

**Hamilton Niagara Haldimand Brant  
Local Health Integration Network**

Minutes of the Business Meeting of the Board of Directors January 16, 2017

It was noted that there was urgency in scheduling this meeting as a result of findings from a meeting held between the HNHB LHIN Board of Directors and Brant Community Healthcare System Board of Directors on January 13, 2017. The notification and posting of this meeting agenda does not meet the required timelines.

A meeting of the Board of Directors of the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) was held on January 16, 2017, via teleconference beginning at 1:02 p.m.

Present: Laurie Ryan-Hill, Acting Board Chair  
Mervin Witter, Vice Chair  
Paul Armstrong, Member  
Bill Thompson, Member  
Janine van den Heuvel, Member  
Dominic Ventresca, Member  
Regrets: Madhuri Ramakrishnan, Member

HNHB LHIN Staff  
in Attendance: Donna Cripps, Chief Executive Officer  
Helen Rickard, Corporate Coordinator, Recording Secretary

**A. Convening the Meeting**

**A.1 Call to Order**

A quorum was present.

**A.2 Approval of the Agenda**

MOVED: Laurie Ryan-Hill  
SECOND: Mervin Witter

That the agenda of January 16, 2017, be adopted, as circulated.

CARRIED

**A.3 Declaration of Conflicts**

No conflicts were identified at this time.

## B. New/Other Business

### B.1 Brant Community Healthcare System Update

MOVED: Bill Thompson

SECOND: Paul Armstrong

As a result of ongoing monitoring of Brant Community Healthcare System (BCHS) and as a result of a letter received from the President of the Medical Staff from BCHS, the HNHB LHIN Board of Directors recommends that the BCHS Board of Directors could benefit from an investigator, most likely a skilled hospital leader to be appointed to review and advise on the financial situation and to review, advise and facilitate meaningful discussions with all medical staff to fully appreciate and assess the quality of care and financial situation at BCHS. The HNHB LHIN Board of Directors believes that the Board of Directors at BCHS is an impressive group of very skilled individuals who are on the right track but who need assistance in the above areas. The HNHB LHIN will make this recommendation to the Minister of Health and Long-Term Care and encourage the Minister that the decision be made with a sense of urgency.

CARRIED

#### Key Points of Discussion:

- The HNHB LHIN CEO was copied on a letter to the Minister of Health from the President of the Medical staff at BCHS on December 15, 2016. The letter highlighted concerns about leadership, governance and quality of care at BCHS.
- On December 20, 2016 during a conversation between our CEO and the Director Hospitals Branch at the Ministry of Health and Long Term Care the Ministry asked the LHIN to examine the situation at BCHS and report on their findings and provide advice to the Ministry/Minister of Health.
- On January 3, 2017 the HNHB LHIN Board met to discuss the letter received along with the multiple staff briefings that the Board has received regarding BCHS. At that meeting the HNHB Board decided that they would like to meet with the board of BCHS.
- An invitation was extended to the Board of BCHS, through their Board chair, to attend a meeting with the HNHB Board of Directors on January 13, 2017.
- The meeting was held on January 13, 2017. All members of the HNHB LHIN Board attended the meeting. Only the voting members of BCHS Board attended. Neither the Chief of Staff nor the President of the Medical staff attended the meeting. The BCHS board chair indicated that he chose to invite only the 'voting' members of their board as he felt that they could not have a frank discussion with the author of the letter in the room. All but two of the voting members of the BCHS Board attended the meeting.
- There was an open and candid conversation with the Board of BCHS. All Board members present spoke.

- The BCHS Board identified that they were very concerned with the letter that was sent and that they understood that this is a serious situation.

#### BCHS Board Governance:

- Board is comprised of an impressive group of people from a variety of backgrounds.
- Some Board members have been on the Board for many years (since late 1990's) and other Board members have been appointed more recently.
- Up until two years ago they identified that they didn't have the right competencies/skill set on the board.
- They are working diligently to improve their skill level so that they can address outstanding governance issues.
- They are working to improve the educational level of the Board – especially as it relates to physician conflict – they are taking some OHA courses.
- They feel that they are becoming more diligent and they are asking more questions.
- However, they did identify that they do not feel that they are getting the traction that they need.

#### Finance:

- This was an area that the HNHB LHIN Board identified as governance weakness for BCHS Board.
- While the Board of BCHS understood that the hospital is in a deficit situation it appeared that they did not know the right questions to ask to get the right information from their leadership team.
- The Board of BCHS did not seem to understand the urgency of the financial situation. The operational reviews indicated that some of the implementation of the structural changes had not been done well and that there were significant financial savings to be realized. The Board did not seem to understand the urgency to ensure that leadership realized these savings quickly.
- The Board of BCHS did not seem to realize that the loss of financial resources is because of their inefficiencies relative to like hospitals in the province.

#### Physicians:

- It was noted that better interaction is needed with the Brant Community Healthcare System Board and the Medical Staff Association. Formalized meetings should be scheduled on a regular basis.

#### Leadership:

- They recognize they have the responsibility for ensuring that they get the information they require from the leadership at the hospital. They do recognize they have the responsibility to appoint the Chief of Staff and hire their CEO. They appeared to understand their governance responsibilities for leadership.

- Given that there has been an operational review and that the consultant from the operational review has been retained to assist the leadership in implementing the recommendations it does not seem that an operational review or a leadership coach is something that will assist BCHS at this time.
- The HNHB LHIN Board feels that BCHS has a strongly skilled Board who are on the right track but are not skilled enough yet to be dealing with the complexities of some of the financial and medical staff issues
- It is felt that it is possible that BCHS Board and leadership team may benefit from a skilled hospital leader to go into the organization to determine what is truly happening from a financial perspective and to facilitate meaningful discussions with physicians so that the organization can move forward.
- It was noted that in the recommendation to the Minister to include ‘sense of urgency’ wording.

**C. Adjournment**

MOVED: Laurie Ryan-Hill  
 SECOND: Dominic Ventresca

The Board of Directors – Business meeting be adjourned at 1:12 p.m.

CARRIED

Original Signed by:

January 25, 2017

\_\_\_\_\_  
**Laurie Ryan-Hill, Acting Chair**

\_\_\_\_\_  
**Date**

Original Signed by:

January 25, 2017

\_\_\_\_\_  
**Donna Cripps, Corporate Secretary**

\_\_\_\_\_  
**Date**