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# BOARD BRIEFS



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

**September 30, 2009**

### **PRESENTATION**

The board heard two presentations delivered by staff. Sandi Roseborski presented the Patient Navigator and shared how this important tool is positively impacting patient care. Bob Smith and Doug Eglin presented on the successful project they have initiated through a med/surg supplies RIE on the 7<sup>th</sup> floor. Both presentations were well received and the board congratulated them on a job well done.

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

Mr. Dollar reported that a very informative presentation was made to the committee by Ms. Joanne Desjardins, the Patient Advocate at HDGH. Mr. Dollar pointed out that Joanne receives approximately 20-25 calls a day, and out of those calls, usually five require investigation. He stated that what patients and families typically desire most after unanticipated outcomes are full disclosure information, an apology, and some assurance that changes will be put in place. He said patients need to feel they have been listened to and their concerns have been addressed.

Mr. Dollar reported that the Patient Safety and Community Care Committee is taking ownership of the strategic priority **Service Excellence: Quality & Patient Safety**. The committee will also take ownership of a score card which indicates annual performance targets. Mr. Dollar also indicated that monitoring of Strategic Priorities with key performance metrics is also a requirement of accreditation.

Mr. Dollar commented on the recent public reporting of hand hygiene in hospitals that indicated HDGH was at 69 percent. He stated that while HDGH is currently below the provincial average in hand washing compliance it is important to note that the transmission and/or containment of the “Superbugs” is good. It is also important to note that HDGH's hand washing compliance is steadily improving.

Mr. Dollar informed the Board that National Patient Safety Week is November 2 – 6<sup>th</sup>, 2009. HDGH's planned topic is Hand Washing - Infection Control.

Mr. Dollar reported that there was one Sentinel Event that occurred in June and two in July all of which were falls. There were no Sentinel Events in August.

### **MISSION COMMITTEE REPORT – Mr. John St. Aubin**

Mr. St. Aubin updated the Board on the status of Interventional Angiography Services costs. He stated that the current operating cost is approximately \$2.4 million which represents about a \$1 to \$1.1 million dollar increase largely due to the provision of more service to the region since 2001-02 when Diagnostic Imaging (DI) moved to its new location.

He stated that this regional service has been funded from our global budget for the past eight years and we are now requesting \$1 to \$1.1 million from the LHIN for assistance to support this program. He indicated that there is a question as to how we proceed if operational funds are not received and the LHIN understands that this is an ethical issue.

Mr. St. Aubin also reported that the Mission Committee has been assigned to support the strategic priority **Engaged People: Healthy People Place**. He stated that committee members agreed to assist the Senior Leadership Team by supporting this priority. A dashboard summarizing the five priorities and how we are performing will take 12 to 18 months to coordinate.

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## **PLANNING & PRIORITIES COMMITTEE REPORT – Mrs. Shari Cunningham**

Ms. Cunningham, reported to the Board that the Planning & Priorities Committee has reviewed the 2009-10 Work Plan including a review of the 20-year Business Plan (submitted to MOH in early 2009), the land acquisition policy, the Nuclear Medicine Plan, the capital plan for redevelopment of the facility and the monitoring of the angioplasty and medical school facilities projects. Since the committee is now responsible for two of the five Priorities for Success, **Integrated Services: Collaborative Spirit** and **Leading Innovation: Continuous Improvement**, Ms. Cunningham reported that the Work Plan will be revised to include Integrated Services.

Ms. Cunningham indicated that the Planning & Priorities Committee will give guidance to administrative staff who will be working closely with the LHIN in shaping integrated services, as well as developing criteria for integration.

Ms. Cunningham also stated that SHINGO, a Japanese inspired company that assesses culture and performance of organizations re: LEAN standards, has asked HDGH to assist with the testing of new criteria for healthcare on Sept. 30 and Oct. 1. This new criteria, which was previously industry focused, will give hospitals an opportunity to apply for the SHINGO award.

## **FINANCE COMMITTEE REPORT – Mr. Walter Benzinger**

Mr. Benzinger reported that after five months of operation there is a deficit of \$557,000. After inclusion of building related expenditures, the net deficit is \$1,089,000. The forecasted operating surplus remains at \$300,000. The nursing ratio is at 73.6% and FTE's are at 1,454.4 year to date August compared to 1,469.3 at this time last year. August has a typically lower FTE count due to vacations being taken.

Mr. Benzinger noted that preliminary preparation of the 2010-2012 Hospital Accountability Planning Submission is underway. Deadline for the HAPS submission to the LHIN is Nov. 30<sup>th</sup>.

## **MANAGEMENT REPORTS**

### **REPORT OF THE CHIEF EXECUTIVE OFFICER – Mr. Warren Chant**

Mr. Chant made a presentation to the Board outlining the strategic planning framework for Hotel-Dieu Grace Hospital. He outlined the attributes of high performing organizations:

- Clear vision → where are we going
- Shared goals, objectives, strategies → how we get there
- Aligned accountabilities → who does what
- Agreed values → how should we behave
- External focus and internal alignment → how do we stay in touch

In his presentation, he demonstrated how all these elements are integrated into an organized Annual Planning Framework developed by the Senior Leadership Team. Research has shown that a strong corporate culture is a prerequisite to becoming a high performing organization. A strong corporate culture means that all staff in the organization behave in a predictable way as defined by the shared core values of the organization. Studies of very successful organizations reveal that all their staff lives the established core values, delivering consistent performance regardless of location, time of day or position within the organization. This is because they are inspired by the organization's Vision, believe in the Corporate Values, and work in an environment that unleashes their potential.

Mr. Chant reported that in his first 90 days, he has held in depth one on one dialogues with some fifty individuals, from different parts of the organization, and is very impressed by the commitment and consistency in which staff and physicians are living out the four Corporate Values: *Respect, Compassion, Teamwork and Stewardship*.

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Based on the Mission, Vision and Values of Hotel-Dieu Grace Hospital, the Senior Leadership Team, over the summer, has confirmed the five **Strategic Priorities** (**Service Excellence: Quality and Patient Safety**, **Outstanding Performance: Ensure Value**, **Engaged People: Healthy People Place**, **Leading Innovation: Continuous Improvement**, and **Integrated Services: Collaborative Spirit**). They have developed eight 3-year (2009/2012 **Corporate Standing Goals** and eleven **2009/1010 Corporate Priorities** for the Board's approval.

In order to ensure alignment of **Strategic Priorities** from the Board to frontline staff and physicians, the Senior Leadership Team is in the process of developing an Accountability Framework and Performance Measurement System. The Accountability Framework will include role mapping of individuals at different levels of the organization in their responsibilities to assist in the achievement of **Corporate Priorities** as well as 90 day plans for all staff and physician leaders. The Performance Measurement System will entail development of outcome-based performance indicators and establishment of targets to be reported by scorecards. There will be a scorecard for each of the five (5) **Strategic Priorities**, and each will be owned and monitored by a Standing Committee of the Board.

Following the CEO's presentation, the Board approved the following 2009-2012 **Corporate Standing Goals** and **2009/2010 Corporate Priorities**:

Strategic Priority	Standing Goals	2009/10 Annual Priorities
<b>Service Excellence: Quality and Patient Safety</b>	<ol style="list-style-type: none"> <li>1. We continuously improve access, quality care and patient safety</li> <li>2. Our culture of customer service is focused on delivering a positive care experience consistent with our Mission, Vision and Values</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Develop 3-year strategy to get all identified quality and safety indicators in the top 25 percentile.</li> <li>2.1 Develop comprehensive plan for building a culture of customer service</li> </ol>
<b>Outstanding Performance: Ensure Value</b>	<ol style="list-style-type: none"> <li>3. Lean thinking empowers and guides our culture of continuous improvement</li> <li>4. Our reporting of information is clear, timely and utilized to drive performance</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Develop a lean-based strategy deployment process</li> <li>3.2 Develop 3-year strategy to get identified functional centres in the top 25 percentile</li> <li>4.1 Develop decision support structure to enable both clinical and financial reporting</li> </ol>
<b>Engaged People: Healthy People Place</b>	<ol style="list-style-type: none"> <li>5. Our physicians and staff are fully engaged and aligned with our Accountability Framework ®</li> <li>6. Our Mission and Values are effectively translated into behaviour throughout the whole institution</li> </ol>	<ol style="list-style-type: none"> <li>5.1 Implement a robust performance management strategy</li> <li>5.2 Implement a comprehensive HR plan that includes staff and physician engagement</li> <li>6.1 Develop strategies that foster a respectful and healthy work environment</li> </ol>

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<b>Leading Innovation: Continuous Improvement</b>	7. Demonstrate a capability for innovation and creativity	7.1 Align our creativity and innovation with lean thinking
<b>Integrated Services: Collaborative Spirit</b>	8. Our partnership strategy is aligned with our core programs and engages specific academic, community, healthcare and private partners	8.1 Identify and develop partnerships that will add value to the core programs at HDGH and define our role in the broader healthcare system including the academic medical school  8.2 Build a stronger partnership with the HDGH Foundation

## REPORT OF THE CHIEF NURSING EXECUTIVE –Mrs. Patricia Somers

### Hospital Status Report for the Months of July, August and September

<b>Overall Occupancy</b>	<b>89% (range 94% - 81%)</b>
<b>Number of Admits in ED at 0800 hrs</b>	<b>&lt; 5 patients on average</b>
<b>Number of surgeries cancelled due to lack of beds</b>	<b>No elective surgeries cancelled</b>

### Nurse Led Outreach Team Initiative

Over the course of the summer we have worked with our Long Term Care Home (LTCH) partners to select and hire two nurse practitioners, one full time and one part time. Introductory meetings have started with the LTCHs to introduce the team, arrange for orientation of the nurse practitioners and develop medical directives. A Service Level Agreement (SLA) delineating expectations of HDGH and the LTCH has been developed and will be signed by each of the partners.

### HDGH Awarded Gold ...Again!

Health Action Windsor Essex has informed HDGH that we are the recipients of our third Gold Level Healthy Workplace Award! Presentations will occur on October 21, 2009 at the Ciocarro Club.

### Other Activities of Over the Summer included:

- Finalized the Service Level Agreement for the Integrated Professional Practice role with Leamington District Memorial Hospital
- Submitted a proposal to the Nursing Secretariat for the Late Career Initiative
- Submitted a proposal to the Critical Care Secretariat for Critical Care Nurse Education Initiative
- RR Donnelly chart forms review and consolidation project nearing implementation stage.

### REPORT OF THE BOARD CHAIR – Mr. Egidio Sovran

Mr. Sovran reported that the hospital received \$450,000 in funding from the LHIN for a psychiatric assessment team to help reduce wait times in the Emergency Department. The combination of a high volume of mental health patients presenting in the ED, and a relative shortage of psychiatrists has resulted in excessive ED wait times. The new team, staffed by nurses and social workers within the ED, will improve the patient experience for mental health consumers.

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Mr. Sovran also congratulated the HDGH District Stroke Centre on its one year anniversary of providing complimentary blood pressure clinics for visitors, volunteers and staff. Since starting this program more than 1,300 people have attended the clinics of which 255 were diagnosed with hypertension. Hypertension is often referred to as the “silent killer” because there are no warning signs. Seeking treatment for high blood pressure cuts your risk of stroke by 40% and heart attacks by 25%.

Mr. Sovran recognized the HDGH medical-surgical Hospitalists who marked a major milestone in celebrating 10 years of service to the hospital’s unattached patients. He thanked them for their dedicated service.

Mr. Sovran reminded the board of the upcoming Missioning Service for Warren Chant on Oct 15 at 11:00 a.m. He also reminded the board of the education session taking place for board members on Oct 14.

## **REPORT OF THE FOUNDATION – Mrs. Kim Spirou**

Ms. Spirou reported that the summer was a fairly active period. The Beyond Medicine Campaign has now reached \$5.1 million (40% of goal) an important psychological milestone.

Three significant campaign gifts were made since the last board meeting totalling \$190,000. Included in this is an additional \$50,000 pledge from the Religious Hospitallers of St. Joseph who now have made a total commitment of \$300,000 to our campaign.

We are exceptionally pleased to announce that Adrian Vido, Director of Global Manufacturing Quality for Ford Motor Company, has agreed to chair the Beyond Medicine Campaign. Adrian held a briefing session in early September for Hospital and Foundation board members and campaign volunteers. The enthusiastic support of this group convinced Adrian to lead our team. Adrian has set of goal of raising the remaining \$7 million in 11 months – an ambitious but achievable goal.

The Golf Tournament had its most successful year-to-date, netting \$63,000. We are deeply indebted to tournament chair and foundation board member, Mike Powis, and his hard-working committee. The Foundation’s next signature event is the Heart & Soul Gala, which has already secured \$40,000 from sponsorship and ticket sales as well as over 200 auction and door prizes.

Transition to Betterness is moving forward with the next room renovation project with a \$40,000 contribution. This will be the fifth of 10 rooms planned for renovation. A new avenue of giving, *The Giving Tree*, has been developed through support of the In Honour of the Ones We Love. Situated on the wall of the Ouellette Ave. lobby, leaves will be sold for \$1,000 and the Family Tree is available at \$10,000.

In our efforts to build a comprehensive fundraising program, a new planned giving program will be launched this fall. Legacy Leaders, a recognized expert with a very successful track record, has been retained to guide us and we’re pleased to announce that Dr. Art Kidd, Chief of Staff, has volunteered to lend his personal story to the campaign, as well as making a personal bequest to HDGH. In the coming weeks, all board members will be receiving a package in the mail as well as a follow-up call from Legacy Leaders. The Foundation encourages hospital board members to participate in the survey. The Foundation also hopes that you will give careful consideration to making your own bequest to HDGH.

The Foundation is pleased to announce the names of this year’s scholarship award recipients. Charlene Lachance, an RN from 6East who is currently working towards completing her BScN at the University of Windsor, has been awarded the HDGH Foundation *Allied Healthcare Scholarship* valued at \$1,000. Peter Szaz, a third year honours medical student at the University of Toronto and a Windsor native, has been awarded the HDGH Foundation & WRH Foundation *Medical Scholarship* valued at \$2,000.

Meeting adjourned at 7:00 p.m.