

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: May 30, 2019

TIME: 2:00 to 6:00 PM

LOCATION: 100 King Street West, 23rd Floor, Conference Rooms 23-009 / 23-010, Hamilton, ON

IN ATTENDANCE: Julia Kamula (Chair), Indy Butany-DeSouza, David Collie, Charles Criminisi, Richard Koroscil, Bill Laidlaw, Dave Lazzarato, Scott Maki, Keith Monrose, Dr. Terry Shields, Shirley Thomas-Weir, Mary Volk, Kurt Whitnell, Kirsten Krull, Rob MacIsaac, Dr. Paul Miller, Anna Ventresca (General Counsel), Adrianna Bogris (Recording Secretary)

GUESTS: Michele Beals, Kelly Campbell, Mark Farrow, Dr. Peter Fitzgerald, Dr. Stephen Kelly, Michele Leroux, Aaron Levo, Dave McCaig, Dr. Ralph Meyer, Sharon Pierson, Sandra Ramelli, Rebecca Repa, Teresa Smith, Dr. Michael Stacey, Dr. Wes Stephen, Pearl Veenema, Cynthia Janzen (*partial*)

REGRETS: Dr. Dereck Hunt, Dr. Paul O'Byrne

1. Opening

The Chair opened the meeting and welcomed everyone to the Board meeting noting that the open portion of the meeting is being held prior to the in-camera session to accommodate members of public. On behalf of the Board, the Chair recognized Dr. Peter Fitzgerald for his contribution to the organization and for 10 years of service at the McMaster Children's Hospital.

The Juravinski's were recognized for their generous donation to benefit research at HHS, St. Joseph Healthcare Hamilton and McMaster University.

1.1 Quorum

The Chair noted regrets and confirmed that Indy Butany-DeSouza will be departing the meeting at 3:30 pm and will re-join the meeting by phone. Meeting quorum was established.

1.2 Declarations of Conflict of Interest

There were no conflicts of interest declared.

1.3 Adoption of the Agenda

It was moved by Charles Criminisi and seconded by Dave Lazzarato that the Board adopt the Agenda for the open portion of the meeting as distributed.

CARRIED

1.4 Approval of the Minutes from the February 28, 2019 and March 28, 2019 meetings

It was moved by Scott Maki and seconded by Terry Shields that the Board approves the minutes from the February 28, 2019 and March 28, 2019 meetings as distributed.

CARRIED

2. Education Session

2.1 Geriatric Education & Research in Aging Sciences

Sharon Pierson introduced Dr. Alexandra Papaioannou to the meeting. Dr. Papaioannou presented the education session on Geriatric Education & Research in Aging Sciences. Background information was provided on GERAS Centre as well as statistics of the aging Canadian population. Areas of research excellence were covered as well as GERAS mission, values and goals. Sharon Pierson and Dr. Papaioannou were thanked for providing an excellent and informative presentation to the Board.

3. Strategy

3.1 Strategy View – Presentation

Rob MacIsaac provided an overview of the North Star Metrics Results for Q4 and year to date 2018/19 for the Strategy view. He reported results under the People Pillar noting that Lost Time Injuries (LTI) and Attendance Management Indicators are underperforming due to flu season and outbreak of a series of communicable disease in March 2019; however, absences are relatively brief. Work is being done on measures to keep employees safer as outlined in the People Plan work plan. There are ongoing efforts around the attendance management initiative, which is producing positive results over the past year.

Rob reported the results under the Sustainability Pillar noting that the Hospital Operations Results budget has been achieved. The Occupancy rate is driven by high hospital volumes.

Under the Research, Innovation and Learning pillar, it was noted that HiREB applications is down due to flattening of funding, a result of the systemic issue as the funding environment is highly competitive.

Cynthia Janzen joins the meeting.

3.2 Operations View – Report and Presentation

Dr. Wes Stephen provided an update on the Operations View highlighting trends within the organization. An overview of the groupings within the Operations View was provided. He reported on the number of hospital acquired infections noting that the organization is performing well in

certain areas. There is some red around Vancomycin-Resistant Enterococci and Methicillin-resistant Staphylococcus aureus numbers, which is not significantly disproportionate with historical data. He noted that there has been focus on the Central Line Infection Count, which is performing well. This metric will continue to be monitored. He noted that the ED wait times is performing well, and improvement is being seen at the JHCC.

Focus on the over capacity protocol continues, with work on developing a standard definition of site pressure and a standard approach to identify appropriate responses.

3.3 Enterprise Project View – Presentation

Dr. Wes Stephen provided an update on the Enterprise Project View highlighting the work plan details and tracking information. He noted that there are three categories under capital renewal and provided details of same. He noted that HIS is about capturing data, and UDA is storing data. There is an RFP out for Unified Data Architecture and Corporate Performance Management. Regarding a new HIS, it was noted that there is an internal review and rating process underway that has many in the organization going through demonstrations on Meditech and EPIC.

There was discussion on generating capacity and bandwidth and prioritizing projects based on value add. Given the size of the organization and multiple sites, the process is in the early stages and focus continues on how to align the enterprise project view with the strategic priorities.

A fulsome discussion ensued on important initiatives and tools to manage data. Discussion ensued around unfunded beds. Rob commended Teresa Smith for her work on the surge tool that enables forecasting and management of flow.

3.4 Strategic Directions Three-year Roadmap – Presentation

Rob Maclsaac provided an overview of the Strategic Direction Three-year Roadmap. An update was provided on the enabling plans, Digital Health Plan, Our Healthy Future, People Plan and Clinical Service Plan. Sandra Ramelli provided information on how the views are helping to inform and develop the strategic directions plan and to find intersections. Operational excellence over the next three years was reviewed noting that by year two the aim is to have a full deployment of CQI units. Work will continue to develop to connect front line staff and executives.

The Enterprise Approach was reviewed and focus will continue on Care Councils and further develop leadership work around the day to day of management systems. Focus continues on the Health Information System and Unified Data Architecture. Dr. Seeley and Dr. Meyer is leading work on the Care Councils. Rebecca Repa and Sharon Pierson are working to understand how Care Councils can come together to build on existing relationships.

Sandra then presented on the development of the Population Health Framework to define, focus, support and align HHS efforts with Ontario Health Teams. Sharon Pierson is working on implementing this framework. The team is working on governance around the segmentation of the population and defining metrics.

Strategic Partnerships will focus on applying the framework on Population Health with respect to Ontario Health Teams. Rebecca and her team will continue evaluation MES and will assess the value of each partnership and their alignment to strategic directions. It was noted that the Ontario Health Team formation is in progress and that the organization will continue to carry on with the work flowing from the readiness assessment.

4. CEO Report

Rob MacIsaac provided his CEO Report to the Board, including updates on the Ontario Health Team, the People Plan Launch, New Website/Internet, Juravinski Announcement, Stem Cell Funding Announcement, City of Hamilton Presentation, Health Innovation, OHA Conference, United Way Campaign, Women's Day Celebration, Doctor's Day Celebration, Nursing Week Celebration, Foundation's Donor Appreciation Event and St. Joseph's HealthCare Hamilton. A fulsome discussion took place regarding the work on the Ontario Health Team.

5. Communications & Public Affairs

5.1 Stakeholder Survey Results – 2019 05 BD-003

Aaron Levo together with Cynthia Janzen provided an overview of the Stakeholder Survey Results as set out in the Report. He noted that work continues on the Ontario Health Team and creating strong partnerships. The Board commended Aaron and his team for continuous efforts in building the HHS brand.

The following motion was moved by Dave Lazzarato and seconded by Richard Koroscil:

THAT the Board of Directors receives the stakeholder relations qualitative report reflecting stakeholder survey results as set out in Report 2019 05 BD-003.

CARRIED

Cynthia Janzen departs the meeting.

COMMITTEE REPORTS

6. Quality Committee Meeting – May 14, 2019

Mary Volk provided a Report to the Board on the May 14, 2019 Quality Committee meeting. She highlighted that the Committee received a Patient Story, and advised that the Quality Improvement Plan Results for Q4 and the Quality Monitor for Q4 will come to the Board in June. The Committee also received the Critical Incidents Report followed by the WLMH Update.

Indy Butany-DeSouza departs the meeting.

6.1 Accreditation Update and Ethics Framework Overview – 2019 05 QC-017

An overview of the Accreditation Update and Ethics Framework was provided.

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

THAT the Board of Directors receives for information the update on preparations for Accreditation 2019 as set out in Report 2019 05-QC-017.

CARRIED

Indy re-joins the meeting via teleconference

7. Human Resources Subcommittee Meeting – May 15, 2019

7.1 Strategic Initiatives Update

7.1.1 Engagement Update – 2019 05 HR-012

Kurt provided a brief overview of the Engagement Update.

The following motion was moved by Kurt Whitnell and seconded by Bill Laidlaw:

THAT the Resource Committee and the Board of Directors receives for information an update on the HHS Engagement Survey Strategy as set out in Report 2019 05 HR-012.

CARRIED

8. Resource Committee Meeting – May 15, 2019

Dave Lazzarato provided a Report to the Board on the Resource Committee meeting held on May 15, 2019.

8.1 FY 18/19 Operating Results, Q4 – 2019 05 RC-011

Dave Lazzarato provided an overview of the Q4 and Full Year 2018/19 Operating Results as set out in Report 2019 05 RC-011, noting that the organization was close to meeting target. It was noted that the organization continues to experience high ED volumes with acute patients resulting in financial pressures.

The following motion was moved by Dave Lazzarato and seconded by Terry Shields:

THAT the Board of Directors receives for information the fourth quarter financial report, for the period ended March 31st, 2019 as set out in Report 2019 05 RC-011.

AND THAT the Board of Directors approve a designated gift to the Hamilton Health Sciences Research Institute (HHSRI) representing fiscal 2018/19 research study surpluses of \$10,647,739.95 CAD, all generated by the Population Health Research Institute (PHRI).

CARRIED

9. Medical Advisory Committee Meeting

9.1 MAC Board Report – April 10, 2019

Dr. Paul Miller provided an update on the April 10, 2019 MAC meeting. He noted that Dr. Sonia Anand attended at the MAC to present her work around recruitment of leadership and succession planning. Resident workforce issues were discussed and all teaching hospitals are under flux. The Board discussed the Saudi resident issues and the organization is looking at alternative models of care. There has been impact to the trauma program and Management is assessing the scope of impact.

The following motion was moved by Dave Lazzarato and seconded by Terry Shields:

THAT the Board of Directors receives for information the April 10, 2019 MAC Board Report.

CARRIED

- 10. Foundation Report to the Board**
- 11. WLMH CAC Report to the Board**
- 12. The Inner Circle Newsletter – Spring 2019 - HHSVA**

Rob Maclsaac advised that the Foundation Report, WLMH CAC Report and the Inner Circle Newsletter – Spring 2019 - HHSVA to the Board have been provided in the package for the Board's information.

The following motion was moved by Bill Laidlaw and seconded by Keith Monroe:

THAT the Board of Directors receives for information the Foundation Report, WLMH CAC Report and the Inner Circle Newsletter – Spring 2019 - HHSVA.

CARRIED

13. Motion to move in-camera

It was moved by Richard Koroscil and seconded by Mary Volk that the meeting move in-camera.

Julia Kamula
Chair

Anna Ventresca
Corporate Secretary