

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: February 23, 2023

TIME: 4:00 to 8:00 PM

LOCATION: Via Zoom

IN ATTENDANCE: Dave Lazzarato (Chair), Robert Galaski, Bill Laidlaw, Andrea McKinney, Jane Milanetti, Keith Monrose, Hila Taraky, Paul Gibson, Shirley Thomas-Weir, Debbie Zimmerman, Rob MacIsaac, Dr. Deepak Dath, Dr. Paul O'Byrne, Keegan Boyd (General Counsel), Jillian Morton (Recording Secretary)

GUESTS: Debbie Bedini, Kelly Campbell, Leslie Gauthier, Leslie Gillies, Dr. Stephen Kelly, Donna LaForce, Aaron Levo, Neil Johnson, Dave McCaig, Sharon Pierson, Dr. Ted Scott, Bruce Squires, Dr. Michael Stacey, Pearl Veenema, Mike Strecker, Joanna Zuk, Rebecca Fleck, Tim Dietrich, Dr. Marc Jeschke, Rochelle Reid,

REGRETS: Michelle Leafloor, David Collie, Dr. Paul Miller, Dr. Azzam Khalid

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 Bill Laidlaw and seconded by Jane Milanetti that the Board adopt the Agenda for the open portion of the meeting as distributed.

CARRIED

1.4 Approval of the Minutes from the December 9, 2022 meeting

It was moved by Keith Monrose and seconded by Paul Gibson that the minutes from the December 9, 2023 Board meeting be approved as distributed.

CARRIED

1.5 Chair's Opening Remarks

The Board Chair re-iterated that the Board will be moving toward the use of a consent agenda.

1.6 Consent Agenda

Consent Items Quality Committee

- Patient Experience / Relations Semi-Annual Report – 2023 02 QC-010 (information)
- Annual Review Credentials Process – 2023 02 QC-011 (information)

It was moved by Allison Sekuler seconded by Rob Galaski that all of the items on the Consent Agenda be approved.

CARRIED

2. Education Session

The Board Chair turned the meeting over to Deb Bedini to present the education session.

2.1 VP's Quality Presentations to Board Highlighting Quality Work within VP's Portfolio – Deb Bedini, VP Adult Regional Care

Deb Bedini introduced Rebecca Fleck who presented an overview of the Regional Rehabilitation Program (RRP). Rebecca began by sharing a video of a patient story. The story highlighted the successful rehabilitation of a patient who was in the RRP. It was noted that the program has 74 specialized inpatient rehabilitation beds comprised of stroke, spinal cord injury, amputee, ABI, and neurobehavioral beds. In addition to these beds, there is an Ambulatory program that receives over 45,000 visits annually.

The performance monitoring was discussed and it was noted that RRP is committed to regular performance monitoring at national, regional, provincial, and local levels. It was noted that for occupancy rate, the team aims for 99%-100%. If the beds aren't full, then they pull patients from Acute Off Service over. This reflects how the RRP can help with flow.

The programs wait times were reviewed and it was noted that for ABI, the wait time is 94 days, due to complex patient needs. Quality Improvement work was completed and it found that incomplete referrals and inconsistent referrals processes were contributing. As a result, two new interventions have been developed: a referral checklist and standard work around the intake process. This

brought the wait item down to 56 days. Continued work on this is taking place and the goal is to reach 30 days.

Program highlights were shared, which included the Fit for Function Live Well Program, Connect Communities, Prosthetics and Orthotics, the Fee for Service Program and the PM&R Residency Program.

Directors asked questions which were answered to their satisfaction.

Rebecca Fleck was thanked for providing a great overview to the Board.

3. CEO Update

CEO Presentation and Strategy Report

The Chair turned the meeting over to Rob Maclsaac

Rob Maclsaac provided an overview of the CEO and Strategy Report. He reviewed the Healthcare Landscape and noted that in the news there has been discussion of an increase in funding over the next 10 years for a total of Federal funding of \$200 billion. Rob also shared that he had met with Anthony Dale from the OHA, and provided the meeting's highlights. Next, he shared that while private surgical centers are on their way, they will not be starting in Hamilton so there is no imminent impact on HHS.

Joanna Zuk Joined the meeting

Rob provided an update of the Funding Advocacy Budget Planning. It was noted that HHS is continuing to focus on the 70 unfunded beds. Rob reviewed that they had met with Ontario Health, the Ministry of Health and are now starting to talk to political representatives with regard to this. He also highlighted that the Satellite Health Facility has 120 beds, and Ontario Health West is recommending the closure of 30 of these beds, which would have a significant impact on HHS operations.

The CEO then reviewed Pride Points and highlighted that HHS was recognized as a top employer for young people in Canada. Then, he pointed out that February is Heart month and he shared the success story of a cardiac patient. The patient received support from a program that HHS has in strategic partnership with the YMCA. Lastly, the partnership with the CANHEALTH Network was highlighted, Ted Scott is working to develop Kite Lock which aims at reducing central line infections and sepsis. This has led to a 60% reduction in venous catheter infections after a 6- month pilot.

An overview was provided regarding HHS's Strategy Deployment. It was noted that all of the projects are reporting into the President's team and then to the Executive Leadership team on a monthly basis. Rob provided Q3 Strategy highlights on the topics of Workforce Planning, the Pandemic Recovery Plan and Epic optimization. Key milestones that have been accomplished

across Corporate Projects were reported, including that EDI will be the focus of the April Board of Directors Retreat.

Tim Dietrich provided an overview of the four In-Year Objectives. It was highlighted that Lost Time injuries is on track to achieve its target. For Pressure Injuries, work has been done with CQI Management System and the metric has been deployed to the high impact units. Some problem solving and data collection on best practices has been completed on each unit. Additionally, training programs for Lost Time Injuries have been in place for units that have the biggest impact on this metric.

Mike Strecker provided an overview of the Workforce Metrics. It was noted that HHS's overall workforce is continuing to grow but the RN workforce remains in crisis. The supply of RNs is insufficient to meet the market demand. We are compensating for the shortages by adding HCAs and PRNs. At the current rate of hiring, it would take up to 5 years to close the RN staffing shortage. Mike highlighted that the two areas of focus for Workforce Planning are the ability to accelerate hiring and decelerate attrition. The goal is to close vacancies and improve overall direct care hours. There is a 3% reduction in actual time available for staff to be at the bedside mainly due to an increase in sick time. Straight time is down 7%. Mike provided an overview of metrics required to close the RN resourcing gap.

Discussion took place around strategies and incentives to attract and retain talent.

4. Operations Update

The chair turned the meeting over to Sharon Pierson.

Sharon provided an Operations Update. She highlighted that demands are high and patient needs are rising with regard to acuity. Occupancy is up 8%. We are also seeing pressure in ICU because occupancy is at 110%. The ALC is the highest it's been in 7 years, trending at above 20%. We are maximizing all of our capacity that we can with community partnership beds and SHF. ED visits remain stable. JH Ambulance Offload time has decreased from 1 hour 55 minutes compared to most recent 58 minutes, and this is in part because of the 10 beds that funding was secured for. Sharon reviewed the areas of focus, which included partnering with E&Y to identify opportunities in various areas and strategies to address ALC.

Discussion regarding subspecialty workforce challenges took place.

5. Quality Committee Meeting-February 7, 2023

5.1 2023/24 Quality Improvement Plan - 2023 02 QC-003

Dave turned the meeting over Andrea McKinney

Andrea provided an update on the QIP 22/23. The four indicators were listed. It was noted that the 23/24 OH is requiring a submission but there are no mandatory indicators. The additional factors being considered are: patient experience, a portion of patients discharged from hospital for whom medication reconciliation is provided, and number of workplace violence incidents overall.

The following motion was moved Andrea McKinney and seconded by Rob Galaski:

THAT the Board of Directors accepts for information the update on the 2023-24 Quality Improvement Plan (QIP) as outlined in Report 2023 02 QC-003

6. Medical Advisory Committee Meetings

6.1 MAC Board Report – December 14, 2022

6.2 MAC Board Report – January 11, 2023

Dr. Stacey reported that there was nothing specific to highlight for these reports.

The following motion was moved by Bill Laidlaw and seconded by Hila Taraky:

THAT the Board of Directors receives for information the December 8, 2021, January 12, 2022 and February 9, 2022 MAC Board Reports.

CARRIED

7. Foundation Report to the Board

The Chair turned the meeting over to Pearl Veernema.

Pearl Veenema provided an overview of the Foundation Report. It was noted that with community support they raised \$24.7 million in fundraising revenue. The Iris-Kim Capping raised \$680,000. The LCBO campaign raised \$1,250,580 which is slightly less than the previous year. Tickets for the April 22, 2023 Gala can be purchased now. Three researchers will be honoured, this is a new initiative and an HHS competition was launched for Transformational Entrepreneurship.

8. Other Business

There was no other business.

9. Adjournment

It was moved by Rob Galaski and seconded by Bill Laidlaw that the meeting be adjourned.

CARRIED

The meeting adjourned at 7:09 pm.

10. Independent Directors Session and CEO

11. Independent Directors Session

11.1 Board Meeting Evaluation

Dave Lazzarato
Chair

Michael Campbell
Corporate Secretary