

Interventional Angiography Services

Mr. St. Aubin reported that interventional radiology is currently under Diagnostic Imaging which provides a variety of procedures that support such departments as neuro, renal and cardiac. These minimally invasive procedures occur in the Angio Suite when in the past patients would have to go to surgery. The patient recovers quicker and therefore, spends less time in hospital providing a much better patient outcome. Mr. St. Aubin stated that these are expensive, technology-driven procedures (which have added approx. \$300,000 to the budget every year) that provide service to the region and beyond. Without additional funds, HDGH cannot continue to support this level of service. A proposal has been made to the LHIN for additional funding. If unsuccessful, an ethical decision as to whether we continue to provide this service will need to be made. Other interventional procedures, such as EVAR which is generally done in the OR, have similar issues with respect to funding. Mr. St. Aubin reported that the committee will be discussing this subject further at next month’s meeting.

PLANNING & PRIORITIES COMMITTEE REPORT - Mr. J. Evans, Chair

Lobby Conference Room Replacement

Mr. Evans reported that the new conference room located behind Cashiers (conference room #8) should be completed this month. All of the furnishings and equipment from the Lobby conference room, including sound proofing, will be transferred to the new area. Videoconferencing is being considered.

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Angioplasty Building Update

Mr. Evans reported that the functional program and block schematics for the new Angioplasty Building was submitted to the Ministry of Health and that a very detailed response (9 pages) has been received from Ministry Consultant, Ms. Patricia Scholey from Capital Projects. Ms. Scholey has requested a meeting at the end of May with Mr. Coughlin, Mr. Durocher and the Architects. Mr. Evans also reported that Ms. Spirou is working on a report to address the issue of how the hospital is going to raise its share of the funds for this project.

FINANCE COMMITTEE REPORT – Mr. Walter Benzinger

Mr. Benzinger reported that the 2009/10 Budget was presented with an operating surplus of \$900,000. It was noted that although total revenues are projected to increase 1.1% over 2008/09, expenses are increasing 1.9%. In general, the economic funding increase from the LHIN does not keep pace with overall salary and supplies inflation. As well, the hospital is facing a significant decline of \$1.1 million in semi-private revenues as union contracts eliminate this benefit. On the expense side, in addition to inflation, there are additional expenses associated with maintenance contracts on new pieces of equipment, additional training and implementation costs of capital acquisitions, increased depreciation costs and the cost of participating in the South western Ontario PACS system. These increased costs have been offset by the significant savings initiatives as identified in the Operational Review.

The 2009/10 budget was developed on the premise that there will be no reductions or changes in the services provided. The 2009/10 Capital Budget was presented recommending capital spending in the amount of \$10,200,000. While the expert panels have not yet finalized their list of recommended purchases some of the larger items identified are infusion pumps, new radiology system software, parking garage refurbishment and the relocation of the Information Technology Data Centre.

AUDIT COMMITTEE – Mr. W. Benzinger **Audited Financial Statements**

Mr. Benzinger stated that the Statement of Operations resulted in a surplus of \$2.4 million. The major change from the preliminary March statements (previously indicating a \$2M surplus) to the audited statements is due to depreciation expense (decrease of \$118K), the final assessment on NEER (decrease of \$120K), increase in grant amortization and final figures from the Foundation.

Approval of Board Restricted Net Assets

Mr. Benzinger reported that Capital grants (including a grant for the Mental Health completion project), donations, interest and capital equipment in excess of operating funds totalled \$2,799,000 requiring Board approval for transfer to unrestricted (operating funds). A previous approval in December 2008 of \$833K left a balance of \$1,966,000; therefore a motion was requested to transfer this amount. Per the 2008-09 Capital Plan, originally \$5.3M was projected to be transferred this year. Mr. Benzinger stated that members were assured that management will monitor to maintain \$5M in operating cash.

Reappointment of Auditors

Mr. Benzinger noted that reappointment of the Auditors is required annually. KPMG had given HDGH a 3-year quote previously. Fees for 2008/09 had remained the same as 2007/08 with a 2.5% increase quoted for 2009/10. This was felt to be reasonable and a motion was requested to reappoint KPMG.

Mr. Benzinger also noted that KPMG are the auditors for the Foundation who also follow the same process as HDGH with regular reporting to their Finance Committee.

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MANAGEMENT REPORTS

REPORT OF THE INTERIM CHIEF EXECUTIVE OFFICER – Mr. John Coughlin

1. **Awards for Excellence in Healthcare Communication**

Hôtel-Dieu Grace Hospital has received a total of four international awards of excellence for its healthcare communication initiatives. The renowned international Hermes Creative Awards (based in Arlington, Texas) which recognizes outstanding healthcare communications, has just announced its winners and HDGH has been awarded three Hermes Awards including the prestigious Platinum Award for its Beyond Medicine Capital Campaign Case Statement, a Gold Award for its Chronicles of Caring Magazine and an Honorable Mention for its documentary video, "Beyond Medicine-An Inside Look at Hôtel-Dieu Grace Hospital." There were over 3,700 entries from all over the United States and several other countries in the 2009 Hermes competition. The awards are administered and judged by the Association of Marketing and Communication Professionals.

HDGH has also earned the coveted Aster (Gold) Award for excellence in healthcare communications for its documentary video Beyond Medicine – An Inside Look at Hôtel-Dieu Grace Hospital. The Aster Awards, one of the largest competitions of its kind, is hosted by Marketing Healthcare Today and Creative Images Inc. The international program recognizes excellence in healthcare marketing and advertising. The annual competition judges healthcare organizations medical marketing efforts against similarly-sized competitors. The 2009 Aster Awards attracted approximately 3,000 entries and is one of the largest competitions of its kind.

We provide very good patient care at HDGH and it is important that the work is communicated to our community so that our residents can be confident in the care we provide here at home. Our communications department does that very well as recognized by these awards.

2. **Parking Rate Increase**

Our parking structure at the corner of Goyeau and Erie streets officially opened in 1998 and has served our staff and visitors well. Since its opening, HDGH staff has enjoyed the same parking rate for over 10 years.

There are costs involved in operating and maintaining this structure and to properly maintain it, this year the hospital needs to make a significant investment in its upkeep. To offset the cost of this investment, employee payroll deduction parking rates will rise slightly from the current rate of \$13 per pay period to \$15 per pay. Physicians will pay the same rate on an annual basis. The price of purchasing parking coupons will increase from 10 for \$25 to 10 for \$30 and the daily parking fees for visitors will increase from \$6 to \$7 per day.

3. **Nurses' Week Celebrations**

On Monday, May 11th we kicked off our celebrations of National Nurses' Week. It was an opportunity to recognize the contributions that nurses make to the care of our patients here at Hotel-Dieu Grace Hospital every day. They are an integral part of our team here at HDGH that strives to give the best care we can to our patients. It can be a very rewarding experience and at times it can be very trying, but to all of our nurses and all of our staff, we say a heartfelt thanks for all you do.

We also took the opportunity to congratulate all of the nurses and nursing teams who were nominated for Jeanne Mance Nursing Excellence Awards and to congratulate to all recipients.

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Finally, we extended our congratulations to all of the recipients of the Lori Dupont Bursary. This was the first time this bursary was awarded and it is intended to honour the memory of our fallen colleague.

REPORT OF THE CHIEF NURSING EXECUTIVE –Mrs. Patricia Somers

Hospital Status Report for the Month of May:

Overall Occupancy	90% daily average (range 89 – 106 %)
Number of Admits in ED at 0800 hrs	8 patients on average each morning (range 5 – 10)
Number of surgeries cancelled due to lack of beds	1 elective case cancelled due to lack of inpatient bed.

Trillium Gift of Life: A Celebration of Life

Held at Willistead Manor on May 21 this service honored organ and tissue donors and their families. This is the first time this tribute has been held in Windsor. Due to the number of donors this year from the area Trillium Gift of Life felt that Windsor merited a specific tribute.

The Evolution of Nursing Practice at HDGH

The following are a sampling of “stories” from the perspective of our front line nurses on how best practice guidelines and standardized protocols are influencing practice at the point of care:

7 East – Amanda C. RN

“We continue to implement the Client Centred Care best practice guidelines. We’ve now moved towards the new history and physicals arising out of the work done by 2 North. This new charting plays a big part in Client Centred Care. As nurses we have a better picture of the patient when they come into hospital. This helps us provide better quality of care while in hospital and helps as we work with the patients and their goal of going home. It also helps with goal orientated care and transition of care. The use of the white boards and the big white board at the Nursing station helps tie in for communication.

The new vascular access device guideline is in full swing for all patients. There are less initial IV starts now that this guideline has started. We do not page as much for IV restarts.”

Nursing Practice Bringing the HDGH Value to Life:

A patient who had been with us for approximately a month and ½ was moved to Room xx. He was only 43 years old but was suffering from end stage cirrhosis of the liver. He had been ill for a number of years and because he was so young it was a hard thing for the family to accept and even for him to accept the terminal nature of his illness. After all the testing and potential options were discussed with the patient and family they decided it would be best to make him comfortable. As time passed the patient remained strong and the family began to doubt their decisions. The primary nurse spent 5 days with the family and got to know the family really well. She helped them work through their concerns and doubts. This helped them accept how terminal the condition was and then everyone worked together to keep him comfortable. The day that the patient passed the family was very thankful to the nurse for the support and spoke of being able to go home knowing they had made the right decision. Through this the nurse spoke of how good and professionally satisfied she felt knowing that on

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the day the patient passed away, the patient and his family were all very comfortable with their decision not to have any further heroic measures.....2 North.

Nurses Week Celebrations

This year's celebration was the most successful so far. The attendance at the nursing reception held at the Ambassador Golf and Country Club exceeded that of last year and the nurse's appreciation BBQ served approximately 1000 people. There were 10 teams entered into the nurses races held on the Thursday whereas last year there were 5 teams.

My sincere thanks go out to the Planning Committee who worked on this initiative with me. Their creativity and enthusiasm were key to our success. Allow me to also thank the Board on behalf of our nurses for their attendance at some of the week's functions and their ongoing support.

Nursing Leadership

Georgina Kelly RN, 4 Medical is this year's recipient of the Lois Fairley Nursing award. Georgina is a truly lovely nurse who brings the values of our Hospital to life in her practice each and every day. A plaque will be displayed for one year at HDGH in a place of prominence. Next year the Lois Fairley Awards ceremony will take place at HDGH.

Virginia Walsh, Director of Perioperative Services, Surgery and Critical Care was a guest speaker at the Trillium Gift of Life National Conference held in Quebec on May 1, 2009.

REPORT OF THE BOARD CHAIR – Mr. Egidio Sovran

Mr. Sovran commended the administration, staff and physicians for their diligent work on our operational review. He indicated that the level of participation, engagement and the results achieved are impressive. On behalf of the he thanked everyone involved in this extensive and important process which will help to position us well for the fiscal challenges ahead.

He reminded the board that our Annual General Meeting has been booked for Tuesday June 23 (because of fireworks). It will take place off site at the Fogolar Furlan Club (Udine Hall).

He also reminded the board that Mr. Warren Chant's start date is June 22. A series of meetings and opportunities to greet the new CEO has been organized that day. Board is welcome to attend the receptions at 11 am 4 pm and 11:30 pm if they wish.

Mr. Sovran also expressed kudos to the communications team at HDGH on receiving the international awards of excellence. He told the board that we have come to take for granted the great work that this team produces on a weekly basis. He indicated to the board that it was not so long ago when our hospital did not have....

- ✓ a weekly newsletter,
- ✓ regular media events & news releases
- ✓ board briefs following board of director meetings
- ✓ the patient guide to services that all our patients now receive
- ✓ Chronicles of Caring magazine
- ✓ A polished annual report
- ✓ An award winning website
- ✓ And the many videos that have been produced.

On behalf of the board he extended congratulations to Kim Spirou and her team for these outstanding achievements.

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REPORT OF THE FOUNDATION – Mrs. Kim Spirou

Ms. Spirou reported that the foundation has ramped up the number of tours and visits with prospective donors at the hospital. Expect this activity to continue in the coming months. A very special thanks is in order to the physicians and other medical staff who act as wonderful tour guides through their areas. They certainly are the face of the hospital and make our need more compelling.

Ms. Spirou added that the HDGH Charity Golf Classic takes place Monday, July 13th. She asked that members of the board consider participating as a golfer or buying a foursome for the tournament. Other sponsorship opportunities are available for this great event. If board members feel they know of a business or corporation they can approach to support the golf tournament or to book their spot, they are asked to contact the foundation office.

Retail Pharmacy renovations should get under in June with an opening slated for 6-8 weeks after start of construction.

Meeting adjourned at 7:00 p.m.