

**Regional Health Authority B
HORIZON HEALTH NETWORK**

MINUTES OF MEETING

Minutes of a meeting of the Board of Directors held on Thursday, June 27, 2013 beginning at 1:00 p.m. at Rodd Miramichi River.

PRESENT: W. David Ferguson (Chair), Linda Aitken, François Beaulieu, Mike Coster, Jo-Ann Fellows, Linda Forestell, Dr. Erik Klein, Michael McCoombs, John McKay, Kathleen McMullen, Jane Mitton-MacLean, Chief Candice Paul, Luigi Rocca, Mary Schryer, Kay Simonds, John McGarry, Dr. Tom Barry, Danica Wallace, Jeff Carter, Jean Daigle, Gary Foley, Geri Geldart, Dr. Edouard Hendriks, Janet Hogan, Dr. Pamela Mansfield, Andrea Seymour, Dr. John Steeves (part), Vicki Squires, Norma MaGee (recording)

(i) Approval of agenda and opening remarks

The Chair called the meeting to order at approximately 1:10 p.m. There was a request for an addition to the agenda (i) (a) to allow Dr. Wlodzimierz Sokolowski to present information to the board members.

MOTION:

MOVED BY MS. MCMULLEN, SECONDED BY MS. FORESTELL

THAT THE AGENDA FOR THE MEETING BE APPROVED AS AMENDED.

MOTION CARRIED.

(i) (a) Dr. Sokolowski: Dr. Sokolowski referenced documents he has authored, asking for the board's review. It was requested that the documents be tabled and forwarded to the board members following the meeting.

MOTION:

MOVED BY MR. COSTER, SECONDED BY MR. MCKAY

THAT THE DOCUMENTS BE TABLED AND REVIEWED BY THE BOARD ONCE COPIED AND FORWARDED TO THE BOARD MEMBERS.

MOTION CARRIED.

(2) Dalhousie Medicine New Brunswick

Dr. Steeves introduced Dr. Tom Marrie, Dean, Faculty of Medicine; Dr. Preston Smith and Dr. Robert Boulay, from the Faculty of Medicine; Dalhousie University.

Dr. Steeves provided an overview of the Medical Education program provided by Dalhousie University at the University of New Brunswick. He explained that although the program is provided at the two campuses, it is considered one program, with the same faculty, curriculum, assessment, etc.

Dr. Marrie expressed appreciation to Horizon Health Network for making Dalhousie's program in New Brunswick a success. The first graduates from the program will be in May 2014, in Halifax with the entire class. There will be a celebration planned for Saint John campus, but not a separate graduation ceremony.

(3) Minutes of Board of Directors' meeting of April 25, 2013

MOTION:

MOVED BY MS. MCMULLEN, SECONDED BY MS. FORESTELL

THAT THE MINUTES OF THE BOARD OF DIRECTORS MEETING
HELD ON APRIL 25, 2013 BE APPROVED AS CIRCULATED.

MOTION CARRIED.

(4) Business arising from the minutes

Nil

(5) Benchmarking presentation

Andrea Seymour, Chief Operating Officer, provided an update of the benchmarking project (full presentation appended to minute book at Corporate Office for future reference).

She explained that the Office of Health System Renewal (OHSR), created in the spring of 2012, has a two-year mandate to encourage and assist the New Brunswick health system and partners to improve its performance. OHSR's goal is to achieve the Canadian average per capita health care cost by fiscal 2016-2017; an approximate reduction of \$250 million.

Included in the action plan was a benchmarking exercise, comparing New Brunswick's health care expenditures against its Canadian peers to identify performance gaps. Raymond

Chabot Grant Thornton (RCGT) was hired to carry out the benchmarking project. There are three phases to the project which is currently in phase 2 – identifying performance improvement action plans, with phase 3 being the implementation of the action plans.

Ms. Seymour explained that the benchmarking exercise compared NB hospitals' financial and clinical performance to comparable hospitals across Canada. The analysis indicates significant potential for improvement from three different perspectives - productivity and other expenses; hospital length of stay, mainly for atypical and ALC cases, and hospital utilization rates. Potential savings provincially are \$295 million, with Horizon's share approximately 57%.

Phase 2 will further analyze data, identify specific improvement opportunities, and develop action plans.

The consultant's report identified 12 top functional areas, and Ms. Seymour gave an overview of the working groups identified to review these areas, as well as the steering committee which provides oversight. The project is on schedule with final action plans due in late August.

(6) Committee Reports

Board of Directors' Committees

(a) Patient Safety and Quality Improvement: Ms. Forestell reported from the May meeting of the Committee, at which time there was discussion with government representatives regarding the Alternate Level of Care patients and the initiatives under review by Social Development to improve service delivery. It was requested that a follow-up letter be sent to the Deputy Minister of Social Development from the Board Chair to outline Horizon's comments and the need to revitalize the working group convened following Horizon's 2010 ALC action plan to continue discussions on this important topic.

Fredericton Community Needs Assessment: Ms. Forestell explained that the committee also had a presentation on the report from the community health and well-being needs assessment for Fredericton and Surrounding Area. The report contained ten recommendations, which were shared with the Board.

MOTION:

MOVED BY MS. FORESTELL, SECONDED BY MR. COSTER

**THAT THE BOARD OF DIRECTORS APPROVE THE FREDERICTON
AREA COMMUNITY NEEDS ASSESSMENT.**

MOTION CARRIED.

Ms. Forestell also explained that the committee was also provided with an update on the actions taken from the Oromocto and Surrounding Area study carried out and noted that other needs assessments have been announced for Petitcodiac, St. Stephen, Moncton/Dieppe/Riverview, and Saint John.

It was clarified that the Department of Health announced the locations for the needs assessments in both Vitalité and Horizon.

Responding to a question regarding the status of the Kennebecasis Valley Community Needs Assessment carried out in 2008-09, Ms. Geldart said that the recommendations have been followed up and completed. The report is still available.

(b) Governance, Nominating and Planning: Ms. Mitton-MacLean reported that the committee received an update on the Performance Excellence Process and Accreditation 2013 at the May 23 meeting. Nominations to the board's annual meeting for the various officers, committee chairs, and committee members were discussed at the meeting, as well as a special meeting held on June 7, and those deliberations will be reported to the annual meeting.

Also provided was a copy of the Department of Health document "Health System Roles and Responsibilities", which was intended to clarify expectations for the health system partners based on defined roles and responsibilities.

Governance quality performance roadmap working group: Ms. Mitton-MacLean explained that the working group chaired by Ms. McMullen provided a proposed "Action Plan" outlining a structured plan for addressing the issues outlined in the Roadmap. The roadmap action plan will form part of the Committee's work plan for the upcoming board year with regular status reports.

MOTION:

MOVED BY MS. MCMULLEN, SECONDED BY MS. FORESTELL

**THAT THE BOARD OF DIRECTORS APPROVE QUALITY
PERFORMANCE ROADMAP ACTION PLAN.**

MOTION CARRIED.

Facility Naming Policy: Ms. Mitton-MacLean reported that a "Naming of Facilities and Features" policy, drafted jointly by Regional Foundation staff in Horizon, was reviewed by the committee. She noted that Foundations raise a significant amount of money for health care in New Brunswick and providing appropriate donor recognition is an important component to the success of fundraising programs. This recognition could include the offer of naming opportunities.

MOTION:

MOVED BY MS. MCMULLEN, SECONDED BY M. BEAULIEU

THAT THE “NAMING OF FACILITIES AND FEATURES POLICY” BE APPROVED BY THE BOARD OF DIRECTORS.

MOTION CARRIED.

Saint John Regional Hospital Auxiliary By-laws: RHA B by-laws outline that by-laws of each hospital auxiliary are subject to review and approval by the Health Authority Board. The Saint John Regional Hospital Auxiliary has restructured its organization, which has led to significant revisions to the auxiliary and its by-laws. The auxiliary membership ratified the changes to the by-laws at its recent annual general meeting, and requested approval from Horizon’s Board of Directors.

MOTION:

MOVED BY MS. MCMULLEN, SECONDED BY MS. FORESTELL

THAT THE BOARD OF DIRECTORS APPROVE THE REVISED BY-LAWS OF THE SAINT JOHN REGIONAL HOSPITAL AUXILIARY AS REQUESTED.

MOTION CARRIED.

(c) Human Resources: Ms. Simonds reported from the May 23 meeting at which time updates were received on the Kronos project, collective bargaining, balanced scorecard indicators, attendance management, health human resources planning, and information on a standardized employee recognition program for Horizon.

(d) Finance and Audit: Michael McCoombs, Treasurer and Committee Chair, reported from the May 23 and June 17 meetings. The Committee reviewed a list of the major capital equipment funded by the major foundations in Horizon since 2008, which totalled \$17,260,333, and received an update on management reporting project (Cognos).

Mr. McCoombs explained that the Financial Statements for eleven months ending February 28, 2013 were reviewed by the committee at the meeting, and noted that overall the organization continues to track well against budget and slightly below prior year spending. Sick and overtime is down, and there were significant FTE reductions when compared to 2012. The year to date surplus of \$4.1 million at the end of January was decreased by approximately \$3.1 million during the month of February.

Revisions to signing authorities: Mr. McCoombs explained that with the recent changes to the senior corporate structure of Horizon Health Network it is necessary to reflect the new position

titles and to incorporate appropriate levels of signing for the Chief Operating Officer and Corporate Director, Financial Services.

MOTION:

MOVED BY MR. MCCOOMBS, SECONDED BY MS. AITKEN

**THAT THE BOARD OF DIRECTORS APPROVE THE REVISED
SIGNING AUTHORITY LIMITS AS PRESENTED.**

MOTION CARRIED.

Board of Directors' Advisory Committees

(e) Regional Medical Advisory: Dr. Barry provided highlights from the June meeting of the Regional Medical Advisory Committee, which was included with the meeting materials.

(f) Regional Professional Advisory: Ms. Wallace provided highlights from the May meeting of the Regional Professional Advisory Committee, which included reports from clinical networks.

(7) For information:

(a) Update from FacilicorpNB board: Horizon's representative on the Board of Directors of FacilicorpNB, Mike Coster, updated the members on activities, explaining that the organization has realized \$21 million plus in savings in its first five years.

(b) Annual report from Research Ethics Board: Dr. Hendriks explained that the Research Ethics Board reports to the Board of Directors by way of its annual report each June, which was appended to the meeting materials but not discussed.

(c) Report from Link2013 conference: Ms. Fellows circulated a report from the two-day Link2013 conference in Saint John in early June.

(8) Other business

Nil

(9) Questions from the public

Nil

(10) Adjournment

There being no further business, the meeting was adjourned at approximately 4:00 p.m. on motion by Ms. Mitton-MacLean, seconded by Ms. McMullen.

W. David Ferguson, Chair

John McGarry, Corporate Secretary