

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: February 27, 2024

TIME: 4:00 to 8:00 PM

LOCATION: Via Zoom

IN ATTENDANCE: Keith Monrose (Chair), Bill Laidlaw, Hila Taraky, Paul Gibson, Allison Sekuler, Hila Taraky, Farah Alexis, Shirley Thomas-Weir, Rasha Kisswani, Amit Kapur, Andrea McKinney, Rob MacIsaac, Dr. Tom VanHelder, Dr. Anthony Crocco, Janet Ozembloski (General Counsel), Jillian Morton (Recording Secretary),

GUESTS: Debbie Bedini, Leslie Gauthier, Leslie Gillies, Dr. Stephen Kelly, Donna LaForce, Aaron Levo, Neil Johnson, Dave McCaig, Sharon Pierson, Bruce Squires, Dr. Tamar Packer, Anissa Hilborn, Dr. Marc Jeschke, Rochelle Reid, Kelly Campbell, Melissa McCallum (partial)

REGRETS: Michelle Leafloor, Debbie Zimmerman, Rob Galaski, Dr. Ted Scott, Sharon Pierson, Dr. Paul O'Byrne, Tim Dietrich, 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 Andrea McKinney and seconded by Hila Taraky 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 6, 2023 meeting

It was moved by Bill Laidlaw and seconded by Hila Taraky that the minutes from the December 6, 2023 Board meeting be approved as distributed.

CARRIED

1.5 Chair's Opening Remarks

The Board Chair presented Rob MacIsaac with his 10-year service pin and congratulated Rob on achieving this milestone.

The Board heard that there will be a dinner held on March 7, 2024 at the Hamilton Club commemorating Rob and his tenure as CEO. Also, on April 9, 2024 there will be a larger event held at LIUNA station to honour Rob.

1.6 Consent Agenda

Consent Items Quality Committee

- Proposed Schedule of Education Topics-2024 02 QC-002
- Patient Experience / Relations Semi-Annual Report – 2024 02 QC-010

Consent Items Governance Committee

- Accreditation Governance Summary – 2024 02 GC-005
- Proposal: 2023-24 Annual Report-2024 02 GC-006

It was moved by Hila Taraky seconded by Farah Alexis that all of the items on the Consent Agenda be approved.

CARRIED

2. Education Session

Rob MacIsaac introduced Melissa McCallum, the executive director from the Greater Hamilton Health Network to present the Board education session.

2.1 Greater Hamilton Health Network-OHT

Melissa McCallum provided a presentation to the Board on the Greater Hamilton Health Network (GHHN). Melissa advised that in 2019, Ontario Health Teams (OHT) were introduced and one of the mandates of OHTs was to strengthen local services. Melissa shared that GHHN is one of the first OHTs in the province and it is one of the largest OHTs based on residents in the province.

The Board heard that in September 2023, the Ministry and Ontario Health announced 12 OHTs will work towards an advanced work plan with the goal of OHT designation, GHHN is one of the 12

Page 2

teams. Also, the Ministry announced that home care will come under the arm of OTHs in the next few years.

Melissa reported that the strategic priorities include 3 foundational principles and 6 priorities which are all centered with the Patient Family Care Partners Declaration of values at the core. The GHNN has grown over the last 3 years and there are now over 71 partners who are a part of the OHT work. An overview was provided of the GHNN's accomplishments including that GHNN paves the way for governance across the province and that it is the first OHT to incorporate. This is now the prescribed governance model for all OHTs. The GHNN's future projects were described, one of which was the launch of the Primary Care Addictions Support Line on March 1, 2024.

Melissa McCallum departed the meeting.

3. CEO Update

CEO Presentation and Strategy Report

Rob MacIsaac provided an overview of the CEO Presentation and Strategy Report. Rob reported on the 22/23 Strategic Plan and provided several updates and milestones to the Board including that the construction of the West Lincoln Memorial Hospital is on time and on budget. Also, with regard to Equity, Diversity, and Inclusion (EDI), the equity review of policies and CARE Data collection are in progress and the EDI Steering Committee convened its first meeting. Rob reviewed the In-Year Objectives and noted that there was positive performance against targets on 3 objectives: Hospital Deaths Following Major Surgery, Pressure Injuries and Lost Time Injuries.

Rob provided the CEO Update to the Board. It was highlighted that Hamilton Health Sciences was recognized as a top employer for young people. Additionally, he noted that the Burn Program reopened to all patients within its catchment area in January 2024. Lastly, Dr. Myles Sergeant was recognized with the Order of Hamilton.

4. Operations Update

The CEO provided the COO update advising that adult acute occupancy rates continue to be high and that last fall they were averaging at about 108%. They peaked in January at 111%. This was due to the respiratory surge and today HHS is down to 107% occupancy.

ALC continues to be a significant issue, and today there were 245 ALC patients in the hospital.

For ED visits, they are stable. ED admissions have increased modestly which are having an impact on ambulance offload times.

Rob noted that surgical capacity strategies are in motion and the anesthesia recruitment has been successful.

5. Quality Committee Meeting-February 8, 2024

5.1 2024/25 Quality Improvement Plan - 2024 02 QC-004

Shirley Thomas-Weir provided an overview of the 24/25 Quality Improvement Plan (QIP) advising that there were no mandatory indicators from the province. The province is focusing on the key priority areas which are access and flow, equity, experience, and safety.

The following motion was moved Andrea McKinney and seconded by Shirley Thomas-Weir:

THAT the Board of Directors accepts for information the update on the 2024-25 Quality Improvement Plan (QIP) as outlined in this Report 2024 02 QC-004.

CARRIED

5.2 Health Equity Data Collection Update-2024 02 QC-011

Shirley Thomas-Weir provided an update on the Health Equity Data Collection, reporting that there is a new initiative called Collecting Accurate and Robust Equity (CARE) data. Shirley turned the meeting over to Rochelle Reid.

Rochelle advised that work was being completed to establish a pilot program for collecting health equity data. This has been termed CARE data. As part of the phase 1 Pilot, race, ethnicity, language, and Indigenous identity data are being collected. The questions are being asked by business clerks at The Ron Joyce Children's Health Centre and the Boris Clinic.

The following motion was moved by Shirley Thomas-Weir and seconded by Rasha Kisswani:

THAT the Board of Directors receives for information the Health Equity Data Collection Report (Quality and Patient Safety) as set out in Report 2024 02 QC-010.

CARRIED

6. Governance Committee Meeting-February 8, 2024

6.1 EDI 5-Year Plan Update-2024 02 GC-004

Andrea McKinney provided an overview of the EDI 5-Year Plan. Andrea reported that the plan was released last year. The update focused on priority projects including the CARE data collection

process and the work with Hicks Morley on policy reviews which has a completion timeline for the end of March 2024. Andrea turned the meeting over to Rochelle Reid.

Rochelle further reported that an update was provided on the values based procurement work that is focused on looking at HHS's RFP processes to ensure that equity principles are included. With regard to the Equity, Diversity and Inclusion (EDI) training for executive leaders and the Board, the last Board session is planned to take place at the next Board retreat.

The following motion was moved Andrea McKinney and seconded by Allison Sekluer:

THAT the Board of Directors receives for information the Equity, Diversity and Inclusion update a set out in report 2024 02 GC-004.

CARRIED

7. Research and Innovation Committee Meeting-February 13, 2024

7.1 Research Communication- 2024 02 RIC-006

Allison Sekuler provided an overview of the Research Communications Plan. Allison highlighted that over the past year a lot of work has been done to ensure that the excellent Research and Innovation work being completed at HHS is being shared with the broader community. The Research Communications update demonstrates a number of different approaches taken. It was highlighted that there is now a Research Spotlight e-newsletter available and it is being distributed to the entire organization.

The following motion was moved by Allison Sekuler and seconded by Bill Laidlaw:

THAT the Board of Directors receives for information the Research & Innovation Communications Plan Update.

CARRIED

8. Human Resources Committee Meeting-February 13, 2024

8.1 Workforce Planning Strategic Initiative & People Plan Update-2024 02 HR-003

Farah Alexis provided an update on the Workforce Planning Strategic Initiative & People Plan. Farah reported that for the Workforce Planning Initiative, progress is being made. With regard to the People Plan, the current plan was established in 2018 and was intended to be a 3-year plan but due to the pandemic, it was extended to 2023. Since then, management is undertaking new projects to improve Human Resources (HR) data, analytics etc. which will inform the next People Plan.

The following motion was moved by Farah Alexis and seconded by Andrea McKinney:

THAT the Board of Directors receives for information the following update on Hamilton Health Sciences' Workforce Planning Transformation Initiative, Care Transformation Initiative, and People Plan Corporate Project as set out in Report 2024 02 HR-003.

CARRIED

8.2 Update on Leadership Talent Management – 2024 02 HR-006

Farah Alexis provided an update on the Leadership Talent Management report. Farah shared that the Committee received a presentation on the work that is well underway to develop a competency based approach to performance development at HHS. Farah advised that a competency based approach to performance management is foundational to a high performing workforce and currently, HHS does not have one in place. The goal is to have a framework for senior leaders within the current fiscal year. This will enable HHS to better identify, attract, and retain top talent leadership in a competitive market.

The following motion was moved Farah Alexis and seconded by Bill Laidlaw:

THAT the Board of Directors receives an update on the work underway to advance an organizational approach to integrated talent management, as set out in 2024 02 HR-006

CARRIED

9. Medical Advisory Committee Meetings

9.1 MAC Board Report – December 13, 2023

9.2 MAC Board Report – January 10, 2024

The Board received an overview of the Medical Advisory Committee (MAC) Meeting reports from Dr. Anthony Crocco. Dr. Crocco shared that there is continued work being completed on changing the way that the MAC runs, in terms of how information is presented. Some work related to EPIC and inbox management is also being completed to minimize the volume of emails.

The following motion was moved by Shirley Thomas-Weir and seconded by Rasha Kisswani:

THAT the Board of Directors receives for information the December 13, 2023 and January 10, 2024 MAC Board Reports.

CARRIED

10. Foundation Report to the Board

Anissa Hilborn highlighted that last year was an exceptional for fundraising for the Foundation. Over \$30M was raised in fundraising revenue. Investment income was almost \$50M. It was noted that there was a \$5M investment from the Joyce Family Foundation and that was celebrated last month. Upcoming events include the Foundation's annual meeting (Friday) and the Foundation gala (Saturday).

11. Other Business

There was no other business.

12. Adjournment

It was moved by Bill Laidlaw and seconded by Rasha Kisswani that the meeting be adjourned.

CARRIED

The meeting adjourned at 7:34 pm.

13. Independent Directors Session and CEO

14. Independent Directors Session

14.1 Board Meeting Evaluation

Keith Monroe
Chair

Janet Ozembloski
Corporate Secretary