

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: March 31, 2016

TIME: 4:00 to 7:00 PM

LOCATION: Boardroom 2E51 – McMaster University Medical Centre, 1200 Main Street West, Hamilton, Ontario

IN ATTENDANCE: Norm Col (Chair), Rob MacIsaac, Chantel Broten, Charles Criminisi, Glenn Gibson, Julia Kamula, Richard Koroscil, Mary Catherine Lindberg (*by phone*), Scott Maki, Dr. Paul Miller, Dr. Chris Ricci, Mark Rizzo, Anna Ventresca, Mary Volk, Adrianna Bogris (Recording Secretary)

REGRETS: Bruce Barch, Dr. John Kelton, Kirsten Krull, Dr. Terry Shields, Kurt Whitnell

GUESTS: Michele Beals, Kelly Campbell, Roger Campbell, Julia Chan, Preyra Solutions Group (*partial*), Renato Discenza, Mark Farrow, Dr. Peter Fitzgerald, Brenda Flaherty, Aaron Levo, Dave McCaig, Dr. Richard McLean, Frank Naus, Sharon Pierson, Deborah Redwood, Rebecca Repa, Teresa Smith, Pearl Veenema, Gavin Wardle, Preyra Solutions Group (*partial*)

OPEN PORTION ONLY: Saba Amarkhail, Vyshnavi Mahendran – (Students)

1. Opening

The Chair welcomed two fourth year students from the McMaster Health Forum Practicum class to attend the open portion of the Board meeting.

1.1 Quorum

The Chair advised that quorum was present.

1.2 Declarations of Conflict of Interest

No conflicts of interest were declared

1.3 Adoption of the Agenda

The Chair advised that the order of the agenda items be changed so that Item 4.2.2 HHS ALC Plan – Proposed Targets is ahead of 4.2.1 Quality Improvement Plan Approval to match the order of those items as they were considered at the recent Quality Committee meeting.

It was moved by Richard Koroscil and seconded by Chantel Broten that the agenda be adopted as amended.

CARRIED

2. **Minutes**

2.1 Approval of the Minutes of February 25, 2016

The minutes were approved for the February 25, 2016 Board meeting.

It was moved by Richard Koroscil and seconded by Mary Volk that the minutes of the February 25, 2016 meeting be approved as circulated.

CARRIED

3. **Compensation Committee Report**

The Chair provided an update on the Compensation Committee meeting that took place on March 2, 2016 noting that the meeting was held to conduct a preliminary review of the CEO's 2016/17 goals prior to finalizing the goals at the April 21st meeting.

Committee Report

4. Quality Committee Report – March 24, 2016

On behalf of Richard Koroscil, Mary Volk (who had acted as Chair at the March 24, 2016 meeting of the Quality Committee) presented the Quality Committee report to the Board. Mary advised that the following four consent agenda items were being presented for the Board's approval, noting that two of the consent items will be approved under the in-camera portion of the meeting:

4.1 Consent Items

- 4.1.1 Education Session – National Surgical Quality Improvement Program
- 4.1.2 2016 03-QC-010 Quality Monitor – FY 15/16 Q3
- 4.1.3 2016 03-QC-011 Quality Improvement Plan Q3 2015/16
- 4.1.4 2016 03-QC-014 Patient Experience Semi Annual Update

It was moved by Mary Volk and seconded by Mark Rizzo that the items on the Quality Committee consent agenda be adopted as distributed.

CARRIED

Mary Volk outlined the three decision items being presented for Board approval, noting the change in the order of the decision items as indicated by the Chair at the outset of the meeting.

4.2 Decision Items

- 4.2.2 2016 03-QC-017 HHS ALC Plan – Proposed Targets

Mary provided an update on the HHS ALC Plan – Proposed Targets presented at the Quality Committee meeting. She advised that the consensus at the Committee meeting was to defer approval of the ALC rate target for 2017–18 and that staff be directed to undertake an analysis to

determine the right target prior to recommending the target for 2017-18. Rob MacIsaac advised that the goal will be to bring back the proposed target to the May meeting.

Discussions centred on improving processes via alleviation of the ALC rates and determining an optimum level of ALC rates from a patient care perspective. Concerns were raised as to the need to consider cost/benefits involved in decreasing ALC rates further. The Chair noted that HHS is well on track regarding ALC rates noting that 12% is the current rate and the province is requesting 12.2%. It was noted that many factors affect the ALC rate that are not within control of HHS.

Discussion ensued on risks associated with setting ALC targets. Concerns were raised as to the documenting of these rates and accountability to meet such rates.

In response to a question raised in the discussion, management advised that there is no existing policy as to what is published on the HHS website as to the Board and that, pending Board approval of a policy, only approved minutes of the open portion of Board meetings and Board agendas for open portions of meetings will be posted on the HHS website.

The following *amended* motion was moved by Mary Volk and seconded by Charles Criminisi:

THAT the Board of Directors approves ALC Rate as the new ALC indicator for the 2016-17 Quality Improvement Plan;

AND THAT the Board of Directors approves the Quality Improvement targets for ALC Rate as 12% in 2016-17; ~~and 10.16% in 2017-18.~~

AND THAT staff be directed to undertake the analysis to recommend the most appropriate ALC rate target for 2017-18.

CARRIED

4.2.1 2016 03-QC-012 2016/17 Quality Improvement Plan Approval

At its March 24th meeting, Mary Volk advised that the Committee has approved the 2016/17 Quality Improvement Plan for recommendation to the Board. She called on Dr. McLean to provide an update to the Board. Dr. McLean advised that the QIP was prepared based on consultation with patients and stakeholders and in conjunction with communications around Our Healthy Future. He provided an overview of the seven QIP indicators, advising that one of the indicators has been replaced by the readmissions rate.

Chris Ricci joins the meeting.

Dr. McLean noted that a portion of executive at-risk compensation is linked to achievement of the QIP indicators. After consideration of a more complex approach around determining individual weightings for each target on the QIP, Staff is recommending an equal weighting across each of the Quality Dimensions within the plan.

The following motion was moved by Mary Volk and seconded by Glenn Gibson:

THAT the Board of Directors approves the Final 2016-17 Quality Improvement Plan (QIP) attached as Appendix A;

AND THAT the Board of Directors approves the targets set forth in the Final 2016-17 Quality Improvement Plan;

AND THAT the Board of Directors approves the linkage of Executive Compensation to the Quality Improvement Plan targets as outlined in Appendix B.

CARRIED

4.2.3 2016 03-QC-016 Board Walkabout Evaluations

Mary Volk provided an overview of the Board Walkabout Evaluation results that were presented at the Quality Committee meeting. The Chair noted that the Board Walkabout sessions will be embedded in the Board members onboard training and that positive response was received from those members who have participated in the Board Walkabouts.

The following motion was moved by Mary Volk and seconded by Anna Ventresca:

THAT the Board receives for information an evaluation on the trial of Board Attendance at Leadership Walkarounds (LWA);

AND THAT Management continue to offer LWA opportunities once a quarter in all Clinical/Clinical Support VP Portfolios;

AND THAT LWA invitations be extended to all Quality Committee Board members.

CARRIED

5. Reports of the Medical Advisory Committee

Dr. Paul Miller presented to the Board two reports (items 5.1 and 5.2) of the Medical Advisory Committee from its meetings on March 1, 2016 and March 9, 2016. There were no questions.

A motion was made by Dr. Miller and was seconded by Richard Koroscil:

THAT the following reports be accepted as distributed:

5.1 MAC Board Report – March 1, 2016

5.2 MAC Board Report – March 9, 2016.

CARRIED

6. 2016 03-BD-003 Our Healthy Future

6.1 Our Healthy Future stakeholder engagement (Verbal update)

Aaron Levo provided an update to the Board on the Our Healthy Future summit with local community service organizations from Hamilton and West Niagara that took place on March 1st at the Hamilton Convention Centre. Aaron noted that the Summit's discussions focused on the concepts of the vision outlined in HHS' Master Program submission, and that these discussions provided input as to how to proceed. To an extent, the Summit is the start of ongoing conversations about the realization of this vision for the future of HHS.

Aaron reported on two presentations to municipal councils that took place in early March – one in West Lincoln and another in Hamilton. He noted that Rob MacIsaac presented the results to date of Our Healthy Future planning for WLMH and received support of local council members and the Mayor of West Lincoln. Also, Aaron noted that in Hamilton a motion was put forward by the City Mayor for HHS to have a formal engagement session with members of council to inform the Master Program submission to the LHIN and Ministry. In response to a question raised, Aaron noted that planning for this session is underway.

Aaron noted two upcoming events with indigenous community members being planned respectively in Hamilton and in the community of Six Nations. He also advised that staff engagement sessions will be taking place at St. Peter's Hospital and MUMC, and at the upcoming HHS Leadership Forum, which will be comprised of HHS leaders (managers, directors and executives). He provided a high level update on marketing initiatives planned for Our Healthy Future, both within the hospital and publically in West Niagara and Hamilton.

6. 2016 03-BD-003 Our Healthy Future

Kelly Campbell introduced Gavin Wardle and Julia Chan from Preyra Solutions Group, a Toronto based research firm specializing in health care services research. Gavin presented the Our Healthy Future draft stage 1A Service and Resource Forecasts: Methods and Results. Gavin reviewed the 20 year forecast and increases associated with population growth and aging of the population that HHS serves.

Various regions were reviewed with an emphasis on the HNHB LHIN region, highlighting the geographical areas served. Discussions centred on the Ministry's strategy, implications of funding and addressing risks factors associated with an aging population and the morbidity risk in certain geographic regions.

Gavin noted that the needs of the population differ from that of the provincial average. He suggested that measures be made and results made systematic. In response to a question raised, Gavin clarified that the total number of surgeries by site will change; however; the total number of surgeries remain the same.

Positive feedback on the presentation was received. Discussions ensued on the need to focus on ambulatory care and undertaking increased capital costs.

The following motion was moved by Richard Koroscil and seconded by Chantel Broten:

THAT the Board of Directors receives for information the second draft (Draft v2) of the Our Healthy Future Stage 1A (Master program) document;

AND THAT staff be directed to report back at the April 29th-30th Board Retreat with a discussion of the detailed Business Case for future consolidation of HHS sites;

AND THAT staff be directed to report back at the May 26th Board meeting with a Final Draft of the Stage 1A (Master Program) document for review.

CARRIED

7. Chief Executive Officer's Report

Rob MacIsaac presented the Chief Executive Officer's Report beginning with the Ontario Hospital Budget Announcement on March 21st at the Juravinski Hospital. Rob noted that Minster Hoskins and Eleanor McMahon, MPP were in attendance. Following the announcement, a meeting was held with the Minister and key messages included progress on Our Healthy Future and submission, WLMH redevelopment and the purchase of a new CT scanner, among others.

On March 2nd, Rob attended the CAHO's Healthier, Wealthier, Smarter campaign at Queen's Park which was aimed at advancing health research. The campaign was well attended by MPPs and the key message communicated involved the advances taking place in Ontario's research hospitals and the need to support those hospitals.

Rob informed the Board of his involvement in H10 comprised of ten CEOs from the largest research hospitals and his participation in the H on the Hill event on February 24th on Parliament Hill. He met with MPs and conveyed messages acknowledging the significant contributions made by research hospitals in advancing health care. He raised the profile of research hospitals, pressed the need for Federal funding and urged to secure restorative funding for Canadian Institutes of Health Research (CIHR) which was decimated by the previous government.

The Chair thanked Pearl Veenema and her team on a successful gala acknowledging the significant proceeds received from the event. On behalf of her team, Pearl thanked everyone who attended event.

Reference was made to the March 31st funding announcement by the Minister of Health. Aaron Levo and Frank Naus provided an overview of the funding grant to research hospitals, reporting that McMaster received significant funding. The Chair acknowledged Management for doing an excellent job and noted that the Minister was very supportive regarding current issues.

8. HHS Foundation Update

The Board received for information the HHS Foundation Update. There were no questions.

9. BoardVantage Survey

The Chair invited Roger Campbell to provide information to the Board on the BoardVantage Survey. Roger advised that the survey is designed to canvass the Board on the utilization of BoardVantage beyond simply communicating and retrieving Board and Committee agendas and packages of meeting materials. Roger noted there had been changes on the technology front and the possibility that other options should be considered. He requested that Board members complete the survey and return the completed forms to Adrianna Bogris.

10. Motion to move to In Camera Session

It was moved by Scott Maki and seconded by Anna Ventresca that the meeting move in camera.

CARRIED

The students departed from the meeting.

11. **Adjournment** – Following the In Camera Session, the meeting adjourned at 7:55 pm.

Norm Col
Chair

Scott Maki
Secretary / Treasurer

Action List

	<i>Agenda Item</i>	<i>MRP</i>	<i>Reporting Date</i>
June 25, 2015	Non-Union Pay Equity	Andrew Doppler	September 2016
Nov. 26, 2015	CQI process and Model Cell Approach update	Rob MacIsaac	November 2016
Nov. 26, 2015	Delivery of the Master Program	Aaron Levo and Kelly Campbell	June 2016
Nov. 26, 2015	2016/17 Financial Planning Directions – final proposed budget	Dave McCaig	March 2017 Board
Mar. 31, 2016	ALC rate proposed target for 2017–18	Dr. McLean	May 2016