Regina Qu’Appelle Regional Health Authority
Meeting Minutes
Wednesday, May 29, 2013, at 1900 Hours
Auditorium, Wascana Rehabilitation Centre
Regina, Saskatchewan

Present: Lloyd Boutilier (Chairperson), Brian Barber, Colleen Bryant, Jacqueline Carter, Marie Everett, Linda Jijian, Jocelyne Lang, Sean Quinlan, Gary Semenchuck, and Pat Sparvier.

Regrets: Peter Woidyla.

Staff: Keith Dewar (President & CEO) and Dot Lambsdown (recorder).

Guests: Mr. Randy Stephanson, Chief Financial Officer, RQHR. Ms. Debra Wiszniak, Client Representative, Quality and Transformation, RQHR. Ms. Mary Wadsworth, parent of the client, Ryan Wadsworth.

1.0 CALL TO ORDER

- Chairperson L. Boutilier called the public meeting of the Regina Qu’Appelle Regional Health Authority (RQRHA) to order at 1900 hours.
- L. Boutilier welcomed members of the public to the RQRHA meeting. He reviewed the meeting protocol and explained that Authority members would be available after the meeting to respond to questions.

2.0 APPROVAL OF AGENDA

RHA #47-13 [Carried]. Moved by G. Semenchuck and seconded by B. Barber that: the meeting agenda be approved, as amended:
10.2 Provincial Linen Services – to be added.

3.0 DECLARATION CONFLICT OF INTEREST

- No conflicts were declared.

4.0 PATIENT STORY

4.1 A Family Presentation to the Regional Health Authority

- Ms. Wadsworth made a presentation to the RHA Board regarding her son, Ryan, and his experience with the health care system before he passed away on June 9, 2012, at 38 years of age.
- Ryan was a young man who had a promising life and career but his life changed dramatically due to struggles with a mental health condition, addiction problems and other medical issues.
• M. Wadsworth talked about how specific behaviours by health care professionals impacted Ryan’s safety and quality of live over the years.
• M. Wadsworth expressed concern about our fragmented health care system and indicated that a thoughtful, comprehensive healing approach that considers the whole person needs to be a priority for all health care providers.
• The RHA encouraged Ms. Wadsworth to continue to share her views and insight, so that the decision makers can benefit from her wisdom and experience.

**Action:** To formally thank Ms. Wadsworth for presenting to the RHA.

5.0 PRESENTATION

5.1 RQHR Financial Plan for 2013/14

• L. Boutilier outlined the budget process of the Regina Qu'Appelle Health Region (RQHR), indicating that the Authority reviews draft budgets, presented by management, for final approval.
• R. Stephanson presented the Financial Plan of the RQHR for fiscal year 2013/2014 to the Authority for approval. Presentation highlights included:
  - An overview of strategic and operational priorities that the RQHR would pursue over the next fiscal year.
  - The RQHR finished the 2012/13 fiscal year with a deficit of just under $20M on expenditures of $973M.
  - Achieving a balanced budget for the current year continues to be challenging as the region addresses the carryover effect of the deficit from last year, combined with revenues allocated by the province to meet current service expectations.
  - The RQHR has not yet identified all the expenditure reductions necessary to achieve a balanced budget. The process will continue until this is accomplished.
  - Balancing the budget will not be achieved through facility closures, negatively impacting patient care, or through staff losing their employment.
  - In 2013/14, the region will focus on achieving the provincial priorities of Better Care, Better Value, Better Health and Better Teams and successfully addressing patient flow in the RQHR, was adopted as an organization priority.
  - Total expenditures are budgeted at $984.8M, an increase of $12.1M, or 1.2 per cent over last year. Total operating revenues are budgeted at $969.8M, an increase of $16.8M, or 1.8 per cent over last year.
  - The region is committed to bringing expenditures in line with funding by the end of this fiscal year.
  - Authority members commended R. Stephanson and the region’s Senior Leadership Team for the presentation of the RQHR budget for fiscal year 2013/14.

**RHA #48-13 [Carried]. Moved by B. Barber and seconded by G. Semenchuck that:** the Regina Qu’Appelle Regional Health Authority approve, as presented, the 2013/2014 interim operating and capital budget for the Regina Qu’Appelle Health Region, while continuing to work towards a balanced budget.
6.0 APPROVAL OF MINUTES

RHA #49-13 [Carried]. Moved by S. Quinlan and seconded by L. Jijian that: the minutes of the Regina Qu’Appelle Regional Health Authority meeting of March 27, 2013, be approved.

[The meeting adjourned at 1955 hours to respond to media inquiries regarding RHA motion #48-13 and reconvened at 2025 hours.]

7.0 BUSINESS ARISING FROM THE MINUTES

7.1 Action Items List

- The Authority reviewed the action items list.
- All items were updated or were to be reported on during the meeting.
- The Authority agreed to remove item #374, 375 and 376 as they have been deemed completed.

7.2 Meeting Effectiveness Survey

- The Authority received the results of the March 27, 2013 RQRHA meeting effectiveness survey, as information.

8.0 REPORTS

8.1 Chairperson Report

- Chairperson L. Boutilier presented his verbal report; the following items were discussed:
  - The Chairperson attended several meetings to assess the budget challenges facing the RQHR.
  - He and board members P. Woidyla, J. Lang and L. Jijian attended the April 27th Doctors’ Night Out.
  - He attended the provincial wall walk through the Ministry of Health.
  - He brought greetings on behalf of the Board at the May 8th Management Forum.
  - He and several board members attended the April 10th and 11th Annual Health Care Quality Summit in Regina.

8.2 CEO Report

- President and CEO K. Dewar presented his report which was included in the meeting package. In addition to the written report, the following items were discussed:
  - K. Dewar indicated that he is committed to coordinate the region’s strategies with the province’s strategies.
  - He is spending significant time with physician groups to support them through the region’s journey to redesign processes to add value to the patient care experience.
  - He met with the region’s unions to discuss the region’s goals to integrate with the provincial plan and to keep them apprised of what we need to achieve. The meetings
have been a good forum to discuss global issues and the unions’ relationships with the region.
- He attended the April Health Care Quality Summit in Regina.
- The Surgical Oversight Committee continues to meet on a monthly basis. The Committee is comprised of members of the public, RHA, Senior Leadership Team, physician leaders, SUN and the Ministry of Health.
- The May 8th Management Forum had over 360 attendees, which include managers, physician leaders, Board members, and representatives from RQHR’s affiliation organizations.
- The region is working on developing a multi-year plan to ensure we are successful in achieving the provincial targets for improving health in the region and the province.

8.3 Surgical Initiative Plan Steering Committee Report

- G. Semenchuck, RHA representative on the Surgical Initiative Plan Steering Committee provided a verbal report on the Committee meeting he and M. Everett attended on May 27th. The following items were discussed:
  - K. Dewar is the Chair of this oversight committee. Board representatives L. Boutilier, M. Everett and G. Semenchuck were appointed to monitor the region’s progress toward reaching the surgical targets set by the Ministry of Health.
  - As of year end, March 31st, RQHR performed 444 fewer procedures than targeted. The targeted number of procedures completed as of March 31st was 23,700 and the actual cases completed were 23,256.
  - At year end, 65 per cent of general surgery, 86 per cent of obstetrics & gynecology surgery and 35 per cent urology surgeries are being performed within the recommended timeframe of three weeks.
  - At year end, the region performed 512 fewer knee replacement procedures and 153 fewer hip replacement procedures than targeted.
  - At year end, the region had 15.4 operating theatres operational and expects that all 19 theatres will be operational in December 2013.
  - RQHR performed 1,900 surgical procedures at third party providers.
  - The length of stay on RQHR orthopedic inpatient units significantly exceeds the target of 4.5 days.
  - The region continues to monitor compliance of the Surgical Checklist. The goal is to be 100 per cent compliant in all checklist components.
  - Since the RQHR implemented a Fall Prevention Program on all surgical units, the region has seen a reduction in falls. The goal is to reduce patient falls to zero.
  - Allocation of the operating room time has been an issue of concern and the region is evaluating the process.
9.0 **RHA BOARD ACCOUNTABILITIES**

9.1 **Audit & Finance Committee Meeting**

- J. Carter presented the Audit & Finance (A&F) Committee Report on behalf of P. Woidyla, Chair of the Committee. The written report was included in the Authority’s meeting package. The A&F Committee meeting took place on May 8th. The report included the following decisions and motions:

| RHA #50-13 [Carried]. Moved by J. Carter and seconded by G. Semenchuck that: the Regina Qu’Appelle Regional Health Authority approve motion AFC #09-13 and AFC#10-13. |

| AFC #09-13 [Carried]. Moved by J. Carter that: the Management Compliance Statement as at March 31, 2013, be approved, as presented. |

| AFC #10-13 [Carried]. Moved by J. Carter that: the Financial Statements as at March 31, 2013, be approved, as presented. |

- The RQHR ended March 2013 with an operating deficit of $19.69M. The budgeted surplus was $2M resulting in an overall unfavourable variance of $21.69M.
- RQHR was not able to operate within the tight financial targets this year. Over capacity and patient flow are still issues for the Regina Qu'Appelle Health Region. The region continues to explore opportunities for improvement and must be explicit about the priority areas and determine what does not have to be done.
- Although funding from the Ministry of Health increased, operating pressures and capital equipment needs continue to grow. The region will be facing a very tight budget in 2013/14.
- The Committee reviewed the Draft Audited Financial Statements Year Ending March 31, 2013. The statements will be included in the 2012/13 RQHR Annual Report which will be presented to the RHA in June, for approval.
- Management presented the region’s financial plan for fiscal year 2013/14. The Audit and Finance Committee supports the financial plan, as presented.
- The Audit & Finance Committee agreed to schedule meetings to better align with the release of the region’s monthly financial statements; and, to meet at least nine times per year to ensure that the Committee is reviewing current and relevant financial information. Management will report regularly to the Audit & Finance Committee on the progress being made to reach targeted efficiencies.
- The Audit & Finance Committee agreed that the Committee should be expanded from three to four members.

**Action:** To canvass the Board for another member to sit on the Audit & Finance Committee.
9.2 Governance, Performance & People Committee Meeting

- B. Barber, Chair of the Governance, Performance & People (GP&P) Committee, presented his written report which was included in the Authority’s meeting package. The GP&P Committee meeting took place on May 9th. The report included the following decisions and motions:
  - The Committee received additional information regarding measures to use on evaluating the CEO.
  - The Committee agreed to the measures as presented in motion GP&P #07-13, and passed the following motion:

  **RHA #51-13 [Carried].** Moved by J. Lang and seconded by B. Barber that: the Regina Qu’Appelle Regional Health Authority approve motion GP&P #07-13.

  **GP&P #07-13 [Tabled].** Moved by J. Lang that: the Governance, Performance and People Committee recommend that the Regina Qu’Appelle Regional Health Authority approve Pay for Performance measures and targets for the CEO for 2013-14 for:
  1) Organization – 4 points
  2) Patient Satisfaction – 2 points
  3) Executive Behaviour / Competencies – 2 points

  - The Committee reviewed the region’s future vision & people plan which is detailed in the draft document entitled, “RQHR Great Workplace Strategy.”
  - A policy framework to guide Board oversight of the RQHR Great Workplace Strategy will be developed for RHA review and approval.

9.3 In-camera RHA Meeting

- L. Boutilier presented his written report which was included in the Authority’s meeting package. The In-camera Meeting of the RHA took place on May 15th. The report included the following decisions and motions:

  **RHA #52-13 [Carried].** Moved by C. Bryant and seconded by B. Barber that: the Regina Qu’Appelle Regional Health Authority approve motion RHA-IC #12-13, as presented.

  **RHA-IC #12-13 [Carried].** Moved by C. Bryant and seconded by B. Barber that: the Regina Qu’Appelle Regional Health Authority grant temporary privileges for the following physicians:

  **Department of Anesthesiology:**
  - Dr. R. Pikaluk (Locum) – April 3 - April 30, 2013

  **Family Medicine**
  - Dr. E. Oluma – March 16, 2013 and continuing until such time his application can be considered by the RQRHA.
  - Dr. P. Manzini (SMA Locum – Ft. Qu’Appelle) – April 8 - April 12, 2013; May 13 - May 20, 2013
  - Dr. A. Huang (Locum – Ft. Qu’Appelle) – March 23, 29; April 5, 2013
  - Dr. H. Akhtar (Imperial) – May 1, 2013 and continuing until such time his application for Visiting staff can be considered by the RQRHA.
  - Dr. L. Latakgomo (Locum – Imperial) – May 1 - 30, 2013

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**Department of Medicine**  
**Section of Infectious Diseases**  
Dr. L. Hermann (Locum) – April 15 - May 10, 2013  
Dr. S. Skinner – April 29, 2013 and continuing until such time his application can be considered by the RQRHA.

**Department of Medicine**  
**Section of Internal Medicine**  
Dr. A. Ellwood – April 1, 2013 and continuing until such time her application can be considered by the RQRHA.  
Dr. G. Moinuddin – May 1, 2013 and continuing until such time his application can be considered by the RQRHA.

**Department of Pediatrics (Cardiology)**  
Dr. C. Pockett – April 25, 2012 and continuing until such time her application for Visiting staff can be considered by the RQRHA

**Department of Psychiatry**  
Dr. M. Jayaprakash (Locum) – April 1 - May 31, 2013  
Dr. O. Akeju – April 10, 2013 and continuing until such time his application can be considered by the RQRHA.

• The RHA reviewed and approved the Practitioner Advisory Committee Report. There are no extenuating circumstances to report.

**RHA #53-13 [Carried]. Moved by B. Barber and seconded by G. Semenchuck that:** the Regina Qu'Appelle Regional Health Authority approve motion RHA-IC #13-13, as presented.

**RHA-IC #13-13 [Carried]. Moved by B. Barber and seconded by G. Semenchuck that:** the following applications for membership be approved, by the Regina Qu’Appelle Regional Health Authority:  
• Dr. Dr. S. McLaughlin, Department of Family Medicine – Associate  
• Dr. A. Ellwood, Department of Medicine, Section of Internal Medicine – Associate  
• Dr. S. Flavelle, Department of Pediatrics – Associate  
• Dr. E. Oluma, Department of Family Medicine – Associates  
• Dr. S. Moorosi, Department of Family Medicine – Temporary (May 1 – Aug 31/13)  
• Dr. S. Skinner, Department of Medicine, Section of Infectious Diseases – Associate  
• Dr. G. Moinuddin, Department of Medicine, Section of Internal Medicine – Associate  
• Dr. C. Pockett, Department of Pediatrics – Visiting  
• Dr. O. Akeju, Department of Psychiatry – Associate.

**RHA #54-13 [Carried]. Moved by G. Semenchuck and seconded by J. Carter that:** the Regina Qu'Appelle Regional Health Authority approve motion RHA-IC #14-13 as presented.

**RHA-IC #14-13 [Carried]. Moved by G. Semenchuck and seconded by J. Carter that:** the following additional privilege requests be approved, by the Regina Qu’Appelle Regional Health Authority:  
• Dr. P. Chaturvedi, Department of Imaging – requesting the additional privilege of Renal Denervation for resistant hypertension (for the term of the research project only)
• Dr. B. Lothian, Department of Pediatrics – requesting the additional privilege of Pediatric Respiratory Consultation for inpatients
• Dr. S. Pharis, Department of Pediatrics – requesting the additional privilege of Pediatric Cardiology Consultation for inpatients.

RHA #55-13 [Carried]. Moved by B. Barber and seconded by C. Bryant that: the Regina Qu'Appelle Regional Health Authority approve motion RHA-IC #15-13, as presented.

RHA-IC #15-13 [Carried]. Moved by B. Barber and seconded by C. Bryant that: the following elevations be approved, by the Regina Qu’Appelle Regional Health Authority:
• Dr. C. Aspe Lucero – elevation from Associate to Active staff.
• Dr. J. Coruzzi, Department of Family Medicine – elevation from Associate to Active staff.
• Dr. T. Egware Department of Family Medicine – elevation from Associate to Active staff.
• Dr. J. Soper, Department of Pediatrics – elevation from Associate to Active staff.

RHA #56-13 [Carried]. Moved by S. Quinlan and seconded by L. Jijian that: the Regina Qu'Appelle Regional Health Authority approve motion RHA-IC #16-13, as presented.

RHA-IC #16-13 [Carried]. Moved by S. Quinlan and seconded by L. Jijian that: the following applications for re-appointment to the Practitioner Staff for the period of June 1, 2013 to May 31, 2014, be approved, and that their current privileges be reaffirmed, by the Regina Qu’Appelle Regional Health Authority:
Department of Critical Care - as attached
Department of Emergency Medicine - as attached
Department of Laboratory Medicine - as attached
Department of Psychiatry - as attached
Department of Medicine - as attached
Department of Surgery - as attached
Department of Family Medicine - as attached
Department of Pediatrics - as attached
Department of Medicine - as attached
Dr. C. Aspe Lucero, Department of Obstetrics & Gynecology – Active.

RHA #57-13 [Carried]. Moved by B. Barber and seconded by J. Carter that: the Regina Qu'Appelle Regional Health Authority approve motion RHA-IC #17-13, as presented.

RHA-IC #17-13 [Carried]. Moved by B. Barber and seconded by J. Carter that: the following section transfer from the Department of Cancer Services to the Department of Family Medicine (Hospitalist), with a Cross Appointment in the Department of Surgery for Dr. J. McLeod be approved, by the Regina Qu’Appelle Regional Health Authority.

RHA #58-13 [One Abstention, Carried]. Moved by B. Barber and seconded by P. Sparvier that: the following elevation be approved, by the Regina Qu’Appelle Regional Health Authority:
• Dr. J. Reed, Department of Surgery – elevation from Associate to Active staff.

10.0 OTHER BUSINESS
10.1 RHA Meeting Schedule

- The RHA agreed to change the fall Annual Strategic Planning Session from October 6-8 to September 8-10, 2013.
- As such, the September 11th Governance, Performance & People Committee and the September 12th Quality & Safety Committee meetings will move to October 9th and 10th, respectively to accommodate for the RHA’s Annual Strategic Planning Session.

10.2 Provincial Linen Services

- 3sHealth announced today, its decision to create a provincial linen service for Saskatchewan’s health care system. The new provincial linen service will significantly improve quality for patients and residents.
- The new state-of-the-art plant will be built, owned and operated in Regina by a third party provider, K-Bro Linen Systems, contingent on the successful completion of labour relations consultations and subsequent contract negotiations with K-Bro.
- It is estimated that this solution will save the health system approximately $93M over the next ten years. It will be fully implemented in about two years.

10.3 Health Services in Rural RQHR

- This item was added to the agenda, after the formal approval of the Agenda.
- Currently there are six full time physicians practicing between Indian head and Broadview but two are leaving by the end of June. The remaining four physicians are not able to support acute and emergency services in three acute care sites – Broadview, Indian Head and Wolseley.
- Effective July 1st, acute and emergency services will be temporarily suspended at Wolseley Hospital until further notice.
- The Broadview and Indian Head hospitals may experience short term acute and emergency service reductions throughout the summer.
- The RQHR continues to recruit physicians to support rural Primary Health Care teams.
- Solo physician practices are not sustainable and RQHR does not expect solo physicians to remain on call 24/7 in order to maintain services in a community.

10.4 Pediatric Services in RQHR

- This item was added to the agenda, after the formal approval of the Agenda.
- To better serve the children in our care, the RQHR will be consulting with parent/family and health care partners to develop a plan that will improve access and provide safe, timely, and quality in-patient pediatric care.
- The region is hoping to have a draft plan completed by the end of June. It will then go through a formal review process by the region’s Senior Leadership Team, the Board and the Ministry of health before a decision is made.

**Action:** To provide the RHA will regular updates on the work the region is doing regarding pediatric services.
11.0 CORRESPONDENCE

11.1 Research Showcase June 19, 2013

- The RHA received an invitation to attend the RQHR’s Research Showcase 2013 on June 19, from 12 noon to 4 p.m. at the Delta Hotel in Regina.
- RHA members were encouraged to attend this RQHR event.
- L. Boutilier and B. Barber sent their regrets for being unable to attend this year’s Showcase.

11.2 Notice of Regina Community Clinic Annual General Meeting

- The RHA received an invitation to attend the Annual General Meeting of the Regina Community Clinic to be held on June 18, 2013.
- P. Sparvier agreed to attend on behalf of the RHA.

12.0 NOTICE OF MOTION

- There was no notice of motion brought forward.

13.0 DATE AND TIME OF NEXT MEETING

- Wednesday, June 26, 2013 at 1900 hours, Montmartre, Saskatchewan.

14.0 MOTION OF ADJOURNMENT

RHA #59-13 [Carried]. Moved by B. Barber that: the meeting of the Regina Qu’Appelle Regional Health Authority of May 29, 2013, be adjourned at 20:27 hours.

APPROVED THIS 26th DAY OF JUNE 2013.

______________________________________ _____________________________________
Recorder      Chairperson