

**KINGSTON GENERAL HOSPITAL  
161<sup>st</sup> ANNUAL GENERAL MEETING  
2010 June 16**

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Members Present

Baker Abdo	Peter Dalton	Timo Hytonen*	Peter Radley
Dianne Adshead	Alexandra de Haas	Arthur Jordan	William Richard*
Marg Alden	Mary Ellen Douglas	Lois Jordan	Linda Ross
Maureen Ball	Sarah Jane Dumbrille	Erik Kalin	Stephen Roughton
Mohamed Bayoumi	Stuart Dyer	Jehuda Kaminer	Martin Secker
Marilyn Bennett	Susan Creasy	Glenda Kaye	Donna Segal*
Annette Bergeron*	Tom Epp	Richard Kizell	Duncan Sinclair
Jim Bimson	Walter Fenlon	Marianne Lamb	Wayne Spalding
Barry Blay*	Jack Flannagan	Alex Lampropoulos	Terry Stafford
Gerry Brosso	Richard Fleming*	Emily Leslie	Edwin Stewart-Normans
Tom Buchanan*	Sandra Fletcher	Jacoba Lilius	Peter Swan
Sylvia Burkinshaw	Pat Forsdyke	Susan Lounsbury	Leslee Thompson*
Robert Burnside	Elaine Forshaw*	Ann Lukits	George Thomson
Morley Burwash	Jean Fraser	Gord MacDougall	John Trousdale*
Scott Carson	William Freeman	Carol Mackillop	Peter Tucker*
Richard Christie	Jeff Garrah	Douglas Mackintosh	David Walker*
Carol Clemenhausen	Sonia Gentile	Jan Montgomery	Derek Walter
Gerry Coady	Mac Gervan	Kemi Olunloyo	Ian Wilson
Gavin Cosgrove	Doug Girvin	Dennis Owen	Kathryn Wirsig
Chris Cunningham*	Janet Grace	Kim Pho	Kathryn Wright
Bill Dalton	Jim Holsworth*	Geoffrey Quirt	David Wood
			David Zelt*

\*voting members

Staff

Rhonda Abson, Recording Secretary	Paul Dungey	Kellie Kitchen	Regina Pizzuti
Christie Andrus	Roger Deeley	Colleen Knapp	Laurie Reade
Sheryl Baker	Lenora Duhn	Adrienne Leach	Eleanor Rivoire
Julie-Ann Barrett	Joyce deVette-McPhail	John Lott	Debbie Sapp
Myra Baumann	Elisabeth Dobbs-Jones	Hugh MacDonald	Bob Schaefer
Jon Begg	John Drover	Jeff MacDonald	Janise Scott
Daryl Bell	Jim Flett	Chris Mackey	Ken Scott
Kerry Benford	Rana Fowler	Cally Martin	Smita Sengupta
Kelly Bodie	Christine Gallerneault	Annette McCallum	Sandip Sengupta
Cindy Bolton	Shannon Graham	Sandra McGuire	Dana Silva
Maurice Bouchard	Gary Greene	Susan McLroy	Chris Simpson
Veronique Briggs	Susan Hall	Mike McDonald	Karen Smith
Rob Brison	Karen Hanewich	Carol McIntosh	Lisa Smith
Glenn Brown	Veronica Harris-McAllister	Susan McIntyre	Alan Smith
Brenda Carter	Reg Hart	Susan McKenna	Steven Snable
Maureen Charette	Honey Haslam	David More	Mae Squires
Glenna Churchill	Jill Holland Reilly	Micki Mulima	Astrid Strong
Cheryl Cline	Peter Jeffrey	Julia Niblett	Constance Sunderland
J'Neene Coghlan	Jim Jeroy	Joanna Noonan	Tiger Tanner
Donna Cooper	Richard Jewitt	Christina Panopoulos-	Nadia Toutova
Kathy Coulson	Gord Jones	Rowe	Rose Marie Treacy
Denise Cumming	Sarah Jones	Joel Parlow	Victor Tron
Lynn Dallow	Troy Jones	Joy Peacock	Sean Wong
Edward Darby	Donna Joyce	Karen Pearson	Ian Young
	Tracy Kent-Hillis	Cynthia Phillips	Dick Zoutman

Healthcare Partners

Elizabeth Bardon, Sandi Cox, Sherri McCullough & David Pichora, Hotel Dieu Hospital  
Carolyn Beatty, Ministry of Health and Long-term Care  
KGH Foundation Board: Gary Bennett, Bill Dalton, Bittu George, Hugh Gorwill, Lili Kramil-Marcus, Donald Large, Colleen Lawrie  
Patient & Family Advisory Council: Doug Davey & Anndale McTavish  
Honorary Medical Staff Members: Moussa Cohanin & John Parker,  
Paul Huras & Georgina Thompson, Southeast Local Health Integration Network  
Dale Kenney & Dan Legault, Providence Care  
Jane Somerville,  
Ian Wilson, Campaign Chair & Governor, University Hospitals Kingston Foundation

Minutes of the 161<sup>st</sup> Annual General Meeting of Kingston General Hospital was held at The Harbour Restaurant, Portsmouth Olympic Harbour, 53 Yonge Street, 2<sup>nd</sup> floor, Kingston on Wednesday, June 16, 2010 at 08:00 hours.

1. CALL TO ORDER & WELCOME

Bill Richard, Chair, called the meeting to order and welcomed everyone to the 161<sup>st</sup> annual general meeting. Prior to the meeting, materials were available on the KGH website and additional materials will be posted following the meeting. The Chair welcomed Life Governors, Governors' Advisory Council members (GAC), the Board of Directors, Foundation Board members, Auxiliary members, Honorary Medical Staff members, healthcare partners and members of the general public who participated throughout the year in KGH's focus groups. Also attending today's meeting, members of the KGH leadership group were welcomed.

The Chair noted that the voting members of the Corporation, the KGH Board of Directors, will be asked to appoint the auditor and to elect the board at today's meeting. Presentations will be delivered by the Chief of Staff, Dr. David Zelt, the Chief Operating Officer, Jim Flett, the President of the KGH Foundation, Jim Holsworth, and the President and CEO, Leslee Thompson.

A silent tribute was paid in recognition of the following Governors who died since the last AGM:

Mortimer Abramsky on November 13<sup>th</sup>, 2009  
Marion French on December 31<sup>st</sup>, 2009  
Life Governor Mary Vandewater on February 28<sup>th</sup>, 2010  
Joan Kizell on March 8<sup>th</sup>, 2010  
Life Governor Graham Thomson on April 18<sup>th</sup>, 2010

New GAC members were introduced by the Chair as follows: Dianne Adshead, Margaret Alden, Scott Carson, Dan Corcoran, Gavin Cosgrove, Alexandra de Haas, Tom Epp, Jack Flannagan, Sandra Fletcher, William Freeman, Sonia Gentile, Jim Holsworth, Arthur Jordan, Erik Kalin, Glenda Kaye, Patrick Lefebvre, William Leggett, Ann Lukits, Kemi Olynloyo, Geoffrey Quirt, Matthew Reesor, Wayne Spalding, Rachel Stephenson, George Thomson, and Derek Walter.

The Chair introduced the voting members of the Corporation for 2009-2010 as follows and provided brief biographical details: elected members Maureen Ball, Annette Bergeron, Barry Blay, Tom Buchanan, Vice Chair Chris Cunningham, Richard Fleming, Timo Hytonen, Donna Segal, John Trousdale, Peter Tucker. Ex-officio members include David Goldstein, Vice President of the Medical Staff Association; Jim Holsworth, President of the KGH Foundation; Leslee Thompson, President and CEO and Secretary; David Walker, Principal's representative of Queen's University; Dr. David Yen, President of the Medical Staff Association; and David Zelt, Chief of Staff.

Moved by Tom Buchanan  
Seconded by Maureen Ball

THAT the agenda be accepted as circulated.

CARRIED

2. ADOPTION OF 2009 AGM MINUTES

Moved by Leslee Thompson  
Seconded by David Walker

THAT the minutes of the 160<sup>th</sup> Annual General Meeting held on 2009 June 19<sup>th</sup> be approved.

CARRIED

3. REPORTS

3.1 Chair of the Board

The Chair recognized the contributions of the following board members who lead committees this past year:

- Maureen Ball, Chair, Research & Education Committee
- Annette Bergeron, Chair, Governance and Nominating Committees
- Barry Blay, Chair, Audit Committee
- Tom Buchanan, Chair, Resources Committee
- Donna Segal, Chair, Quality of Patient Care Committee
- Peter Tucker, Chair, Ad Hoc Redevelopment Committee, and
- David Zelt, Chair, Medical Advisory Committee

Bill Richard reported that the KGH Board had an exciting and productive year. The board and organization participated in Accreditation Canada's survey and, based on preliminary results, the hospital did very well. The Governance Committee has developed a set of board policies and the Audit Committee continues to work on finalizing a whistleblower and code of conduct policy. Working with management, all board committees contributed to the development of a new performance reporting system based on more than 60 indicators. The Quality of Patient Care Committee focused on performance areas specifically addressing access to care, clinical quality and outcomes, patient flow and patient concerns. There has been a renewed focus on research and the Research and Education Committee has supported the creation of a research institute. The Ad Hoc Redevelopment Committee continues to monitor KGH's redevelopment project and major milestones included the opening of the oncology and pediatric wings. Other significant achievements include the development of a strategic direction mapping out KGH's future as well as addressing KGH's financial situation.

The Chair then recognized the contributions of departing elected board members Maureen Ball, Dick Fleming, Elaine Forshaw, and John Trousdale. In terms of ex-officio members, David Walker will be stepping down as Dean of the Faculty of Health Sciences effective July 1<sup>st</sup> and the Board will welcome Richard Reznick. Jim Holsworth will be completing his term as President of the KGH Foundation and Bill Dalton will assume this role immediately following today's meeting. David Goldstein will continue as Vice President of the Medical Staff Association but will now serve on the Hotel Dieu Hospital Board and Jacob Louw will be replacing him. Bill Richard then announced his departure from the Board as he will have completed a two-one year terms. A special event is planned for the end of June to bring departing and newly elected board members together.

GAC members serving on Board committee were acknowledged as follows:

Audit Committee: Martin Secker and David Wood

Nominations Sub-committee: Peter Dalton and Richard Kizell

Quality of Patient Care Committee: Marianne Lamb, Carole Weir and Anastasia Cliffe serving as a representative of the KGH Auxiliary

Resources Committee: Jim Bimson and Susan Lounsbury

Research and Education Committee: Jacoba Lilius and Emily Leslie

Ad Hoc Redevelopment Committee: Richard Christie and Hank Doornekamp

The Chair thanked all Governors serving on board committees this past year as well as recognizing those Governors who participated in the strategy focus groups. Bill Richard then confirmed that he would be stepping down from board effective today's meeting having completed his term. The Chair expressed his gratitude and Vice Chair, Chris Cunningham, recognized the Chair's contributions.

### 3.2 Chief of Staff and Vice President Medical Administration

Dr. David Zelt provided an overview of the work of the Medical Advisory Committee for 2009-10. A number of medical records policies have been implemented to support the timely completion of patient medical records. The policies also include medical staff privilege sanctions for incomplete charts. This has resulted in a significant reduction in outstanding charts. The Credentialing Committee has done a great job working with the MAC in dealing with the new requirements of the bylaws.

In terms of quality of care initiatives, the MAC continues to monitor the Chalk River crisis and the Diagnostic Imaging team has done a great job to ensure minimal impact on patients. Wait times continues to be a focus and now 12 surgical specialties are publicly reported and is regularly monitored by KGH. Regarding infection rates, key indicators have been developed tracking hand hygiene compliance, VRE, MSRA and CDAD. David Zelt reported on KGH's hand hygiene compliance rates noting that hand hygiene educators have now been introduced on all wards and that KGH's compliance rate continues to improve. The executive and board of directors remain vigilant in addressing and monitoring infection rates.

### 3.3 Chief Operating Officer

Jim Flett provided an overview of KGH's financial results for 2009-10. KGH finished the year with a \$0.7 million surplus from hospital operations versus a budgeted deficit of \$14.5 million, excluding building depreciation. KGH's working capital position remains a concern with the hospital having to increase its current position of long-term debt. Working capital for 2009-10 was \$54 million negative; however the planned working capital was \$65 million. In terms of the financial performance and meeting the targets set in the Performance Improvement Plan, the organization remained focused on bringing down the deficit to ensure a balanced position by Fiscal 2012. The first year of the performance improvement plan was implemented and KGH accomplished even more than expected – improved length of stay, reduced absenteeism, benchmark performance, increased revenues and expense recovery, and lower interest costs. New budget and performance management approach initiatives were introduced including quarterly reviews with leadership and staff. It was noted that volume targets were also achieved.

Highlights of the financial plan for 2011 were presented. KGH will continue to advance the redevelopment project and, as of March 31, KGH is 61% complete and on-time and on-budget. Other major challenges include addressing the working capital deficit and finding the resources for ongoing capital replacement. The Province of Ontario has agreed to explore working capital solutions for hospitals and the KGH management team remains committed to providing appropriate funds for capital equipment.

The Chair recognized the support of Georgina Thompson and Paul Huras of the South East Local Health Integration Network as KGH addresses its financial challenges.

4. Financial Statements & Appointment of the Auditor

A copy of the financial statements for the year ending March 31, 2010 are available on the KGH website. The Board of Directors approved the statements at their meeting held on May 26. New to the statements this year is the inclusion of the management discussion and analysis report.

It is also recommended by the Audit Committee that KPMG be appointed as the auditors for Fiscal 2011. The Chair invited a motion from the voting members of the corporation.

Moved by Barry Blay  
Seconded by Elaine Forshaw

THAT KPMG be appointed as the Auditors of Kingston General Hospital for Fiscal 2011.

CARRIED

5. Election and Appointment of Board

The Chair invited Annette Bergeron, Chair of the Governance and Nominating Committees to present a brief report on the election and appointment of the Board of Directors for 2010-11. KGH's Nominating Sub-committee was comprised of the following members: GAC members Peter Dalton and Richard Kizell along with KGH Board members Dick Fleming, John Trousdale, Bill Richard, and Leslee Thompson. The Nominating Sub-committee was given a mandate to bring forward a slate of 12 elected members.

Moved by Annette Bergeron  
Seconded by Tom Buchanan

THAT the following individuals be elected by the voting members of the Corporation at the annual general meeting slated for Wednesday, June 16, 2010: Annette Bergeron, Barry Blay, Tom Buchanan, Scott Carson, Chris Cunningham, Timo Hytonen, Susan Lounsbury, Gord MacDougall, Geoffrey Quirt, Peter Tucker, Donna Segal, and George Thomson, and

THAT the following individuals are appointed as ex-officio voting members of the Board: Leslee Thompson as the President and CEO; Dr. Jacob Louw as the Vice President of the Medical Staff; Bill Dalton, President of the KGH Foundation, Dr. Richard Reznick as the Principal's Delegate of Queen's University effective July 1st; Dr. David Yen as the President of the Medical Staff; Dr. David Zelt as Chief of Staff; and that the President of the KGH Foundation will be appointed following the KGH annual general meeting.

CARRIED

The Chair noted that legislative changes are anticipated in the upcoming year that will change the voting status of the ex-officio positions on hospital boards. The board of directors will be monitored and make the necessary amendments to the bylaws, terms of reference, and board policy as required to accommodate these changes.

6. Report – KGH Foundation President

Jim Holsworth, President of the KGH Foundation, recognized the contributions of the KGH Foundation, University Hospitals Kingston Foundation Boards and staff in supporting the needs of donors this past year. The important role of the three hospital foundations was noted. The University Hospitals Kingston Foundation has achieved in excess of \$60 million towards their \$70 million goal. The KGH Foundation

Board recently received confirmation of a clean audit for the year ended March 31, 2010. The donor base continues to grow and fund disbursements for the period April 1, 2009 to March 31, 2010 were: \$2.7 million towards redevelopment; \$265,000 for equipment; \$110,000 to support research; \$73,000 for education; \$74,000 and \$11,000 towards facility improvement – an overall total of \$3.27 million! Work is underway to review the donor recognition wall this year. Prior to the AGM, the Foundation Board approved the June 2009 AGM minutes; approved the financial statements; reappointed KPMG; and elected Bill Dalton as the President of the KGH Foundation along with the following members for 2010-11: Bill Dalton as President; Jim Holsworth as Past President; Donald Large as Vice President; Colleen Lawrie as Treasurer; Jim Flett as Secretary; and directors Elia Anagnostopoulos, Gary Bennett, Pierre Gaumont, Bittu George, Hugh Gorwill, Lili Kramil-Marcus, Peggy Reid, Wayne Spalding. A cheque was presented by the KGH Foundation to Board Chair Bill Richard and CEO Leslee Thompson.

#### 7. Report – President and CEO

CEO Leslee Thompson noted how proud she was of the many accomplishments of Kingston General Hospital this past year. This is the first year that KGH has done a “video” annual report starring many people who are part of the KGH family, making KGH work each and every day! 2009-10 was an impressive year. This year’s video will show many examples of individuals and teams coming together to make a difference for KGH’s patients.

Following the short video annual report, the CEO noted that KGH has made progress in ways that many people would have said was impossible just a short while ago. KGH can be better and people are turning their attention from wanting to be better to believing that they can be better and getting on with what needs to be done. Leslee Thompson noted that beating the odds is not new to KGH – looking back in the hospital’s history there have been many times since 1835 when KGH had to overcome what seemed to be, at the time, insurmountable challenges. And now, KGH is about to do it again and emerge stronger than before! Today, KGH’s new strategy “KGH 2015” will be presented.

The CEO noted that this past year was a bit of a ‘warm up lap’. While the organization has accomplished many short term goals, KGH is readying itself for a much longer journey. Getting fit, putting KGH’s affairs in order, and plotting out where the organization is headed and how to get there will be the focus.

#### 8. KGH 2015 – Our Strategy for Achieving Outstanding Care, Always

The CEO presented KGH 2015 noting that strategy is about making choices. It involves setting a direction and creating a clear, compelling picture of the future. KGH 2015 articulates a future that is bold, progressive and achievable. It puts KGH on a clear path and sharpens the hospital’s focus on a few big things that will set KGH apart over time. It is a call to action, shaped by nearly 2,000 people involved in formal consultations. Individuals and groups were consulted through meetings, telephone interviews, and on-line surveys. The dialogue was rich, constructive, and all involved were optimistic and eager to help. The CEO noted that the engagement experience was amazing with so much information and ideas exchanged. While problems were identified during the engagement process, solutions were readily suggested. The intensity and breadth of the consultant affirmed that the team developing the strategy was on the right track.

Three themes arose when the input was synthesized from the environmental scan, stakeholder consultations and an analysis of current performance trends. The themes centred on the care KGH provides, the knowledge that is generated and shared, and the leadership people want KGH to display. Leslee Thompson explained that these themes captured the value that KGH can create for others and the roles we can play in the healthcare system. KGH’s new strategy is about making choices. KGH will create the mechanisms to ensure ongoing dialogue following today’s session. KGH will continue to look at the landscape, continue to adjust the strategy over the next five-years, and continue to communicate and

engage with the stakeholders who rely on KGH. A selection of videoclips were presented demonstrating what people had to say about KGH and the hospital's future.

The CEO asked meeting participants to imagine patients and their families are at the centre of everything that KGH does; that people feel the difference this makes. That the hospital is clean and free of carpets! That KGH is safe and all preventable harm has been eliminated. That KGH stands out amongst its peers as a top performer. KGH is seen as an organization that works in teams, connects people, ideas and information within the hospital and across the broader healthcare system. That KGH is seen as an innovator and collaborator. That the hospital consistently uses evidence to drive change in the way we care for patients, teach, learn and lead; KGH is seen as a leader in the use of knowledge to improve patient outcomes. Imagine KGH is on a solid financial footing and is able to invest in better equipment, facilities and technology. That the healthcare professionals of tomorrow choose KGH as their placement of choice in order to become leaders in interprofessional care. Researchers are reaching new heights supported by a culture that truly embraces the generation of new knowledge and the rapid translation of that knowledge into practice so that patient outcomes can be improved. Imagine physicians, staff and volunteers identify KGH as a great place to work and they don't hesitate to let people know. That KGH feels more like a community than a hospital and everyone knows they are a valued contributor to the patient experience and people bring out the best in each other. Just imagine, outstanding care always will be the reality at KGH for every patient, every day; unleashing the full potential of KGH is at the heart of the new strategy!

Over the next five years, the following four big strategic directions will focus staff energy, action and resources moving KGH closer to achieving the organization's aim of Outstanding Care, Always. They are:

Strategic Direction #1: Transform the patient experience through a relentless focus on quality, safety and service

Strategic Direction #2: Bring to life new models of interprofessional care and education

Strategic Direction #3: Cultivate patient-oriented research

Strategic Direction #4: Increase our focus on complex-acute and specialty care

Six enablers have also been identified to support successful implementation of the new strategic directions. They are: people, processes, facilities, technology, finances and communications. In year one of the strategy, action plans will be developed to guide the execution of the strategy. Performance metrics will be confirmed and monitoring systems implemented to demonstrate results. Progress will be reviewed with stakeholders on an annual basis. A copy of the strategy detailing this information is available on KGH's website and a copy is available at today's meeting.

Leslee Thompson emphasized the fact that KGH's ambitious strategy will require strong leadership, resources and support from everyone who is part of the KGH community. She stated that, powered by a new aim, KGH is ready to navigate the landscape ahead and weather any unexpected storms. The future of KGH is in our hands. Let's work together to achieve our collective aim of Outstanding Care, Always. Lives depend upon it.

Panelists Doug Davey, a member of the Patient and Family Advisory Council, Paul Huras, CEO of the South East Local Health Integration Network, and Dean of the Faculty of Health Sciences, Dr. David Walker, joined Leslee Thompson to respond to questions. Paul Huras congratulated KGH and CEO Leslee Thompson on KGH 2015 and the achievements to-date in turning the hospital around. He recognized the contributions, the enthusiasm of the new KGH board and noted the value of the partnership between KGH and the SE LHIN. Paul Huras thanked Leslee Thompson for inviting the SE LHIN to participate in the development of KGH's new strategic directions. Dr. David Walker noted the importance of the partnership between the hospital and the University. The vision delivered today will transform the health system and attract the best and the brightest learners and will support a culture of research and will clearly transform the patient experience. Doug Davey confirmed the full support of the Patient and Family Advisory Council.

9. Special Announcement

An award has been created on behalf of the 2009-10 board of directors to recognize excellence of teams here at KGH. The Chair invited KGH board members Dick Fleming and Donna Segal to the podium who explained that the award would be delivered on an annual basis and that guidelines for nominations will be developed in near future. Award winners will be profiled and announced at the annual general meeting each year.

In closing, the Board Chair acknowledged the exciting and bright future ahead of KGH. He thanked CEO Leslee Thompson and members of the executive team for their leadership. Bill Richard noted what a pleasure it had been to serve. He thanked fellow board members for their support and recognized the dedicated staff, physicians, learners, and volunteers at KGH. Chris Cunningham, Vice Chair of the board, recognized Bill Richard's inspired leadership and thanked the outgoing Chair for his contributions. He noted that KGH's future is bright!

The meeting adjourned at 10:00 hours.

William S. Richard  
Chair