



APEX Construction

BOARD PACK

for

Strategic Board Agenda Template

Tuesday, 31 May 2022

10:00 am

Held at:

Demo Location

123 A Street, Auckland, New Zealand

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Agenda

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AGENDA

STRATEGIC BOARD AGENDA TEMPLATE



Name:	APEX Construction
Date:	Tuesday, 31 May 2022
Time:	10:00 am to 12:00 pm
Location:	123 A Street, Auckland, New Zealand
Board Members:	Sean McDonald (Chair), CEO Brad Wilcox, Katie McKay , Lochlan Bowers
Attendees:	John Smythe, Sean McDonald

1. Opening Meeting

1.1 Acknowledgement of Country (Remove if not applicable) 10:00 am (2 min)

FOR NOTING: We acknowledge the traditional owners of the lands we work across, and pay our respects to their elders: past, present and emerging

1.2 * Welcome, Present and Apologies Accepted by Chair 10:02 am (3 min)

John Smythe

FOR NOTING: The Chair will acknowledge all those present, making note and welcoming any Director, staff member or guest who is attending their first meeting with this Board of Directors of XYZ Ltd. The Chair will advise of apologies that have been accepted. The Chair will only accept apologies if the Director has contacted them prior to the Board meeting and the director has confirmed they have read and understood the material on the Board Agenda.

1.3 Agenda Items for Noting Only

Any item that has **FOR NOTING** means this is for information or noting only, and these will be voted as accepted as a block item. Up to 48 hours before the meeting, Board Directors may request that the Chair take an item off the Block Agenda item and insert into the main agenda for discussion. Chair has the right to decide if this item is of strategic importance that is worthy of putting back on the agenda for discussion.

1.4 * Confirm Previous Meeting Minutes 10:05 am (5 min)

John Smythe

FOR NOTING: Confirmation of minutes from previous board meeting. It is usual practice for all Directors to receive a draft copy of the minutes, soon after the meeting was held. Accordingly, the Minutes of the previous meeting will incorporate any issues of concerns raised by Directors. As such, these Minutes are presented for confirmation, and generally without discussion. Chair can also add an item that states Directors declare they have read the minutes!

1.5 Interests Register 10:10 am (5 min)

John Smythe

FOR DECISION: All directors and staff attending the meeting of the Board of Directors must make contact with the Board Chair earlier than 48-hours prior to the meeting, if they believe they need to

declare an interest in a matter that is scheduled on the Agenda. Please refer to the Board and organisational policies relating to Declarations of Interests. You could add a hyperlink to take Directors to the relevant Declaration of Interest Policy.

Remember: Directors and staff should be reminded that a matter on the Agenda could lead to a real, potential or perceived conflict of interest.

Supporting Documents:

1.5.a	Interests Register	8
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1.6 * Actions List 10:15 am (10 min)

John Smythe

FOR NOTING: The updated list of items is presented for noting, and not for detailed discussion. Any substantive items for Board consideration shall be placed elsewhere in the appropriate location in this Board Agenda

1.7 Strategic implications for board discussion

CEO Brad Wilcox

For discussion if known

2. Strategic Matters

2.1 Exec Team Report on Strategic Priorities 10:25 am (20 min)

Sean McDonald

FOR DISCUSSION: One of the primary roles of the Board of Directors is to oversee the progress toward and achievement of Board-approved Strategic Priorities. This item is placed early in the Agenda, with a suitable allocation of time, to ensure appropriate attention of Directors upon the important strategic matters.

Conscious Governance and BoardPro believes that Item 2.0 is generally the most important Agenda item on the whole of the Agenda! It is a detailed report from the Executive Team (not just CEO). It updates the Board by providing a focus on progress toward the current elements on the Board-approved Strategic Plan. It will report on all of the items that are worthy of Discussion or Decision that should have commenced by now.

2.2 Strategic Planning 2022 - 2024 (CEO Briefing) 10:45 am (15 min)

CEO Brad Wilcox

FOR DISCUSSION: CEO Briefing on Strategic Planning for 2022 - 2024

3. Board Operations

3.1 Minutes - Finance and Audit 11:00 am (5 min)

Sean McDonald

FOR NOTING: From FARM Committee Chair: Minutes of Finance Audit and Risk Management Committee 5 Nov.

As a general process, minutes of the meetings of Committees of the Board of Directors will be received and confirmed, as published. If the Chair of the Committee believes that there are important issues for Board attention, then those matters will be added as separate business items and inserted in the appropriate location in the body of the Board Agenda. All finance reports

should include the heading 'Strategic implications for board discussion', which summarises what the board should be focusing on in this report.

3.2 Minutes - Governance Committee 11:05 am (5 min)

CEO Brad Wilcox

FOR NOTING: From the Chair of the Governance committee

3.3 Board Committee Membership 11:10 am (5 min)

Sean McDonald

FOR DECISION:

3.4 Board Professional Development 11:15 am (10 min)

Sean McDonald

FOR DISCUSSION: Early discussion on Board requirements for Professional Development for 2022 (from Board Workplan). Discussion by all directors and chair.

The Board has agreed to a regular program of presentations from key staff, and external guests. The aim of these sessions will be to educate Directors, and to challenge their thinking, and stimulate active discussion around topics of strategic importance to the organisation.

4. Professional Board Development

4.1 Guest Presentation- Key Issues Facing our Sector 11:25 am (10 min)

FOR DISCUSSION: Every second or third meeting, invite key external stakeholder, academic or thought leader to share their views on the key strategic issues facing their organisation/sector and implications for your sector/organisation. It may be worthwhile to review and reflect on the robustness of your strategic plan to cope with the raised issues.

4.2 Exec Team Presentation: Key Strategic Issues next 4 Years 11:35 am (10 min)

Katie McKay

FOR DISCUSSION: Every second or third meeting, invite Senior Manager or Leader of a key business unit or area and ask them to describe the key strategic issues they believe their part of the organisation is likely to face in the next 5-10 years. It may be worthwhile to review and reflect on the robustness of your strategic plan to cope with the raised issues.

5. Changes to Strategic Environment

5.1 Strategic Issues, Rumours 11:45 am (15 min)

CEO Brad Wilcox

GENERAL DISCUSSION: Directors and Staff to disclose any early issues or 'rumours' that may have strategic impact on the organisation

5.2 CEO Report 12:00 pm (5 min)

Lochlan Bowers

FOR NOTING: Monthly report from the CEO.

These matters will generally be taken as published, and as read by Directors. The CEO will ensure that any important, and/or strategic matters identified by the staff will be placed elsewhere in the Agenda, with a suitable briefing available to Directors.

Supporting Documents:

5.2.a CE-Report.pdf

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6. Management and Operational Reports

6.1 CFO Finance Report

12:05 pm (5 min)

Sean McDonald

FOR NOTING: CFO to present the monthly finance report. The focus should be on the strategic implications of the financial report. If there are any such implications they should be pulled out and designated as a paper for Discussion.

CFO should also offer a Declaration that we are solvent, and up to date with Superannuation guarantee and tax payments.

6.2 Health & Safety Review

12:10 pm (10 min)

FOR NOTING: Presentation from HR Manager as to the current state of the business in relation to health and safety

6.3 COVID-19 Report/Briefing

Lochlan Bowers

FOR NOTING: CEO to present report on the state of the business in relation to the latest COVID situation. If there are any strategic implications they should be pulled out and designated as a paper for Discussion.

7. Board Only Session

7.1 Note for Directors

As required, there may be times where it is appropriate to have a confidential discussion on matters which only involves Directors. The Chair may list items to seek early advice from Director colleagues, before requesting attention or action by the CEO and staff. Only decisions that arise from this meeting need to be minuted.

7.2 Discussion and Decision Regarding Approval of new Director

12:20 pm (5 min)

Sean McDonald

FOR DECISION: led by the Chair

7.3 Board Performance Evaluation

12:25 pm (10 min)

John Smythe

FOR DISCUSSION: Head of Governance Committee to lead a discussion on preparing for annual board evaluation, who should lead the process and the mechanism for monitoring implementation of recommendations.

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7.4 CEO Performance Review

12:35 pm (25 min)

Lochlan Bowers

FOR DISCUSSION: CEO performance review and issues pertaining to contract negotiations

7.5 Feedback - Observer Director

1:00 pm (15 min)

Sean McDonald

FOR DISCUSSION: Discussion regarding recent observations from Sean Plunket (Governance Consultant) from ABC Company

As part of an ongoing commitment to enhancing good governance, the Board has approved a process of having a Director “observe” the meeting. They will have an opportunity to provide feedback to the entire Board, and to individual Directors, as appropriate. Other Directors are also invited to promote constructive commentary about the conduct of the meeting

7.6 Feedback - Observer / Other Directors

1:15 pm (10 min)

Sean McDonald

FOR DISCUSSION

8. Next Meeting

8.1 Agree Next Board Meeting Date and Time

1:25 pm (5 min)

CEO Brad Wilcox

FOR NOTING: Directors to agree dates and time for next meeting

9. Close Meeting

9.1 Close the meeting

Next meeting: June Board Meeting - 23 Jun 2022, 11:00 am

Interests Register

APEX Construction

As of: 27 May 2022



Person	Organisation	Active Interests	Notice Date
CEO Brad Wilcox	ABC COMPANY	Board member	11 May 2022
	APEX	Director on Board	30 Mar 2022
John Smythe	ABC Company	Board member	9 Feb 2022
	ABC COMPANY	Board Director	23 Jul 2021
	ABN Company	Board Member	4 May 2022
	ABN Compnay	Board Member	4 May 2022
	ACME	Board Member	16 Jun 2020
	Apex Construction	Board member	29 Jul 2020
	Automatic Bindings and Casings Limited	Board Member	10 Jul 2020
	Peacon Shipping	Board	21 Jun 2021
	Rosemount Village	Director	24 May 2022
	Simple LLC	Chair on board	21 Apr 2020
Katie McKay	Smith and Co	Director	8 Dec 2021
	ABC Company	Directir	14 Oct 2021
	ABC Company	Board Member	29 Jul 2021
	ABC Ltd	Board Member	6 Oct 2021
	ABC. Company	Board Member	22 Sep 2021
	ABD Company	Board Member	27 Jan 2022

	APEX	Board Member	28 Sep 2021
	Automatic Bindings and Casings Limited	Board Member	8 Jul 2020
	Jamesons Ltd	Board Member	9 Sep 2021
	Maltech	Board member	11 May 2021
	Novelli	Board of directors	16 Jul 2021
	Peters Ranch Ltd	Board Member	2 Jun 2021
	Smith Chlorine	Owner	1 Mar 2021
	SQQ Company	Board Member	2 May 2022
Lochlan Bowers	ABC Company	Board member	11 Oct 2021
Sean McDonald	ABC	Board member	9 Feb 2022
	ABC Company	Chairman	21 Apr 2021
	Action HQ	Board Member	25 May 2021
	Amex	Board Member	16 Mar 2022
	APEC	Director	18 Aug 2021
	APEX	No Conflict	20 Mar 2020
	APEX	Cpntart me	25 Jun 2021
	Blue Water Pools	Board Member	22 Feb 2022
	Board Member	APEC Limited LLC	11 May 2021
	CNN	Director	21 Apr 2021
	Nalox Corp	Board member	28 Jun 2021
	Xeron Corporation	DIRECTOR	27 Apr 2021

Monthly CEO Report January 2012

General

December was another busy month for the health system. The holiday period presents a significant challenge to our staff and physicians. They deserve to have some time with their family and friends over the holidays. However as we provide them with this opportunity this creates reduced capacity in our services which can increase the demand on those that are required to work. In addition, it is a time of year when many people are in need of support from the health system. Our senior leaders, staff and physicians made a particular effort to increase the staffing at our two larger emergency departments to reduce the probability of excessive wait times in the respective departments. While there were occasions when the wait times went beyond what we would have liked them to, their efforts did result overall in better service levels compared to last year.

Strategic/business plan update

The strategic initiatives updates at our Executive Leadership Team (ELT) in December included the following. The Board will receive updates on these strategic initiatives as part of the board reporting schedule.

- ELT was updated on the results of our provincial surveillance program as detailed in the Annual Infection Control Surveillance Report which was presented by the Chief Public Health Officer, Dr. Heather Morrison, and her staff;
- ELT was updated on the work related to our mental health and addictions strategy by the Director of Mental Health and Addictions, Margaret Kennedy and our Program Medical Director, Dr. Dada; and
- ELT was updated on the work being conducted on transition management, work focused on how we can improve the movement of individuals between our various services, by our Utilization Management Coordinator, Heather Diamond.

We continue to work with the Department to get direction on the priorities for the next strategic plan for the health system.

Last month I reported on the work of our Advisory Committee on Organizational Development. We recognize that our managers and leaders are a very important part of our success and are key in leading the work laid out in our strategic plan. A new tool that we have implemented that will assist them in their work is the Manager Resource Center. The Manager Resource Center (www.healthpei.ca/mrc) brings together information that previously had been in several

different locations or was difficult to find. This web site will provide easy access to the information and tools they need to be effective and efficient in their roles. This Center is a work in progress and will develop and expand as new tools and resources are identified and developed.

Our work around process re-engineering, generally using Lean/6 Sigma tools, continues to progress. We were pleased to learn that the QEH Emergency Department Lean project was selected by Accreditation Canada for presentation at their Quality Conference that will be held on February 2-3, 2012 at the Four Points by Sheraton hotel in Mississauga, Ontario. This is a great recognition of the work of this team and the progress we are making in introducing this methodology into our health services.

Public, patient and staff engagement processes and results

Physicians play a key role in directing our health services across our organization. We are meeting regularly with representatives from the Medical Society. The medical staff by-laws created two key bodies that provide physicians with effective input and leadership in the health system. In December I participated in a meeting between the Board of Health PEI and the President's Council of our medical staff. This was the first meeting with the President's Council. It should provide an effective mechanism for the various medical staff across Health PEI to advocate their concerns to the Board. I also participated in a meeting with the Board Chair and the Provincial Medical Advisory Committee. We had an opportunity to review the strategic direction of Health PEI and the important role this Committee has in directing physician practice and accountability.

Financial

As you know we have been asked to consider ways to reduce our forecast expenditures for the current year to assist Government in meeting their projected financial target. I sent a note out to our Directors, Managers and physician leaders to provide guidelines in terms of areas to look into to reduce their forecast expenditures. You received a copy of this memo when it was sent. I expect that the current and projected fiscal position of the province, which is being impacted by the current and projected funding to the Province by the Federal Government, will be a significant focus of all of us in Health PEI over the coming year.

Government announcements

The main announcements impacting on Health during this period was the statement by the Premier concerning the decision of government on providing abortions on PEI and a broad statement around the provinces current financial position and that government departments were being asked to reduce their budgets by 3%.

Health PEI communications activity

The questions raised by the media covered many aspects of our operations. This was another busy month. I will not try and summarize this information but I will highlight some of the activity that might be of interest. However please ask questions you might have on this information.

The Fraser Institute issued their wait times report which placed PEI and the bottom in terms of performance. We had a number of interviews on the report. Our main message was that the methodology used in the report does not ensure accurate analysis from our perspective. And regardless, we had already initiated action to deal with the wait times with the expansion of the use of the PCH OR s and the commitment to the development of the day surgery area at the QEH. Interesting enough, we received a call from a reporter last week where they provided information which further questioned the methodology and the fact that doctors were being rewarded to participate as they had the opportunity to win a \$2,000 prize. The reporter was of the opinion that this raised further questions as to the validity of the report. This is an example of the challenges we have in messaging to the public.

It was also great to see the unsolicited coverage of the Harbourside collaborative primary care site. After the initial story there was significant interest by the local media. This coverage provided us an opportunity to demonstrate the progress we are making in establishing our collaborative primary care model across the province.

Our “Talking Health” article in [The Guardian](#) for December focused on the Drug Information System.

Our next edition of “The Health Beat”, our internal newsletter should be out in the next week or so. The topics are noted in the attached summary of the story lines.

CEO Activities

It is important that I have the opportunity to engage in discussions with our many staff, physicians and external partners. During December, in addition to the meetings noted above, these discussions included:

- attending the Prince County Hospital and Queen Elizabeth Hospital Foundation Christmas receptions;
- attending the annual medical student Christmas reception co-sponsored by the Medical Society of PEI and Health PEI;

I am also on the Board of the Canadian Patient Safety Institute and attended the regular meeting in December. This is a great opportunity to be engaged in discussions around leading practices in improving the quality and safety of health services and to talk to leaders in this field from across the country on a regular basis. The primary focus at this meeting was a discussion

around improving physician engagement in patient safety. I am also the Secretary to the Board and consequently participated in the Annual General meeting that was held concurrently.

Other Matters of Interest

There have been some interesting discussions in Nova Scotia, New Brunswick and Ontario on the significant fiscal challenges the jurisdictions are facing and how this is impacting on the funding for their health systems. These concerns were heightened when the Federal Government ended the expected negotiations with respect to the renewal of the Health Accord by committing to 6% until the 2016/17 fiscal year and increases tied to nominal GDP in subsequent years with a minimum guarantee of 3%. All this to reiterate that the fiscal realities faced by jurisdictions across the country will have an impact on the continued evolution of our health systems.

Please ask any questions you might have that I did not cover in my report.

Attachments