

**Hamilton Health Sciences
Board of Directors**

**OPEN SESSION
Minutes**

DATE: December 3, 2024

TIME: 4:00 to 8:00 PM

LOCATION: MUMC 1200 Main St. W Hamilton- Room 2E51

IN ATTENDANCE: Keith Monroe (Chair), Farah Alexis, Robert Galaski, Bill Laidlaw, Andrea McKinney, Jane Milanetti, Hila Taraky, Dr. Allison Sekuler, Shirley Thomas-Weir, Amit Kapur, Rasha Kisswani, Dr. Anthony Crocco, Leslie Gillies, Tracey MacArthur, Dr. Tomas VanHelder, Dr. Paul O'Byrne, Jillian Morton (Recording Secretary)

GUESTS: Donna LaForce, Aaron Levo, Dr. Tamar Packer, Dr. Bruce Squires, Amit Bansal (partial), Dev Chopra (partial), Janet Ozembloski (partial)

REGRETS: Debbie Zimmerman

Call to Order

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

Welcome and Land Acknowledgement

Ms. Jane Milanetti provided the Land Acknowledgement.

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 Approval of the Open Agenda

It was moved by Mr. Galaski and seconded by Ms. Kisswani that the Board adopt the Agenda for the open portion of the meeting as distributed.

CARRIED

1.4 Approval of the Minutes from the October 2, 2024 meeting

It was moved by Ms. Milanetti and seconded by Mr. Galaski that the minutes from the October 2, 2024 Board meeting open session be approved as distributed.

CARRIED

2. Consent Agenda

It was moved by Mr. Hamilton and seconded by Mr. Kapur that the receipt and approval by the Board of all items on the in-camera consent agenda be approved.

CARRIED

3. CEO Report

Ms. Tracey MacArthur provided the CEO report.

The CEO provided an update on HHS' major accomplishments, operational performance, and progress on key strategic initiatives.

HHS continues to be recognized as a leader in healthcare and research. Recently, the organization was named one of Canada's Top Employers for Young People and ranked among Canada's Top 10 Research Hospitals—a reflection of our commitment to fostering talent and driving innovation in healthcare.

The CEO is working closely with Ontario Health to review HHS' current funding models, ensuring they align with best practices in healthcare financing and support long-term sustainability. This includes assessing funding adequacy, exploring alternative reimbursement structures, and advocating for adjustments that reflect the complexity and volume of services provided.

In response, the Senior Leadership Team has initiated a five-year financial sustainability plan focused on transformational projects that enhance operational efficiency and long-term financial health. This plan includes a comprehensive review of service delivery models to optimize resource utilization, implementing a hiring review and limiting discretionary spending, and conducting an in-depth assessment of key corporate areas to identify sustainable cost-saving opportunities. The goal is to develop a proposed budget that aligns with this recovery strategy, ensuring financial stability while maintaining the highest standards of patient care and service excellence.

HHS is launching a strategic planning process to set the direction for the organization's future. This work will be transformational, focusing on long-term, high-impact initiatives that strengthen our

ability to deliver exceptional patient care while ensuring long-term sustainability. Through this strategic planning effort, we aim to prioritize key initiatives that align with our mission and position HHS for success in an evolving healthcare landscape.

4. Committee Reports

4.1 Governance Committee Meeting – November 19, 2024

An update was provided on the recent Governance Committee meeting.

It was reported that the Board currently consists of 14 elected/independent Directors out of a possible 15 such Directors. The members of the Board should consider whether the vacancy should be filled. In June 2025, two independent directors will be completing their third terms. This will result in three potential available independent director positions.

Ms. Farah Alexis will be competing her first 3 year term and Ms. Andrea McKinney will be completing her second 3 year term. Both will require a formal peer evaluation ahead of their re-election to a further 3 year term. Terms for all Board members was shared as part of the Board package.

Our Community Members and Patient and Family Advisors are all completing their second of 2 year terms. Shylo Elmayan-2nd of 2 year term on the Quality Committee, Leo Dias- 2nd of 2 year term on the Audit/Resource Committees. For Patient Family Advisors we have, Peter Tracz-2nd of 2 year term on the Quality Committee.

Ms. Hila Taraky was appointed to be Board champion for the HHS Scholarships of Tomorrow.

4.2 Quality Committee Meeting- November 19, 2024

An update on the recent Quality Committee meeting was provided.

It was reported that the Quality Committee reviewed the performance of the Quality Monitor. Overall performance is at or near target for 6/7 indicators.

The Committee recognized the notable progress made on hand hygiene. A detailed presentation on the strategies taken to improve hand hygiene was provided. Ms. Thomas-Weir acknowledged the award winning video that was created noting that it was very impactful.

4.3 Research and Innovation Committee Meeting- November 19, 2024

The Research & Innovation Committee completed its routine business and received several key updates.

Committee members highlighted the value of the Innovation Research Institute/Centre Profile - Performance Presentation and Education Session, noting that it provided valuable insights and enhanced their understanding of ongoing initiatives.

The meeting included a discussion on HHS' approach to clinical trials, focusing on evolving practices and identifying opportunities for growth in this area. Committee members explored ways to strengthen HHS' position in adapting to changes in the clinical trial landscape.

Additionally, the Committee received an update on the Research Strategic Plan, which will be closely aligned with HHS' broader strategic priorities. This alignment aims to enhance research impact, sustainability, and integration across the organization

4.4 Resource Committee Meeting- November 26, 2024

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

4.5 Audit Committee Meeting- November 26, 2024

An update from the recent Audit Committee meeting was received.

It was reported that the Audit Committee completed routine business including the review and approval of the Committees terms of reference and the annual workplan. The terms of reference were updated as per the Ontario Not-for-Profit Corporations Act (ONCA) requirements.

5. Medical Advisory Committee

5.1 MAC Board Report

An overview of the MAC Board report was provided.

It was highlighted that in addition to the Board receiving the October 9, 2024 and the November 13, 2024 MAC reports, Board approval is required for three of the appointments.

The first recommendation is to appoint Maxine Lewis as the City Wide Chief of the Department of Adult Psychiatry for a 5 year term.

The second recommendation is to appoint Matthew McFarling as Chief of the Department of Anesthesia for a 4 year term, not renewable; effective January 1, 2025.

The third recommendation is to appoint Alim Pardhan as Chief of the Department of Emergency Medicine for a 4 year term, as per MAC by-laws; effective January 1, 2025.

There a number of chiefs who cover regional calls at St. Joseph's hospital and at HHS. The chiefs are accountable to two MAC meetings and some work predominantly at St. Joseph's. The recommendation is that the Citywide Chiefs are able to delegate their HHS Deputy Chief as a

voting member in their absence at HHS MAC. If both are present, only one has voting privileges. This is pertaining to the HHS Deputy Chiefs in the Departments of Adult Psychiatry, Laboratory Medicine, Nuclear Medicine, Pediatrics and Physical Medicine and Rehab.

The following motion was moved by Ms. Kisswani and seconded by Mr. Hamilton:

THAT the Board of directors receives the October and November MAC reports and approve the leadership positions as presented within.

AND THAT the Board of Directors approve that Citywide Chiefs are able to delegate their HHS Deputy Chief as a voting member in their absence at HHS MAC. If both are present, only one has voting privileges. This is pertaining to the HHS Deputy Chiefs in the Departments of Adult Psychiatry, Laboratory Medicine, Nuclear Medicine, Pediatrics and Physical Medicine and Rehab.

CARRIED

6. Motion to move in-camera

It was moved by Ms. McKinney and seconded by Ms. Taraky that the meeting move in-camera

CARRIED

Keith Monroe
Chair

Tracey MacArthur
Corporate Secretary