

Minutes of the **Executive Team** meeting held **31 May 2005** at 1:00 pm – St. Patrick's Mercy Home – St. John's.

Present:

George Tilley, Chief Executive Officer

George Butt, Vice President - Corporate Services

Beverley Clarke, Chief Operating Officer – Community, Mental Health/Addictions

Pat Coish-Snow, Chief Operating Officer – Bonavista, Clarenville, Burin (via conference call)

Stephen Dodge, Vice President - People and Information Services

Louise Jones, Chief Operating Officer – Medicine, Surgery and Critical Care

Alice Kennedy, Chief Operating Officer – Long Term Care

Fay Matthews, Chief Operating Officer – Trinity, Conception, Placentia

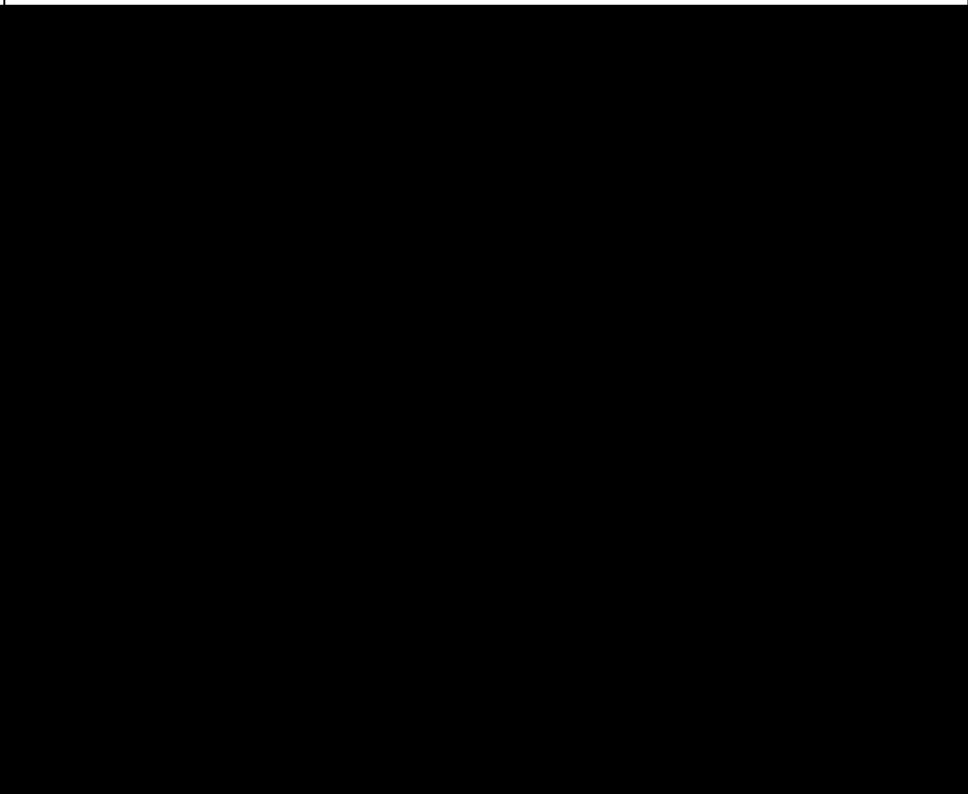
Wayne Miller, Senior Director - Corporate Strategy and Research

Patricia Pilgrim, Chief Operating Officer - Cancer, Child/Women's Health & Rehab

Dr. Robert Williams, Vice President - Quality, Diagnostic and Medical Services

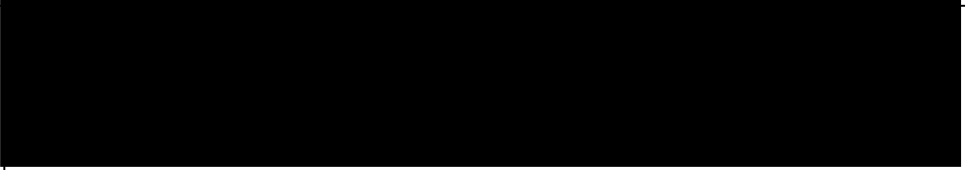

**Tour – St. Patrick's Mercy Home**

Sister Phyllis Corbett, Administrator - St. Patrick's Mercy Home escorted Executive Team on a tour of the facility.

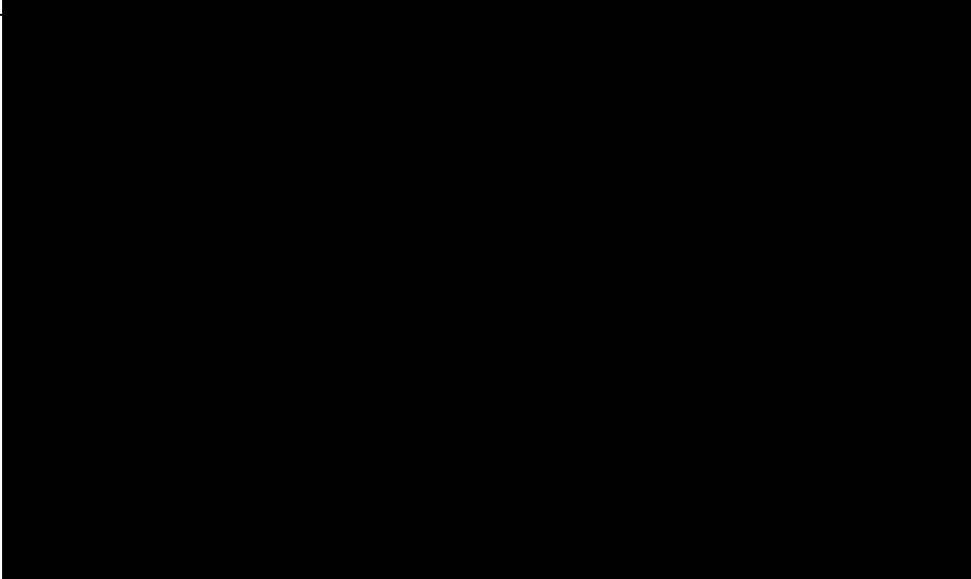
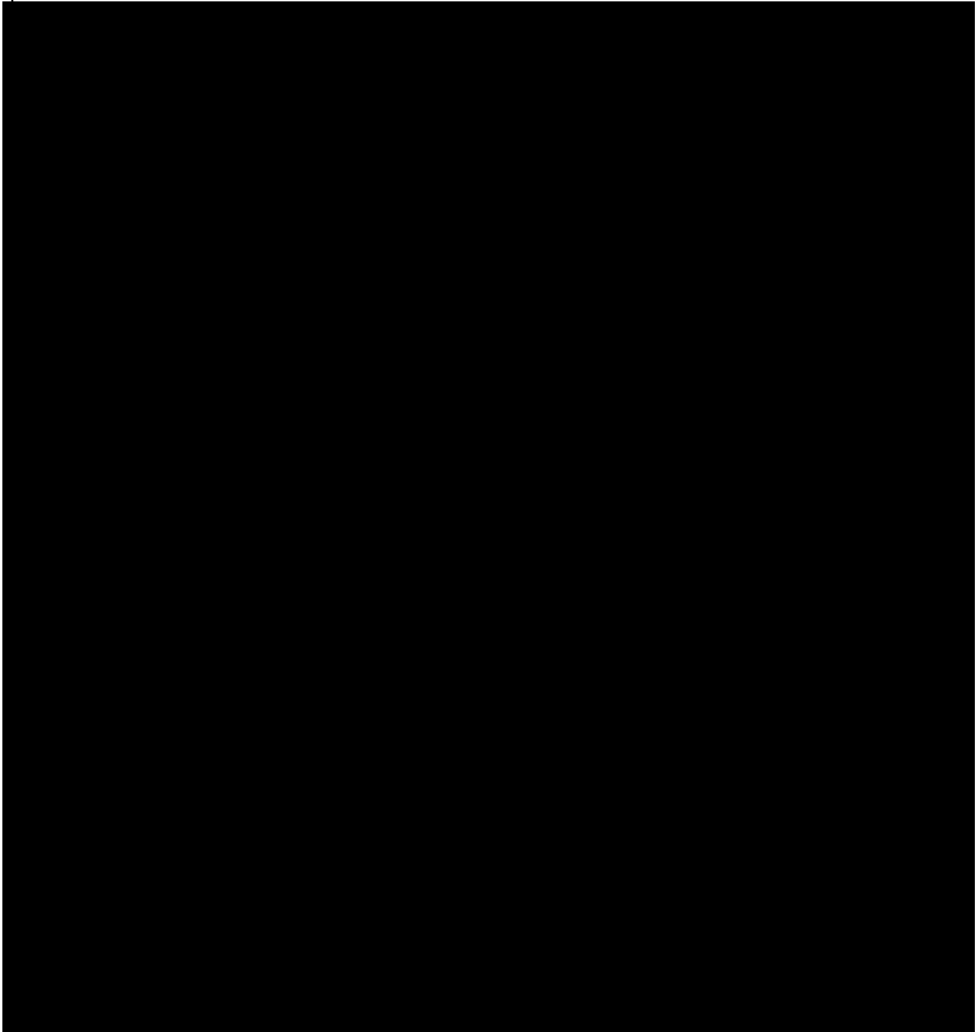
		Action
1.	Follow-up from Board Meeting 26 May 2005	
		Executive Team

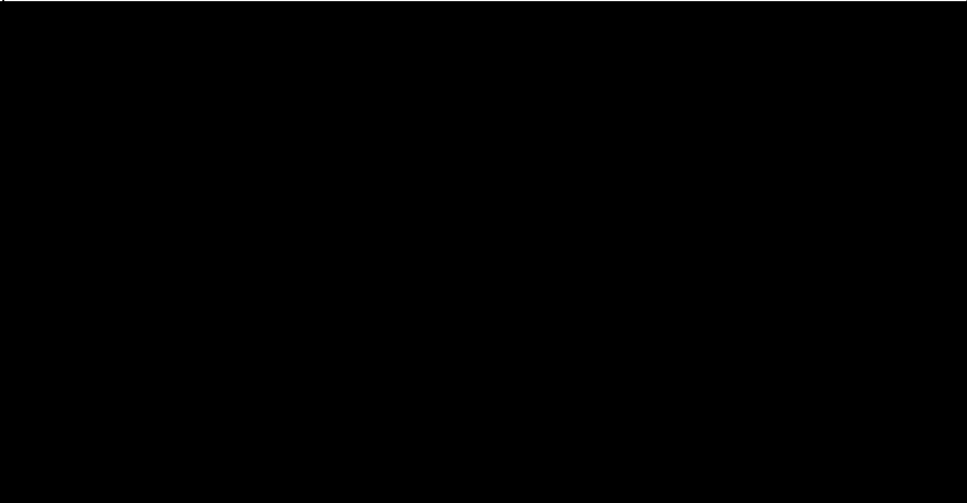
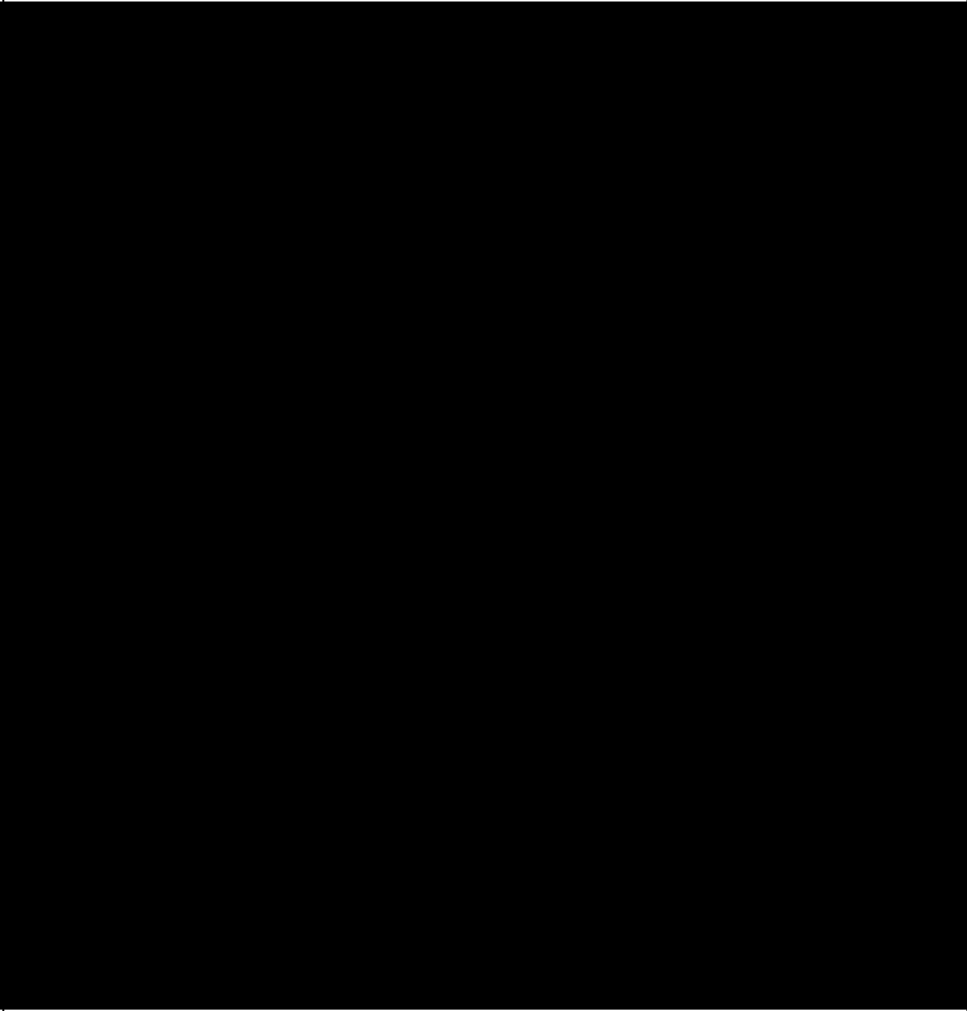
		Communication Strategy  Williams
		Coish-Snow Williams Butt
		Miller
2.		
		Dodge

	<p>structure for Human Resources. It is recommended that there be three (3) Directors for Human Resources in the following areas:</p> <ol style="list-style-type: none"> <li>1) HR Consulting</li> <li>2) HR Policy and Planning – policy development</li> <li>3) Employee Service HR Services</li> </ol> <p>The following Director (12) positions will be posted immediately:</p> <ul style="list-style-type: none"> <li>✓ Budgeting</li> <li>✓ Finance</li> <li>✓ Human Resources Consulting</li> <li>✓ Human Resources Employee Services</li> <li>✓ Human Resources Policy and Development</li> <li>✓ Health Records</li> <li>✓ Information Management</li> <li>✓ Organizational Development</li> <li>✓ Pastoral Care</li> <li>✓ Laboratory</li> <li>✓ Diagnostic Imaging</li> <li>✓ Pharmacy</li> </ul>	Dodge
<b>3.</b>	<b>NLHBA – Pastoral Care Service</b>	
	NLHBA will be advised that Eastern Health will be moving forward with in-house pastoral care services.	Tilley
<b>4.</b>	<b>Executive On Call</b>	
	Deferred.	Executive Team
<b>5.</b>	<b>Executive Team - Performance Objectives</b>	
	Deferred.	Executive Team
<b>6.</b>	<b>Strategic Plan</b>	
	Deferred.	Miller
<b>7.</b>	<b>Executive Team Committee - Terms of Reference</b>	
	Deferred.	Miller
<b>8.</b>	<b>Medical Staff Organization</b>	
	Deferred.	Williams

<b>9.</b>	<b>Executive Team Photo</b>	
	An official photo of Executive Team will be scheduled during the meeting held in St. John's. Individual as well as a group photo will be arranged.	Corporate Communications Penney
<b>10.</b>	<b>Summer Hours – Community organizations</b>	
		Dodge
<b>11.</b>	<b>Professional Practice</b>	
	Deferred.	
<b>12.</b>	<b>Communications Strategy</b>	
	<p><b><u>12.1 CEO Notes</u></b></p> <p>Executive Team reviewed the draft "Notes from the CEO". It is recommended that all future communications avoid reference to the previous structure. Executive Team members will review the details related to their portfolios and provide feedback to Stephen Dodge. Following this process a revised document will be prepared to the final review by the CEO.</p> <p>Underline principles need to be communicated to the Region include urban vs. rural; central vs. decentralization. It was suggested that some assurance be communicated to the Region that we are prepared to consider what is reasonable and what is workable for the organization.</p> 	Executive Team Dodge  Dodge
<b>13.</b>	<b>Business Cards</b>	
	Susan Bonnell will be requested to circulate templates of the business cards to the respective Vice Presidents and Chief Operating Officers for their approval prior to printing. Wallet cards with cell phone numbers will be prepared and circulated to Executive Team.	Penney

14.	<b>Budget</b>	
	<p>The upcoming year will be challenging and there is an expectation that Boards achieve a balanced budget. Eastern Health is accountable for a \$852M budget.</p> <p>Preliminary work has been carried out on the 2005 – 2006 budget, along with the reduction from the Department of Health and Community Services the Region is facing a \$9M – 10M\$ shortfall. Eastern Health is expected to achieve \$7.5 - 8 M\$ savings with through restructuring annualized. This year the expectation is that we achieve 3.9M\$.</p> <p>The FFM Accord funding has been provided to enable the organizations to improve services in areas such as diagnostic testing, cardiac and cancer care, mental health and addiction services. We will be expected to report back on our progress in this regard.</p> <p>The concern now is that we are two (2) months into the fiscal year and will increasingly difficult to achieve the order of magnitude for the savings. A separate message from the CEO will be circulated to the Region emphasizing the need continue to fiscally responsible.</p> <p>Executive Team reviewed the Budget Summary – Profile for current Health Boards, recognizing that for the foreseeable future budgets are aligned with the previous structure (7 organizations) It is anticipated to be late 2005 before budgets are streamlined along portfolios.</p> <p>It was agreed that Executive Team should dedicate a full day to discussing the budget and philosophy in general (i.e. accountability, community, balance/continuum, etc). Issues</p> <p>Executive Team Reviewed the Cost Control/Reduction measures Identified for 2005 – 2006 for the seven (7) organizations to identify areas that should proceed or require other direction.</p> <div data-bbox="305 1606 1230 1873" style="background-color: black; width: 100%; height: 127px; margin-top: 10px;"></div>	<p>Tilley</p>

		Butt Matthews
		Dodge
	Health & Community Services – St. John’s	
		Kennedy
		Clarke

	<b>Peninsulas Heath Care Corporation</b> 	
	<b>St. John's Nursing Homes</b> 	

<b>15.</b>	<b>Budget Review Team</b>	
	<p>It was recommend that a “Budget Team” be established to review the following components regional wide. To review all aspects internally to the extent that we can, and consideration may need to be given to an external budget review.</p> <ul style="list-style-type: none"> <li>✓ Standardization</li> <li>✓ Duplication of Services</li> <li>✓ Supplies</li> <li>✓ Offset revenue rates</li> <li>✓ Efficiency – LOS, workload measurement, skill mix</li> <li>✓ Standardization</li> <li>✓ Duplication of Services</li> <li>✓ Attendance Management</li> <li>✓ Data quality</li> <li>✓ Supplies</li> <li>✓ Offset revenue rates</li> <li>✓ Efficiency – LOS, workload measurement, skill mix</li> </ul> <p>Financial control will be an important part of this organization, people will be held accountable for their respective budgets.</p>	
<b>16.</b>	<b>Priority Agenda Items - Next Meeting – 6<sup>th</sup> &amp; 7<sup>th</sup> June</b>	
	<ul style="list-style-type: none"> <li>➤ Organizational Structure - Clinical Directors</li> <li>➤ Preparation for Meeting with Government 28<sup>th</sup> June <ul style="list-style-type: none"> <li>✓ Service cuts</li> <li>✓ End of Life</li> <li>✓ Policy Standardization</li> </ul> </li> <li>➤ Site Tours</li> <li>➤ Medical Staff Organization</li> <li>➤ Profile – Site cultures</li> </ul>	

	➤ Leadership Style – decision making processes	