

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: December 2, 2021

TIME: 4:00 to 6:00 PM

LOCATION: King West, Boardroom 23-009/10 / Via Zoom

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

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

REGRETS: Kirsten Krull, Dr. Paul O'Byrne, Dr. Deepak Dath, Dr. Azzam Khalid, Dr. Ralph Meyer

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 Indy Butany-DeSouza and seconded by Bill Laidlaw 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 21, 2021 meeting

It was moved by Mary Volk a and seconded by Bill Laidlaw that the minutes from the October 21, 2021 Open meeting be approved, as distributed.

CARRIED

1.5 Consent Agenda Items

Quality Committee

- 2021/22 Monitor Indicators / Targets – 2021 11 QC-024
- National Surgical Quality Improvement Program (NSQIP) Reporting – 2021 11 QC-027

It was moved, seconded and unanimously approved that the Board receive all items on the open session consent agenda.

2. CEO Report

Rob MacIsaac acknowledged the extraordinary and challenging year that HHS has had, commenting on the impact to everyone at HHS, including the Board of Directors. Rob shared that the experience has caused a very special bond for those battling Covid-19 together and is something that we can all be proud of in our careers. The Management Team is very grateful to the Board Members for all of their work and support. Rob thanked the Board for their time and commitment to the Board Retreat and felt that the learnings and discussions had at the Retreat were successful and contained enough themes that the Board may consider a refresh of strategy in the New Year. Looking ahead to 2022, Rob advised that the Organization's focus will be dominated by Project Odyssey and supporting and building our our workforce.

Rob provided the CEO Report providing an update on the current landscape of COVID-19 in the Province of Ontario. There are currently 153 patients in ICUs in total across Ontario which an increase over the last few weeks and worth watching. Our current challenges surround our Emergency Departments in relation to volume and acuity and lack of community capacity which results in extremely high occupancy relates.

The Board heard that over the last several weeks Rob has been visiting our sites and checking in with our teams in person every week as we continue on this recovery from the pandemic. Top of line for front line workers include: capacity, workforce availability and Project Odyssey. We are very much thinking about an array of strategies to rebuild and retain the workforce to address workforce shortages. We are also thinking about reworking models of care to make sure people are practicing at the top of their scope and not doing things that other people could be doing. Rob shared that during a visit last week to the ICU at the Juranvinski hospital he attended a huddle and was very pleased to see the team continuing to use the CQI management system tools that we've been working on for so long. These tools continue to be a vital part of the day to day work of those units and those discussions were focused on safety and quality improvement.

Rob spoke on a number of points regarding Project Odyssey. The Board heard that there is lots of excitement for what Odyssey is going to do for the organization and the physician group is super engaged. Barry Lumb has done a great job as a physician leader and having a physician leader for Project Odyssey, particularly Barry Lumb, was a very important idea. Rob shared his experience meeting with the Odyssey Team when they were here from Wisconsin. There are over 190 people working on that project and they are separated into project teams that focus on specific functions in the hospital. Rob shared that meeting the Odyssey team was very heartening.

Rob highlighted a number of pride points including around the approval of vaccines for children ages 5-11 and McMaster Children's Hospital having done a great job of putting literature out into the community regarding benefits of vaccinating kids against Covid-19. Additionally, a number of our physicians have shared their personal stories regarding getting their own children vaccinated which Rob acknowledged was generous and demonstrative of how everyone is digging into this effort to get our community vaccinated.

Strides continue to be made in terms of improving patient safety and care. HHS was recognized as a level one Choosing Wisely Hospital, which acknowledges hospitals with a culture of doing the right tests at the right time. This acknowledgement dovetails with our work to implement Epic in June.

The Children's hospital recently celebrated a milestone of 1000 days without any patient getting a central line infection which requires a real dedication to make happen. Rob thanked Aaron Levo and his team for their work promoting and celebrating the Organization's 25th Anniversary. Rob also highlighted the Hospital to Home program's Secret Santa for those clients and the United Way campaign.

COMMITTEE REPORTS

3. Audit Committee Meeting – November 25, 2021

3.1 Audit Committee Terms of Reference – 2021 11 AC-024

Indy Butany-DeSouza 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 Indy Butany-DeSouza and seconded by Jane Milanetti:

THAT the Board of Directors approves the Audit Committee's Terms of Reference as set out in Report 2021 11 AC-024.

CARRIED

4. Medical Advisory Committee Meetings

4.1 MAC Board Reports – October 2021 and November 2021

Dr. Smita Halder provided an overview of the items brought forward at the October 13, 2021 and November 10, 2021 MAC meetings. We have a structure now that we have standing items from the Odyssey Team wherein they present the updates. Super users are now being asked to step forward and we have younger physicians that have been asked to join that group of speciality champions and super users. Physicians have really embraced this endeavour and are very excited to see it launch. Dr. Halder advised that lots of new equipment is being delivered to the wards. She also commented that the monthly Quality presentation organized by Dawn Sidenberg comes to MAC and has been very helpful, particularly for new members of the MAC. The critical incident update and general recap from the previous month are also discussed. Actions were not required as 100% of physicians have now reported on their vaccination status. Five physicians have not been vaccinated and there is a plan in place for those physicians.

Dr. Halder acknowledged the retirement of Dr. Ralph Meyer and advised that a celebration of Dr. Meyer's accomplishments and contributions took place at the last MAC meeting.

The following motion was moved by Jane Milanetti and seconded by Indy Butany-Desouza:

THAT the Board of Directors receives for information the October 13, 2021 and the November 10, 2021 MAC Board Reports.

CARRIED

5. Foundation Report to the Board

Pearl Veenema provided the Foundation Report to the Board. Pearl provided an update to the Thistledown Foundation gift which inspired another \$2 million gift from a family in Halifax. This gift is \$2 million over 10 years shared equally among Children's hospitals across the country and achieving what the Thistledown donors hoped to accomplish, which was to inspire others to support child health. Pearl thanked everyone on behalf of the Foundation and offered best wishes to everyone and their families for the Holidays.

The following motion was moved by Shirley Thomas-Weir and seconded by Keith Monroe:

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

CARRIED

6. Adjournment

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

CARRIED

The meeting adjourned at 5:44 pm.

7. Independent Directors Session and CEO

8. Independent Directors Session

8.1 Board Meeting Evaluation

Dave Lazzarato
Chair

Michael Campbell
Corporate Secretary