

**Hamilton Health Sciences  
Board of Directors**

**Minutes**

**DATE:** February 27, 2020

**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), Richard Koroscil, Bill Laidlaw, Dave Lazzarato, Andrea McKinney, Keith Monrose, Dr. Terry Shields (*by phone*), 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, Duane Bender, Kelly Campbell, Leslie Gauthier, Gillian Kafka, Dr. Stephen Kelly, Michele Leroux, Donna LaForce, Aaron Levo, Dr. Ralph Meyer, Sharon Pierson, Dr. Ted Scott, Bruce Squires, Dr. Michael Stacey, Dr. Wes Stephen, Pearl Veenema, Cheryl Williams

**MEMBER OF THE PUBLIC:** Anita Gombos Hill

**REGRETS:** Indy Butany-DeSouza, David Collie, Scott Maki, 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 Mary Volk and seconded by Richard Koroscil that the Board adopt the Agenda for the open portion of the meeting as distributed.**

**CARRIED**

#### **1.4 Approval of the Minutes from the December 5, 2019 meeting**

**It was moved by Dave Lazzarato and seconded by Mary Volk that the Board approves the minutes from the December 5, 2019 Board meeting as distributed.**

**CARRIED**

#### **1.5 Chair's Remarks**

The Chair noted items of focus for the open session:

- 5.1 Quality Monitor and QIP 2019/20 Q2 – 2020 02 QC-003
- 5.2 2020/21 Quality Improvement Plan – 2020 02 QC-004

The Board Chair turned the meeting over to Dr. Meyer to present the education session.

### **2. Education Session**

#### **2.1 Initiation of Chimeric Antigen Receptor T-Cell (CART-C) Therapy at HHS – 2020 02 BD-005**

Dr. Meyer presented the Quality Education Session on Initiation of Chimeric Antigen Receptor T-Cell (CART-C) Therapy at HHS. Dr. Meyer was thanked for providing an excellent and informative presentation to the Board.

The following motion was moved by Dave Lazzarato and seconded by Mary Volk:

**THAT the Board of Directors receives for information Report no. 2020 02 BD-005 describing the adoption of Chimeric Antigen Receptor T-Cell therapy at the JHCC for patients with hematologic (blood) cancers.**

**CARRIED**

### **3. Strategy**

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

Rob Maclsaac provided an overview of the Strategy View noting that Continuous Quality Improvement (CQI) is tracking ahead of target with 113 units deployed to date. CQI Work continues across the organization and Management is being actively engaged in participating in this initiative in order to continue pushing the transformation agenda forward.

An update was provided on the enterprise approach noting that the co-leadership model involving key managers and physicians is underway. Managers and physicians are working together with teams to create care councils.

Rob reported on Population Health providing an overview of the strategy of the Hamilton Health Team. The Ontario Health Team (OHT) continues to work toward formalizing the governance structure of the OHT allowing for innovative models of home care to help patients get to a more appropriate place of care. An update was provided on a partnership with Good Shepard to assist with care coordination to help patients avoid a hospital admission.

It was noted that the MES has been signed. Rob noted the initiatives being planned under the MES is the installation of a new CT at WLMH and replacing the MRI at MUMC.

The North Star Metrics were presented, it was noted that the results of the metrics under the Patients pillar is performing well. It was noted that under the Harm Index: CAUTI (Catheter Acquired Urinary Tract Infection) continues to underperform. Kirsten Krull and her team continues to work on improving that indicator.

Rob advised that the People pillar is performing well. He noted that Attendance Management Indicator (AMI) is underperforming and that Management is sticking to strategies to help address sick time rate.

The indicators under the Sustainability pillar were reviewed and it was noted that unfunded beds have added to this issue.

The Research pillar was reviewed, it was noted that the year to date indicator targets will be reached by the end of the fourth quarter.

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

Dr. Wes Stephen presented an overview of the Operation View. Screen shots of the database were presented noting that the database shows real time information regarding live feed of various HHS hospital sites. Overcapacity protocol was reviewed for each site noting that those sites highlighted in yellow and red are overcapacity. An overview was provided of the bed management tool allowing access to information relating to same date admits and number of patients in unconventional beds. Highlights were provided on the site and unit views and an overview was provided on the status of site by service. Wes advised that daily capacity is submitted to the Ministry of Health each date. The trend over 13 months was reviewed noting a significant number of unbudgeted beds. It was noted that the number of canceled surgeries due to no bed is doing better this year than one year ago.

It was noted that the number of ALC patients is trending downward. Sharon Pierson was recognized for her hard work on contributing to a lower ALC rate. There was discussion on the ambulance offload time and it was noted that the time indicated to the left of the chart should reflect minutes as opposed to hours. Discussion ensued on submitting bed stats to the Ministry of Health. Wes advised that HHS has an obligation to the Ministry of Health to provide this information pursuant to freedom of information requirements.

## **Enterprise Project View – Presentation**

Rob Maclsaac provided an update on the Enterprise Project View. The Enterprise Project View has been populated by EVPs and most responsible VPs to provide an overview of the progress made to date. An overview was provided on each of the five Transformation Projects highlighted in the presentation, (i) Corporate Performance Management, (ii) Continuous Quality Improvement, (iii) Health Information System: Readiness Assessment, (iv) Managed Equipment Service, (v) Unified Data Architecture. He noted that most of the projects are on track to completion. Benefits of each project was highlighted.

### **4. CEO Report**

Rob Maclsaac provided the CEO Report and reported on the following items: (i) Siemen's and HHS Announcement, (ii) Canada's Best Employer 2020, (iii) Future Ready Premium Program, (iv) MSA Meeting – Celebration of Long Service & Awards, (v) Leadership Development Cohort Graduation, (vi) Visit to CONNECT.

It was noted the Siemen's and HHS has signed the MES agreement.

HHS has received recognition as one of Canada's Best employers.

An overview of the Mohawk College future ready premium employer. Benefits of the program were highlighted including having access to new talent. Kirsten Krull has been actively involved in this initiative.

Both Rob and the Board Chair attended at the MSA General Annual Meeting were physicians were celebrated for their long service at HHS.

Recently, HHS celebrated the graduation of the second Cohort of Reimagining Leadership in a Complex System. Positive feedback was receiving on the program from those that had a graduated from the program.

Rob reported on his visit to CONNECT, a private sector partner in the community that cares for patients with an acquired brain injury. CONNECT was with patients to help them get back into the community.

## **COMMITTEE REPORTS**

### **5. Quality Committee Meeting – February 3, 2020**

Keith Monroe provided an overview of the February 3, 2020 Quality Committee meeting.

#### **5.1 Quality Monitor and QIP 2019/20 Q2 – 2020 02 QC-003**

An update was provided on the Quality Monitor and Quality Improvement Plan 2019/20. An overview was provided on the results noting that Management continues to examine the Harm

Index: CAUTI (Catheter Acquired Urinary Tract Infection) using A3 methodology. He noted that the Quality Monitor is being presented in a new format, which makes it easier to understand the watch metrics.

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

**THAT the Board of Directors receives for information the 2019/20 Q2 Quality Monitor and related interpretations and actions for metrics not meeting target as set out in Report 2020 02 QC-003.**

**CARRIED**

## **5.2 2020/21 Quality Improvement Plan – 2020 02 QC-004**

Keith provided an update on the 2020/21 Quality Improvement Plan (QIP) noting that there have been no new mandatory indicators added. Feedback from patients and their families has been included in the QIP. Dr. Stacey advised that the indicators on next year's QIP will be a subset of the North Star Metrics. QIP indicator targets will be brought forward for approval at the March meeting.

The following motion was moved by Keith Monroe and seconded by Andrea McKinney:

**THAT the Board of Directors approves the proposed indicators for the 2020/21 Quality Improvement Plan (QIP) as outlined in this Report 2020 02 QC-004;**

**AND THAT management brings to the March 2020 Quality Committee meeting the proposed indicator targets.**

**CARRIED**

## **6. Governance Committee Meeting – February 11, 2020**

On behalf of David Collie, the Board Chair provided a summary of the February 11, 2020 Governance Committee meeting.

### **6.1 Amendments to Professional Staff By-Law – 2020 02 GC-002**

Anna Ventresca provided an update on the amendments to the Professional Staff By-Law (the By-Law). She reported that all of the steps in the By-Law review process have been completed. The By-Law was posted for review by the Professional Staff. She noted that future work streams have come out of the By-Law review and that such work streams are highlighted in the Board Report. The amendments to the By-Laws were presented to the MAC at its February 12<sup>th</sup> meeting. Feedback from the MAC resulted in further clarification to a definition. She noted that the effective date of the By-Law would be effective as of the date on which the Board approved the same. The By-Law will be confirmed by the Members of the Corporation at the June 2020 Annual General Meeting. Significant changes were highlighted including changes to the terms of physician leaders

from five years to four years. Pursuant to a fulsome discussion, it was agreed to bring down the term to a four-year term, renewable for an additional four-year term.

It was noted that the Board approved three Chiefs entering into a five-year term during its preceding in-camera session. She advised that the five-year term was put in place at the time that the Chiefs executed their employment contract.

The following motion was moved by Dave Lazzarato and seconded by Mary Volk:

**THAT the Board of Directors approves the amendments to the Professional Staff By-Law No. 7 as set out in Appendix A to Report 2020 02 GC-002;**

**AND THAT the Board of Directors repeal Professional Staff By-Law No. 6.**

**CARRIED**

**7. Human Resources Subcommittee Meeting – February 13, 2020**

Bill Laidlaw provided a Report to the Board on the February 13, 2020 Human Resources Subcommittee meeting during the Board's in-camera session.

**7.1 HR Topics of Interest – 2020 02 HR-027**

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

**THAT the Resource Committee and Board of Directors receives for information the HR Subcommittee Overview of Key HR Topics as set out in Report 2020 02 HR-027.**

**CARRIED**

**8. Resource Committee Meeting – February 13, 2020**

Dave Lazzarato provided a Report to the Board on the February 13, 2020 Resource Committee meeting.

**8.1 FY 19/20 Operating Results, Q3 – 2020 02 RC-036**

Dave Lazzarato provided an update on the 2019/20 Operating Results for Q3 noting that year to date operating results reflects a surplus of \$8.8M, which is \$13.9M unfavourable to budget. He noted that unfavourable year to date operating results have resulted in cash contribution to capital falling to \$17M behind the year to date target.

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

**THAT the Board of Directors receives for information the third quarter financial report, for the period ended December 31st, 2019 as set out in Report 2020 02 RC-036.**

**CARRIED**

**9. Research & Innovation Committee Meeting – February 13, 2020**

**9.1 Material Developments in the Education / Learner Programs at HHS – 2020 02 RIC-004**

Richard Koroscil provided an update on the Material Developments in the Education / Learner Programs at HHS. Richard noted that Kirsten Krull provided an excellent update at the Committee meeting on the work being done.

The following motion was moved by Richard Koroscil and seconded by Mary Volk:

**THAT the Board of Directors receives for information an update on learner experiences at HHS as set out in Report 2020 02 RIC-002.**

**CARRIED**

**9.2 Research Communications Update – Feb. 2020 – 2020 02 RIC-003**

Richard Koroscil provided an update on Research Communications noting that this item was raised at a recent Committee meeting.

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

**THAT the Board of Directors receives for information an update on the HHS Research Communications Plan as set out in Report 2020 02 RIC-003.**

**CARRIED**

**10. Medical Advisory Committee Meetings**

**10.1 MAC Board Report – December 4, 2019, January 8, 2020 and February 12, 2020**

Dr. Smita Halder provided an overview of the items brought forward at the December 4, 2019, January 8, 2020 and February 12, 2020 MAC meetings. Dr. Halder highlighted three items from the MAC Reports. A new set of guidelines is in the process of being finalized in dealing with performance issues regarding physician chiefs to set out clear framework in dealing with such issues.

Dr. Halder advised that a CPSO working group has been formed regarding recent changes to CPSO policy with respect to transfer of care noting that changes are occurring with respect to contacting patients regarding appointments in order to have a citywide approach to the CPSO policy.

Medical Affairs are reviewing a number of MAC positions involving physician leadership roles in terms of duties, term lengths and stipends.

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

**THAT the Board of Directors receives for information the December 4, 2019, January 8, 2020 and February 12, 2020 MAC Board Reports.**

**CARRIED**

**11. Foundation Report to the Board**

Pearl Veenema provided the Foundation Report to the Board noting that it was a good year and that the Foundation was able to provide support to HHS to advance its mission. She confirmed that the Annual Foundation Gala has been sold out.

The following motion was moved by Shirley Thomas-Weir and seconded by Dave Lazzarato:

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

**CARRIED**

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

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

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

**CARRIED**

**13. HHSVA Inner Circle Newsletter**

Rob Maclsaac recently attended at the HHS Volunteer Association bowling night to benefit McMaster Children's Hospital.

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

**THAT the Board of Directors receives for information the HHSVA Inner Circle Newsletter.**

**CARRIED**

**14. Adjournment**

The meeting adjourned at 7:54 pm.

**It was moved by Bill Laidlaw and seconded by Mary Volk that the meeting be adjourned.**

**CARRIED**



**15. Independent Directors Session and CEO**

**16. Independent Directors Session**

**16.1 Board Meeting Evaluation**

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Charles Criminisi  
Chair

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Anna Ventresca  
Corporate Secretary