

**Hamilton Health Sciences  
Board of Directors**

**Open Session  
Minutes**

**DATE:** June 17, 2021

**TIME:** 3:00 to 6:00 PM

**LOCATION:** Via Zoom

**IN ATTENDANCE:** Charles Criminisi (Chair), Indy Butany-DeSouza, David Collie, Robert Galaski, Catherine Gaulton, 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, Dr. Michael Stacey, Michael Campbell (General Counsel & Corporate Secretary), Tanya Cunliffe (Recording Secretary)

**GUESTS:** Dr. Khalid Azzam, Michele Beals, Debbie Bedini, Kelly Campbell, Leslie Gauthier, Leslie Gillies, Dr. Stephen Kelly, Donna LaForce, Michele Leafloor, Aaron Levo, Dr. Barry Lumb, Dr. Ralph Meyer, Ted Scott, Bruce Squires, Pearl Veenema

**REGRETS:** Dr. Paul O'Byrne

**1. Opening**

**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 Open Agenda**

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

**CARRIED**

**1.4 Approval of the Minutes from the May 27, 2021 meeting**

**It was moved by Dave Lazzarato and seconded by Terry Shields that the Board approve the open minutes from the May 27, 2021 meeting as distributed.**

**CARRIED**

## **1.5 Chair's Remarks**

The Chair advised that Sharon Pierson would be leading an education session on Addressing the Post Covid Backlog. This is a timely presentation as HHS pivots from Covid Care to Post Covid Care, with Covid numbers falling and the number of Covid patients in hospital decreasing significantly.

## **2. Education Session**

### **2.1 Quality Presentation: Addressing the Post-Covid Backlog**

Sharon Pierson presented on "Addressing the Post Covid Backlog". Sharon began with a timeline overview to provide context regarding how the last 15 months have been managed and highlight damage sustained by the HHS system due to the pandemic. Sharon outlined some benefits that occurred during Covid, such as an opportunity received by HHS with government funding to do some expanded work within Pediatrics and Scoliosis care. A cautious ramp up is occurring, which requires balance to ongoing access to Covid capacity across HHS and also across Ontario West and the Province.

Sharon outlined the impact Covid has taken on rehabilitation programs, for example, many of which have never been restarted since the beginning of the pandemic. Throughout the pandemic, however, HHS continued to provide time-sensitive care, to meet regional requirements, delivered babies, kept ED departments open and ensured that patients that needed urgent surgery and procedural care received it.

Sharon advised that it's estimated it will take three years to get through the backlog cases. This consists of 40% in patient surgery and 60% in outpatient care. HHS is now at an 82% of pre-covid volume for surgery and 74% of procedural work across all sites. Sharon advised that with Provincial plans for ramp up, HHS will return to 100% of pre-Covid care. Alternative strategies being considered for catching up on the backlog include independent health facilities, incentive funding, length of patient stay shortened where possible, use of remote monitoring and evening and weekend procedures. However, care needs to be taken not to place extra burden on the system.

## **3. CEO Report**

The Chair invited Rob Maclsaac to present the CEO Report.

Rob Maclsaac reviewed the last year, providing an overview of where HHS has been and what has been accomplished during a challenging year. Rob acknowledged that case numbers are going down and vaccine supplies are going up with a further acceleration for second dose administration. Although the pandemic is not over, the vaccine seems to be overtaking the variants and minds are turning to dealing with the backlog. Repatriation of staff to their home units will need to take place carefully and quickly and innovation and new approaches are key to provide greater throughput than prior to the pandemic.

Rob provided an overview of Star Week which commenced last year and was expanded on this year with recognition of the toll the pandemic has taken on everyone. This year the Star celebration will take place over the month of June.

Rob provided highlights of the past year which can be found in more detail in the Community Report, including quick team mobilization in response to the pandemic in the spring of 2020, transformation of a

section of the Main Street West facility into a Hamilton Covid Assessment Centre and deploying teams of staff and physicians to Long-Term Care and Retirement Homes with support from Infection Prevention and Control teams. Rob acknowledged the receipt of the Canadian College of Health Leaders' 2020 Excellence in Patient Experience Award, federal investment in Sepsis research, achievement of the Interventional Cardiology Team being the first in Canada to perform a lifesaving cardiac valve repair procedure as part of an international study, creation of the President's Task Force on Equity, Diversity & Inclusion, opening of the Ron and Nancy Clark Stem Cell Transplantation and Cellular Therapies Unit, and the satellite health facility established at the Plaza Hotel. The Board heard that HHS was ranked fourth for healthcare research in Canada and implemented Connected Hamilton Health. HHS opened the Covid 19 vaccination clinic and launched Project Odyssey and urgentcareontario.ca. Rob advised that Ontario invested \$15m to support planning and design of the new WLMH and that HHS was selected as one of 12 hospitals by the province to participate in a new Nursing Extern Program. Critical care was increased by 43%, HHS opened one of two provincial mobile health units and installed a new CT at WLMH.

Rob thanked the Board members for their continued support, leadership and encouragement.

## **COMMITTEE REPORTS**

### **4. Audit Committee Meeting – June 10, 2021**

Dave Lazzarato provided an overview of the June 10, 2021 Audit Committee meeting.

#### **4.1 Compliance Attestation – 2021 06 AC-010**

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

**THAT the Board of Directors approves the Annual BPSAA Attestation Submission (Appendices A to F) as prepared by the CEO;**

**AND THAT the Board Chair be authorized to sign the Annual BPSAA Attestation (Appendix A) on behalf of the Board of Directors.**

**AND THAT the Board of Directors approves the Annual M-SAA Attestation Submission Schedule G – Form of Compliance Declaration as prepared by the CEO;**

**AND THAT the Board Chair be authorized to sign the Annual M-SAA Attestation Schedule G – Form of Compliance Declaration on behalf of the Board of Directors.**

**CARRIED**

### **5. Medical Advisory Committee**

Dr. Smita Halder provided a report on the June 9, 2021 MAC meeting, highlighting Odyssey team updates, changes to Bill C-7 in relation to MAID and new physician leads in Medical Affairs, including a new EDI medical officer reporting to Dr. Stacey.

#### **5.1 MAC Board Report – June 9, 2021**

The following motion was moved by Richard Koroscil and seconded by Catherine Gaulton:

**THAT the Board of Directors receives for information the MAC Board Report for June 9, 2021**

**CARRIED**

**6. Foundation Report to the Board**

The Board received the HHS Foundation Report from Pearl Veenema.

Pearl recognized Charles for his incredible service on the Foundation Board, and welcomed Dave Lazzarato.

Rob Maclsaac expressed his gratitude to Pearl for her work this past year on a number of successful initiatives.

The following motion was moved by Richard Koroscil and seconded by Andrea McKinney:

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

**CARRIED**

**7. Compensation Subcommittee Meeting – June 10, 2021**

At the request of the Chair, the meeting moved in camera. All Management and guests departed the meeting and the Independent Directors and CEO remained to discuss the Compensation Subcommittee Reports.

*Refer to in-camera minutes*

After business related to the Compensation Subcommittee reports was completed, the meeting moved out of in camera session.

**8. Adjournment**

The meeting adjourned at 5:15 pm.

**9. Independent Directors Session and CEO**

**10. Independent Directors Session**

**10.1 Board Self-Assessment Survey Results**

**10.2 Board Meeting Evaluation**

**10.3 Annual Performance Evaluation Results of CEO for 2020/21**