

**Hamilton Health Sciences  
Board of Directors**

**Minutes**

**DATE:** October 10, 2019

**TIME:** 4:00 to 8:00 PM

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

**IN ATTENDANCE:** Charles Criminisi (Chair), Indy Butany-DeSouza, David Collie, Bill Laidlaw, Dave Lazzarato, Scott Maki, Andrea McKinney, Keith Monrose, Dr. Terry Shields, Shirley Thomas-Weir (by phone), Mary Volk, Dr. Smita Halder, Kirsten Krull, Rob MacIsaac, Dr. Catherine Ross, Anna Ventresca (General Counsel), Adrianna Bogris (Recording Secretary)

**GUESTS:** Michele Beals, Kelly Campbell, Mark Farrow, Aaron Levo, Dave McCaig, Dr. Ralph Meyer, Sandra Ramelli, Rebecca Repa, Dr. Ted Scott, Teresa Smith, Bruce Squires, Dr. Michael Stacey, Dr. Wes Stephen, Pearl Veenema

**REGRETS:** Richard Koroscil, Dr. Paul O'Byrne

**1. Opening**

The Chair called the open portion of the Board meeting to order.

**1.1 Quorum**

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 Terry Shields 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 June 20, 2019 meeting**

**It was moved by Keith Monrose and seconded by Shirley Thomas-Weir that the Board approves the minutes from the June 20, 2019 meeting as distributed.**

## **CARRIED**

### **1.5 Approval of the Minutes from the October 1, 2019 Special Board meeting**

**It was moved by Terry Shields and seconded by Shirley Thomas-Weir that the Board approves the minutes from the October 1, 2019 Special Board meeting as distributed.**

## **CARRIED**

The Board Chair noted that for the open portion of the Board meeting, the proposed changes to the Quality Monitor and on how we report on quality indicators to the Board will be highlighted as an area of focus.

## **2. Education Session**

### **2.1 Under the Microscope: Transfusion Medicine and Stem Cell – Quality Presentation**

Rebecca Repa presented the Quality Education Session on Under the Microscope: Transfusion Medicine and Stem Cell. Rebecca was 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 Strategy View. He reported that Operational Excellence is making good progress. Wave 8 started in September with a total number of CQI areas up to 96. Wave 9 is scheduled to begin in 2020. He noted that significant progress has been made on rolling out Continuous Quality Improvement (CQI) to front line staff. Senior members of leadership will be attending at Value Capture in Pittsburgh this coming week to continue to develop CQI skills and learn how those goals are spread across the organization.

An update was provided on the Enterprise Approach noting that co-leadership development is underway. Co-leadership development fosters a systems approach and includes physicians as part of the decision making process. The project continues to progress well.

Care Councils for palliative care and ambulatory care have been established. Dr. Seeley and Dr. Meyer have been appointed as Co-Chairs for palliative care and Shanker Nesathurai and Sharon Pierson have been appointed as Co-Chairs for ambulatory care.

An inventory of committee structures was conducted across the organization, which revealed the need for this work to be done in order to put in place standardized practices to help HHS better operate like a system.

Rob provided an update on Population Health noting that the Board held a Special Board meeting to discuss the Ontario Health Team application. He acknowledged Sharon Pierson, Kelly

O'Halloran, Dave McCaig, Anna Ventresca, Aaron Levo and others who contributed to make this application successful. He noted that there is a roster of 200,000 primary care physicians that signed onto the Hamilton Health Team.

An update was provided on Strategic Partnerships noting that HHS continues to work with Connect, a British Columbia based organization working with ABI patients to help those patients reintegrate back into the community. Connect opened its doors in Hamilton on September 16, 2019. HHS has partnered with SE Health working on Emergency Department diversion. SE Health will follow patients home that have been discharged from the hospital to provide basic home care needs and ensure someone is there to watch over them. An update was provided on the LiveWell partnership noting that a review was conducted with respect to HHS' partnership with the YMCA, an update will be provided in due course. HHS has partnered with OTN this past year and has committed to conduct more virtual visits. To date, a total of 756 e-Visits have been conducted. The MES/SPC is on target for completed contract negotiations and work on final submissions is ongoing.

Rob provided a report on the North Star Metrics. He addressed the metrics reflected as red and noted that the Harm Index: CAUTI (Catheter Acquired Urinary Tract Infection) is the only red indicator under the Patients pillar. It was noted that focus continues on CAUTI (Catheter Acquired Urinary Tract Infection) to ensure that best practices are followed.

Under the People Pillar, Lost Time Injuries (LTI) is underperforming; efforts are continuing to minimize lost time injuries: Safe Patient Handling initiative to reduce MSD injuries; introduction of health and safety risk assessment questionnaire and resources to address psychological risks; Behaviour Safety Risk Communication & Care Plan program to address workplace violence prevention. Dave McCaig noted that the LTI for the last quarter includes short term sickness. Discussion ensued on adjusting the target. A recommendation will be brought forward as to how LTI is measured for Q2.

Under the Sustainability pillar, budget is behind in the first quarter by \$2.0M with a reported surplus of \$7.6M.

Under the Research, Innovation & Learning pillar it was noted that the number of A3 Trained People (Innovation) is off target but is expected to recover to target levels in the coming months as scheduled training sessions occur in Q2 and Q3.

### **3.2 Operations View – Presentation**

Dr. Wes Stephen provided an update on the first quarter Operations View noting that the denominator is not that large for the COPD readmission rate and this will continue to be monitored. Unbudgeted beds from December to March was reflected as green. The Alternate Level of Care rate continues to increase, Q2 will be red. . A fulsome discussion ensued on addressing the ALC pressures and reaching out to other community organizations to get patients to appropriate care facilities.

### **3.3 Enterprise Project View - Presentation**

Dr. Wes Stephen provided an update on the Enterprise Project View noting that the view provides a line of sight and allows for tracking progress of significant projects underway. OHT has been recently added, as has CQI. He noted that there are challenges and barriers to be addressed as it relates to resources. MES / SPC was discussed and it was noted that HHS is down to two vendors that presented business cases. Each vendor shared risk models and innovative solutions. The process is well underway.

## **4. CEO Report**

Rob MacIsaac welcomed new attendees to the meeting and provided his CEO Report to the Board, including updates on Accreditation, McMaster Children's Hospital 3Z inpatient unit, Trillium Gift of Life, Board of Health Meeting and the Ontario Hospital Association Health Care Leadership Summit.

## **5. Political and Government Events on HHS Premises – 2019 10 BD-010**

Aaron Levo provided an overview of the Political and Government Events on HHS Premises Report noting that the report has been submitted in response to questions received by Management from the Board. Background was provided on HHS' general approach in hosting media events on HHS property. Aaron noted that a policy is under development to clearly delineate the appropriate and accepted use of HHS properties facilities by political parties and government announcements. This policy will provide a clear framework for corporate decisions on when to allow such events. Discussion ensued on working with other peer hospitals to ensure that the process is harmonized across the local region.

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

**THAT the Board of Directors receives for information an overview of HHS' practice regarding government and political activity at HHS sites as set out in Report 2019 10 BD-010.**

**CARRIED**

## **COMMITTEE REPORTS**

### **6. Compensation Subcommittee Meeting – September 23, 2019**

#### **6.1 Executive Committee/Compensation Subcommittee Terms of Reference – 2019 09 CC-014**

Dave Lazzarato provided a Report to the Board on the September 23, 2019 Compensation Subcommittee. He noted that no changes have been made to the Subcommittee's Terms of Reference.

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

**THAT the Board of Directors approves the Executive Committee / Compensation Subcommittee Terms of Reference as set out in Appendix A to Report 2019 09 CC-014.**

**CARRIED**

**7. Governance Committee Meeting – September 23, 2019**

David Collie provided a Report to the Board on the September 23, 2019 Governance Committee meeting noting that the Committee received an orientation to review the functions of the Committee. He highlighted the importance of good governance and noted that a lot of work has been done around governance. An overview of educational opportunities for the Board Members was provided including Board Quality Educational Sessions provided at each Board meeting as well as Board participation in Continuous Quality Improvement unit huddles. Ontario Hospital Association courses are sent out by the Corporate Secretary's office. The Board recruitment plan will be discussed during the Independent Directors Session at the upcoming Board Retreat.

**7.1 Governance Committee Terms of Reference – 2019 09 GC-014**

**7.2 2019/20 Board Work Plan – 2019 09 GC-016**

The following motions were moved by David Collie and seconded by Andrea McKinney:

**THAT the Board of Directors approves the Governance Committee's Terms of Reference as attached in Appendix A to Report 2019 09 GC-014.**

**THAT the Board of Directors approves its 2019/20 Workplan as set out in Appendix A to Report 2019 09 GC-016.**

**CARRIED**

**7.3 Revised Skills Matrix – 2019 09 GC-017**

David advised that the Committee reviewed the revised Board skills matrix, which now includes a rating scale for each skill. He noted that the list of skills have not changed and pointed out that West Niagara has been included as one of the geographical regions.

The following motion was moved by David Collie and seconded by Terry Shields:

**THAT the Board of Directors approves the revised Board of Directors Skills Matrix as set out in Report 2019 09 GC-017.**

**CARRIED**

#### **7.4 Addition of Dave Lazzarato on Human Resources Subcommittee**

The Committee is recommending the addition of Dave Lazzarato as a member to the Human Resources Subcommittee in order to achieve Membership Composition. Dave was recognized by the Board for taking on an additional role as a member of the Human Resources Subcommittee.

The following motion was moved by David Collie and seconded by Indy Butany-DeSouza:

**THAT the Board of Directors approves the addition of Dave Lazzarato as a Member of the Human Resources Subcommittee in order to achieve Membership Composition effective as of September 23, 2019.**

**CARRIED**

#### **8. Human Resources Subcommittee Meeting – September 25, 2019**

Bill Laidlaw provided a Report to the Board on the September 25, 2019 Human Resources Subcommittee meeting noting that the Committee held its first meeting on September 25<sup>th</sup> and that Michele Leroux has been very helpful in assisting with the Chair transition.

##### **8.1 People Plan – 2019 09 HR-014**

Bill provided an overview of the People Plan noting that the plan continues to progress well. The Committee had a fulsome discussion on the People Plan refresh.

The following motion was moved by Bill Laidlaw and seconded by Indy Butany-DeSouza:

**THAT the Resource Committee and Board of Directors receives for information an update on the HHS People Plan (2019-2021) as set out in Report 2019 09 HR-014.**

**CARRIED**

##### **8.2 Engagement Update – 2019 09 HR-017**

An update was provided on the Engagement Update. Bill provided an overview of the engagement survey results reporting a 60 percent completion rate. There was discussion as to how to get the other 40 percent of feedback from targeted surveyor participants. A fulsome discussion ensued on understanding the issues and barriers faced by those that have not completed the surveys.

The following motion was moved by Bill Laidlaw and seconded by Shirley Thomas-Weir:

**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 09 HR-017.**

**CARRIED**

### **8.3 Human Resources Subcommittee Terms of Reference – 2019 09 HR-019**

Bill advised that the Human Resources Subcommittee reviewed its Terms of Reference. He noted that the Terms of Reference were established last year and that changes have been made to reflect the Board's decision with respect to ceasing the subcommittee following conclusion of its primary main mandate of overseeing the People Plan. He noted the importance of the future work of the Subcommittee.

The following motion was moved by Bill Laidlaw and seconded by Shirley Thomas-Weir:

**THAT the Resource Committee recommends to the Board of Directors that the Human Resources Subcommittee's revised Terms of Reference as set out in Report 2019 09 HR-019 be approved.**

**CARRIED**

### **9. Resource Committee Meeting – September 25, 2019**

Dave Lazzarato provided a Report to the Board on the September 25, 2019 Resource Committee meeting.

#### **9.1 Quarterly Results, Q1 – 2019 09 RC-018**

Dave provided an overview of the Quarterly Results for Q1 noting volumes are on the rise. The budget was set at \$9.6M and HHS trails behind by \$2M. As part of the budget, Management will need to find \$12M of cost savings. Discussion ensued on next steps and work underway to offset deficit.

The following motion was moved by Dave Lazzarato and seconded by Keith Monrose:

**THAT the Board of Directors receives for information the first quarter financial report, for the period ended June 30th, 2019 as set out in Report 2019 09 RC-018.**

**CARRIED**

#### **9.2 Resource Committee Terms of Reference – 2019 09 RC-027**

Dave advised that the Committee reviewed its Terms of Reference and that such Terms of Reference are being recommended to the Board.

The following motion was moved by Dave Lazzarato and seconded by Bill Laidlaw:

**THAT the Board of Directors approves the Resource Committee's Terms of Reference as set out in Report 2019 09 RC-027.**

**CARRIED**

### **9.3 Trust Account – 2019 09 RC-021**

An overview was provided on the Trust Account Report.

The following motion was moved by Dave Lazzarato and seconded by Indy Butany-DeSouza:

**THAT the Board of Directors receives for information the Annual Trust Accounts Update for 2018/19 as set out in Report 2019 09 RC-021;**

**AND THAT the Board of Directors approves a transfer of \$20,000 from the Corporate Trust to the HHS Scholarship Fund for F2020.**

**CARRIED**

### **10. Research & Innovation Committee Meeting – September 25, 2019**

#### **10.1 Research & Innovation Committee Terms of Reference – 2019 09 RI-005**

On behalf of Richard Koroscil, Terry Shields provided a report to the Board on the September 25, 2019 Research & Innovation Committee meeting. She noted that the Committee reviewed the Terms of Reference and that there were no changes being recommended.

The following motion was moved by Terry Shields and seconded by Mary Volk:

**THAT the Board of Directors approves the Research & Innovation Committee's Terms of Reference as attached in Appendix A to Report 2019 09 RIC-005.**

**CARRIED**

### **11. Quality Committee Meeting – October 3, 2019**

Keith Monrose provided a report to the Board on the October 3, 2019 Quality Committee meeting.

#### **11.1 Quality Committee Terms of Reference – 2019 10 QC-028**

Keith noted amendments made to the Committee's Terms of Reference and that such amendments to the Terms of Reference were included in the Board package.

The following motion was moved by Keith Monrose and seconded by Terry Shields:

**THAT the Board of Directors approves the Quality Committee's amended Terms of Reference as attached in Appendix A to Report 2019 10 QC-028.**

**CARRIED**



## **11.2 Patient Experience / Relations Semi-Annual Report – 2019 10 QC-025**

Keith advised that the Committee received an update on the Patient Experience / Relations Semi-Annual Report.

The following motion was moved by Keith Monrose and seconded by Indy Butany-DeSouza:

**THAT the Board of Directors receives for information an overview of patient relations activity for fiscal year 2018/19, in accordance with the *Excellent Care for All Act* as set out in Report 2019 10 QC-025.**

**CARRIED**

## **11.3 Proposed Changes to the Quality Monitor – 2019 10 QC-020(b)**

The Committee reviewed the proposed changes to the Quality Monitor. The Board recognized Tim Dietrich for the work completed on this long-standing item. The proposed changes to the quality monitor include drive metrics and watch metrics. It was noted that watch metrics are monitored by the organization. The Board will receive an updated reporting format when the Committee reports on Q2 results. Discussion ensued on challenges with respect to selecting meaningful metrics.

The following motion was moved Keith Monrose and seconded by Mary Volk:

**THAT the Board of Directors approves the proposed amendments to the Quality Committee's quarterly Quality Monitor as attached in Appendix A of Report 2019 10 QC-020b.**

**AND THAT staff implement the approved amendments to the Quality Monitor for the report of second quarter results.**

**CARRIED**

## **12. Medical Advisory Committee Meeting – September 11, 2019**

### **12.1 MAC Board Report – September 11, 2019**

Dr. Smita Halder provided an overview of the items brought forward at the September 11, 2019 MAC meeting. She advised that the Committee reviewed three critical incidents, which are currently in the analysis stage. New recommendations for five heads of service were reviewed. The MAC has signed a letter supporting the Ontario Health Teams. A report was provided on West Lincoln. Dr. Lumb presented on the Health Information System (HIS). The Committee discussed next steps on the HIS.

The following motion was moved by Bill Laidlaw and seconded by Indy Butany-DeSouza:

**THAT the Board of Directors receives for information the September 11, 2019 MAC Board Report.**

**CARRIED**

**13. Foundation Report to the Board**

Pearl Veenema provided the Foundation Report to the Board. She noted that the Foundation held its Illuminate event, which was sold out. She reflected on the event noting that physicians were recognized by patients and patients' families.

**14. WLMH CAC Report to the Board**

The following motion was moved by Terry Shields and seconded by Andrea McKinney:

**THAT the Board of Directors receives for information the Foundation Report and the WLMH CAC Report.**

**CARRIED**

**15. Adjournment**

The meeting adjourned at 7:15 pm.

**It was moved by Dave Lazzarato and seconded by Bill Laidlaw that the meeting be adjourned.**

**CARRIED**

**16. Independent Directors Session and CEO**

**17. Independent Directors Session**

**17.1 Compensation Subcommittee Meeting – August 6, 2019**

**17.2 Board Meeting Evaluation (discussion)**

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Charles Criminisi  
Chair

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Anna Ventresca  
Corporate Secretary