

**Hamilton Health Sciences
Board of Directors**

**OPEN SESSION
Minutes**

DATE: June 6, 2023

TIME: 3:00- 8:00 PM

LOCATION: David Braley Research Institute-20 Copeland Ave, Hamilton- Auditorium

IN ATTENDANCE: Dave Lazzarato (Chair), Bill Laidlaw, Jane Milanetti, Keith Monrose, Dr. Allison Sekuler, Shirley Thomas-Weir, Dr. Paul Miller, Sharon Pierson, Rob MacIsaac, Janet Ozembloski (Interim General Counsel), Jillian Morton (Recording Secretary)

GUESTS: Michelle Leafloor, Kelly Campbell, Tim Dietrich, Leslie Gauthier, Leslie Gillies, Dr. Stephen Kelly, Donna LaForce, Rochelle Reid, Aaron Levo, Dave McCaig, Dr. Michael Stacey, Ted Scott, Bruce Squires, Pearl Veenema, Dr. Marc Jeschke,

REGRETS: David Collie, Dr. Paul O'Byrne, Robert Galaski, Andrea McKinney, Hila Taraky, Debbie Zimmerman, Debbie Bedini, Neil Johnson

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 Paul Gibson and seconded by Keith Monrose
That the Board adopt the Agenda for the open portion of the meeting as distributed.**

1.4 Approval the open minutes from the April 11, 2023 meeting

**It was moved by Jane Milanetti and seconded by Bill Laidlaw
That the Board adopt the Agenda for the open portion of the meeting as distributed**

CARRIED

1.4 Chair's Remarks

The Chair welcomed everyone to the Open portion of the June Board meeting. Within his opening remarks the Chair noted that the EDI Plan will be brought to the June 27, 2023 Board meeting.

1.5 Consent Agenda

The following items were included in the Consent Agenda:

Consent Items for Governance

- HHS Inaugural ESG Report 2023 DRAFT 2023 05 GC-007

Consent Items for Human Resources

- Workforce Planning Transformation Initiative 2023 05 HR-008

Consent Items Quality Committee

- Quality Monitor 2022-23– 2023 05 QC-013
- Impact of Epic on Quality & Patient Safety – 2023 05 QC-0015
- National Surgical Quality Improvement Program (NSQIP) – 2023 05 QC-016
- Accreditation – 2023 05 QC-017

Consent Items for Resource

- Digital Health Plan 2017-2022 2023 05 RC-010

Consent Items for Research & Innovation Committee

- Innovation Strategic Direction and Priorities Update – 2023 05 RIC-006
- Innovation Initiatives Update – 2023 05 RIC-007
- Building Bridges Symposium- May 9, 2023- 2023 05 RIC-009

It was moved by Jane Milanetti and seconded by Bill Laidlaw that all items in the open session consent agenda be approved, as distributed.

CARRIED.

The Board Chair turned the meeting over to Rob MacIsaac to present the CEO Report.

2. CEO Report

Rob MacIsaac presented the CEO Report to the Board.

The Report included an update on Hamilton Health Sciences' Funding Advocacy Plan. On March 30, HHS submitted the HSAA package to the Ministry. The package included a deficit position HAPS. The CEO advised that HHS has not sign the Balance Budget Waiver but did provide a detailed letter from the Board Chair outlining the insufficient funding guidance to date, reiterated the sector wide pressures and the potential risk to unfunded and underfunded Services. The CEO shared that HHS recently received an funding letter stating that the hospital will receive 2% inflation increase, this amount was consistent with the hospital's assumption.

Next the CEO provided an update on Epic and reminded the BOD that HHS will celebrate one year post Epic implementation on June, 4th. Since launch, HHS has enrolled 75,000 patients in MyChart. HHS received an 8/10 ranking from Epic for usability. Only 27% of Epic organizations

achieve a ranking of 8 or higher. Additionally, the CEO shared that HHS was among 5 recipients of IT World's 2023 Digital Transformation Awards. HHS was the successful nominee in the *Large Public Sector Organization* category.

The CEO provided an update on LeaderSHIFT and highlighted that on May 10, 2023, more than 280 leaders from across HHS were in attendance for the event which focused Equity Diversity and Inclusion (EDI). It was noted that this was a very positive session and another milestone in HHS's EDI journey.

Rob further reported that on May 11, 2023, Hamilton Mayor Andrea Horwath toured the Juravinski Hospital and Cancer Centre. The visit is part of a series of tours and briefings being offered to local elected officials as part of our joint approach with St Joseph's Healthcare Hamilton to engage Council in discussions regarding local share funding. The CEO share that the Mayor spoke positively of HHS' workforce and the hospital's exceptional reputation as care providers in the community.

In closing the CEO provided an update on the WLMH construction, and the JHCC Redevelopment project. Rob shared that the WLMH construction is continuing, a crane has been installed and concrete has been poured. A demonstration took place and staff were given a glimpse of what the new facility might look like. Occupancy is expected in mid-2025. Rob also reported that staff and physicians are being engaged in the JHCC functional planning. It is anticipated that construction will start on JHCC in 2026/27 with completion in 2030/32.

3. Operations Update

The Board Chair turned the meeting over to Sharon Pierson to present the Operations Update.

Sharon Pierson, the Chief Operation Officer (COO) and Chief Nursing Executive (CNE) provided an overview of Operations, she advised that occupancy across the sites has improved but still remains high near maximum capacity. The JH has sustained the highest occupancy rates with sustained occupancy over 100%. ALC admissions have decreased to approximately 200 patients. Considerable effort continues to further reduce ALC occupancy through advancing partnership with the community.

The COO/CNE reported on the Operational Areas of Focus. Currently surgical and procedural activity is consistently fluctuating between 85-90% of pre-COVID activity. Also, it was noted that the work with the external Consultants is nearing completion. This work will provide a framework for the HHS Surgical Recovery Plan, inclusive of Surgi-Centre options, as well as recommendations to improve patient flow structures and processes.

The COO shared that the HHS Regional Burn Program has commenced the implementation plans to resume care for patients with of critical burns. Full Program resumption is targeted for the fall.

Sharon reported that Health Human Resource shortages continue to challenge operations. Despite the considerable effort to stabilize the HHS workforce, health professional vacancies in registered nurse and other difficult to recruit positions persist.

In closing, the COO provided highlights of the new \$21M funding for McMaster Children's Hospital. This much needed public investment in children and youth will require significant HHR recruitment and will be executed under the HHS corporate project structure over the next 9-18 months.

The Board Chair next turned the meeting over to Dr. Paul Miller to provide an update from the April 12, 2023 and May 10, 2023 MAC meetings.

4. Medical Advisory Committee Meeting

Dr. Miller provided a report regarding the April 12, 2023 and May 10, 2023 MAC meetings, he delivered highlights on two presentations that were heard by the Committee. The first presentation was regarding a change for the Juravinski Hospital as it moves from a Resident to a Hospitalist Model. The second was about the CPSO Quality Improvement Partnership Program for Hospitals. Dr. Miller noted that Dr. Crocco will accept the position of MAC Chair on June 7, 2023.

Dave Lazzarato thanked Dr. Miller for his time as interim MAC Chair, noting special gratitude for taking on the position for the last 12 months.

It was moved by Bill Laidlaw and seconded by Jane Milanetti that the Board accepts receipt of the MAC Chair report for April 12, 2023 and May 10, 2023.

CARRIED.

5. Foundation Report to the Board

The Board received an update from Pearl Veenema on the activities of the HHS Foundation. Pearl advised that the HHS Foundation was delighted to support the Regional Rehabilitation Center with a transformational gift and on June 3, 2023 the community provided generous support at the MacKids Walk & Wheel.

The following motion was moved by Bill Laidlaw and seconded by Keith Monroe:

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

CARRIED.

6. Adjournment

It was moved by Paul Gibson and seconded by Keith Monroe that the meeting be adjourned.

CARRIED.

The meeting adjourned at 6:20 pm.

7. Independent Directors Session and CEO

8. Independent Directors Session

Dave Lazzarato
Chair

Rob Maclsaac
Corporate Secretary