

**MINUTES of the Regional Health Authority - Central Manitoba Inc./  
Office régional de la santé du Centre du Manitoba Inc. Governing Board Meeting held  
Wednesday, March 23, 2005  
Boundary Trails Health Centre Multi-Purpose Room**

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<b>Present:</b> John Krahn Connie Gretsinger Sheryl Feller Gerald Le Moullec Joanne Roulette Jeannie Marion Bob McKenzie Celine Beaudette Al Schmidt Ted Fransen Roger Kirouac Eric Cameron Neil Walker, CEO Lorinda Schramm, Area Leader South Claudette Lahaie, Senior Administrative Officer Debbie Nelson, Chief Nursing Officer Carol Garnham, Recording	<b>Regrets:</b> Ralph Cibula Kelly Beaulieu  <b>Absent:</b>   <b>Guests:</b>
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**Action**

1. **Call to Order**                      The Chair called the meeting to order at 5:45 p.m.
2. **Welcome & Introductions**                      The Chair welcomed Board members and staff to the Board meeting.
3. **Approval of proposed Agenda**                      MOVED by Celine Beaudette, SECONDED by Roger Kirouac THAT the Regional Health Authority – Central Manitoba Inc. Board Agenda be approved as circulated with the addition of two in-camera items.  
CARRIED
4. **Appointment of Board Meeting Monitor**                      The Chair recognized Mrs. Feller as the Board meeting monitor.
5. **Approval of Board Meeting Minutes**                      MOVED by Ted Fransen, SECONDED by Al Schmidt THAT the Regional Health Authority – Central Manitoba Inc. Board Minutes of the meeting held February 23, 2005 be approved as circulated.  
CARRIED.
6. **Approval of Board Member Absence**                      MOVED by Al Schmidt, SECONDED by Gerald Le Moullec THAT the Regional Health Authority – Central Manitoba Inc. Board excuse the absence of Ralph Cibula and Kelly Beaulieu from the March 23, 2005 Board meeting; Ted Fransen's absence from the April 8 & 9, 2005 Board Workshop and the April 27, 2005 Board meeting and Joanne

Roulette's absence from the Spring Board Workshop. CARRIED.

## 7. Board Education

### 7.1. Spring Board Workshop April 8 & 9, 2005

Board members were reminded to confirm their attendance at the Spring Board Workshop.

### 7.2. 2005 National Healthcare Leadership Conference June 6 & 7, 2005

The Chair reported that Mrs. Gretsinger, Mr. Cibula, Mr. Kirouac and Mr. Fransen indicated interest in attending the conference. Governance Process Policy (GP-10) Board Stipends and Expenses were referenced to determine attendance.

MOVED by Bob McKenzie, SECONDED by Gerald Le Moullec THAT the Regional Health Authority – Central Manitoba Inc. Board approve that the Board Chair and two Board members, Connie Gretsinger and Ralph Cibula, attend the 2005 National Healthcare Leadership Conference June 6 & 7, 2005. In the event that one, or both, of these Board members are unable to attend, Roger Kirouac will be the first alternate and Ted Fransen will be the second alternate. CARRIED.

### 7.3. International Policy Governance Association – Governing Excellence Newsletter March 2005

For information.

### 7.4. John Carver Newsletter Policy Governance in Action Jan – Feb 2005

For information.

### 7.5. Board Member Article Review

Mr. McKenzie presented highlights from an article entitled *Now Let's Really Reform Governance*. The article speaks to the role of the Board vs. the role, and related requirements, of the CEO. The article also addresses the use of committees. Many organizations are against the use of committees by Boards. However, as in the case of the RHA Central Board, committees have been found to be very useful as '*extensions of the Board, therefore accountable to the Board*'. Additionally, the participation of Board members on the Integrated Health Program Teams as liaisons is beneficial to the organization as a whole and is an invaluable educational opportunity.

Mr. McKenzie is pleased with the way Policy Governance is evolving for RHA Central and sees real benefits for the Board.

7.6. Fall Board Workshop

Mrs. Lahaie reported that she contacted Mrs. Jan Moore, Policy Governance Coach, as follow up to the last Board meeting where the Board indicated the need for more comprehensive education on CEO Evaluation by someone familiar with Policy Governance.

A two-day Board Workshop with Mrs. Moore costs approximately \$7K, plus expenses. Mrs. Moore is currently the International Policy Governance Association Chair and has written a text on Policy Governance.

The Fall Board Workshop will be held the weekend of September 16 & 17, 2005. In order to defray the facilitation costs, Mr. Fransen suggests that the Board partner with other RHA's who may also require additional information and understanding of CEO Evaluation. Different scenarios will be explored and reported back to the Board. **CEO**

As an aside, Mrs. Lahaie reported that a courtesy call was provided to the Board's previous policy governance coach indicating that the use of another coach will provide the Board with a different flavour and perspective for the Board.

8. **Ownership Linkage**

8.1. Ownership Linkage – Healthy Kids Healthy Futures All Party Task Force Provincial Consultation

Mr. McKenzie reported that he and Mrs. Roulette attended the consultation. There were five MLA's present and Task Force Chair, the Honourable Theresa Oswald, Minister responsible for Healthy Living, present. Mr. McKenzie reported that the brief was followed closely with the addition of a few comments.

Mr. McKenzie and Mrs. Roulette had the opportunity to speak to MLA Cliff Cullen, Turtle Mountain Constituency, following the presentation. Mr. Cullen seemed pleased with the brief presented by RHA Central. Mrs. Roulette commented on the problem of depression in some of the reserves and the MLA was very interested.

The Task Force Consultation was a good opportunity to make the Region's programs known at another level and to a wider audience while serving the Board to ultimately increase awareness of children's needs so children in Central Region are *as healthy as they can be*.

Mr. Walker added that Mrs. Debbie Iverson, Director of Regional Rehabilitation, was also present and commented on the very expressive and positive presentation made by Mr. McKenzie and Mrs. Roulette.

8.2. Annual Public Meeting

Mr. Walker reported that since 1997 the Annual Public Meetings (APM) have been held at various locations throughout the Region. At the last Board meeting, the Board discussed the concept of a health fair as a pre-annual meeting event and opportunity for staff and community partners to showcase best practices and innovation in programs. This has an impact on logistics in terms of how we can facilitate this relative to spatial needs, etc.

Mrs. Lahaie noted that in the past, the Board utilized the APM as a formal linkage relying on breakout groups and a broader question and answer period to link with community members. However, in the last year the Board has established other venues to link with owners and decided that the APM should be used to share information with the community members.

MOVED by Roger Kirouac, SECONDED by Celine Beaudette THAT the Regional Health Authority – Central Manitoba Inc. Board approve that the Annual Public Meeting be held on October 5, 2005 in Carman, Manitoba. CARRIED.

Staff will attempt to secure the Carman Collegiate as the site for the APM. **CEO**

9. **Means Review**

**Policy** Mr. McKenzie led the discussion for the means policy review.

9.1. Board – CEO Linkage Policy (BC-2) Unity of Control

Upon review, the policy remains relevant and no additional revisions are required at this time.

9.2. Governance Process Policy (GP-2) Governing Style

Upon review, the policy remains relevant and no revisions are required at this time.

10. **Other Board Work**

10.1. Leadership & Partnership Committee

Mrs. Feller reported that the committee met March 16, 2005.

10.1.1. Leadership & Partnership Committee Terms of Reference re: membership (GP 9)

The CEO reported that previously, the membership on the Leadership & Partnership Team was expanded for the accreditation process to include other internal and external representation. Representation from the Winnipeg Regional Health Authority, District Health Advisory Council and the Contract Health Corporations were noted. In the past, the Chair of the Medical Advisory Committee was also included because the Regional Vice President Medical position was vacant. Dr. Fortier begins his new role as Regional Chief of Staff on April 1, 2005 and will participate on the Committee.

The increased membership will make positive additions to the Committee as it works through the self-evaluation process required for accreditation.

10.1.2. Canadian Council on Health Services Accreditation (CCHSA)

Mrs. Feller reported that Mrs. Kristine Svendsen led the Committee through the standards document and accreditation process. The Committee discussed the process to complete the Self-Assessment and decided that the Committee will meet to complete a few standards at each meeting. The Leadership & Partnership Committee members must participate, however, any additional Board members are welcome and encouraged to participate.

10.1.3. Self-Assessment Board Meeting Monitoring Tool

A draft Board of Directors Self-Assessment Board Meeting Monitoring Form was previously drafted and presented in February. The revised form was redistributed. The Board will trial the use of the form at the conclusion of today's meeting. The form will be officially utilized beginning April 1, 2005.

10.1.4. Annual Governance Plan

A draft 2005-06 Annual Governance Plan was distributed. Changes from previous year were highlighted by Mrs. Feller.

It was noted that the Monthly Board Monitor was eliminated from the Annual Governance Plan, but upon further discussion it was determined that a Monitor would remain useful for a different purpose than in the past.

Board meeting monitoring forms will be completed at the conclusion of each Board meeting for collating by staff. At the Board meeting the next month, the Board meeting monitor would then report back results as summarized and facilitate discussion in terms of future improvement.

10.1.5. Board Governance Process and Board – CEO Linkage Policy Monitoring Process

The Committee discussed the two options presented and determined that both were viable resulting in the recommendation to pursue Option 1 in Year 1, and Option 2 in Year 2, as both options had merit.

10.1.6. Policy Review Guide

Mrs. Feller reported that guideline questions were developed for use as a tool to aid the Board in its policy review.

10.2. Recruitment Committee

Mr. Schmidt reported that the Recruitment Committee met prior to the Board meeting. Board members were requested to complete the Committee Membership survey for the 2005-06 fiscal year and submit it to the Executive Assistant by no later than April 7, 2005. Results will be collated by staff for discussion at the Recruitment Committee meeting to be held in conjunction with the Board Workshop.

10.3. Recognition of Retiring Board Member

Mr. Krahn expressed sincere thanks, on behalf of the Board, to Mrs. Feller for her contribution to the Board during her two terms of appointment.

Mrs. Feller commented that as a Board member, she is particularly proud of the Board as it undertook a journey to embrace the Policy Governance Model. Secondly, the Board's commitment to primary care and prevention are commendable because that is where the health care dollars need to be focused now and in the future.

Mrs. Feller expressed thanks to the Board, noting that she is proud to have been a member of the RHA Central Board and will miss everyone.

10.4. National Volunteer Week April 17-23, 2005

Various sites throughout the Region will be hosting events to recognize volunteers in their community.

10.5. Meeting with the Minister of Health

10.5.1. Correspondence from the Honourable Tim Sale,  
Minister of Health

Mr. Krahn acknowledged correspondence from the Minister of Health thanking the Board for the opportunity to meet.

10.5.2. Correspondence from the Deputy Minister of Health  
2005-06 Budget

Mr. Krahn provided highlights of the correspondence received regarding the 2005-06 Budget.

Mr. Walker reported that he would be pleased to say that it is enough funding. However, at the last Senior Management meeting, they were joined by the Regional Director of Budgeting/Audits and the Financial Analysts to take their first look at the 2005-06 budget as a group. The Region will be starting the year in a negative position from an operating perspective because we are already behind; bringing forward the deficit from last year that will be added to the base. Further analysis is required and will be done.

Mr. Walker requested that a special meeting of the Board be held to review the budget since it is critical to devote time to understanding the

budget. Mr. Walker referred to the presentation made by Mr. Jamieson's at the last Board meeting, stating that he has done a similar analysis on current year operations as well.

The Regional Health Authority – Central Manitoba Inc. Board approved that a special meeting of the Board be held in Carman, Manitoba on Wednesday, April 13, 2005 at 5:30 p.m. to discuss the 2005-06 Budget.

**Board  
Members**

## 11. Monitoring

### 11.1. Executive Limitation (EL-7) Asset Protection/Risk Management

Mr. Walker reported that the report was pre-distributed to the Board for review.

Q: Mr. Schmidt enquired if Mr. Walker was satisfied that the Region is moving in the right direction and that in 12 months or 15 months from now, there will be compliance rather than partial compliance for some of the policy provisions.

A: Mr. Walker reported that the organizational goal is to have the systems and processes in place to assure ourselves that we should be in compliance. Given the size of our organization, the CEO does not know if there will ever be full compliance, but a commitment is made to the Board each time he signs a monitoring report.

We are progressing towards compliance through risk management, but there are many manual processes fraught with opportunities for error. We expect to be further ahead next year and investigating options to track electronically, but Mr. Walker is not confident that the Region has the dollars and the staff resources for implementation.

Mrs. Nelson added that it is important to understand that we are talking about how risk is managed and how it can be mitigated. It is the nature of the concept of risk management that we manage the degree of risk that we run. If the policy insinuates that we will be risk free, then we will not ever be compliant. The Region has taken the first step with regard to staff disclosure when something goes wrong.

Q: Mr. Schmidt noted that for some of this, if he is listening, understands the statement is neither partial-compliance or compliance really. When we are doing the absolute best, we still cannot guarantee that things are not going to go wrong, and on the other hand, the CEO may not know everything that may be going wrong.

A: Mr. Walker responded that the monitoring report reports compliance relative to the interpretation.

Q: Mr. McKenzie commented that human nature makes it difficult for staff/people to always fully disclose. Policy Provision #4 reports there are no outbreaks of Methicillin Resistant Staphylococcus Aureus (MRSA) or Vancomycin Resistant Enterococcus (VRE). Are these the super bugs that CBC is reporting?

A: Mr. Walker responded that, yes, this is what they are referring to. Again, does the Region have enough resources in place? We are expanding surgery at Boundary Trails and in Portage. The more we do, the more risk we are exposed to; the less we do, the less risk we have. In light of some of the bugs out there, we need to revisit our infection control to be diligent.

The team at the Childrens' Hospital is the ideal. In Central Region, we are staffed with infection control nurses on a part-time basis in each Regional Centre. The regional team is diligent and have taken a leadership role with minimal resources. We are proud of the work that our teams are doing across the Region.

MOVED by Ted Fransen, SECONDED by Celine Beaudette THAT the Regional Health Authority – Central Manitoba Inc. Board accept the CEO's Monitoring Report on Executive Limitation (EL-7) Asset Protection/Risk Management as being in compliance, except in the Policy Provisions where partial compliance is reported. CARRIED.

11.2. Executive Limitation (EL-9) Communication & Support to the Board

Re: Diagnostic Services of Manitoba (DSM) Agreement

Mr. Walker reported that the draft documents were distributed to the Board in the packages. Mr. Walker had the opportunity to meet with CEO of DSM to talk about the Memorandum of Understanding; revisions to the MOU have been made as a result of discussions and are highlighted.

MOVED by Al Schmidt, SECONDED by Bob McKenzie THAT the Regional Health Authority – Central Manitoba Inc. Board hereby approves that the Chief Executive Officer be provided with authority to sign the Memorandum of Understanding between the Regional Health Authority – Central Manitoba Inc. and the Diagnostic Services of Manitoba (DSM) to enter into discussions to work cooperatively to address issues related to the transfer of laboratory services and diagnostic services to DSM including, but are not limited to: ownership/leasing of equipment, space requirements, inventory requirements, infrastructure requirements, shared services and the transfer of human resources. CARRIED.

12. Consent Agenda N/A

13. Information 13.1. Information requested by the Board  
13.1.1. Chair's Report



The Chair provided verbal highlights of activities for the previous month.

13.1.1.1. Clinical Pastoral Care Education

The Board Chair attended one of two seminars facilitated by the Clinical Pastoral Care Education group. Of the six students who participated in the program they divided into two groups to host two sessions on loss. One was held in Portage and one in Altona (Roland).

Mr. Krahn attended the session in Roland and provided highlights on the various topics and stories relayed by the speakers at the session.

13.1.1.2. Council of Chairs Minutes of February 9, 2005

For information.

13.1.1.3. Council of Chairs Report of March 10, 2005

The Chair reported that the inclement weather prevented his attendance at the meeting.

Mr. Walker reported that the percentage details of the 2005-06 budget for the Region's were reported at the meeting. Some RHA's received more funding than others. The discussion mirrored what the Honourable Sale had noted at the meeting with the Board on March 4, 2005 i.e. components of EMS, the directive to balance and the inability to balance due to the lack of authority. The presentation will be shared as part of the special Board meeting.

CEO

13.1.1.4. Correspondence from The Manitoba Institute for Patient Safety

Consultations are being held across the Province looking at safety related to clients. Members of the Council of Chairs and CEOs will have the opportunity to provide input at the next Council meeting. Regionally, Ms. Svendsen will be coordinating consultations with members of the DHAC, physicians and staff.

13.1.2. Leadership Team Report – Part 1

13.1.2.1. Lions Prairie Manor Chapel

The grand opening of the Lions Prairie Manor Chapel will be held at 10:30 a.m. on Friday, April 29, 2005. Bringing the Chapel to fruition was a major undertaking funded by the Lions Club. Invitations have been extended to the Minister of Health, Reverend George Neufeld, Provincial Spiritual Care Coordinator and Members of the Board, among others.

13.1.2.2. Lourdeon Wellness Centre

Community members in Notre Dame have undertaken an in-depth community health assessment and developed draft drawings in consultation with the Community Economic Development Corporation. The group has been funding raising and, to date, has raised \$1.2M since December 2004. The total cost of the centre is approximately \$2.4M. The Centre would be located on Regional Health Authority – Central Manitoba Inc. property, in the same campus as the Foyer Notre Dame, and will meet the spatial needs for a library, physician clinic offices, pharmacy, wellness/fitness centre, and itinerant offices for health professionals.

Historically, redevelopment of the existing Foyer Notre Dame and Notre Dame Hospital have been part of the capital program plan in order to relocate the acute beds to one building. This did not occur, so the community has had the vision to move the project along with the support of the RHA Central.

Minister's Sale, Oswald, Selinger, and Melnick were extended invitations to participate in a meeting to discuss the project. Honourable Sale has confirmed attendance at the meeting to be held at 11:15 a.m. on the 31<sup>st</sup> of March, 2005.

13.1.2.3. Interim Bed Placement Policy

Mr. Walker reported that in light of the incremental funding to expand the orthopedics program at the Boundary Trails Health Centre (BTHC), it is impacting paneled patients awaiting placement in personal care homes.

The Interim Bed Placement Policy was implemented to ensure that the acute care hospital could respond to acute care patient needs. The policy provisions are discussed with families of patients requiring long term care upon admission and it is explained that relocation may be necessary until patients can get into their personal care home of choice.

At the present time, BTHC is down to 14 patients awaiting placement. However, the teams are preparing to ramp-up in preparation for the orthopedic program that will triple the throughput for surgeries beginning April 4, 2005. The team at BTHC has been working with families, but ultimately has had to relocate some clients. Staff were commended for their attempts to deal with this issue in a caring and compassionate way, while remaining cognizant of the fact that the transition is proving to be very difficult for some families.

Mrs. Schramm referred to some of the challenges that need to be overcome through innovative and supportive options to ensure that we have the process in place to make sure we are covering all of the bases and reviewing alternate arrangements when dealing in this

difficult situation.

There are currently approximately 40 people on the waiting list for Salem Home Inc. and 10 on the list for Tabor Home Inc., which is directly related to the respective structural environments.

Mr. Walker added that Regionally, we need to sit down and do some long-range projections because the crunch will continue in the south and we require some different provisions of care for our seniors in the south. We have inherited some pch's in the wrong places geographically as reflected by the waiting lists as they are lower in some communities than others as are our acute beds.

Q: Mr. Fransen enquired how many of the orthopedics patients may be from Winnipeg or other areas from outside of the Region?

A: Mrs. Schramm responded that any out of Region orthopedic cases would be transferred back to the sending Region/Hospital for follow-up care. Our projected length of stay is six days.

Q: Mr. Le Moullec asked if we would transfer the long term care patients awaiting placement to other acute or pch facilities to alleviate the pressure?

A: Mr. Walker reported that the policy allows for transfers to either setting, but that the Region endeavors to work with families to select alternates of their choice.

Q: Mr. McKenzie notes that many Carman residents go out of the Region for services such as to Winnipeg for chemotherapy. Could the transportation options utilized for those cases be part of the solution?

A: Mrs. Schramm noted that being able to provide transportation options to allay family concerns related to visitation will concerns is an option that we are looking into, but we do not have volunteers in place to do it.

#### 13.1.2.4. International Medical Graduates (IMGs)

Q: Mrs. Beaudette enquired where the .5 FTE salaried physician will be located.

A: Mr. Walker noted that the Region has sponsored four IMGs this year. In terms of location, we need to anticipate where we will have gaps. We are fortunate in that we are one of the only Regions that does not have a large number of physician vacancies. We identified Rosenort and Montcalm and looked at supporting the communities with an IMG.

Presently, the physician is providing locum coverage in the Red River Valley because we have physicians away.

#### 13.1.2.5. Chief Financial Officer

Mr. Walker was pleased to announce that Mr. Ken Klassen has

accepted the position of Chief Financial Officer for the Region. Mr. Klassen is currently working with the Western School Division.

Mr. Walker acknowledged the contributions of Mr. Martin Montanti as he assumed the role of Acting/Chief Financial Officer to help provide a continuum during active recruitment period.

13.1.3. Leadership Team Report – Part 2

13.1.3.1. Staffing Announcements

Mr. Walker reported a few changes that will be made at the Corporate Office.

As previously announced to the Board, Mrs. Claudette Lahaie will be retiring from full-time work in the Region, effective April 1, 2005. She will continue to work for the Region with a scaled down portfolio on a .6 FTE basis in the organization maintaining her duties related to Board support for Policy Governance and communication.

One of the other changes is particularly related to policy and practices. Mrs. Carol Garnham will take on the role of policy leader to revisit the organization's processes for all regional policies and review the process for clinical policies to get them up to speed for intranet access. A big component of this will be converting the current forms to an environment where they will be computer friendly so that staff can complete them on-line.

The other project Mrs. Garnham will undertake is related to document management. This is an area where we need to invest some time and energy in our document management practices beginning with a design for the corporate office.

Additionally, there are standards of practice for programs/practices in every area of the organization with the exception of the administrative support staff. So, Mrs. Garnham will work with others to develop and implement those standards. The Region has a communication manual that provides a framework, but, we need to step back at the next level and review practices given that we operate out of a number of sites.

In order to provide a continuum of support to the Board and Senior Management Team, Mrs. Jane Saunders, will move into the Executive Assistant role and we will backfill her Administrative Assistant position.

Staff have been hired to provide administrative assistant services for Mrs. Kristine Svendsen, Regional Coordinator of Quality Improvement and Risk Management, especially in light of the expectations as to how we manage and support occurrence reporting and the fact that we are moving into an accreditation survey year and have self-assessment work that needs to get done.

On a final note, Mr. Walker was pleased to congratulate Ms. Debbie Nelson on writing her exam in her last course for her masters degree today. The final step is to write and defend her masters.

**14. Self-Evaluation of  
Governance Process**

14.1. Board Meeting Monitoring Report

Mrs. Feller reported that Board members are to complete the new monitoring tool and hand it in to the Executive Assistant for collating. The summary will reported back at the meeting next month by the Board Meeting Monitor.

Q: Mr. Schmidt enquired what the Committee's intent was for item 3.1, if, for example, half of the Board members were absent - how is it rated?

A: Mrs. Feller indicated that a low rating would be reported if half of the members were missing without regrets; however, this is highly unlikely to happen given the Board's level of discipline.

**15. In-Camera**

MOVED by Roger Kirouac, SECONDED by Bob McKenzie THAT the Regional Health Authority – Central Manitoba Inc. Board move in-camera. CARRIED.

**16. Rise With Report**

MOVED by Roger Kirouac THAT the Regional Health Authority - Central Manitoba Inc. Board move out of in-camera to rise with report. CARRIED.

**17. Time/Date/Location  
of Next Meeting**

A Special Board meeting will be held on Wednesday, April 13, 2005 at 5:30 p.m. in Carman.

The next regular meeting of the Board will be held on Wednesday, April 27, 2005 at 5:00 p.m.

**18. Adjournment**

MOVED by the Mrs. Feller that the meeting be adjourned at 8:10 p.m.

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Chairperson