

**Hamilton Health Sciences
Board of Directors**

**OPEN SESSION
Minutes**

DATE: October 21, 2021

TIME: 4:00 to 8:00 PM

LOCATION: Via Zoom

IN ATTENDANCE: Indy Butany-DeSouza, David Collie, Robert Galaski, Catherine Gaulton, Bill Laidlaw, Dave Lazzarato (Chair), Scott Maki, Andrea McKinney, Jane Milanetti, Keith Monrose, Hila Taraky, Shirley Thomas-Weir, Mary Volk, Dr. Smita Halder, Kirsten Krull, Rob MacIsaac, Dr. Deepak Dath, Michael Campbell (General Counsel), Tanya Cunliffe (Recording Secretary)

GUESTS: Dr. Khalid Azzam, Michele Beals, Debbie Bedini, Kelly Campbell, Leslie Gauthier, Leslie Gillies, Dr. Stephen Kelly, Donna LaForce, Michelle Leafloor, Barry Lumb, Michele Leroux, Aaron Levo, Dave McCaig, Dr. Ralph Meyer, Sharon Pierson, Dr. Ted Scott, Bruce Squires, Dr. Michael Stacey, Pearl Veenema, Dr. Faizan Amin, Dr. Mohammed Panju

REGRETS: Dr. Paul O'Byrne, Dr. Allison Sekuler, Debbie Zimmerman

1. Opening

The Chair called the open portion of the Board meeting to order. The upcoming November 5, 2021 in person Board Retreat was discussed including the Covid protocol that has been put in place and an option to join via Zoom for those who can not attend in person.

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

The Chair discussed the use of the Consent Agenda comprised of Governance, Quality and Research & Innovation reports, with each committee having one item on the Consent Agenda.

It was moved by Catherine Gaulton and seconded by Indy Butany-DeSouza 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 17, 2021 meeting

It was moved by Catherine Gaulton and seconded by Andrea McKinney that the minutes from the June 17, 2021 Board meeting open session be approved as distributed.

CARRIED

1.5 Items of Focus

The Chair noted that the focus of the meeting will be charting the course for the Board year ahead and Human Health Resources (HHR).

1.6 Consent Agenda

It was moved by David Collie and seconded by Bill Laidlaw that the receipt by the Board of all items on the open session consent agenda be approved.

CARRIED

2. Education Session

2.1 VP's Quality Presentations to Board Highlighting Quality Work within VP's Portfolio – Deb Bedini, Site Administrator for Hamilton General Hospital

The Chair turned the meeting over to Deb Bedini, Site Administrator for the Hamilton General Hospital, and her colleagues Dr. Faizan Amin and Dr. Mohammed Panju, to present the Education Session highlighting Quality Work at the Hamilton General.

Debbie Bedini highlighted the collaborative, inter disciplinary process of work performed at the Hamilton General Hospital in response to the pandemic. Quality Improvement processes such as A3 thinking, standard work and PDSA cycles were used throughout. Highlights included consolidation of covid care and expertise throughout the region as Covid was announced a global pandemic.

Dr. Panju spoke to the challenges of transitioning to a Covid unit which provided a lot of learnings and utilization of Quality Improvement processes. Exceptional teamwork from HHS caregivers were an essential part of ensuring the health and wellbeing of our patients. Development of co-leadership, coordination of patients within the region, frontline workers and administrators was paramount to our success in caring for patients. In addition to learning the biology of the disease, standard work protocols were developed quickly and the sustainability of team care such as rotating staff, shifting locations and flexibility in how we staff was required. New solutions and technologies such as use of high flow oxygen on the wards and establishment of stronger

relationships with consultation services and the ability to use remote monitoring was crucial. Our respiratory group was extremely helpful in Hamilton by seeing patients on follow up, and better discharge planning was developed and new innovations were learned. Post Covid clinics have now been developed and necessary work on staff resilience was identified.

Dr. Faizan Amin spoke to the processes developed and implemented for dealing with patients who arrive in the ICU with Covid.

A lengthy discussion ensued, after which the Chair and other directors expressed the Board's unanimous admiration, pride and awe at what the team has achieved.

3. CEO Report

Rob MacIsaac provided an update on wave four of the Covid pandemic, advising that the number of patients in hospital ICU with Covid in the Province is currently down to 155, 34 of whom are in our region and 11 of those are at HHS ICU. The pressure of Covid patients has been more than replaced with demands for other services from our community which is putting extraordinary pressures on our hospitals.

Rob acknowledged that HHS has been in pandemic response mode for the last 18 months and combined with human resource shortages, this has taken a toll on our staff. Work on our Workforce Strategy is being undertaken and will be a topic of discussion at our upcoming Board Retreat. We are working on load balancing at all of our sites and with our regional partners.

Mandatory vaccination reporting and workforce vaccinations were discussed noting the small minority of employees that have not complied with mandatory reporting and the disciplinary action that will follow. Of those who have reported their vaccine status, a very high percentage have been fully vaccinated. HHS is moving towards mandatory vaccination by November 30, 2021 and non-compliant individuals will be subject to discipline on December 1, 2021. Rob thanked the whole Management team for all of their hard work on these endeavours.

Rob spoke to the HHS Annual Day of Celebration where HHS paid tribute to 325 long service award recipients, as well as nominees of the Pat Mandy Inclusion Award. Rob highlighted the recently published report in Newsweek magazine ranking McMaster Sick Kids as within the top 100 pediatric hospitals in the world. Rob thanked Bruce Squires and his team at McMaster Children's Hospital for achieving this recognition. Rob also acknowledged the passing of Dr. Peter Dent, who was foundational in the creation of McMaster Children's Hospital and the opening of a Ronald McDonald House in Hamilton.

Rob advised the Board that a new obstetrics physician and gynecologist has been hired at West Lincoln.

Rob acknowledged that today is Dr. Ralph Meyers' last Board meeting and thanked him for his considerable accomplishments at HHS and for being an extraordinary member of the team.

4. Strategy

4.1 Strategy View – Presentation

Rob Maclsaac provided an overview of the Strategy View highlighting the Corporate Strategic Plan, the North Star Objectives and the four pillars; Patients People, Research, Innovation and Learning and Sustainability. Rob advised that with respect to the Managed Equipment Supply contract, installs and procurement of DI equipment is on track for this fiscal year. New ECGs are being received with digitalization capabilities which will align with our Epic Go Live dates and a new MRI machine will be arriving at MUMC. The Capital Development team continues to progress through the WLMH rebuild and the JH redevelopment. Rob provided updates on the rebranding to the Greater Hamilton Health Network to include the catchment area of Haldimand, at the request of the Province. Key accomplishments include the hiring of an executive director and 5 staff members, development of a Health Equity policy and a governance structure that will see is incorporating before Christmas.

4.2 Enterprise Project View – Presentation

Rob Maclsaac provided highlights on the Enterprise Project View including three recommendations brought to Board by the Equity, Diversity and Inclusion Committee on creation of a new senior executive role reporting directly to the CEO, development of a more robust, safer reporting and investigation mechanism for people who have concerns with EDI, and that HHS ensure indigenous ceremony spaces at different sites as appropriate, similar to the one already in place at MUMC. Updates on MAID and the pediatric hospice project partnering with Bob Kemp Hospice and led by Sharon Pierson were discussed. Highlights on Covid recovery and remote working were provided.

4.3 Operations View – Presentation

Sharon Pierson provided an overview of the Operations View. The Board heard that the President's Team identified four in-year objectives that would be deployed across the organization including Hospital Deaths Following Major Surgery, Lost Time Injury, Pressure injuries and Sepsis, which are aligned with our North Star Objectives. Sharon discussed highlights of the work and findings on each objective. Sharon discussed continued planning and actions for the organization including addressing pressures relating to health human resources and capacity challenges.

5. COMMITTEE Terms of Reference/Board Work Plan

- **Executive Committee/Compensation Subcommittee Terms of Reference – 2021 09 CC-008**
- **Governance Committee Terms of Reference – 2021 09 GC-013**
- **2021/22 Board Work Plan – 2021 09 GC-016**
- **Quality Committee Terms of Reference - 2021 09 QC-021**
- **Terms of Reference, HR Subcommittee – 2021 09 HR-014**
- **Terms of Reference, Resource Committee, 2021 09 RC-033**
- **R&I Committee Terms of Reference – 2021 09 RIC-007**

It was moved by Keith Monrose and seconded by Andrea McKinney:

THAT the Board of Directors approves the Executive Committee / Compensation Subcommittee Terms of Reference as set out in Appendix A to Report 2021 09 CC-008.

AND THAT the Board of Directors receives for approval the Governance Committee's Terms of Reference as set out in Report 2021 09 GC-013.

AND THAT the Board of Directors approves the 2021/22 Board Work Plan as set out in Report 2021 09 GC-016.

AND THAT the Board of Directors approves the Quality Committee's Terms of Reference as set out in Appendix A to Report 2021 09 QC-021.

AND THAT the Human Resources Subcommittee's revised Terms of Reference as set out in Report 2021 09 HR-012 be approved.

AND THAT the Board of Directors approves the Resource Committee's Terms of Reference as set out in Report 2021 09 RC-033.

AND THAT the Board of Directors approves the Research & Innovation Committee's Terms of Reference as attached in Appendix A to Report 2021 09 RIC-007.

CARRIED

6. Special Quality Committee Meeting – September 21, 2021

6.1 Quality Improvement Plan 2021/22 and Quality Monitor: 2021/22 FYTD July Performance – 2021 09 QC-017

Andrea McKinney provided an overview of the Quality Improvement Plan and Quality Monitor FYTD July Performance.

The following motion was moved by Andrea McKinney and seconded by Hila Taraky:

THAT the Board of Directors receives for information the 2021/22 July 2021 YTD Quality Monitor and related interpretations as set out in Report 2021 09 QC-017.

CARRIED

7. Medical Advisory Committee

7.1 MAC Board Report – September 2021

Dr. Smita Halder provided a Report to the Board on the September 2021 MAC meeting. Dr. Halder spoke to a Quality Education Session that takes place at MAC meetings on Quality of Care and Patient Safety Policies which was particularly helpful for new members in understanding how reporting of safety occurrence works, how critical incidents are graded and the process for same. Dr. Halder also advised that 10 new physicians were approved at MAC including the new Chief of Pediatric Surgery.

The following motion was moved by Catherine Gaulton and seconded by Mary Volk:

THAT the Board of Directors receives for information the September 2021 MAC Board Report.

CARRIED.

8. Foundation Report to the Board

The Board received the HHS Foundation Report. Rob MacIsaac expressed his gratitude to Pearl Veenema for her work this past year on a number of successful initiatives. Pearl advised that a Gala was being planned at Liuna for March 5, 2021 focusing on Research relating to women's health and/or lead by women.

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

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

CARRIED

9. Adjournment

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

CARRIED

The meeting adjourned at 7:45 pm.

10. Independent Directors Session and CEO

11. Independent Directors Session

11.1 Board Meeting Evaluation

Dave Lazzarato
Chair

Michael Campbell
Corporate Secretary