

**Report to the Honourable David Caplan
Minister of Health and Long-Term Care
Concerning the Supervision of Stevenson Memorial Hospital
December 2008**

The purpose of this report is to provide an overview of the factors that led to my appointment as Supervisor of Stevenson Memorial Hospital, my observations and significant decisions taken. I am appreciative of the support afforded to me by the Honourable George Smitherman, Minister of Health and Long-Term Care (to June 2008), the Honourable David Caplan, Minister of Health and Long-Term Care, Ron Sapsford, Deputy Minister of Health and Long-Term Care, Hy Eliasoph, Chief Executive Officer of the Central Local Health Integration Network and Daniel Carriere, President and Chief Executive Officer of Southlake Regional Health Centre.

Context

The provision of health care in any jurisdiction is a complicated and challenging matter requiring informed decisions about one of the most important services provided to citizens and paid for by taxpayers. Decision making at all levels within the health system is fraught with challenges many of which stem from varying perspectives on the interplay and trade-offs between quality, safety, affordability and accessibility.

Until recently, health care policy and decision making has been largely centralized at Queen's Park in structures and processes that have not stimulated the integration of service nor decisions sensitive to local or regional circumstances. While other Provinces in Canada devolved some authority to regional bodies, Ontario remained largely centralized in its approach to system level governance and decision making until 2005 when the Government of Ontario introduced the concept of Local Health Integration Networks or LHINs and established 14 LHINS across Ontario's vast geography. LHINs were established under the Local Health System Integration Act¹ to plan, fund and promote the integration of health services consistent with the strategic directions of the Province. LHINs are governed by a Board of Directors appointed by the Lieutenant Governor-in-Council. While LHINs are a relatively new addition to health care

¹ Local Health System Integration Act, 2006; S.O. 2006, Chapter 4

decision making processes in Ontario, they are important organizations in the evolution of Ontario's health care system.

The need to balance quality, safety and accessibility and affordability will become an increasingly important set of considerations as resource limitations of all types intersect with the health care requirements of a growing and aging population. Decisions about how much resource to allocate to the various competing demands within the health care system, demands stimulated by both citizens, providers and LHINs as payors will become increasingly more challenging.

Promoting inter-dependence among health care providers will be a critical factor in the evolution of the health system. Health care providers, including hospitals and homecare providers, have examples of working together to improve the experiences of patients and it is expected that LHINs will help to stimulate even more of this type of productive activity. Health care is a team endeavour whether one considers the inter-professional aspects of care within an organization like a hospital or the inter-organizational relationships that are required for improved patient care as patients move from family practitioners to hospital to home care to rehabilitation facilities to long-term care centres. The need for the elements of the health system to behave more like a true system has never been more critical. One need only consider the challenges of citizens with chronic co-morbid conditions as they navigate, often with great difficulty, from one health care provider to another as a pressing rationale for integration. The need for organizations to work together for the benefit of patients must be a central theme of decision making in concert with considerations of quality, safety, accessibility and affordability.

The implication for organizations like Stevenson Memorial Hospital (SMH) is that it must continue to pursue relationships with other health care providers that will serve to improve the level of service to the people who live in and around New Tecumseth. This will mean continual change so that the services provided to people who reside in the SMH catchment area are offered within the context of a larger system. Decisions that will promote relationships with other organizations, services close to home where quality, safety and cost are appropriate and travel to other organizations for care when travel is warranted on the same basis of quality, safety and

affordability will be increasingly important themes considered by the board and management. Decision making in health care is always difficult, however, it is my view as Supervisor that the individuals charged with the responsibility to lead SMH have the skills and knowledge to make decisions that will be in the best public interest of the community.

Circumstances that led to the Appointment of the Supervisor

On June 8, 2007, the Board of Directors of Stevenson Memorial Hospital resigned. This mass resignation followed a divisive debate in the community over the provision of maternal and newborn services. In the fall of 2006 the Board of Directors decided to close maternal and newborn services due to the hospital's inability to attract and retain Canadian certified specialists in obstetrics and the decline in the number of births at the hospital.

This decision was met with significant concern within the hospital and the community served by SMH. Interest groups were formed to attempt to reverse this decision. The hospital attempted through community meetings to explain the rationale for its decision, however, community concern remained unabated.

In the winter of 2007 the Ministry of Health and Long-Term Care appointed an Expert Panel, led by Jessica Hill, an individual with very credible experience and thoughtful judgement in public and health care policy, to review the circumstances leading to the decision to close the obstetrical unit and to explore options for the future. In the spring of 2007 the Expert Panel delivered its report and recommended the establishment of a regional maternal and new born service in partnership with Southlake Regional Health Centre (SRHC) with primary obstetrical services offered at SMH within this regional model.

Some segments of the community continued to raise concern over the governance of SMH. As of May 31, 2007, 654 corporate memberships were purchased by members of the community compared to the previous year when there were only 87 corporate members. The corporate structure of SMH provided members with the opportunity to call and attend members meetings, approve, reject or amend the corporate by-laws and elect directors. The by-laws of SMH left the

corporation vulnerable to the goals of single interest groups in the community with a desire to assume control of the hospital in order to achieve their aims.

Attempts to achieve a mediated solution between the individuals who wished to see change at the governance level and the then board failed. The board, in the face of a likely defeat of its slate of proposed directors at the Annual General Meeting resigned on June 8, 2007.

Terms of reference associated with the appointment of the Supervisor

On June 11, 2007 I was appointed Supervisor by the Lieutenant Governor-in-Council pursuant to section 9(1) of the Public Hospitals Act. The terms of reference of the appointment are as follows:

1. The Supervisor will fulfill all the responsibilities of the board, the corporation, its officers and members in governing the hospital in accordance with the Public Hospitals Act, its regulations and all other applicable legislation.
2. The Supervisor will review governance issues and prepare a plan to create a new board and senior management team as appropriate.
3. Acting as the board of the hospital, the Supervisor will provide direction to the senior management team as appropriate during the term of the involvement of the Supervisor.
4. Acting as the board of the hospital, the Supervisor will pass by-laws that provide for the management and administration of the hospital, the organization of the medical staff, and business of the corporation.
5. The Supervisor will oversee the implementation of the recommendations of the Expert Panel on Maternity Services at The Stevenson Memorial Hospital, which includes the partnership of obstetrics with the Southlake Regional Hospital.

6. The Supervisor will liaise with the Assistant Deputy Minister, Acute Services Division of the Ministry of Health and Long-Term Care and the Chief Executive Officer of the Central Local Health Integration Network as appropriate.
7. The Supervisor will report to the Minister of Health and Long-Term Care.

Observations

On June 15, 2007 I attended SMH to introduce myself to the management and staff of the hospital. In my introduction to the staff I stated that:

- I was looking forward to working with the staff of the hospital
- that the circumstances that led to my appointment took time to unfold and that it would take time to find resolutions to these issues
- that I would be meeting with members of staff, volunteers, past board members, management and the community to gain an understanding of their perspectives on the circumstances that preceded my appointment
- that they, as staff of SMH, were doing a terrific job in the face of controversy and that they should know that their efforts are appreciated by those who rely on SMH for services

On June 22, 2007, I initiated a series of meetings that extended over July and August with groups or individuals to explore:

1. What they believed led to the resignation of the board and the appointment of a Supervisor?
2. What advice they would have to assist me in helping to advance the interests of the hospital?

I met with in excess of 150 people in groups or in private meetings including hospital employees, medical staff, volunteers, municipal and provincial politicians, past board members and business leaders. While the relative ranking of issues varied, the people I met with shared:

- a desire to see the hospital prosper
- a desire to establish a predictable and stable level of operations at SMH

- a desire to see the hospital improve its communication internally and externally
- a desire to re-establish the Child and Maternal Program
- the need for improved relationships between the leadership of SMH and internal and external constituencies

In the spring of 2007 Pesce & Associates was retained to undertake a review of the organizational climate at SMH. The conclusions from the review can be summarized as:

- the need to address morale through improved communication and decision making
- the need to resolve outstanding issues within a reasonable time frame and communicate the relative priority of issues requiring resolution
- the need for improvements to be evident in a timely manner

Many of the observations noted by Pesce & Associates were raised by individuals in meetings with me. A number of recommendations were made by Pesce & Associates aimed at improving the morale and decision making processes. While some progress had been made in implementing the proposed recommendations, at the time of my appointment as Supervisor, there was still much work to be done.

Appointment of Interim Management

On September 12, 2007 the President & CEO and Vice President of Patient Care resigned from SMH. On October 12, 2007 the Chief of Staff resigned and on November 2, 2007 the Chief Financial Officer resigned to accept a position at another hospital.

In order to establish ongoing management at SMH, I negotiated the provision of interim management with SRHC. Daniel Carriere, the President & CEO of SRHC was very helpful in assisting with the appointment of two members of his senior staff to assist with the management of SMH. Gary Ryan, Vice President of Acute Care Services at SRHC was appointed Acting President & CEO of SMH and Annette Jones, Vice President, Chief Nursing Officer and Professional Practice of SRHC was appointed Vice President of Patient Care at SMH. Their appointments were effective September 10, 2007. They have done an outstanding job in

providing leadership to the organization and establishing relationships with members of the community. Dr. Trevor Hunt was appointed Acting Chief of Staff on October 13, 2007 and Bob Breedon was appointed Acting Chief Financial Officer on November 5, 2007. They too have made outstanding contributions to the organization.

Establishment of Regional Maternal and Newborn Program

In partnership with SRHC a Regional Maternal and Newborn Program was established with the appointment of Laurie Reynolds as Director, Maternal Child Program. She led the planning at SMH to re-establish primary obstetrical services at the hospital. Recruitment of Canadian certified obstetricians was initiated.

In April 2008, Dr. A. Barnett, Obstetrician and Gynaecologist was appointed to the medical staff at SMH. On April 26, 2008 the first newborn was delivered in the re-established program at SMH. In November 2008, Dr. G. Lawson, Obstetrician and Gynaecologist was appointed to the medical staff at SMH.

As of the date of this report, in excess of 135 newborn deliveries have taken place at SMH in the re-established program.

The creation of a joint Regional Maternal and Newborn Program with SRHC is an example of the benefits inherent in inter-organizational relationships that promote the provision of high quality health services consistent with the needs of the population and the capabilities of the organization.

The process undertaken to identify potential board members and arrive at the selection of directors

Based upon the advice I received during consultations I undertook during July and August 2007, I established an Advisory Committee to assist me with the identification of potential directors and the selection of directors who would form the Board of Directors and provide governance level leadership once I relinquished my responsibilities as Supervisor.

Members of the Advisory Committee were:

Peter Gordon

Mr. Gordon was the senior vice president at Honda of Canada Manufacturing from May 2004 until his recent retirement in April of 2007. He is currently a director and treasurer of the Stevenson Memorial Hospital Foundation and has lived in the community for more than 30 years.

Larry Keogh

Mr. Keogh served as Mayor of New Tecumseth and Simcoe County Councillor for six years. His community experience includes a five year term on the Simcoe York District Health Council where he was involved in a number of local and regional health care initiatives. He is board chair of the Gibson Cultural Centre and currently chairs the Physician Recruitment and Retention Committee for Stevenson Memorial Hospital.

Elizabeth Kirley

Ms. Kirley has practised criminal, family and children's law for over 15 years, as both a defence lawyer and Assistant Crown Attorney. She also served as representative of the Office of the Children's Lawyer in Dufferin County for more than five years. She is a founding director of the New Tecumseth and Area Arts Council and the Gibson Cultural Centre.

Dana Stehr

Ms. Stehr has owned and operated a senior level executive search business for the past 20 years, specializing in the health care, social service and not-for-profit sectors. She has extensive volunteer leadership experience. Ms. Stehr spent five years on the Board of Directors of Stevenson Memorial Hospital and two years on the Board of Directors of Stevenson Memorial Hospital Foundation.

I am grateful to these four community spirited individuals for their wise counsel in selecting directors for SMH.

The skill set requirements for directors was established and widely publicized in the local media and was made available on the hospital's website along with relevant excerpts from the Ontario Hospital Association's Guide to Good Governance. (see Appendix 1)

Many individuals expressed interest in becoming a director and interviews were held through the fall of 2007 to select 12 individuals who would be appointed directors designate pending the termination of my role as Supervisor at SMH. On December 17, 2007 the following individuals, all of whom reside in the area served by SMH, were appointed as directors:

Scott Anderson

Mr. Anderson has extensive business experience as a partner/owner of several successful privately owned businesses, primarily focused on corporate and consumer services. As a chartered account, he has executive level business experience, including finance, operations, marketing, sales and human resources.

He has a variety of Board experiences over a 20 year period. At the time of his appointment he was a member of the Sleep Country Canada Board (Chair of the Audit Committee) and of ListenUP Canada, the Ontario market leader in hearing health care.

Justice Jon-Jo Douglas

Prior to his appointment in 1998 as a Judge of the Ontario Court of Justice, Justice Douglas was an Assistant Crown Attorney in London and Toronto, counsel with the Ontario Securities Commission and the Ontario Pension Commission, and Executive Vice-President with the Ontario Pension Board.

Justice Douglas was previously the volunteer President of the York Region Division of the Canadian Cancer Society.

On January 14, 2008 Justice Jon-Jo Douglas resigned from the Board.

Alan Dresser

Mr. Dresser owns and operates the Tottenham Pharmacy since 1992 and the Tottenham Medical Pharmacy since 1995. He is experienced in offering health related clinics in the community and has worked as a Teaching Assistant with the Faculty of Pharmacy at the University of Toronto. He has also been a member of the Finance Committee for the Ontario Pharmacists' Association.

Mr. Dresser is a recent graduate of the Schulich School of Business at York University, specializing in Organizational Behaviour and Health Industries Management.

Hart Holmstrom

Mr. Holmstrom is the owner of Temp Air Control, a mid-size company in the heating, ventilation, air conditioning and refrigeration industry for more than 30 years. Prior to entering business, he was in the Canadian Armed Forces for 15 years, four of which were with the NATO Forces serving as a peacekeeper in Europe.

Mr. Holmstrom serves on several local boards in Alliston; notably as the Executive Director of NT Temps and as a Director for the Sir Frederick Banting Legacy Foundation, the Veterans' and Seniors' Villa of Alliston, and the South Simcoe Concert Band. He is Past President of the Alliston Lions Club. Mr. Holmstrom is a member of the Royal Canadian Legion and St. John's United Church.

Debbie Hudson

Ms. Hudson is a Certified Financial Planner and Branch Manager with Investment Planning Counsel in Alliston. Ms. Hudson is founder and organizer of Women at Their Best, an annual charity event held locally for the past 12 years. She has served as a Board member and Chair of People In Transition, My Sister's Place, Treasurer of Shelburne Minor Hockey and was on the Board of Stevenson Memorial Hospital. She currently sits on the Board of The Gibson Centre.

Marilyn Lawrence

Ms. Lawrence has been a resident and worked in the area for the past 27 years. She and her husband currently reside in Essa Township. Marilyn is a Certified Human Resources Professional with a registered nursing background. She has worked in a hospital environment and provided industrial health nursing in a manufacturing facility. Ms. Lawrence is currently the Manager of Human Resources for a company in the transportation sector.

Gilles Madore

Mr. Madore, since 1986, has been employed by Honda of Canada Manufacturing. in various management roles. Currently as Vice-President at Honda, he is a project leader for the new engine plant. Prior to this assignment, Mr. Madore was Plant Manager for the light truck plant and the Civic plant. He also worked for seven years as General Manager of Quality.

Catherine Morden

Ms. Morden is a resident of Alliston whose career experiences include 32 years as an educator for the Metropolitan Separate School Board of Toronto. She has extensive community leadership experience, including eight years as a member of the Board of the Markham Stouffville Hospital, Chairperson of the Markham Theatre for Performing Arts, and Chairperson of Unionville Festival. She has also served as a committee member for the Markham Achievement and Civic Recognition Awards and the Frederick Varley Art Gallery, as well as Past President of Briar Hill Community and Director of the Gibson Cultural Centre.

Pat Morrison

Ms. Morrison has lived and farmed in the community with her husband, John, since 1973. She currently works for Shannon-Moore Financial Services in Alliston. Over the years, Ms. Morrison has volunteered in many organizations, including Kinettes, St. John's Church, minor hockey and baseball, and the Alliston Hornets Jr. C.

John Swinden

Mr. Swinden is a retired partner of Ernst & Young Canada, where he served for 39 years. His last assignment with the firm was worldwide Director of Risk Management for Ernst & Young International, in London, UK. He is a Fellow of the Institute of Chartered Accountants, and Life Member. He also holds a Certified Fraud Examiner credential, and briefly practiced forensic accounting. His professional work has involved being in charge of an independent audit at a large Toronto hospital.

Recently, his experience includes being a Director and Audit Committee Chair of an Ontario automobile parts manufacturing company with a number of factories in three countries.

Ted Vandervis

Mr. Vandervis is President & Chief Executive Officer of Electrical & Utilities Safety Association of Ontario in Mississauga. He is a member and chair of numerous Boards and committees, all related to the prevention of illness and injuries. In 1996, he graduated from the University of Western Ontario, Ivey School of Business with a Masters in Business Administration and is presently a PhD candidate in Capella University's Organization and Management program.

John Ytsma

Mr. Ytsma and his family have lived and worked in Alliston for 15 years and currently own the Alliston Home Building Centre. Mr. Ytsma served on the Board of Directors of Stevenson Memorial Hospital for the past seven years sitting on various sub committees of the Board. He also held the position of Vice-Chair of the Board for two years.

Paul Farley

On May 29, 2008 Mr. Farley was appointed a director designate. Since 1984, he has served as Senior Counsel to the Professional Conduct Committee of the Institute of Chartered Accountants of Ontario. Mr. Farley's current and past volunteer experience includes serving as Chair of the Financial Services Commission of the Ontario Advisory Board and Chair of the High School Community Council in Bradford.

Appointment of Board Officers

On May 29, 2008, in consultation with the directors designate, the following appointments were made:

Ted Vandevs – Chair

Scott Anderson – Vice Chair

John Swindon – Treasurer

Directors and board officers served in an advisory capacity to me in my capacity as Supervisor.

Orientation Process for Directors

Maureen Quigley and Graham Scott, consultants in health care governance, were engaged to provide an orientation program beginning in January 2008 for the newly appointed directors.

The program was organized into modules and included the following topics:

- Orientation to Stevenson Memorial Hospital
- Stevenson Memorial Hospital in the context of the broader health system
- Overview Critical Elements for Effective Governance in a changing health care environment
- Ensuring Viability (financial and human resources considerations)
- Ensuring Program Quality, Effectiveness and Patient Safety
- Building relationships with the Central LHIN

A Governance Task Force was struck with the objective of creating governance policies and practices that would guide the work of the board.

The rationale to enter into a Management Service Agreement with Southlake Regional Health Centre

One of the most important responsibilities of a Board of Directors of any organization is the selection and evaluation of its Chief Executive Officer (CEO). In considering the options available for the appointment of a Chief Executive Officer I came to the conclusion that given the significant challenges facing SMH, a relationship with a larger organization that would, under contract, provide the services of a CEO and also provide the managerial depth to assist

SMH would be advantageous to the organization and to the community. SRHC would be in a position to provide SMH with the expertise that it could not afford given the limited scale of the organization. I discussed the concept of SRHC providing management services to SMH with the CEO of SRHC. Under the proposed model, the board of SMH would maintain governance of the organization while at the same time benefiting from the capacity of a larger organization to manage SMH. The model has the necessary ingredients to lead to stronger management and improved clinical and support service integration while at the same time maintaining strong local governance. A similar model that exists between Hamilton Health Sciences Centre and several hospitals in close proximity to Hamilton was reviewed and found to be a productive model. This concept was discussed with the directors designate of SMH in early 2008 over several meetings. Upon the recommendation of the directors designate of SMH, I executed a Management Services Agreement with SRHC.

The Board of Directors established a selection committee and interviewed the CEO proposed by SRHC.

On June 12, 2008 Gary Ryan was appointed CEO of SMH in addition to maintaining senior leadership responsibilities at SRHC.

Community Engagement

Hospitals must consider and implement strategies to communicate with and engage with their community. Given the diversity of communities in Ontario, approaches to community engagement will vary, however, the objectives are similar and include:

- creating awareness of the hospital, its operating environment challenges and plans for the future
- benefiting from the perspectives of the community in developing hospital plans
- generating support for the hospital

Successful meaningful community engagement is an important responsibility of directors and hospital management. Communities served by hospitals expect to be kept informed of the many issues facing the organization and provided opportunities to provide perspectives concerning the evolution of the organization and options for the future. Creating venues for citizens served by

the hospital to be heard will provide directors with a wide range of perspectives that ought to be taken into consideration when making decisions.

Legal Framework for Hospitals

With some limited exceptions, hospitals are established as non-share capital corporations under the Corporations Act.²

The provisions of the Corporations Act create a structure which requires the hospital to have members who meet membership requirements established by the Board of Directors and are admitted to membership status by the board. Neither the Corporations Act nor the Public Hospitals Act prescribe a specific model of corporate membership leaving it to each hospital to make its own determinations in this regard.

The duties of members of a non-share capital corporation include:

1. the election of directors
2. the appointment of auditors
3. the approval of by-laws
4. the calling of special meetings of the corporation (called by a certain minimum threshold of directors)

Corporate Membership Considerations

The model of corporate membership with the opportunity for broad corporate membership has served hospitals well, particularly in circumstances that are relatively stable and free of controversy. Hospital corporate membership usually becomes an issue in circumstances where the hospital board has made a decision that is controversial for a segment of the community served by the hospital. The model provides the opportunity for single interest groups to form coalitions with the objective of gaining control of the hospital board through strategies including the bulk purchase of corporate memberships. A recent Ontario Hospital Association survey indicates that approximately 43% of hospital by-laws restrict their corporate membership to the

² Corporations Act; R.S.O. 1990, Chapter C.38

directors of the hospital. Of those hospitals with broad corporate membership, 67% of hospitals restrict the election of directors to a board approved slate³.

I established the following as desired outcomes relating to the inter-related matters of corporate membership structure, director selection and community engagement:

- A skills based board recognizing that hospitals are among the most complicated organizations to operate. They require a broad set of skills and experience to navigate the challenges of health provider organizations. In order to establish and maintain a skills based orientation into the future the hospital must have the ability to attract and appoint the best volunteers for this important role.
- The need for engagement with the community in identification of potential directors recognizing that while the need for a skills based board is important, so too is the need to engage the community in the identification and selection of directors. The board's nomination process must be open to ensure that directors are identified from a broad constituency to attract not only those with the requisite skills, experience and knowledge but also those with varying perspectives and backgrounds to ensure that the board not only possess the necessary skills, but is representative of the community served by the hospital.
- The need for stability recognizing that having come through a difficult period it is important for the community, the staff and those thinking about becoming staff members to know that the board not only has the necessary skills to do the job but also will not be subject to threat of removal by corporate members who purport to represent the interests of the entire community. The board must be comprised of individuals who take a system level approach to governance and understand the importance of balancing various interests in making significant decisions.

To balance the need to ensure that directors with appropriate skills will lead the hospital in a stable circumstance with the need to understand the views of the community and discharge the organization's accountability to the community, the by-law of SMH was amended to provide for the following:

³ 2007 OHA Governance Survey

1. The establishment of advisory members of the corporation
 - Advisory membership is open to citizens 18 years or older who are residents in the community and pay a nominal fee as set by the board.
 - Advisory members would have the opportunity to participate as members of board committees (including the Nomination Committee, be considered as potential directors and call and attend meetings of the Advisory Membership (Appendix 2, section 2.1.2; section 2.1.5(1); section 2.2.1(2)).
2. The nomination process for directors requires the board to:
 - advertise for directors
 - establish a skills matrix to guide director recruitment
 - invite two advisory members and a municipal representative to participate in the nomination process on the Nominations Committee (Appendix 2, section 3.4).
3. The election of directors by the voting corporate members of the hospital (Appendix 2, section 2.1.3; 2.1.5(2))

By policy of the Board of Directors, meetings of the board will be conducted in open forum. Also by board policy, the Chair of the Board and CEO shall on an annual basis, offer to make presentations to the municipal councils of New Tecumseth, Adjala-Tosorontio, Essa, and Innisfil.

It is my expectation that these measures will serve to promote stability at the governance level of the organization, the recruitment and retention of directors with requisite skills, while at the same time, provide for community engagement in the affairs of the hospital.

It is recommended that this framework will be reviewed by the board in five years.

Summary

Stevenson Memorial Hospital, with the support and engagement of its community, the leadership of its Board of Directors and management and positive relationship with Southlake Regional Health Centre and the Central Local Health Integration Network, is in a strong position to continue to develop as a model community hospital.

It has been an honour for me to be associated with the staff, directors and community leaders who share a common desire for Stevenson Memorial Hospital to succeed as a high quality provider of health care services.

Respectfully submitted,

Mark Rochon,
Supervisor