

**Hamilton Health Sciences  
Board of Directors**

**Minutes**

**DATE:** December 5, 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, Richard Koroscil, Bill Laidlaw, Dave Lazzarato, Scott Maki, Andrea McKinney, Keith Monroe, Dr. Terry Shields, Shirley Thomas-Weir, Mary Volk, Dr. Smita Halder, Kirsten Krull, Rob MacIsaac, Dr. Catherine Ross, Anna Ventresca (General Counsel), Adrianna Bogris (Recording Secretary)

**GUESTS:** Michele Beals (*by phone*), Kelly Campbell, Mark Farrow, Leslie Gauthier, Gillian Kafka, Dr. Stephen Kelly, Michele Leroux, Aaron Levo, Dr. Barry Lumb, Dave McCaig, Dr. Ralph Meyer, John Morala, Sandra Ramelli, Dr. Ted Scott, Bruce Squires, Dr. Michael Stacey, Dr. Wes Stephen, Pearl Veenema; Michael Kampen (*partial*); Andrew Moull (*partial*)

**REGRETS:** 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 Dave Lazzarato and seconded by Mary Volk that the Board adopt the Agenda for the open portion of the meeting as distributed.**

**CARRIED**

**1.4 Approval of the Minutes from the October 10, 2019 meeting**

**It was moved by Dave Lazzarato and seconded by Keith Monroe that the Board approves the minutes from the October 10, 2019 Board meeting as distributed.**

## **CARRIED**

The Board Chair turned the meeting over to Kirsten Krull to present the education session.

## **2. Education Session**

### **2.1 State of HHS Emergency and Disaster Management Program – 2019 12 BD-011**

Kirsten Krull presented the Quality Education Session on State of HHS Emergency and Disaster Management Program. Kirsten introduced Michael Kampen and Andrew Moull to the meeting. Kirsten, Michael and Andrew were thanked for providing an excellent and informative presentation to the Board.

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

**THAT the Board of Directors receives for information the State of HHS Emergency and Disaster Management Program as set out in Report 2019 12 BD-011.**

## **CARRIED**

## **3. Strategy**

### **3.1 Strategy View – Presentation**

Rob MacIsaac provided an overview of the Strategy View noting that progress is being made and work continues on training CQI units. He reported that the wave 9 cohort is set to begin in February. Two care councils have kicked off, the palliative care and ambulatory. This initiative continues to move forward and good progress is being made. The Hamilton Health Team has received approval to proceed. Time will be spent on the Managed Equipment Service (MES) which will be brought to the Board for approval.

The North Star Metrics were presented and underperforming indicators were reviewed. Under the Patients pillar it was noted the Harm Index: CAUTI (Catheter Acquired Urinary Tract Infection) continues to underperform. Kirsten Krull is working on improving that indicator.

Rob advised that the People pillar is performing well. He noted that work is being done on changing the methodology on how Lost Time Injuries (LTI) is reported to the Board. Dave McCaig noted that the underlying measure is still the same. There is a lag in the report, with the numbers moving and growing. The target has been set excluding communicable diseases. It was noted the Planning and Analysis has been engaged regarding musculoskeletal programs.

It was noted that Sustainability will be addressed during the Resource Committee report to the Board.

The Research pillar was reviewed. As of the last quarter, the indicators are mostly green.

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

### **3.3 Enterprise Project View – Presentation**

Dr. Wes Stephen provided an update on the Operations View and Enterprise Project View noting that 13-month graphs have been plotted weekly to put data into context. He noted that a snapshot was provided in the deck showing real data. This information goes out to leadership. He highlighted areas in yellow. An overview was provided of the Bed Management Tool noting that the information is pulled from Meditech. A screen shot is provided showing number of patients occupying beds. He highlighted the over capacity protocol. An overview was provided on the unfunded beds and unconventional space chart, which shows the number of inpatients in unfunded beds and the number of patients in unconventional spaces.

The Occupancy rate of Med/Stroke beds were reported as high in January and December. It is now four percent higher than one year ago. A chart was provided on the number of canceled surgeries due to no beds and number of Emergency Department visits. A chart was provided showing that HHS is in the 90<sup>th</sup> percentile for ED-LOS for admitted patients. Overviews were provided on ambulance offload time and number of ALC patients, which is slightly higher this year, compared to last year.

Discussion ensued on using artificial intelligence and data governance to build a predictive system to assist with ambulance offload and hospital surge.

### **3.4 CEO Report**

Rob MacIsaac provided the CEO Report and reported on the following items: (i) LeaderSHIFT Summit 2019, (ii) PHRI 20<sup>th</sup> Anniversary, (iii) Canada's Top 40 Research Hospitals, (iv) Hybrid Operating Room Suite, (v) Stroke Distinction, (vi) Partnership Award, (vii) Breakfast with Minister Bethlenfalvy, (viii) ED Wait Times and (ix) Hub App.

Rob advised that a LeaderSHIFT summit was held on November 6, 2019. Major highlights from the summit were shared. Positive feedback was received.

Population Health Research Institute held an interesting summit to celebrate its 20<sup>th</sup> year anniversary.

HHS has ranked third in Canada as Canada's Top 40 Research Hospitals.

HHS celebrated the opening of a hybrid operating suite used for cardiac and vascular procedures with real time imaging to carry out intricate procedures.

A team of Accreditation Canada reviewers was hosted to review the HHS' stroke program.

Rob attended the Moonlight Gala, a Partnership Award in recognition of outstanding commitment to collaborate for the benefit of the health and well-being of Indigenous peoples. The DeGroote Pain Clinic staff and physicians worked with *De dwa da dehs nye* Aboriginal Health Centre to increase access to specialized chronic pain services for Indigenous communities.

Rob met with Ontario's President of the Treasury Board.

HHS together with St. Joseph's Healthcare Hamilton are working toward posting live ED wait times to give patients a sense as to wait times. There will be a website dedicated to ED wait times. Further information will be provided at a future meeting.

Aaron Levo provided an update on the HHS HUB noting that the HUB has launched a phone application for staff to access urgent information on the go. PR is looking into how to get the Board access to the HUB.

#### **4. Quality Committee Meeting – November 19, 2019**

Mary Volk provided an overview of the November 19, 2019 Quality Committee meeting. She advised that the Committee received a patient story and provided highlights from the story shared by a clinical manager at the Hamilton General Hospital.

##### **4.1 CQI – 2019 11 QC-034**

Mary provided an update on the Continuous Quality Improvement (CQI) progress. She advised that 96 Units have been through CQI training and have collectively made over 4,000 improvements.

The following motion was moved by Mary Volk and seconded by Andrea McKinney:

**THAT the Board of Directors receives for information an update on the implementation, spread and sustainability of the Continuous Quality Improvement (CQI) Management System.**

**CARRIED**

#### **COMMITTEE REPORTS**

#### **5. Audit Committee Meeting – November 21, 2019**

Dave Lazzarato provided a summary of the November 21, 2019 Audit Committee meeting.

##### **5.1 Audit Plan – 2019 11 AC-012**

Dave Lazzarato advised that KPMG presented its Audit Plan to the Committee. KPMG is currently in its fourth year of a five-year term. Major areas of focus contained in the plan were discussed.

The following motion was moved by Mary Volk and seconded by Andrea McKinney:

**THAT the Board of Directors approves the audit plan for the year ending March 31, 2020, as outlined in Report 2019 11 AC-012;**

**AND THAT the Audit Committee Chair and the Executive Vice President, Corporate Affairs and Chief Financial Officer be authorized to sign the engagement letter amendment.**

**CARRIED**

**5.2 Audit Committee Terms of Reference – 2019 11 AC-020**

Dave Lazzarato advised that the Audit Committee reviewed its Terms of Reference.

The following motion was moved by Dave Lazzarato and seconded by David Collie:

**THAT the Board of Directors approves the Audit Committee's Terms of Reference as set out in Report 2019 11 AC-020.**

**CARRIED**

**6. Resource Committee Meeting – November 21, 2019**

Dave Lazzarato provided a Report to the Board on the November 21, 2019 Resource Committee meeting.

**6.1 FY 19/20 Operating Results, Q2 – 2019 11 RC-029**

Dave McCaig provided an update on the 2019/20 Operating Results for Q2 noting the year to date operating results are unfavourable by \$5.7M with a reported surplus of \$8.7M versus budget. It was noted that a number of factors resulted in unfavorable results including flu season and increased run rate pressures. He noted that HHS is underfunded in many areas. There was discussion on timelines relating to volume and possible service reductions.

Discussions ensued on service reductions. It was noted that although such reductions would not warrant approval by the Board, the Executive Team will bring any significant changes to service to the Board. Dave McCaig advised that the LHIN would be engaged and noted that HHS is well above volumes in accordance with HSAA. The results of the analysis of possible service reductions will be completed in early Q3 along with potential implementation timelines.

The following motion was moved by Dave Lazzarato and seconded by Scott Maki:

**THAT the Board of Directors receives for information the second quarter financial report, for the period ended September 30th, 2019 as set out in Report 2019 11 RC-029.**

**CARRIED**

## **7. Medical Advisory Committee Meetings**

### **7.1 MAC Board Report – October 9, 2019 and November 13, 2019**

Dr. Smita Halder provided an overview of the items brought forward at the October 9, 2019 and November 13, 2019 MAC meetings. She advised that the Committee discussed the credentialing process noting HHS is aligned with London Health Sciences and that certain changes regarding increased disclosure requirements by physicians will be implemented for the next credentialing cycle. Affirmation statements have been expanded to now include disclosures relating to criminal or civil suits that are pending against the physician, as well as complaints to the CPSO and other regulatory bodies. The Chiefs have a process in place to manage such a disclosure being made at the time of reappointment. It was noted that Continuity of Care was discussed at the November meeting and changes are underway regarding patient notification. Dr. Lumb and Dr. Halder are forming a working group. There was discussion on police checks and it was noted that police checks are mandatory for those working with vulnerable persons.

The following motion was moved by Scott Maki and seconded by Indy Butany-DeSouza:

**THAT the Board of Directors receives for information the October 9, 2019 and the November 13, 2019 MAC Board Reports.**

**CARRIED**

## **8. Foundation Report to the Board**

Pearl Veenema provided the Foundation Report to the Board. She noted that the Annual Foundation Gala has sold out and thanked everyone for their support.

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

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

**CARRIED**

## **9. Adjournment**

The meeting adjourned at 8:05 pm.

**It was moved by Dave Lazzarato and seconded by Richard Koroscil that the meeting be adjourned.**

**CARRIED**

**10. Independent Directors Session and CEO**

**11. Independent Directors Session**

**11.1 Board Meeting Evaluation**

---

Charles Criminisi  
Chair

---

Anna Ventresca  
Corporate Secretary