

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: December 3, 2020

TIME: 4:00 to 7:00 PM

LOCATION: Via Zoom

IN ATTENDANCE: Charles Criminisi (Chair), Indy Butany-DeSouza, David Collie, Robert Galaski, Catherine Gaulton (*partial*), Richard Koroscil, Bill Laidlaw, Dave Lazzarato, Scott Maki, Andrea McKinney, Jane Milanetti, Keith Monrose, Dr. Terry Shields, Shirley Thomas-Weir, Mary Volk, Dr. Smita Halder, Kirsten Krull, Rob MacIsaac, Dr. Catherine Ross, Michael Campbell (General Counsel), Adrianna Bogris (Recording Secretary)

GUESTS: Michele Beals, Debbie Bedini, Kelly Campbell, Leslie Gauthier, Leslie Gillies, Dr. Stephen Kelly, Donna LaForce, Michelle Leafloor, Michele Leroux, Aaron Levo, Dave McCaig, Dr. Ralph Meyer, Sharon Pierson, Dr. Ted Scott, Bruce Squires, Dr. Michael Stacey, Pearl Veenema, Joanna Zuk

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 Keith Monrose and seconded by Dr. Terry Shields 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 15, 2020 meeting

The draft minutes from the October 15, 2020 meeting will be approved at the February 2021 Board meeting.

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

2. Education Session

2.1 Professional Practice Governance and Quality

Kirsten Krull presented the Quality Education Session on Professional Practice Governance and Quality. She shared a timely patient story that touched on issues surrounding professional practice and issues on governance and quality in the workplace. Kirsten was thanked for providing an excellent and informative presentation to the Board.

3. Strategy

3.1 Strategy View – Presentation

Rob Maclsaac provided an overview of the Executive Visual Management noting that there are three views, (i) Strategy View, (ii) Enterprise Projects View and (iii) Operations View. An overview of the Strategy at a Glance was provided noting that there are four pillars in the strategy, Patients, People, Sustainability and Research, Innovation & Learning. He noted the strategic directions for each of the pillars are listed broadly as the North Star Metrics. The Executive Leadership Team met recently to determine proposed goals for 2021/22. He provided an overview of the 2020/21 year to date results for each of the pillars.

Under the patients pillar while detailed goals have not been set, instead a set of broad goals have been set aimed at maintaining stability to the extent possible in the midst of crisis. Results for each of the North Star Metrics were provided, and each of the indicators under the Patients Pillar are reasonably in line.

An update was provided on the People pillar noting that work place violence is stable. There was some time lost on CQI, and work continues to make up for lost time. An update was provided on attendance which has been below baseline. Staff is PPE compliant, HHS has not had an outbreak since April 2020. He noted the importance of staff not letting their guard down. There has not been a pulse survey regarding employee engagement.

Dave McCaig provided an overview on the Sustainability Pillar during the in-camera session.

An update was provided on Research. It was noted that the number of people in A3 training has decreased due to the pandemic. Research publications continue to perform well.

3.2 Enterprise Project View – Presentation

Rob Maclsaac provided an update on the Enterprise Project View noting that the Health Information System project is going well.

He noted a delay on the SPC project due to the Canada-U.S. border closure.

The MES is well on track with Leslie Gauthier overseeing the project. WLMH CT scanners and MRI have been updated at MUMC. The MES is on track with respect to budget and plan. Continuous Quality Improvement strategy is kicking off the goal setting process with results being realized in the New Year.

The Hamilton Health Team (HHT) continues to move ahead with good progress being made on the governance work as presented to the Board at the November 6, 2020 Board retreat. There is a strong consensus around the model presented to the Board at the retreat. The HHT is in the process of hiring an Executive Director, with two candidates being interviewed next week.

An update was provided on Our Healthy Future, noting that the WLMH rebuild is moving forward at record pace with Stage 2 submitted. Stage 3 submission is on track for late Q4. HHS is working with the Ministry of Health on a revised Stage 1 submission.

3.3 Operations View – Presentation

Sharon Pierson provided a high level overview on the Operations View noting that there has been a lot of media coverage recently regarding the pressures faced by hospitals and long term care / retirement homes surrounding COVID-19 outbreaks.

Sharon reported on occupancy at HHS noting significant capacity pressures at HHS' adult sites with the JH at 110 percent and the HGH at 105 percent. HHS is relying on unfunded capacity and has maxed out capacity. HHS has not ramped up to pre-COVID service levels. 30 new beds opened at the satellite facility, there are currently over 200 patients that are designated as ALC in HHS due to delayed and reduced discharges. The next 30 beds will be opened during the week of December 14th, SJHH will open 30 beds and the final 30 beds will be HHS beds for a total of 90 beds. Recruitment is underway to staff the satellite facility. Sharon reported that the outpatient clinics are almost back to 100 percent with 37 percent of the visits occurring virtually.

There are a number of outbreaks occurring in many homes partnered with HHS and SJHH. HHS continues to work with homes providing tools to mitigate risks to reduce the spread. There are concerns regarding the number of deaths. HHS continues to support a number of homes. HHS is in contact with the Ministry of Health to help manage the outbreaks occurring across a number of the LTC / retirement homes. Work continues on balancing occupancy pressures and capacity. There was discussion on the nomenclature regarding the dash board noting that it used to refer to occupancy and now refers to funded acute occupancy. It was noted that the term refers to the same component.

Discussion ensued on the impact of LTC / retirement home staff being off work due to COVID-19 exposure. The operations at the WLMH site was discussed and the Board received an update on issues and progress being made. OB staff has returned. It was noted that issues remain ensuring that there is enough coverage in place. Rob recognized Dr. Stacey and his time for doing a really good job to restore services and working to re-direct as appropriate. Dr. Stacey added that HHS' staff have been meeting with the Niagara group to propose with Niagara's Chief of Staff to accept re-directed patients from Friday afternoon to Tuesday morning. Teams are looking to add nursing staff to address concerns regarding safety of patients. Services will resume Monday to Friday as soon as it is safe to do so. There was discussion on pulse surveys conducted at HHS.

4. CEO Report

Rob Maclsaac provided the CEO Report providing an update on the current landscape of COVID-19 in the Province of Ontario. There are currently 21 COVID-19 patients at HHS. He recognized Sharon Pierson for doing an excellent job balancing the demand of regular services with the second wave impacting such services. There have been 4,000 fewer surgeries. Under the Provincial COVID Zones Hamilton is currently in the red control zone. With the rising numbers of COVID-19, there may be a chance that Hamilton will go into grey or enhanced red zones. He noted the importance of the need for continued vigilance as the impact of the pandemic is affecting healthcare workers.

He highlighted videos created for the work force as well as Dr. Andrea Frolic's work on leading a Mindshift program that takes place daily from Monday to Friday from 7:40 to 7:55 am. A Resilience command centre has been set up to provide staff with resilience support. He advised that staff is provided with necessary equipment to do their job safely. Rob continues to work with other CEOs to advocate for frontline staff that are required to be off work due to potential COVID-19 exposure. Currently, the province's policy is not paying people to self-isolate. Hospital CEOs are working together in engaging with media, submitting articles to the newspaper and conducting interviews with a variety of media outlets. There's been a media conference with the Mayor. HHS continues to work with other hospital partners in the HNHB as well as Joseph Brant and St. Joseph Healthcare Hamilton and working with hospital CEOs to develop processes and guidelines.

An update was provided on the vaccines which are in the final approval stage. Work is ongoing to determine how HHS staff will be vaccinated. HHS will be one of the storage depots. At the City level, HHS is sitting with SJHH and Public Health to go over the complex process to distribute the vaccine as a second dose is required three weeks later.

Rob highlighted a number of pride points including the Nursing Excellence Awards that took place at the end of October virtually. Dr. Bram Rochweg was recognized for his work on leading a study on Remdesivir, a COVID drug, for the World Health Organization (WHO). Dr. Michelle Battish receives the 2020 Kawasaki Disease Canada Research Award for research on long-term cardiovascular outcomes in children with Kawasaki disease. Recognition of research conducted by Dr. Jurgens, oncologist at the JHCC, advancing lung cancer trials using a combination of chemo and other therapy drugs to treating lung cancer patients.

5. Quality Committee Meeting – November 24, 2020

Keith Monroe provided an overview of the November 24, 2020 Quality Committee meeting.

5.1 2020/21 Monitor Indicators / Targets – 2020 11 QC-026

Keith provided an update on the 2020/21 Monitor Indicators / Targets noting that within the quality monitor there are six driver metrics and 17 watch metrics. He provided an overview of the driver metrics. It was noted that Average Acute length of stay will require further investigation as there is a shift above the mean.

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

THAT the Board of Directors receives the 2020/21 Quality Monitor Indicators and Targets as outlined in this Report 2020 11 QC-026.

CARRIED

COMMITTEE REPORTS

6. Audit Committee Meeting – November 26, 2020

Dave Lazzarato provided a summary of the November 26, 2020 Audit Committee meeting.

6.1 Audit Plan – 2020 11 AC-010

Dave Lazzarato advised that KPMG presented its Audit Plan to the Committee noting that the auditors are focused on looking at risks, revenue other areas impacted by COVID-19. KPMG is currently in its fifth year of a current five-year term. There will be no change as to how audit will be conducted or timing schedule.

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

THAT the Board of Directors approves the audit plan for the year ending March 31, 2021; as outlined in report 2020 11 AC-010;

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

6.2 Audit Committee Terms of Reference – 2020 11 AC-023

Dave Lazzarato advised that the Audit Committee reviewed its Terms of Reference. There are no changes being recommended at this time.

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

THAT the Board of Directors approves the Audit Committee's Terms of Reference as set out in Report 2020 11 AC-023.

CARRIED

7. Medical Advisory Committee Meetings

7.1 MAC Board Reports – October 14, 2020 and November 11, 2020

Dr. Smita Halder provided an overview of the items brought forward at the October 14, 2020 and November 11, 2020 MAC meetings. She advised that the Committee approved a number of new appointments. An MSA Update was presented to the MAC on Physician Wellness, a survey will be sent out to physicians and feedback will be provided to the MAC.

The following motion was moved by David Collie and seconded by Keith Monrose:

THAT the Board of Directors receives for information the October 14, 2020 and the November 11, 2020 MAC Board Reports.

CARRIED

8. Foundation Report to the Board

Pearl Veenema provided the Foundation Report to the Board. The Stem Cell Unit at the JHCC recently opened. Dr. Ralph Meyer provided positive feedback on the new unit noting that patients, families and staff are pleased with the new unit.

The following motion was moved by Indy Butany-DeSouza and seconded by Richard Koroscil:

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

CARRIED

9. WLMH CAC Report to the Board

The following motion was moved by David Collie and seconded by Keith Monrose:

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

CARRIED

10. Adjournment

The meeting adjourned at 7:28 pm.

It was moved by Catherine Gaulton and seconded by Scott Maki that the meeting be adjourned.

CARRIED

11. Independent Directors Session and CEO

12. Independent Directors Session

12.1 Board Meeting Evaluation

Charles Criminisi
Chair

Michael Campbell
Corporate Secretary