

In Conversation with... Supervisor Murray Martin

1. Mr. Martin, you have indicated that your work as Supervisor at CMH would wrap up with today's Annual General Meeting... what does that mean exactly?

Answer: I indicated to the CMH Board of Governors and Cambridge community today that I believe the days of supervision are over and that it's time for leadership – at the Board and Management tables – to assume full duties for governance and management of the corporation.

2. So does this mean you have submitted your report to the Minister of Health and Long-Term Care already? Does she have to accept it and bring in legislation to take CMH “out of supervision” or how does that work? Has that happened already?

Answer: The decision to appoint a Supervisor was done by then-Minister David Caplan on September 4, 2009 through what's called an *Order in Council* on behalf of the Government of Ontario and approved by Cabinet. Yes, current Health Minister Deb Matthews will have to take similar measures to signal an end to CMH being under supervision and then the Board of Governors assumes all responsibilities for the Board and the corporation.

3. When does this happen and how will we know when CMH is on its own two feet again?

Answer: The hospital is back on its feet and the staff and leadership are to be commended for the tremendous work that has been accomplished.

When the Minister has completed her review of my report – which includes the recommendation to go back to Cabinet to rescind the *Order in Council* – it will mean CMH is no longer under provincial control – at least in terms of supervision... hospitals are always under the control of the government as public institutions.

4. What happens if the Minister isn't satisfied with the idea of letting CMH go on its own and wants you to ride it out longer? Are you in a position to stay put for a while and continue in this role?

Answer: I'm confident from my ongoing dialogue with the Minister and her staff that my report meets the requirements the Ministry set out in the terms of

reference around my appointment – to address governance, management and financial issues at Cambridge Memorial Hospital.

Governance: As you know, at the meeting of the hospital Board in May, we had five new community leaders join the ranks of our Board of Governors – and earlier this spring Chuck Phillips was appointed Board Chair – so I’ve taken steps necessary to populate the Board with strong community representation and address the governance piece.

As well today, I announced the names of four other community leaders who will serve on various new committees of the CMH Board of Governors. While not Governors themselves, they will have a pivotal role to play in bringing their expertise to bear on the work of these committees:

They are:

- Mr. Raymond Buxton of Cambridge: General Manager of Mazak Corporation Canada, the world’s largest producer of metal-cutting machines with annual, worldwide revenues in excess of \$2.8B;
- Mr. Robert Konduros of Cambridge: A lawyer with the firm of Hilborn & Konduros in Cambridge;
- Dr. Patricia Genoe McLaren of Cambridge: Assistant Professor of Leadership at Wilfrid Laurier University’s Brantford Campus;
- David Pyper of Cambridge: Superintendent of Education with the Grand Erie District School Board in Brantford.

The five new Standing Committees of the CMH Board are:

- Finance
- Audit
- Quality
- Governance
- Executive

Management: Throughout my time at CMH, there have been organizational changes as part of my job to re-establish community confidence while continuing to provide excellent acute care services to our community. I promised there would be a thorough review of the senior management team during this process before deciding on a management structure that works for the future of CMH – and there has...

Cambridge Memorial Hospital has been very well served over the past 10 months under the leadership of Acting President & CEO Patrick Gaskin. We have the final report of the consultants hired to do an audit/review of his performance and it is up to the Board now to continue these deliberations and make its own decision on the outcome of a permanent President & CEO. I would expect that decision to be announced in the coming days.

Also this evening, we announced that Dr. Michael Lawrie is the successful candidate for the permanent Chief of Staff and that is terrific news for the staff, physicians, patients and residents of Cambridge and Waterloo Region.

Dr. Lawrie is a long-time Cambridge resident and family physician. He took on the medical portfolio on an interim basis back on July 1, 2009. Dr. Lawrie had been serving as President of the CMH Medical and Professional Staff Association prior to Interim Chief of Staff and is known throughout the Cambridge community and, provincially, among his peers as an outstanding individual. In 2007, Dr. Lawrie was honoured by The College of Physicians & Surgeons of Ontario with the “ideal physician” award for outstanding contributions to his profession.

We are also at various stages in the appointment of two Vice Presidents – Clinical Programs and Corporate Services. Both positions are consistent with the implementation of our Revised Hospital Improvement Plan as part of moving the organization forward.

Earlier this month, Susan Gregoroff started at CMH where she is providing clinical leadership in her role as Vice President of Clinical Programs & Chief Nursing Executive. I am very proud of the work Ms. Gregoroff has performed as a long-time clinical leader at Hamilton Health Sciences. She will provide CMH the leadership it needs to drive the implementation of the R-HIP, ensure exceptional patient care, and coach the clinical leadership and staff through changes in programs and services, adjusting skill mix levels and ALC strategies.

The process around the selection of a new Vice President of Corporate Services continues and we will report on that when a successful candidate has been chosen.

Fiscal Issues: As everyone knows, Job 1 was rebuilding the credibility of Cambridge Memorial Hospital and restoring our financial position. With the support and input from various communities of interest, CMH is positioned for sustainable improvement and growth. With the need to find cost improvements to balance the budget in 2010-2011, we’ve wrestled things to where the budget this fiscal year calls for a small surplus – allowing for strategic investments in both human capital and equipment. That is a tremendous accomplishment and is a tribute to everyone in the organization.

I also had the opportunity on behalf of the organization to work with the Waterloo Wellington LHIN in arranging for financial support in several key areas as we move forward with our commitment and demonstration of fiscal accountability and sustainability.

As I’ve reported previously, the LHIN provided Cambridge Memorial Hospital with \$1.37 million in base funding to support the expansion of our in-patient

Palliative//Rehabilitation/Oncology (3B PRO) Unit; and, provided \$1 million in special funding to offset costs as part of the R-HIP implementation.

To sum it up, I believe new community representation on the Board and strong leadership in key administrative positions will ensure Cambridge Memorial Hospital is sustainable for the long run and, plays a shared role in the delivery of integrated patient centered care in our region.

5. What can you tell us about the status of the Capital Redevelopment Project?

Answer: It's public knowledge that the Provincial Government will be announcing its list of capital projects in the Spring of 2011 and I'm confident that Cambridge Memorial Hospital is ranked high on the list of priorities.

Why am I confident? Because we received a substantial amount of funding – \$3 million of an estimated \$10 million – to offset the planning and design costs incurred to this point and to move the project into the next phase of development. Generally speaking, this is an indication of their support to see a project proceed.

6. Have you accomplished all that you wanted to do during your time as Supervisor?

Answer: Yes. I came into this organization at a time when many – both within the hospital as well as the community – were afraid of the future and what CMH would be in their lives.

We will emerge from supervision as a strong community hospital, with terrific community leadership at the Board level, strong leadership in key administrative positions, exceptional patient care, and credibility within all communities of interest.

These changes haven't occurred without a few rough spots in that journey but we have – and will continue in the future – to do more work around community engagement and improving our financial picture. This is a good hospital, with good people providing good care. The future is very bright for Cambridge Memorial Hospital so yes, I am satisfied with the work done by many to build a sustainable hospital that looks to be a partner in providing healthcare services to the residents of Cambridge and Waterloo Region.