

**BOARD OF DIRECTORS
GENERAL BOARD MEETING
WEDNESDAY, NOVEMBER 30, 2011
MARY WINSPEAR CENTRE
2243 BEACON AVENUE, SIDNEY, BC**

Directors Don Hubbard, Chair
Present: Frank Carson
Michael Costello
Shelley Garside
David Kruyt
Vern Slaney
Hans van de Sande

Staff Howard Waldner
Present: Lynn Stevenson
Catherine Mackay
Richard Crow
Bill Boomer
Georgina MacDonald
Joe Murphy
Ann Bozoian
Suzanne Germain
Vicky Irvine
Janet Shute, Recorder

1. Call to Order

Chair Hubbard called the meeting to order at 9:00 am. He confirmed that a quorum was present and welcomed the members of the public in attendance.

Roundtable introductions of the Board were made.

It was MOVED, SECONDED and CARRIED THAT the agenda be approved as circulated.

It was MOVED, SECONDED and CARRIED THAT the Minutes of June 29, 2011 be approved as circulated.

2. Health Quality Committee

Director van de Sande noted that the Health Quality Committee met for over four hours on Tuesday morning.

- The Committee received the annual update from the Continuing Health Services portfolio, which includes residential services, home and community care, end of life care, seniors medicine and mental health, and spiritual care. There was an excellent presentation on Seniors Mental Health Services. There are an

estimated 19,000 people living on Vancouver Island with dementia, and approximately half of them live in residential care. Other seniors living with this condition receive services on an outreach basis across the health authority. Geriatric Medicine and Geriatric Psychiatry work closely together in order to provide better care for patients with complex health issues.

- We also received the annual update on Operations and Support Services, which includes housekeeping and food services, facilities maintenance, laundry, and many other services that provide the necessary support for our health service programs to deliver care to the patients, residents and clients they serve.

This portfolio is also responsible for energy efficiency in VIHA, and they have done a significant amount of work to minimize the use of electricity and fossil fuels in VIHA over the past year. The new Patient Care Centre at Royal Jubilee Hospital is a state-of-the-art facility for energy efficiency and preserving renewable resources. Across the health authority there has been great uptake by our staff in helping to reduce energy waste, often by doing simple things like turning off lights and desktop monitors when not in use, and recycling.

- The committee received an update on the work VIHA is doing as part of provincial efforts underway in the Healthy Families BC strategy. This work has four key components: Healthy Start – focused on improving health outcomes for vulnerable mothers and their children; Healthy Eating – focused on supporting people to make healthy choices and reduce sodium intake; Healthy Communities – focused on encouraging people to make health choices where they work, live, learn and play; and Healthy Lifestyle – focused on supporting adults and parents to take responsibility for investing in their health.
- The committee received the semi-annual update from the Quality, Research & Safety Portfolio, which included a presentation on the work VIHA is doing with respect to Medication Safety.
- Finally, as we do at each meeting, we reviewed issues impacting VIHA's ability to provide accessible, timely, safe, and high-quality healthcare services. This month included an update on:
 - A Colon Screening Pilot Project to reduce wait times;
 - Efforts around wait times for hip and knee replacement surgery, which focuses on ensuring VIHA meets the provincial target of less than 10% of patients waiting longer than 26 weeks surgery;
 - Work underway to address the recommendation in the Obstetrical Services Review that was completed in September 2011; and
 - Realignments to allow for more focused work on patient flow and access to services. The Board recognizes that many of our acute care facilities have been facing significant pressures around capacity over the past few months,

and this is impacting patient flow not only at the individual acute care sites, but throughout the system as well. We also recognize the pressures this poses for our staff and the patients we serve. There are a number of initiatives underway both at the systems level as well as at individual sites to address this challenge; the recent establishment of Extraordinary Discharge Operations Committees at Royal Jubilee and Nanaimo Regional General hospitals are taking a cross-program approach to addressing this challenge.

3. Governance & Human Resources Committee

Director Slaney reported that the committee met on Tuesday afternoon.

- A status report was received on the strategies contained in the People Plan, which include: Care Delivery Model Redesign; Staff Safety & Injury Prevention; Planning Based on Health Needs & Care Delivery; Strategic Retention & Recruitment; and Continuous Learning. The work on these key strategies, and the associated projects, is on-going and the committee was satisfied with the progress being made in this key area for the organization.
- An update on WorkSafe BC issues was provided. A lot of work is underway, and there has been significant investment over the past few years, to address areas of concerns, such as violence prevention and musculoskeletal injury prevention. The committee was very pleased to see that focused efforts are paying off, with a decrease in the musculoskeletal injury rate for staff from 8.9% to 6.9%, however, there is still much work to be done, and this is a continued area of focus for the organization.
- There was also an update on the comprehensive policy review that was undertaken with respect to Code of Conduct. This work is linked with the review of our Vision and Values, and will be finalized and implemented in 2012.
- The Committee also received an update on the results of the Gallup Engagement survey undertaken last June as part of a province wide survey of health authority staff. VIHA had a participation rate of 44%, which is good for a first time survey. The results showed the commitment of VIHA staff to excellent service and care to the clients and patients we serve. It also showed that our increased focus on safety has resulted in staff feeling safer at work, and confidence that concerns about safety will be acted upon. Areas where we can improve included acknowledgement, recognition and two-way communication with staff.
- On the governance side, the committee reviewed and made minor revision to the Board Evaluation Questionnaire in preparation for our annual evaluation process, which will be undertaken in January 2012.

- Lastly, the committee had a fulsome discussion on compliance to VIHA's Fair Business Practice Policy, and the Board has directed management to ensure they are fully compliant with the Fair Business Practice Policy at all times.

4. Finance & Audit Committee

Director Costello noted that the committee met on Monday afternoon.

- The Committee received the Audit Plan for the 2011/12 fiscal year from our external auditors, the Office of the Auditor General.
- The Committee reviewed the Financial and Statistical Report for Period 6, and is pleased to report that VIHA is on-track to achieve a balanced budget at year-end.
- At each meeting the committee reviews the status of Major IM/IT Projects to ensure they are within budget, on schedule, and the degree to which the project is meeting its original objectives. The committee continues to be satisfied with the action plans in place for all projects.
- The committee receives an annual update on VIHA's internal controls for IM/IT systems to ensure appropriate systems are in place for security, reliability and disaster recovery. The committee is satisfied with processes in place and the on-going plans to continue to improve capabilities in all areas.
- As specified in VIHA's Fair Business Policy Vendor Complaint Review Procedure, the Director of Internal Audit Services is the point of contact for any formal complaints. We are pleased to report that no formal complaints or issues were received during the period April 1, 2011 to October 31, 2011, or in fact, in the past 4 fiscal years.
- The committee regularly receives reports and updates from the Director of Internal Audit, and there are no areas of concern with respect to this on-going work.
- At each meeting the committee also reviews the status of major capital projects. There is currently one major project under development at this time - the new Emergency Department & Psychiatric Emergency Services at Nanaimo Regional General Hospital, which is slightly behind schedule, but continues to be on budget.

5. Committee of the Whole

Director Garside advised that the purpose of the Committee of the Whole is to provide an opportunity for the Board to discuss strategic matters related to planning, quality and enterprise risk management.

- The Board received a semi-annual report on performance dashboards. The Board was pleased to see improvements in wait times for CT and MRI exams, and Coronary Artery By-pass Grafts. There are some areas where performance is outside of the target, such as acute length of stay, access to acute rehabilitation beds, cataract surgery and overtime. Mitigation strategies have been developed and implemented to improve performance. The Board will be reviewing the performance targets at our March meeting, following which the Performance Indicators will become part of the health authority's regular public reporting and accountability processes.
- The Board also received an update on VIHA's Emergency Management work. VIHA is actively engaged in a number of different activities, as well as partnering with other communities agencies and health authorities in various disaster exercises, which allow us to test and refine our systems and processes. The Board is satisfied with the processes in place, and the ongoing plans and work to continue to improve capabilities and ensure the organization is able to respond to a variety of emergency situations.
- VIHA has recently undertaken a consultation process with our staff and physicians to update our Vision and Values. The current vision, mission and values have been in place for ten years, and an update is required. This work is on-going on the present time, and the Board will receive a further update in January.

6. Update from Howard Waldner, President & CEO

- Howard Waldner acknowledged the great team of care providers working within VIHA, both in the community and at Saanich Peninsula Hospital (SPH), which provides a range of services as part of the South Island hospital network. He expressed his appreciation for their ongoing hard work to meet the health care needs of the local community.
- Howard also thanked the Saanich Peninsula Hospital Foundation for the outstanding work they do, and for the significant financial contribution they have made over the past several years, and continue to make to improve local health services. A new Chapel was opened at the hospital in the summer with funds raised by the foundation through generous community support.
- The Foundation is also providing a significant contribution towards the \$6.8M project underway to build three new operating rooms at SPH, which are expected to be complete in August 2012.
- In addition, there is a \$3M electrical upgrade project underway at SPH.
- A new Urologist has been recruited to replace Dr. Grace, who will be retiring in 2012.

- There is also considerable work going on in the community, particularly with respect to seniors' care. The Seniors at Risk Integrated Network (SARIN) works with Family Physicians to provide support to seniors with multiple chronic conditions, reducing emergency department visits and hospital admissions, and allowing these people to live longer in the community.
- The Geriatric Evaluation & Management, or GEM, Team provides specialized care for hospitalized patients with complex health problems.
- In the summer there was a tragic stillbirth at Victoria General Hospital, which generated a lot of media and public attention. An External Review was conducted, and resulted in 21 recommendations. The top four priorities included: Dedicated Obstetrical Anesthesia (DOBA) service; communication flow between the Labour & Delivery and the Operating Room departments; communication with the Anesthesia department; and the establishment of a Centre of Excellence for tertiary level Maternal-Fetal health care. VIHA is committed to implementing all of these recommendations, and in fact, many of the less complex recommendations have already been implemented.
- The renewal of acute services in the north part of Vancouver Island is a top priority, and a business case has been approved by the Board in principle, and is current under detailed review by the Ministry of Health and the Project Board, following which it will be submitted to government to seek funding approval, hopefully in the New Year.
- Plans and designs for a Health Centre in Oceanside are virtually complete, and VIHA is waiting for final approval from the Ministry of Health Capital Services Branch. This centre will be located at the Trillium Lodge site and Parksville, and will provide a range of urgent, primary and preventative health care services.
- VIHA was disappointed that the Oak Bay Council did not approve the variance application for the redevelopment of the Oak Bay Lodge site, and we are currently reviewing our options for that site. VIHA is committed to continuing to improve seniors care in Greater Victoria, and across the Island, which includes the renewal of aging bed inventory in outdated residential care facilities, including Oak Bay Lodge and Mt. Tolmie. We are aware there is a lot of community interest in this project, and we will keep the community informed as developments occur.
- We are very pleased to report that the transition of Food and Housekeeping Services in the South Island from Compass to Marquis has gone very smoothly, and reports to date from residents and staff are very positive.

7. Public Presentations

South Island Division of Family Practice – Andrew Hume

There are currently 26 Divisions of Family Practice across BC. The South Island Division of Family Practice represents 107 family physicians practicing in the areas of Saanich Peninsula and the West Shore Communities, and they receive funding from the General Practice Services Committee, a joint initiative developed by funded through the Ministry of Health and the BC Medical Association.

The Division has initiated several major projects that involve active member participation, including: developing a plan for a multi-disciplinary, multi-service maternity care clinic in Greater Victoria, with a focus on the at-risk population; and planning for a multi-disciplinary primary health care centre on the Saanich Peninsula. There are a number of other areas of interest, including physician recruitment and retention, and development of a locum pool.

Chair Hubbard thanked Mr. Hume for his presentation.

Howard Waldner also thanked Mr. Hume for his presentation. He noted that there are currently 9 Divisions of Family Practice either established or in the process of being set up in VIHA, and the health authority sees them as very important to the delivery of care. VIHA is committed to working closely with each of these Divisions and look forward to collaborating on the key priorities.

8. Questions & Answers

Chair Hubbard noted that there was one written question submitted in advance of the meeting, and the Q & A was distributed with the agenda, and will be posted on the VIHA website. He opened the floor for further questions from the public.

9. Adjournment

The meeting was adjourned at 9:40 am and members of the public were invited to join the Board and Executive at the open house.