

**Hamilton Health Sciences  
Board of Directors**

**OPEN SESSION  
Draft Minutes**

**DATE:** October 02, 2024

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

**LOCATION:** MUMC 1200 Main Street West, Hamilton Room 2E51

**IN ATTENDANCE:** Keith Monrose (Chair), Farah Alexis, Robert Galaski, Bill Laidlaw, Andrea McKinney, Jane Milanetti, Hila Taraky, Shirley Thomas-Weir, Amit Kapur, Rasha Kiswani, Mike Hamilton, Mary Williams, Dr. Anthony Crocco, Tracey MacArthur, Dr. Tomas VanHelder, Leslie Gillies, Jillian Morton (Recording Secretary)

**GUESTS:** Dev Chopra, Aaron Levo, Dr. Marc Jeschke, Dr. Ted Scott, Amit Bansal, Donna LaForce

**REGRETS:** Dr. Paul O'Byrne, Jane Milanetti, Dr. Allison Sekuler

**Call to Order**

The Chair called the open portion of the Board meeting to order.

**Welcome and Land Acknowledgement**

Dr. Anthony Crocco provided the Land Acknowledgement.

Mr. Monrose welcomed the new independent directors, Ms. Mary Williams and Mr. Mike Hamilton, and the new Chief Nursing Executive (CNE), Ms. Leslie Gillies, to the meeting.

Mr. Monrose provided brief opening remarks which included an overview of the board role in governing Hamilton Health Sciences

Mr. Monrose reviewed independent director education opportunities noting professional development courses offered by the Ontario Health Association (OHA) and the Institute of Corporate Directors (ICD) as well as Continuous Quality Improvement (CQI) huddles at each site.

**1. Opening**

**1.1 Quorum**

The Chair advised that meeting quorum was established.

## **1.2 Declarations of Conflict of Interest**

Mike Hamilton declared that he may have a conflict of interest regarding the Resource contracts. Mike advised that he would recuse himself if need be.

## **1.3 Approval of the Open Agenda**

**It was moved by Debbie Zimmerman and seconded by Andrea McKinney 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 20, 2024 meeting**

**It was moved by Bill Laidlaw and seconded by Shirley Thomas-Weir that the minutes from the June 20, 2024 Board meeting open session be approved as distributed.**

**CARRIED**

## **1. CEO Report**

Ms. MacArthur provided the CEO report.

The CEO structured their remarks into three sections: a high-level overview of HHS's operational performance, a progress update on strategic initiatives, and a summary of major accomplishments. Ms. MacArthur invited feedback from the Board on this new format.

**HHS Performance:** Ms. MacArthur noted that the Quality team is working on a refreshed balanced scorecard for HHS. A draft has been prepared for the executive team, with plans to present it first to the Board Quality Committee and subsequently to the full Board at the next meeting

*Hila Taraky joined the meeting.*

**Strategic Priorities:** The Executive Reorganization, initiated in the summer, is intended to establish a solid foundation for future planning, support the development of the HHS strategic plan, and foster decentralized decision-making across the organization.

Efforts toward Financial Stabilization are actively underway, addressing the organization's financial challenges and aiming to secure HHS's financial health. This work is a collaborative effort by the Senior Leadership Team (SLT).

Strategic Planning activities have also commenced, with a vendor selection expected to be completed by the end of 2024. This will support the progression and refinement of HHS's long-term strategic objectives.

HHS Major Accomplishments: The Emergency Department team at Juravinski Hospital, using the Continuous Quality Improvement (CQI) framework, has made notable progress in reducing ambulance offload times through a collaborative effort with EMS. This achievement earned recognition from City Hall, ranking the team among the top 10 for efficiency in the Ontario ED P4R Program.

The CEO commended Fatima Sheikh (PhD Candidate) for her research on disproportionately high sepsis rates among Hamilton residents, through local media Ms. Sheikh is bringing attention to an important focus area for community health

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

- 2.1.1 Executive Committee Terms of Reference 2024 09 CC-009**
- 2.1.2 Governance Committee Terms of Reference 2024 09 GC-012**
- 2.1.3 Human Resources Terms of Reference 2024 09 HR-011**
- 2.1.4 Quality Committee Terms of Reference 2024 09 QC-022**
- 2.1.5 Research & Innovation Committee Terms of Reference 2024 09 RIC-014**
- 2.1.6 Resource Committee Terms of Reference 2024 09 RC-031**

Keith Monroe provided an overview of the Board Committee's Terms of Reference (TOR).

The following motions were moved by Mr. Monroe and seconded by Mr. R. Galaski:

**THAT the Board of Directors approves 2024/25 Board Committee Terms of Reference for the:**

**Executive Committee, inclusive of the Compensation Subcommittee Terms of Reference, as set out in Report 2024 09 CC-009**

**Governance Committee, Terms of Reference as set out in Report 2024 09 GC-012**

**Human Resources Committee, Terms of Reference as set out in Report 2024 09 HR-011**

**Quality Committee, Terms of Reference as set out in Report 2024 09 QC-022,**

**Research & Innovation Committee, Terms of Reference as set out in Report 2024 09 RIC-014**

**Resource Committee, Terms of Reference as set out in Report 2024 09 RC-031**

**CARRIED**

## **3.2 Board Workplan 2024/25**

### **3.2.1 2024/25 Board Work Plan 2024 09GC-015**

Mr. Monroe provided an overview of the 2024/25 Board work plan.

The following motions were moved by Mr. Monroe and seconded by Mr. Hamilton:

**THAT the Board of Directors approves the 2024/25 Board Work Plan as set out in Report 2024 09 GC-015.**

**CARRIED**

**3. Committee Reports**

**3.1 Governance Committee**

Ms. Debbie Zimmerman provided an overview of the Governance Committee reports. It was noted that the Committee received a report on land acknowledgements, recommending that Board learning sessions be held during this Board cycle. The session would provide additional insight into the practice of land acknowledgements and propose incorporating a reflective component into the current approach.

**3.1.1 Land Acknowledgement 2024 09 GC-016**

The following motions were moved by Ms. Zimmerman and seconded by Ms. Hila Taraky:

**THAT the Board of Directors received for information the revised approach to Land Acknowledgement as set out in Report 2024 09 GC-016**

**CARRIED**

**3.2 Human Resources**

Ms. Farah Alexis provided an update on the Human Resources (HR) meeting. Ms. Alexis reported that the HR Committee received the Annual Health Safety and Wellness report, which highlighted significant progress in workplace safety and mental health initiatives.

The following motions were moved by Ms. Zimmerman and seconded by Ms. Taraky

**THAT the Board of Directors receives for information the Health, Safety & Wellness Annual Report Update as set out in Report 2024 09 – HR014.**

**CARRIED**

**3.3 Quality Committee**

Ms. Shirley Thomas-Weir provided an update on the Quality committee meeting.

### 3.3.1 Quality Monitor- Update Report– 2024 09 QC- 016

Ms. Thomas-Weir reported that the Committee reviewed the performance of the Quality Monitor. For the Quality Improvement Plan (QIP) driver metrics, 3/6 targets are currently being met. 2/6 are slightly off target. They are stable but unmet. 1/6 is below target, which is the Hand Hygiene rate. This target is moving up. Hospital Sepsis has seen a significant improvement with a mean shift down.

The following motions were moved by Ms.Thomas-Weir and seconded by Ms. Alexis:

**THAT the Board of Directors receives for information the 2024/25 July 2024 YTD Quality Monitor and related interpretations as set out in Report 2024 09 QC-016**

**CARRIED**

### 3.3.2 Patient Experience/Relations Semi-Annual Report - 2024 09 QC- 021

Ms. Thomas-Weir provided an update on the Patient Experience/Relations Semi-Annual report. Ms. Thomas-Weir advised that the Patient Experience office is obliged under the Excellence Care for All Act to respond within five business days. The total contacts in the office increased over time; 2023/24 saw an increase year over year by 33%. Going back to 2019/2021, they have increased by 51%. The complexity of concerns has also increased. Almost all concerns were resolved with 90% satisfaction. HHS exceeds the target for the percentage of concerns acknowledged within five business days.

Discussion took place regarding how comments are received by the Patient Experience office. It was suggested that it would be beneficial if the EPIC system provided a way for patients to give comments/feedback via the portal. If comments could be received by a specific department, that might increase the number of interactions. It was noted that this suggestion will be taken back to the Committee.

The following motions were moved by Ms. Thomas-Weir and seconded by Mr. Amit Kapur:

**THAT the Board of Directors receives for information an overview of patient relations/experience activity for fiscal year 2023/24, in accordance with the Excellent Care for All Act as set out in Report 2024 09 QC-021.**

**CARRIED**

## 3.4 Research & Innovation Committee

Mr. Bill Laidlaw provided an update on the Research and Innovation Committee meeting. Mr. Laidlaw advised that the Committee received presentations from the research centers TaARI and the Clinical Research Laboratory and Biobank. The Committee also received updates on the state of research funding, budget allocations, and overall performance. Ms. Anissa Hilborn, CEO of the HHS Foundation, provided a presentation outlining the foundation's vision. A significant topic of discussion at the Committee was the introduction of new research recruitment strategies at HHS. It proposed a shift to an opt-out model to increase patient participation in research.

The following motions were moved by Ms. Thomas-Weir and seconded by Mr. Kapur:

**THAT the Board of Directors receives for information the 2024 09 30 Research and Innovation reports:**

**Monitor Research & Innovation Funding, Budget and Performance- 2024 09 RIC-016  
Research VP Update – 2024 09 RIC-017  
Innovation VP Update-2024 09 RIC -018  
Policy Review: Opt –Out-2024 09 RIC-019**

**CARRIED**

### **3.5 Resource Committee**

Mr. Galaski deferred the Resource Committee update to the in-camera session.

### **3.6 Medical Advisory Committee- Board Report – June 12 and September 11, 2024**

Dr. Anthony Crocco delivered an overview of the MAC reports from June 12, 2024, and September 11, 2024. Anthony reported that there have been discussions around how the Committee talks about quality. There will be a retreat before the next MAC meeting to bring people together to discuss how we can interact with quality differently and how that will look to the Board.

Dr. Crocco reviewed that the MAC by-laws state that if anyone would like to be a guest at the MAC meetings, that can be arranged through the Chair of the MAC.

The following motion was moved by Ms. Zimmerman and seconded by Ms. Alexis:

**THAT the Board of Directors receives for information the June 12, 2024 and September 11, 2024 Board Reports.**

**CARRIED**

## **4. Motion to move in-camera**

**It was moved by Mr. Galaski and seconded by Mr. Kapur that the meeting move in-camera.**

**CARRIED**

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Mr. Keith Monroe  
Chair

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Ms. Tracey MacArthur  
Corporate Secretary