

**Hamilton Health Sciences  
Board of Directors**

**OPEN SESSION  
Minutes**

**DATE:** October 17, 2022

**TIME:** 4:00 to 8:00 PM

**LOCATION:** 100 King Street W., 23<sup>rd</sup> floor and via zoom

**IN ATTENDANCE:** Farah Alexis, Robert Galaski, Catherine Gaulton, Bill Laidlaw, Dave Lazzarato (Chair), Andrea McKinney, Jane Milanetti, Keith Monrose, Hila Taraky, Dr. Allison Sekuler, Shirley Thomas-Weir, Debbie Zimmerman, Dr. Paul Miller, Rob MacIsaac, Dr. Deepak Dath, Sharon Pierson, Michael Campbell (General Counsel), Tanya Cunliffe (Recording Secretary)

**GUESTS:** Debbie Bedini, Kelly Campbell, Leslie Gauthier, Leslie Gillies, Dr. Marc Jeschke, Neil Johnson, Dr. Stephen Kelly, Donna LaForce, Michelle Leafloor, Aaron Levo, Dave McCaig, Dr. Michael Stacey, Dr. Ted Scott, Dr. Bruce Squires, Dr. Angelo Mikrogiankis, Darren Hayes, Pearl Veenema, Dr. William Orovan Reuben Knowles (Member of the Community)

**REGRETS:** David Collie, Paul Gibson, Dr. Paul O'Byrne

**1. Opening**

The Chair called the open portion of the Board meeting to order. Dave notes that we have been joined by a guest, Mr. Reuben Knowles, who is a member of our community and has asked to attend the meeting. Dave welcomed Mr. Knowles.

**1.1 Quorum**

Meeting quorum was established.

**1.2 Declarations of Conflict of Interest**

There were no conflicts of interest declared.

**1.3 Approval of the Open Agenda**

**It was moved by Jane Milanetti and seconded by Rob Galaski 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 21, 2022 meeting**

**It was moved by Hila Taraky and seconded by Keith Monrose that the minutes from the June 21, 2022 Board meeting open session be approved as distributed.**

#### **CARRIED**

The Board Chair acknowledged that the next item on the agenda is a regular item for our Board meetings. A site administrator at one of our hospitals joins us to discuss quality work at their hospital site. Bruce Squires, President of McMaster Children's Hospital and VP of Women's and Children's Health, joined by Dr. Angelo Mikrogiankis, will discuss quality work at McMaster Children's Hospital.

## **2. Education Session**

### **2.1 VP's Quality Presentations to Board Highlighting Quality Work within VP's Portfolio – Bruce Squires**

The Chair turned the meeting over to Bruce Squires, who advised the Board that today he would be speaking to the Women's and Children's Program at McMaster Children's Hospital (MCH). Bruce introduced Dr. Angelo Mikrogiankis, Chief of Pediatrics, who joined the meeting today as a co-presenter.

Bruce shared that McMaster Children's Hospital is uniquely positioned as a specialized regional center for excellence in pediatrics and maternal health and provided an overview of the work that is done and the environment we are currently operating in.

An overview of how physician funding works was provided to the Board including updates on the renegotiation currently underway in relation to the Pediatric Alternative Funding Plan.

Highlights were given regarding specific quality improvement initiatives that have taken place in recent years including the Gender Diversity Program, the McMaster Substance Support for Teen Through Education & Partnership (M-SSTEP), the MCH Autism Program Entry to School Program (ETS) and the Maternal Health program Midwifery Care Unit (MCU).

Angelo provided details of the patients MCH receives, advising that complexity and acuity increasingly define our patient profiles and as a result, collaborative, multi-disciplinary, and inclusive care increasingly define our solutions.

Recent funding announcements were shared, demonstrating that MCH programs are receiving recognition and a reputation that helps to ensure that we can continue to leverage our leadership role to drive policy, funding, and system-wide change in our region and across the province.

Today's challenges were outlined to the Board with acknowledgement that MCH is a complex hospital within a complex enterprise. An overview of opportunities and core strategies were described including driving quality and safety through CQI, comprehensive growth plan and continued communication.

Bruce and Angelo were thanked for an informative presentation and congratulated for all they had been able to achieve for our patients under challenging circumstances.

### 3. CEO Report

Rob MacIsaac provided the CEO report to the Board, acknowledging incredibly high patient volumes, due in part by Covid. We continue to experience healthcare worker shortages, and backlogs for surgery and diagnostic imaging continue to accumulate and we continue to see inadequate supports in the community that would assist in providing flow to patients through the hospital. Emergency Department wait times are up significantly and ambulance offload times are up which is a stressor to both the hospital and the City.

Rob has recently presented at a Health Partnership Summit wherein he identified three key themes of focus for Covid recovery including collaboration, infrastructure and workforce. While Covid exacerbated the challenges the healthcare system was already facing in relation to workforce shortages, a silver lining to the pandemic may be that Covid has caused us to focus on this issue.

Further updates included the WLMH resumption of obstetrical care and new WLMH/MUMC partnerships allowing for additional training for MUMC nurses, with highly experienced WLMH nurses on location at MUMC. Innovative plans to try to reduce surgery wait times have been put in place with some day surgeries and adult procedures moving to WLMH, which is now more integrated in the HHS system than ever before.

The arrival of Dr. Marc Jeschke, VP Research and Medical Director, Burns at HHS was celebrated along with the McMaster/HHS partnership to establish a new Burn Research program. Dr. Jeschke's burn research lab is supported by a gift from Charles and Margaret Juravinski through the Juravinski Research Institute.

Rob spoke to advancing child and youth mental wellness, advising that Dr. Kathy Georgiades' Team from our Offord Centre for Child Studies received \$3.1M from the Canadian Institutes of Health Research to study the impact of COVID pandemic measures on children and youth in Canada.

Since the roll-out early June, Epic is stabilizing across HHS as our teams continue to learn the new system and workflows. There is still work to do before we can move forward with optimization of Epic, which is normal for any hospital going through this transformation. Real life examples of how Epic is already making a difference to patients and their families were shared with the Board.

WLMH redevelopment is underway and ground was broken at the site in early October. Rob shared that construction will continue until February 2025. Patient care should begin at the new WLMH for the first time in the spring of 2025. Rob advised that planning for the redevelopment of the Juravinski Hospital is now underway.

An update on Strategic Partnerships was provided. Rob advised that HHS continues to partner with Siemens Healthineers to renew critical and rapidly-evolving diagnostic tools. Since we

commenced our partnership in 2020, we have already replaced half of our diagnostic imaging equipment fleet across our hospital.

Rob shared highlights of the HHS Foundation event, Illuminight, an annual fundraising event that aims to shine a light on the nationally-leading, life-saving cancer care and research at Juravinski Hospital and Cancer Centre, noting that the campaign is the result of a close collaboration between the Foundation and HHS' Communications and Public Affairs team. An overview of the Bennett the Brave Fundraiser was also provided. Bennett was diagnosed with Ewing Sarcoma, a very rare bone cancer. Julia Kamula, Bennett's grandmother and past HHS Board Chair, has been an instrumental champion of this initiative as well.

Acknowledgements included details surrounding the Ron Joyce Children's' Health Centre recently becoming a recipient of this year's Green Health Care Award for Green Hospital of the Year from the Canadian Coalition for Green Health Care. Additionally, Rob shared that HHS was recognized as one of Hamilton-Niagara's Top Employers for 2023.

#### **4. COO Report**

Sharon Pierson provided the Chief Operating Officer report advising that patients in hospital with Covid across the province are double where we were last year and Covid related occupancy rates have tripled at HHS. It was noted that ICU cases have stabilized at HHS since the spring wave ended. Sharon advised that there has been an increase in patients admitted to hospital with an increase in respiratory issues. It was reported that in the last month, on average, 136 HHS staff members were isolating per day which has had a significant impact on care.

Key messages were that Wave 7 is predicted to increase in November and peak in December and 340 new hospital admissions of Hamiltonians are predicted from October 5 to December 31, 2022.

HHS Operating Rooms are now at 85% of our pre-Covid activity, however more cancellations are happening due to capacity pressures. We are far exceeding our budgets in terms of actual Patient Days and significant increases in ALC numbers. Higher acuity is presenting in Emergency Departments.

Sharon spoke to the inordinate vacancies in nursing currently related to the sick rate, which continues to remain high and overtime/callback is not sufficient to close this gap and crisis staffing levels are significant with all supports in place.

The Board was provided with an overview of Operational Areas of Focus including surgical and procedural ramp up, the addition of 18 beds in our Satellite Health Facility, resuming critical burn service, NICU quality improvement, ongoing strategies to address ALC-LTC access, stem cell provincial planning, ambulance off-load delays and arthroplasty wait time strategies.

#### **5. Strategy Refresh 2022/23**

Rob Maclsaac provided an update on the 2022/23 Strategy Refresh advising that significant changes have occurred in the Organization including investments in technology and capital

equipment and infrastructure, a prolonged response to Covid 19 pandemic, HHR shortages and evolving social expectations surrounding ESG.

An overview of the Transformational Program, Corporate Projects and In-Year Objectives was provided. Rob spoke to Post Covid recovery advising that efforts were being made to review how patient flow can be optimized and how HHS might we partner with others to reduce surgical backlog.

Corporate projects have HHS-wide significance and represent broad advancement of our North Star Objectives and are our most important projects. These project receive organizational focus, resource and executive oversight and include the EDI plan, staff wellness, clinical services, Epic stabilization post implementation, clinical program review of NICU, scheduling and KRONOS renewal, environmental management plan, physician feedback process and preparing for the 2023 Accreditation.

Rob shared that in-year objectives remain the same as last year including hospital deaths following major surgery, lost time injuries, pressure injuries and sepsis.

Rob spoke to the new Corporate Strategic Plan for 2022/23 advising on CQI moving to operations, the continued stabilization and optimization of Project Odyssey. Ontario Health Teams, formerly a transformational issue came off the list until a clear vision and funding from the Province are provided. Rob advised that MAID will come off the list as we now accommodate the new changes in legislation. Input from Board members suggested that Epic Optimization and Research Strategy be added as corporate projects for the coming year.

## **6. COMMITTEE Terms of Reference/Board Work Plan**

Keith Monrose provided an overview of the Board Committee terms of reference and Board work plan, noting the addition to the R&I Committee TORs to include monitoring environmental, social and governance issues as they relate to research, which was added after discussion at the R&I Committee meeting Sept. 29.

The following motions were moved by Keith Monrose and seconded by Bill Laidlaw.

**THAT the Board of Directors approves the Compensation Subcommittee Terms of Reference, embedded in the Executive Committee Terms of Reference, as set out in Appendix A to Report 2022 09 CC-009.**

**AND THAT the Board of Directors receives for approval the Governance Committee's Terms of Reference as set out in Report 2022 09 GC-011.**

**AND THAT the Board of Directors approves the 2022/23 Board Work Plan as set out in Report 2022 09 GC-014.**

**AND THAT the Board of Directors approves the Quality Committee's Terms of Reference as set out in Appendix A to Report 2022 09 QC-022.**

**AND THAT the Board of Directors receives for approval the Human Resources Committee's Terms of Reference as set out in Report 2022 09 HR-015.**

**AND THAT the Board of Directors approves the Resource Committee's Terms of Reference as set out in Report 2022 09 RC-032.**

**AND THAT the Board of Directors approves the Research & Innovation Committee's Terms of Reference as attached in Appendix A to Report 2022 09 RIC-009, with the amendment that the committee shall also monitor environmental, social and governance issues related to research.**

**CARRIED**

**7. Quality Committee Meeting – September 27, 2022**

**7.1 Quality Monitor: 2022/23 FYTD (July) Performance – 2022 09 QC- 016**

Andrea McKinney provided an overview of the Quality Improvement Plan and Quality Monitor FYTD July Performance as per the report. Andrea shared that there had been a discussion on the impact of Epic on Quality and EDI related to Quality.

The following motion was moved by Andrea McKinney and seconded by Catherine Gaulton:

**THAT the Board of Directors receives for information the 2022/23 July 2022 YTD Quality Monitor and related interpretations as set out in Report 2022 09 QC-016.**

**CARRIED**

**7.2 Patient Experience/Relations Annual Report 2021/22 – 2022 09 QC-020**

Andrea McKinney provided an overview of the Patient Experience/Relations Annual report. Andrea shared that the Office of Patient Experience witnessed a 13% increase in activity in comparison with the same time period of fiscal year 2020/21 and a substantial increase in the number of inquiries during this time period. Andrea advised that there was an increase in complaints and concerns related to Covid, particularly in relation to visitor restrictions, infection control, masking and vaccines. The hard work by staff and compliments received were also discussed.

The following motion was moved by Andrea McKinney and seconded by Jane Milanetti:

**THAT the Board of Directors receives for information an overview of patient relations/experience activity for fiscal year 2021/22, in accordance with the Excellent Care for All Act as set out in Report 2022 09 QC-020.**

**CARRIED**

## **8. Medical Advisory Committee**

### **8.1 MAC Board Report – September 2022**

Dr. Paul Miller provided a Report to the Board on the September 14, 2022 MAC meeting. Dr. Miller highlighted the discontinuation of the Department of Complex and Continuing Care and the assumption of that role largely by the Department of Family Medicine and the innovated decision around physician leadership and hematology, which was highlighted as an action around EDI and developing a welcoming and inclusive environment.

The following motion was moved by Dave Lazzarato and seconded by Andrea McKinney:

**THAT the Board of Directors receives for information the September 2022 MAC Board Report.**

**CARRIED.**

## **9. Foundation Report to the Board**

The following motion was moved by Shirley Thomas-Weir and seconded by Jane Milanetti:

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

**CARRIED**

## **10. Adjournment**

**At the call of the Chair, the meeting was adjourned at 7:20pm**

## **11. Independent Directors Session and CEO**

## **12. Independent Directors Session**

### **12.1 Board Meeting Evaluation**

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Dave Lazzarato  
Chair

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Michael Campbell  
Corporate Secretary