

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: October 13, 2016

TIME: 4:00 to 8:00 PM

LOCATION: Boardroom 2E51 – McMaster University Medical Centre, 1200 Main St. W., Hamilton, Ontario

IN ATTENDANCE: Norm Col (Chair), David Collie, Julia Kamula (*by phone*), Richard Koroscil, Charles Criminisi, Bill Laidlaw, Mary Catherine Lindberg, Scott Maki, Keith Monrose, Dr. Terry Shields, Anna Ventresca, Mary Volk, Kurt Whitnell, Kirsten Krull, Rob MacIsaac. Dr. Paul Miller, Dr. Chris Ricci, Patricia North (General Counsel), Adrianna Bogris (Recording Secretary)

REGRETS: Chantel Broten, Dr. Paul O'Byrne

GUESTS: Fran Agnew, Michele Beals, Kelly Campbell, Renato Discenza, Mark Farrow, Dr. Peter Fitzgerald, Aaron Levo, Dave McCaig, Dr. Ralph Meyer, Frank Naus, Rebecca Repa, Teresa Smith, Pearl Veenema, Dr. Andrea Frolic (partial attendance for MAID presentation), Dr. Michael Sherar (CCO – partial attendance for CCO presentation)

Education Session – Cancer Care Ontario Presentation

Dr. Michael Sherar, President and CEO of Cancer Care Ontario presented an overview of Cancer Care Ontario's history, programs and services. Following Dr. Sherar's presentation, there was discussion on models of care, integrated care and delivery of palliative care services. The role of CCO was discussed and it was noted that standards and guidelines are set out in the cancer plan guidelines. The Chair thanked Dr. Sherar for an informative presentation.

Following the CCO Presentation, Dr. Sherar departed from the meeting.

1. Opening

The Chair welcomed everyone to the Board meeting.

1.1 Quorum

The recording secretary advised that quorum was present.

1.2 Declarations of Conflict of Interest

No conflicts were declared.

1.3 Adoption of the Agenda

The Chair noted that a new report to the Board on the Chedoke lands will be provided during the in-camera portion of the meeting. The Chair requested a motion to adopt the open portion of the agenda, as distributed.

It was moved by Anna Ventresca and seconded by Richard Koroscil that the agenda for the open portion of the meeting be adopted as distributed.

CARRIED

2. Minutes

2.1 Approval of the Minutes of September 15, 2016

It was moved by Bill Laidlaw and seconded by Mary Volk that the minutes of the September 15, 2016 meeting be approved as circulated.

CARRIED

COMMITTEE REPORTS

3. Performance Monitoring Committee – September 13, 2016

Charles Criminisi presented the items arising from the September 13, 2016 Performance Monitoring Committee meeting. Charles advised that seven consent agenda items were being presented for the Board's approval:

3.1 Consent Items

- 3.1.1 2016 09 PMC-020 PMC of the Board Q1 2016/17 Dashboard Report
- 3.1.2 2016 09 PMC-021 Strategic Plan Objectives August 2016 Report
- 3.1.3 2016 09 PMC-023 Our Healthy Future Clinical Visioning Q1
- 3.1.4 2016 09 PMC-024 Annual Communication, Advocacy & Stakeholder Engagement Plan
- 3.1.5 2016 09 PMC-025 Health Information Technology Services Strategic Direction
- 3.1.6 2016 09 PMC-026 Health Information Technology Services Dashboard
- 3.1.7 2016 09 PMC-027 Health Information System Renewal Panel

It was moved by Charles Criminisi and seconded by Terry Shields that the items on the Performance Monitoring Committee consent agenda be approved.

CARRIED

Charles advised that three decision items were being presented for Board approval.

3.2 Decision Items

- 3.2.1 2016 09 PMC-018 Performance Monitoring Work Plan for 2016-17

Charles provided an overview of the Committee's work plan noting that the Committee is recommending that the reports on Our Healthy Future's progress be included on the work plan as a standing item.

The following *amended* motion was moved by Charles Criminisi and seconded by Anna Ventresca:

THAT the Board of Directors approves the 2016-17 work plan as amended in report 2016 09 PMC-018 Performance Monitoring Work Plan for 2016-17.

CARRIED

3.2.2 2016 09 PMC-019 Approval of the Terms of Reference

Charles advised that the committee is seeking the Board's approval for the annual review of the committee's Terms of Reference and that no revisions are required at this time.

The following motion was moved by Charles Criminisi and seconded by Keith Monroe:

THAT the Board of Directors receives for information the review of the Performance Monitoring Committee's Terms of Reference as attached in Appendix A of report 2016 09 PMC-019 and refers same to the Governance Committee for review.

CARRIED

3.2.3 2016 09 PMC-022 Our Healthy Future Stakeholder Engagement Update

Charles provided an update on the Our Healthy Future Stakeholder Engagement Update. He noted that the recommendation included direction to staff to provide a further update at the next committee meeting. There was discussion on HHS' involvement to ensure the engagement process heard from those community members who live in poverty. It was clarified that the consultation process included such organizations at the Poverty Roundtable and the Hamilton Urban Core Health Centre and other organizations familiar with the social determinants of health. The discussion also considered the challenges faced in meeting with this client group.

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

THAT the Board of Directors receives for information an update on the stakeholder engagement work in support of the Our Healthy Future initiative;

AND THAT staff be directed to provide a further update at the next committee meeting.

CARRIED

4. Finance Committee – September 20, 2016

Scott Maki presented the items arising from the September 20, 2016 Finance Committee meeting. Scott advised that three consent agenda items were being presented for the Board's approval:

4.1 Consent Items

- 4.1.1 2016 09 FC-023 Quarterly Operating Results, Q1
- 4.1.2 2016 09 FC-025 Banking Services Review
- 4.1.3 2016 09 FC-027 Financing Review

It was moved by Scott Maki and seconded by Terry Shields that the items on the Finance Committee consent agenda be approved.

CARRIED

Scott advised that three decision items were being presented for the Board's approval.

4.2 Decision Items

- 4.2.1 2016 09 FC-026 Annual Trust Account Update F2017 (as of Q1)

Scott advised that the Committee is seeking the Board's approval on the annual transfer of funds from the Corporate Account to the HHS Scholarship Fund. There was discussion on the appropriateness of the use of Board of Directors on the website notice and application for the awards as it may mislead the community to believe the board members contribute to the fund. The CEO undertook that management will research the history of the naming and report back to the Board should options be available.

The following motion was moved by Scott Maki and seconded by Kurt Whitnell:

THAT the Board of Directors approves the Transfer of \$20,000 from the Corporate Trust to the HHS Scholarship Fund for F2017 as set out in report 2016 09 FC-026;

AND THAT the Board of Directors receives for information the Annual Trust Accounts Q1 Update.

CARRIED

- 4.2.2 2016 09 FC-029 Approval of Authority Schedule Review

Scott provided an overview of changes to the Approval of Authority Schedule Review, which delegates decision-making to the appropriate level of management. Scott recalled that at the last regular review in 2015, the authority levels were recalibrated to improve efficiency and align accountability to those in positions of control and stewardship of resources. Scott advised that the 2016 review is recommending changes for specific vendor exceptions by routing such contracts to

the individuals most accountable for the expense in order to expedite time sensitive purchases, as outlined in the report.

The following motion was moved by Scott Maki and seconded by David Collie:

THAT the Board of Directors approves the changes to the Approval Authority Schedule (AAS) as highlighted in Attachment 1, Appendix A & B, of report 2016 09 FC-029.

CARRIED

4.2.3 2016 09 FC-030 Ministry of Children and Youth Services TPA Risk Assessment

Scott provided an update on the new Enterprise Risk Management Assessment that the Ministry of Children and Youth Services is implementing. He noted that the new process requires a full risk assessment every three years, which is a collaborative effort between the hospital and the Ministry. He advised that no mitigation plans were required as a result of the review. Dave McCaig advised that notification will be sent to the Board Chair to submit on-line approval of the MCYS TPA Risk assessment.

The following motion was moved by Scott Maki and seconded by Bill Laidlaw:

THAT the Board of Directors authorizes the Board Chair to submit to the Ministry of Children and Youth Services an on-line approval of the Consolidated Risk Assessment substantially in the form set out in Appendix A of report 2016 09 FC-030.

CARRIED

4.2.4 2016 09 FC-031 Annual Review of Finance Committee Terms of Reference

Scott advised the Board that the Finance Committee reviewed the Terms of Reference for both Finance and Audit Committees noting that the Committee is recommending two changes to the Finance and Audit Committees' Terms of Reference. He noted that the first change included the ability to appoint representatives from the Committee to participate in the External Auditor evaluation committee and the second change provided for a revision to item (i) to review and monitor Procurement Policy and compliance with the Broader Public Sector Procurement Directives.

The following motion was moved by Scott Maki and seconded by Charles Criminisi:

THAT the Board of Directors approves the proposed amendments to the Finance Committee's Terms of Reference as attached in Appendix A of report 2016 09 FC-031 and proposes inclusion of wording relating to the BPS Procurement directive and refers same to the Governance Committee for review.

CARRIED

4.2.5 2016 09 FC-032 Review of Finance Committee Work Plan FY 2016/17

Scott advised that the Board's approval is being sought on the 2016/17 Finance Committee work plan. There was discussion on revenue generation and it was noted that Renato Discenza is dealing with the BDO. It was noted that revenue generation will be discussed at the November and May meetings, subject to availability of key participants.

The following motion was moved by Scott Maki and seconded by Anna Ventresca:

THAT the Board of Directors approves the 2016-17 Work Plan for the Finance Committee as set out in report 2016 09 FC 032.

CARRIED

5. Quality Committee – September 22, 2016

Richard Koroscil presented the items arising from the September 22, 2016 Quality Committee meeting. Richard advised that five consent agenda items were being presented for the Board's approval:

5.1 Consent Items

- 5.1.1 2016 09 QC-026 Quality Indicators at a Glance Q4 Interpretations and Actions
- 5.1.2 2016 09 QC-027 Quality Improvement Plan 2016/17: Q1 Performance
- 5.1.3 2016 09 QC-029 Patient Experience Report 2015/2016
- 5.1.4 2016 09 QC-031 Aggregate Critical Incident Report 2015/2016
- 5.1.5 2016 09 QC-035 Stem Cell Transplantation: Expanding Access

It was moved by Richard Koroscil and seconded by Mary Volk that the items on the Quality Committee consent agenda be approved.

CARRIED

Richard advised that three decision items from the Quality Committee meeting were being presented for the Board's approval.

5.2 Decision Items

- 5.2.1 2016 09 QC-028 Board Quality Committee Scorecard Target Setting Report for Quality Scorecard 2016/17

Richard advised that the Committee is seeking the Board's approval on the targets for the Key Performance Indicators, which are monitored by the Quality Patient Safety Steering. He noted that the report provides an outline of how the indicators are chosen and the reporting format. He

highlighted that the indicators have been revised to align with the consolidated metrics exercise as approved by the Board in June.

The following motion was moved by Richard Koroscil and seconded by Bill Laidlaw:

THAT the Board of Directors approves the 2016/17 Quality Committee Monitor Scorecard targets as proposed in Appendix A - Quality Committee of the Board – Key Performance Indicator Targets FY 16/17 of report 2016 09 QC-028.

CARRIED

5.2.2 2016 09 QC-033 Annual Review of Quality Committee Terms of Reference

Richard advised that the Committee is seeking the Board's approval to add one additional item to its Terms of Reference. He noted that the addition responds to Health Quality Ontario's introduction of two new Emergency Department quality indicators for review by hospital Quality Committees.

The following motion was moved by Richard Koroscil and seconded by Keith Monroe:

THAT the Board of Directors approves the changes to the Quality Committee's Terms of Reference as attached in Appendix A to report 2016 09 QC-033 and refers same to the Governance Committee for review.

CARRIED

5.2.3 2016 09 QC-034 Annual Review of Quality Committee Work Plan FY2016/17

Richard advised that the Committee is seeking the Board's approval on the 2016/17 Work Plan. He advised that the plan includes the review of the ED quality indicators that were also included in the Terms of Reference noting that these indicators are reviewed twice each year. He noted that the work plan also highlights the OHA Quality and Patient Safety Toolkit, which the Committee intends to review at its regularly scheduled meetings. It was noted that the Toolkit is posted in the Reference Documents in the Libraries folder on the Board SharePoint site.

The following motion was moved by Richard Koroscil and seconded by Charles Criminisi:

THAT the Board of Directors approves the 2016-17 Work Plan for the Quality Committee as set out in report 2016 09 QC-034.

CARRIED

6. Report of the Medical Advisory Committee

Dr. Paul Miller advised the Board that the Medical Advisory Committee is presenting a report from its meeting on September 14, 2016. Dr. Miller highlighted items discussed at the meeting and

advised that the appointment of Dr. Inman as Co-chair of the Hamilton Integrated Research Ethics Board, noted in the Board report requires approval by the HHS Board.

A motion was made by Dr. Miller and was seconded by Terry Shields:

THAT the following report be approved as distributed:

6.1 MAC Board Report – September 14, 2016

CARRIED

6.2 MAID Update - Presentation

Dr. Andrea Frolic and Dr. Paul Miller presented on MAID processes at HHS. There was a fulsome discussion on legislation and HHS' leadership role in the province on this issue.

7. ERM Session – September 15, 2016

7.1.1 2016 09 BD-011 Enterprise Risk Management (ERM)

The Chair advised that a follow up recommendation arising from the ERM session in September is being brought to the Board for approval. He noted that foreseeable risks were discussed and shared the response rate to the risk survey. The Board identified ERM as an area of significant concern. There was discussion on the three risks identified and the actions being undertaken by Management to mitigate such risks. The Chair advised that an update will be provided to the Board following the November Audit Committee meeting.

The following motion was moved by Bill Laidlaw and seconded by Mary Volk:

THAT the Board of Directors receives for information the results of the Enterprise Risk Management survey outlined in this report 2016 09 BD-011.

CARRIED

8. CEO's Report

Rob MacIsaac presented the CEO's report noting that Hamilton Health Sciences has been recognized for several awards. He advised that he attended at the Hamilton General Hospital with Teresa Smith to receive the Hospital Achievement Award and Award of Excellence issued by Trillium Gift of Life Network. He recognized Isabel Hayward, Director of Regional Critical Care & Medicine Program as the recipient of the individual Trillium Award for her advocacy in organ donation.

He advised that Cancer Care Ontario has recognized Hamilton Health Sciences as the most improved hospital with respect to the continuity of care indicator for 2015/16. Dr. Meyer and his team were recognized for their efforts in continuing to drive the continuity of care metric forward.

Rob noted that Dr. Mark Levine, oncologist is the named as a member of the Order of Canada for his contribution as an Oncologist, Researcher and Clinician.

He reported that the Ron Joyce Children's Health Centre has received a Gold rating from the Canada Green Building Council and is now LEED certified.

Rob advised that the Ontario Nurses' Association Board of Directors has voted to remove the censure in place since November 2009 against Hamilton Health Sciences. Kirsten Krull and Andrew Doppler were recognized for their dedicated efforts in achieving this milestone.

He reported that the Ministry of Health and Long Term Care has secured one time funding of \$2.5M to assist with the costs of completing Stage 1A of Our Healthy Future.

Rob noted that he and the H10 Group will be in Ottawa for the Day on the Hill on December 1st to advocate for better research funding and discussing the health care innovation agenda among other important initiatives.

An update was provided on Bill 210, noting that there were a number of concerns with the Bill. Rob advised that the bill has undergone a number of significant revisions and is being reintroduced as Bill 41. He noted that hospitals are being exempt from LHIN directives and advised that safeguards have been put in place around LHINs.

Rob reported on the North Wall Metrics Review providing an update on key metrics relating to HHS' four strategic goals: Patients, People, Sustainability and Research, Innovation & Learning.

There was discussion on Board to Board collaboration and working with other health care boards to create opportunities.

9. HHS Foundation Update

Pearl Veenema provided an update on the upcoming HHS Foundation Gala.

10. WLMH CAC Report to the Board

The following motion was moved by Kurt Whitnell and seconded by Anna Ventresca:

THAT the HHS Foundation Update and the WLMH CAC Report to the Board be accepted as distributed.

CARRIED

11. Motion to move to In Camera Session

It was moved by Terry Shields and seconded by Scott Maki that the meeting move in camera.

CARRIED

Adjournment – Following the In Camera Session, the meeting adjourned at 8:20 pm.

It was moved by Richard Koroscil and seconded by Anna Ventresca that the meeting be adjourned.

CARRIED

Norm Col
Chair

Scott Maki
Secretary / Treasurer