M I N U T E S of a meeting of the Boards of Directors of Baycrest Centre for Geriatric Care, Baycrest Hospital, The Baycrest Day Care Centre, and The Jewish Home for the Aged (“Baycrest”) held on Tuesday, March 29, 2016 at 9:30am

PRESENT: Anderson, Carol; Banks, Jordan; Barratt, Jane; Blidner, Jeffrey; Cracower, Barry; Diamond, Sara; Dryden, Ken; Fishman, Len; Goldstein, Laurence; Kassie, David; Kay, Robert; Mirsky, Brian; Reichman, William; Shain, Lili; Whiteside, Catharine

BY PHONE: Godfrey, Paul; Madan, Rob; Yaffe, Phyllis

REGRETS: Fraser, Neil; Hart, Michelle; Jacob, Ellis; Zaidman, Yakov

GUESTS: Conn, David; Kent, Joni; Mackie, Brian; McIntosh, Randy; Naglie, Gary; Riesenbach, Ron; Yarin, Rhonda

PART 1 – STANDING REGULAR MATTERS

1.1 CHAIR’S REMARKS, CONFLICT OF INTEREST DECLARATION

Mr. D. Kassie, Chair, welcomed all Board members to the meeting. No conflicts of interest were declared.

1.2 APPROVAL OF MINUTES

The minutes of the Board meeting held January 28, 2016 were approved. A copy of the material is on file with the master of the minutes.


1.3 BUSINESS ARISING

There was no business arising from the previous minutes.

1.4 REPORT OF PRESIDENT AND CEO

Dr. W. Reichman, President and CEO, gave a brief report to the Board. A copy of the report in its entirety is attached to the master of the minutes.

Dr. Reichman invited Ms. J. Kent, Executive Vice-President, Corporate Services and Chief Human Resources Officer, to review the 2015/16 Q3 Corporate Performance Scorecard.
1.5 **REPORT OF THE BAYCREST FOUNDATION**

The Report of the Baycrest Foundation was provided in advance to Board members as Mr. Garry Foster, President and CEO of the Baycrest Foundation, was travelling. A copy of the report in its entirety is attached to the master of the minutes.

1.6 **REPORT OF THE MEDICAL ADVISORY COMMITTEE**

Dr. R. Madan gave a report of the Medical Advisory Committee. A copy of the report in its entirety is attached to the master of the minutes.

a) **Appointment to Baycrest Medical Staff**

Dr. Madan reported that there was a request submitted to the Medical Advisory Committee for Medical Staff Privileges:

<table>
<thead>
<tr>
<th>ACTION:</th>
<th>It was duly MOVED, regularly SECONDED and unanimously CARRIED THAT THE BOARDS OF DIRECTORS FOR BAYCREST CENTRE FOR GERIATRIC CARE, BAYCREST HOSPITAL, THE BAYCREST DAY CARE CENTRE, AND THE JEWISH HOME FOR THE AGED ACCEPT THE FOLLOWING APPLICATION FOR MEDICAL STAFF PRIVILEGES:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DR. THERESA HOLLER:</strong></td>
<td>CONSULTING MEDICAL STAFF PRIVILEGES IN THE DEPARTMENT OF MEDICINE effective immediately.</td>
</tr>
</tbody>
</table>

b) **Physician Assisted Death (PAD)**

Dr. Madan, along with Dr. Gary Naglie, Interim Vice-President, Medical Services, briefed the Board on discussions relating to Baycrest's approach regarding Physician Assisted Death. Legislation is expected to come into effect in Canada on June 6, 2016.

1.7 **REPORT OF THE CLINICAL STRATEGY, QUALITY AND SAFETY COMMITTEE**

Mr. R. Kay gave a brief report of the Clinical Strategy, Quality and Safety Committee. A copy of the report in its entirety is attached to the master of the minutes.

a) **Q3 2015/16 Quality/Risk Report**

Mr. Kay invited Ms. C. Anderson, Executive Vice-President, Clinical Programs & Chief Nursing Executive, and Ms. C. Cyrelle Musкат, Manager, Quality & Accreditation, to review the third quarter 2015/16 Quality/Risk Report.

Baycrest continued to work actively on all identified quality improvement priorities, activities, and overall clinical performance in the third quarter. It was reported that the majority of indicators are tracking well within acceptable limits, and in many areas exceed provincial performance standards.

It was also reported that the 28 highly specific projects/change ideas identified in the 2015/16 Quality Improvement Plan (QIP) were very ambitious given that it was also an Accreditation year for Baycrest. As a result, although Baycrest is on track with the majority of the QIP change ideas, some may not be completed this fiscal year and will be extended into 2016/17. For the 2016/17 QIP, the number of change ideas will be modified to better reflect internal capacity and ensure there is adequate time to address and mitigate the unanticipated issues that can arise.
b) **2016/17 Quality Improvement Plan (QIP)**

The Clinical Strategy, Quality and Safety Committee reviewed the draft 2016/17 QIP on March 9, 2016. Following Board approval, the final 2016/17 QIP will be submitted to Health Quality Ontario and publicly posted on April 1, 2016.

There are three main improvement priorities included in the 2016/17 QIP:

a. Reduce serious harm from falls
b. Reduce potentially preventable transfers to the Emergency Department from Long-Term Care
c. Deliver a positive client experience (includes improving employee engagement)

The 2016/17 QIP was developed through a broad engagement strategy, which included input from the Clinical Strategy, Quality and Safety Committee, the Executive Team, the Quality Steering Committee, program quality sub-committees, clinical leaders and experts from across Baycrest, as well as feedback received through focused client interviews, discussion with Apotex Resident and Family Advisory Councils, and through a review of concerns raised through the Client Relations Office.

The Board was requested to approve the 2016/17 QIP.

**ACTION:** It was duly MOVED, regularly SECONDED and unanimously CARRIED THAT THE BOARDS OF DIRECTORS FOR BAYCREST CENTRE FOR GERIATRIC CARE, BAYCREST HOSPITAL, THE BAYCREST DAY CARE CENTRE, AND THE JEWISH HOME FOR THE AGED APPROVE THE 2016/17 QUALITY IMPROVEMENT PLAN (QIP) FOR SUBMISSION TO HEALTH QUALITY ONTARIO ON APRIL 1, 2016.

1.8 **REPORT OF THE FINANCE AND AUDIT COMMITTEE**

Ms. L. Shain gave a report of the Finance and Audit Committee. A copy of the report in its entirety is attached to the master of the minutes.

a) **Draft 2016/17 Budget and Risk Mitigation Planning**

The 2016/17 Budget Summary and Risk Mitigation plan was reviewed by the Finance and Audit Committee and presented to the Board by Mr. B. Mackie, Vice-President, Finance and Chief Financial Officer. Final estimates of Hospital funding and unionized compensation settlements will not be known until the first quarter 2016/17, however, there is a graduated approach to addressing these and other risks.

**ACTION:** It was duly MOVED, regularly SECONDED and unanimously CARRIED THAT THE BOARDS OF DIRECTORS FOR BAYCREST CENTRE FOR GERIATRIC CARE, BAYCREST HOSPITAL, THE BAYCREST DAY CARE CENTRE, AND THE JEWISH HOME FOR THE AGED APPROVE THE 2016/17 BUDGET AS PRESENTED.

b) **Johnson Lien Settlement**

The Johnson Controls (JCI) Lien settlement was discussed.

It was the recommendation of Baycrest management and the Finance and Audit Committee to accept the settlement offer from JCI.
c) **2013/16 Long-Term Care Service Sector Accountability Agreement (L-SAA)**

The 2013/16 L-SAA annual Declaration of Compliance was reviewed.

**ACTION:** It was duly MOVED, regularly SECONDED and unanimously CARRIED THAT THE BOARD OF DIRECTORS FOR THE JEWISH HOME FOR THE AGED APPROVE EXECUTION OF THE L-SAA ATTESTATION BY THE BOARD CHAIR.

### PART 2 – STANDING QUARTERLY MATTERS

#### 2.1 REPORT OF THE COMMERCIALIZATION COMMITTEE

Dr. Reichman gave a report of the Commercialization Committee on behalf of Mr. E. Jacob. A copy of the report in its entirety is attached to the master of the minutes.

a) **CC-ABHI Business Model**

Mr. R. Riesenbach, Vice-President, Innovation and Chief Technology Officer, gave a presentation on the Canadian Centre for Aging and Brain Health Innovation's (CC-ABHI) business model and proposed governance structure. It was noted that the CC-ABHI Governance Model will be reviewed by the Governance Committee before coming back to the Board for approval. Mr. Riesenbach answered questions from the Board.

**ACTION:** It was duly MOVED, regularly SECONDED and unanimously CARRIED THAT THE BOARDS OF DIRECTORS FOR BAYCREST CENTRE FOR GERIATRIC CARE, BAYCREST HOSPITAL, THE BAYCREST DAY CARE CENTRE, AND THE JEWISH HOME FOR THE AGED APPROVE THE CC-ABHI BUSINESS MODEL AS PRESENTED.

There being no further business, the regular meeting adjourned at 11:00am.

---

D. Kassie
Chair, Board of Directors