



Our Values
 Respect
 Compassion
 Excellence
 Stewardship
 Collaboration

Strategic Directions
 Better Health
 Better Care
 Better Teams
 Better Value

Our Mission
 We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.

Our Promise
 Every moment is an opportunity to create a positive experience in the way we treat and care for people, in how we work and interact with each other, and in how we deliver quality service. We promise to seize every opportunity.

1.3 Disclosure of conflicts of interest
 • There were none.

2. Education / Strategy Session: Overview of Board Orientation process

A short presentation on this topic was provided by David Smith from the Ministry of Health, with the following highlights:

- David discussed the move from Health Districts to Health Regions. The Minister and government had a role in setting out the direction of healthcare; the role of Authorities was also determined.
- The Board provides oversight to the Region and is involved in setting strategic directions along with the Ministry. The Board is involved in active strategic oversight and not the day-to-day operations of the organization. However, there is an expectation that Board members have some knowledge of what the organization is doing.
- Board members are the face of the Region and, when things are unclear, their role is to ask the questions that need to be asked.
- Appropriate information must be made available to Board members before they can be expected to make a decision.
- Between the Ministry and the Regions, there is an alignment of strategy (e.g. Lean, hoshin kanri, etc.) in order to have a common goal.
- Board members should familiarize themselves with the current legislation. RHA (Regional Health Authority) members are appointed by government so there is accountability to the province. RHAs have the facilities, physicians, staff and patients while the province has the funding. Therefore there is an interdependency.
- Board education is provided through a series of 4 modules. This is an 8-day program (2 days per module) that reviews roles of the Board including governance, risk, etc. This education is now being provided through the Johnson-Shoyama school. Information will be provided on how to register.

Comments and issues:

- David will check on whether or not an additional education session is to be offered through Johnson-Shoyama on finance. The Ministry is also looking into whether or not there is a need for an annual conference.
- RHA members should feel free to call David if more information/education is needed. The CEO can provide information on current legislation.

This report was received for information.

3. Report of the Chairperson

Mike Stensrud tabled his written report which was received for information with the following additions:

- On October 26, the Chairperson attended Governing Council.
- On October 20, the Chairperson attending the Board Chairs' quarterly forum via conference call.

4. Report of the Saskatoon Regional Medical Association

Dr. Joel Yelland, President of the Saskatoon Regional Medical Association, provided the following verbal report:

- Each person in the healthcare continuum has a job to do in providing care and should advocate for improvement to the healthcare system. This would include local referrals, ready access to information on who is on call, in what service and in what location. Need to improve collegiality, access to pooled referrals and working as a team on a regional and provincial basis in order to improve care.
- Dr. Yelland will report back on discussions from the Representative Assembly.



This report was received for information.

Our Values
Respect
Compassion
Excellence
Stewardship
Collaboration

Strategic Directions
Better Health
Better Care
Better Teams
Better Value

Our Mission
We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.

Our Promise
Every moment is an opportunity to create a positive experience in the way we treat and care for people, in how we work and interact with each other, and in how we deliver quality service. We promise to seize every opportunity.

5. Strategy Wall Walk (Dashboard)

(a) Dashboard

Dan Florizone, President and CEO, reviewed the dashboard portion of the wall walk information and referred to the 90-days of innovation report below. Where flow is achieved (discharges = admissions), there is a certain pace set. The target is to replicate achieving flow on every day.

(b) 90 Days of Innovation – Ready/Safer Every Day – Update

• **Patient Flow Hoshin**

- o Corey Miller provided this update.
- o The presentation from the meeting packages was reviewed.
- o SHR continues to work on getting ahead of flow issues days ahead of predicted surges. Go-forward strategies are also being developed.
- o The future state of the value stream map helps teams to understand what strategies need to be put in place.
- o Visits to the ED (Emergency Department) have decreased due to putting some services in place in the community (e.g. paramedicine in the Lighthouse).
- o Our community can be cared for in many ways other than just in acute care.

Comments and issues:

- o This work will continue as an on-going initiative. The work is fundamental to SHR’s system as a whole. The Region is on a treadmill so has to run faster to see gains (i.e. population increases, etc.).
- o It remains to be determined how much capacity there is in the community for some of these services.
- o A cost/benefit analysis has been done. Cost avoidance analysis might also be useful.

• **Safety Hoshin**

- o Dr. Petrina McGrath and Dr. Susan Shaw provided this update.
- o This hoshin is looking into the root causes of patient/staff harm in our system.
- o Elements of a safety culture include:
 - An informed culture
 - A reporting culture
 - A learning culture
 - A flexible culture
 - A just culture
- o In order to have patient safety, you must have staff/physician safety.
- o Leaders need to continue to gain new skills/knowledge
- o Authority members should have certain skills/knowledge to lead the organization through this type of culture change.

Comments and issues:

- o This work is creating a stronger relationship with SHR physicians. We are working on helping physicians to lead. Quality improvement funds are available to help support physicians in this hoshin work.
- o The work is mostly process-based at this time but the separate teams have targets and goals.

6. Report of the President and CEO

Dan Florizone, President and CEO, provided this report with the following highlights:

- *Population and Public Health*



- Pharmacists are also giving immunizations this year. Public immunizations this year are at about 27,000, which is higher than last year at this time (24,800). Staff immunizations are lower by about 40% as compared to this time last year. Last year it was higher as the 'immunize or mask' policy was in effect.

This report was received for information.

Our Values
Respect
Compassion
Excellence
Stewardship
Collaboration

Strategic Directions
Better Health
Better Care
Better Teams
Better Value

Our Mission
We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.

Our Promise
Every moment is an opportunity to create a positive experience in the way we treat and care for people, in how we work and interact with each other, and in how we deliver quality service. We promise to seize every opportunity.

MONITORING

7. Performance Monitoring

7.1 Approval / Acceptance of financial statements to August 31, 2015

Nilesh Kavia, Vice President Finance, provided this report:

- As of the end of August, SHR was reporting a \$15.8 Million deficit mostly related to volume pressures.
- ED visits have decreased by 656; adult and child patient days decreased by 4,500 days; NICU and newborn days have increased by 512 days (7%); discharges have increased by just over 700 at the 3 urban sites.
- Overcapacity pressures result in higher costs.

MOTION:
That the Saskatoon Regional Health Authority accepts the financial statements to August 31st, 2015, as presented.

Moved by Randy Donauer, seconded by Megan Rumbold. Carried.

OVERSIGHT

8. Credentials Report – September 24, 2015

Dr. Rob Weiler, Interim Vice President Practitioner Staff Affairs, provided this report:

- There are no concerns with any of the requests for credentials.

Comments and issues:

- A recent candidate for permanent Chair of Physician Advisory Committee (PAC) is now eligible to hold this position as he is now 'active' staff and no longer 'associate'.
- In Section D for interim appointments, the terms of these appointments will often have expired before the request for credentials is formally approved as the terms are for locums and are for up to and not more than 1 year. In these cases, the CEO/SMO are empowered to grant privilege under the Practitioner Staff Bylaws. This section doesn't technically have to come before the Authority.

MOTION:
That the Saskatoon Regional Health Authority approves the September 24th, 2015 Credentials Report.

Moved by Malcolm Eaton, seconded by Frank Lukowich. Carried.

DIRECTION SETTING

9. Approval of award of construction tender for repairs to 1984 section of Royal University Hospital parkade

Marcel Nobert, Acting VP Corporate Services, provided this report:

- About 300 stalls have been closed down in this section of the parkade. SHR is now ready to begin work on repairs to this section.
- The contract for repairs will be a standard contract for this type of work.

Comments and issues:

- Penalties and fines for the construction company are not usually contemplated in work of this sort and likely would not be necessary. The contract includes



Our Values
 Respect
 Compassion
 Excellence
 Stewardship
 Collaboration

Strategic
 Directions
 Better Health
 Better Care
 Better Teams
 Better Value

Our Mission
 We improve
 health through
 excellence and
 innovation in
 service,
 education and
 research,
 building on the
 strengths of our
 people and
 partnerships.

Our Promise
 Every moment is
 an opportunity
 to create a
 positive
 experience in
 the way we treat
 and care for
 people, in how
 we work and
 interact with
 each other, and
 in how we
 deliver quality
 service. We
 promise to seize
 every
 opportunity.

- liquidated damages that would allow SHR to recover damages incurred as a result of real failure to comply with the contract.
- The work should be completed in the next 2 years.

MOTION:

That the Saskatoon Regional Health Authority approves awarding the construction tender for repairs to the 1984 section of Royal University Hospital parkade to Stuart Olson in the amount of \$10,420,040.00.

Moved by Frank Lukowich, seconded by Glenn Wig. Carried.

COMMITTEE REPORTS:

HUMAN RESOURCES

Report on October 8th, 2015 Human Resources Committee meeting

In the absence of Malcolm Eaton, Human Resources Committee Chair, Gary Beaudin provided the following report:

- Received an OH&S presentation regarding injuries and rates of injuries.
- Received an update on the current bargaining processes.
- Discussed the 360° CEO review process.
- Received an update on the safer every day hoshin.
- Received a presentation on the LEADS framework.
- Discussed Terms of Reference.

This report was received for information.

PARTNERSHIP

10. Report on September 28th, 2015 Partnership Committee meeting

Mike Stensrud, Partnership Committee Co-Chair, provided the following report:

- Written material is now being prepared on how the two CEOs, Dan Florizone and Jean Morrison, will work together.

This report was received for information.

QUALITY AND SAFETY

11. Report on October 8th, 2015 Joint Quality and Safety Committee meeting

Frank Lukowich, Joint Quality and Safety Committee Chair, provided the following report:

- Presentations were received from Brain Health, Rehabilitation and Interprofessional Practice, including an update on the Royal University Hospital (RUH) acute stroke unit and the physical therapy pilot project at the Lighthouse.
- An update on e-health status was also received. The order management system at RUH has been replaced with Sunrise Clinical Manager (SCM) order entry. Electronic clinical documentation has been implemented for nurses and physicians at all three Saskatoon Emergency Departments. Planning continues for the Children’s Hospital.
- An update was received from Dr. Petrina McGrath on the Safety Hoshin.
- Next meeting is Thursday, November 19th.

This report was received for information.

OTHER BUSINESS

Community Inquiries

- A Social Work student was in attendance and asked about SHR policies on physician-assisted suicides. This matter is currently at the Ministry level. Although numerous questions on this topic have been raised, SHR has



received no specific direction as yet. The Canadian Medical Association has debated this topic and the College of Physicians and Surgeons of Saskatchewan is in the final stages regarding preparation of a paper on this.

12. **Closing of Meeting**

- The meeting adjourned at 3:40 pm

Our Values
 Respect
 Compassion
 Excellence
 Stewardship
 Collaboration

Next meeting:
Wednesday, November 25th, 2015
Saskatoon City Hospital Boardroom, Level 2 Executive Offices

Strategic Directions
 Better Health
 Better Care
 Better Teams
 Better Value

DATE ADOPTED: _____November 25, 2015_____

AUTHORITY CHAIRPERSON: _____

Our Mission
 We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.

AUTHORITY SECRETARY: _____

Our Promise
 Every moment is an opportunity to create a positive experience in the way we treat and care for people, in how we work and interact with each other, and in how we deliver quality service. We promise to seize every opportunity.