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Briefing Note

Topic of Report:	CEO Update	For Decision
Submitted to:	KHSC Board of Directors	For Discussion X
Submitted by:	Dr. David R. Pichora, President and CEO	For Information
Date submitted:	October 19, 2021	

Background

This note provides an update on activities at the HDH and KGH sites that relate to our mission and annual corporate plan since my written report was provided at the June Board meeting and subsequent verbal update provided at our August 25, 2021 meeting. As always, I welcome feedback and suggestions in terms of content and focus for these regular updates.

Current State

1. KHSC Organizational Updates

- Executive Director Appointments – Clinical Portfolio

Following the organizational charges shared with the Board in early September, Mike McDonald has now announced the appointment of Interim Executive Directors in the patient care portfolio and I am very pleased to share this additional information with members of the Board. Christine Wilkinson has accepted this appointment and will have oversight accountability for cardiac, critical care and perioperative services. Tom Hart has agreed to take on a similar role having accountability for medicine, professional practice, emergency services, KHSC@Home, transitional care unit and the KHSC Union Street site. As previously announced, Brenda Carter will be accountable for the women and children's program, renal, cancer, mental health and addictions, community programs, KidsInclusive, Ininew Patient Services and central ambulance communication centre.

As well, KHSC will be working with Promeus Executive Search services to support our search for an Executive Vice President and Chief Nursing Executive as Mike McDonald's prepares for his well deserved retirement in the new year.

- Director, Workforce Planning & Utilization for KHSC and Providence Care

KHSC welcomed Alan Archer to his new role on September 20. Alan brings with him over 25 years of professional and managerial experience in both the private and public sectors, including most recently at Winchester District Memorial Hospital where he held accountabilities related to recruitment, retention, and credentialing, and has experience with labour management, change management, information technology and health and safety. Alan holds a Masters of Business Administration, coupled with his education in Mechanical Engineering Technology, project management and having earned a green belt in Lean Six Sigma.



Hôpital
Hotel Dieu
Hospital



Hôpital Général de
Kingston General
Hospital

- Director, KidsInclusive

Margaret van Beers will be leaving KHSC in December 2021. Margaret has worked at KHSC/HDH for over 20 years, the last 8 of which she was Director of KidsInclusive (KI). KI is the largest hospital based children's treatment centre in Ontario and receives most of its funding from the Ministry of Children, Community and Social Services (MCCSS) and delivers its mandate through strong partnerships in multiple sectors. Margaret is a recognized leader in this arena, frequently called on for her knowledge, vision and experience to shape provincial initiatives and influence directions. Every step of the way, Margaret has ensured all efforts are guided by the voice of children and families and has made improving the family experience her mission. Recruitment for this position is now underway.

- Director, Professional Practice

Leanne Wakelin has decided to retire from KHSC after 37 years of service. During Leanne's tenure she has been a passionate advocate for patients, clinical practice and education in roles as a registered nurse, administrative coordinator, clinical educator, clinical nurse specialist, advanced practice nurse, nurse practitioner and as Director of Professional Practice. As Leanne prepares for her last date in November, all at KHSC wish her all the very best in retirement. A transition plan is underway.

2. KHSC Virtual Open Forum – October 21

Please join us for the next KHSC virtual open forum being held on October 21 at 1200 noon. Joining me will be Dr. Gerald Evans and members of the infection control team to discuss KHSC's post-COVID planning and variant updates. A calendar invitation to join has been extended to the KHSC Board, Hotel Dieu Board and KGH Board. Watch for the link to the live event which will be sent to members that morning.

3. United Way Workplace Campaign Kick-Off

Nicholas Axas, Christine Maloney, Mike McDonald, Kimberley Miller and Sarah Moore-Vasram are leading this year's United Way Workplace Campaign which launched on October 4. Last year KHSC raised over \$64K and I am confident we will break this amount. I encourage all to consider supporting our local United Way – just a click away: <https://www.unitedwaykfla.ca/>

4. Queen's Homecoming

Once again, KHSC worked with a variety of partners in preparing for unsanctioned Homecoming events. Mike McDonald coordinated our efforts to ensure that patients were well cared for and staff across the two sites were supported. Of course, our greatest worry going into the weekend was the fact that the KGH site continues to experience high levels of acuity and occupancy. Unfortunately, we have learned that additional unsanctioned parties are anticipated for the weekend of October 23/24th and so a second strategy is in place to prepare for any increased volumes in our ED as a result that weekend too.

5. KGH & HDH Sites Flooding

As we prepared to respond to clinical needs resulting from unsanctioned Queen's Homecoming events this past Saturday, a deluge of rain caused flooding in several areas at both our HDH and KGH sites. As always, staff responded immediately preventing what could have been much more significant damage. This past weekend serves as yet another example of how teams at KHSC work together to just "do what needs to be done".

6. KHSC Partnering with the Street Health Centre

Kingston Health Sciences Centre (KHSC) has partnered with the Street Health Centre (SHC) and the University Hospitals Kingston Foundation (UHKF) to bring innovative ultrasound services where it is needed most for vulnerable populations in Kingston. SHC provides care to vulnerable populations by operating low-threshold, barrier-free access to primary care and addiction services for those who are homeless or precariously housed, may have been incarcerated, and may be affected by or at risk of acquiring Hepatitis C. SHC's Hepatitis C program is one of 20 provincially funded teams in Ontario providing access to education, testing and treatment for individuals who have difficulty accessing mainstream healthcare services. KHSC partnered with the Street Health Centre to deliver the ultrasound imaging at its Barrack Street site rather than at the hospital. This innovative collaboration will bring care to the patient's location for the best outcome and best use of resources.

As part of the Kingston Community Health Centre, the Street Health Centre is open 365 days a year to deliver health services through a wrap-around care model for people who face barriers accessing mainstream health services. SHC began as a needle exchange program in 1992 and has evolved into a multi-service model providing health, disease prevention, primary care, and treatment services.

7. Trillium Gift of Life Virtual Special Event

Outside the spiritual centre in the Kidd 2 hallway of the Kingston General Hospital site, there is a special glass wall that changes a little every year. Known as the Organ and Tissue Donor Memorial Wall, it recognizes those who pursued the opportunity to give others the gift of life through organ and or tissue donation. Twice a year the Critical Care team hosts an intimate event where the friends and families of donors are invited to return to the hospital to place the name of their loved one onto the memorial. This year the event, held on October 7, looked a little different as it was adjusted to a virtual one to be as inclusive as possible during a time where COVID restrictions are in place.

8. New Ontario Health Teams Announced in September

In mid-September, the government announced eight additional Ontario Health Teams bringing the total number to 50 OHTs representing 92% of the province's population. New teams in our catchment area include the Hastings Prince Edward OHT; the Upper Canada, Cornwall and Area OHT. In the most recent press release, the government has also confirmed that it will be providing each new team up to \$1.1M in one-time funding over the 2021-22 and 2022-23 fiscal years. The funding can be used to support the ongoing pandemic response, coordinate programs that strengthen health system capacity by linking hospitals, primary care, home care and community services.

9. FLA-OHT www.flaoht.ca

The FLA-OHT is hosting and profiling a number of upcoming events on their website. On Wednesday, October 20 and Wednesday, November 24, Queen's Health Sciences Continuing Professional Development, in partnership with Drs. Justyna Nowak and Leonie Herx will be hosting a new on-line series for primary care providers interested in palliative care. Patients with palliative care needs are underserved in FLA region with some of the higher rates of ED visits and acute care admissions. On Thursday, October 21, The Indigenous Primary Health Care Council will be presenting an interactive webinar for Ontario Health Teams on building inclusive and reciprocal relationships with Indigenous organizations and communities.

10. KFL&A Medical Officer of Health Appointment

Dr. Piotr Oglaza will serve as the new Medical Officer of Health for the KFL&A region. Dr. Oglaza is well known to our region having served as the Medical Officer of Health at Hastings Prince Edward Public Health. Prior to these appointments, he served as a rural family physician in Verona and Sharbot Lake as well as a public health inspector in the southeast region. Dr. Oglaza is a public health and preventive medicine specialist. Dr. Hugh Guan has been Acting Medical Officer of Health recently.

11. Ontario Lifting Capacity Limits in Select Settings

On October 8, 2021, the Chief Medical Officer of Health confirmed that the province is cautiously lifting capacity limits in select indoor and outdoor settings where proof of vaccination is required. Effective October 9, 2021, capacity limits are now 100% in the following settings: concert venues, theatres and cinemas; spectator areas of facilities for sports and recreational fitness; meeting and event spaces with indoor meeting and event spaces having to limit capacity to the number that can maintain physical distancing. KHSC continues with its cautious approach to ensure we limit potential for exposures within KHSC.

12. COVID-19 Vaccine Certificates with QR Code

The Ontario government is making the enhanced vaccine certificate with official QR code and the free, made-in Ontario verification app, Verify Ontario, available for download. Together, these tools will make it easier, more secure and convenient for individuals to provide proof of vaccination where required to do so, and for businesses and organizations to verify vaccine certificates while protecting people's privacy. If you have not downloaded your code, Board members can obtain their certificate and a QR code at: [click here](#).

13. Visitors Required to Show Proof of Full COVID-19 Vaccination

As of October 22, KHSC will require all individuals visiting inpatients to show proof of COVID-19 vaccination. Registered family visitors will be asked to show proof of full vaccination along with photo ID, similar what is already required to access venues such as restaurants and theatres. We anticipate that exemptions to this policy will be rare, but may be made in situations such as life-threatening emergencies where family presence without delay is absolutely vital for the patient, family partner and care team. Any exemption will be reviewed on a case-by-case basis. As well, additional planning is underway to address situations where an essential care partner is unvaccinated (e.g. partner of a woman in labour; parent of an admitted child) is unvaccinated. Please also be reminded that registered family members must clean their hands and wear masks at all times - even at the bedside. Visitors may not eat or drink in a patient's room.

14. Patient Ombudsman Releases Second COVID-19 Special Report

Ontario's Patient Ombudsman has released a special report [Honouring Voices and Experiences - Reflections from Waves 2 and 3 of the Pandemic](#). The report provides an overview of the complaints the Patient Ombudsman's Office has heard related to COVID-19 from July 2020 through to the end of April 2021. The report provides insights into Home and Community Care during the pandemic as well as providing a breakdown of the most frequent complaints about hospitals.

15. Queen's Faculty of Health Sciences Launches New Strategic Plan

Queen's Health Sciences has launched its new strategic plan, Radical Collaboration. The plan is anchored in five strategic priorities that champion collaboration across the faculty: interdisciplinary research, integrated health sciences education, clinical impact in the community and beyond, a commitment to equity, diversity, inclusion, Indigeneity, and accessibility, and thriving people and nurturing culture: <https://www.queensu.ca/gazette/stories/fostering-radical-collaboration>

16. Four Health Leaders Named to Canadian Academy of Health Sciences

Queen's University administrators and researchers — Jane Philpott, Kieran Moore, Doug Munoz, and John Muscedere — have been elected to the Canadian Academy of Health Sciences (CAHS) Fellowship, one of Canada's premier academic honours. As world-renowned researchers and leaders in health, the new Queen's Fellows have been awarded this distinction for their innovative research, leading roles in public health initiatives, and extensive experience in the public health sector. In this work, all have focused on bettering the lives of Canada's disadvantaged populations through scientific research and the improvement of our nation's health care systems. The new Fellows will join the ranks of other Queen's CAHS members, including Janet Dancey, Marcia Finlayson, Graeme Smith, Michael Green, Robert Ross, Anne Croy, Susan Cole, Roger Deeley, Stephen Archer, Jacalyn Duffin, John Rudan, Chris Simpson, Elizabeth Eisenhauer, and others.

17. St. Lawrence College – Stand Alone Four-Year Bachelor of Science Nursing Degree

St. Lawrence College has received approval from the Ministry of Training Colleges and Universities and the College of Nurses of Ontario to begin a stand-alone Bachelor of Science in Nursing Program. The college will welcome the first cohort of new nursing students this year. The Ontario government recently announced \$35M investment to increase enrolment in nursing education programs in publicly assisted colleges and universities across the province. Through this investment, SLC will receive up to \$877K to help increase enrollment in nursing education programs supporting the training of 48 additional practical nursing students and 48 additional Bachelor of Nursing students. This is great news – our next task is to encourage grads to join KHSC on graduation!

18. Updates from Our Hospital Partners

• Brockville General Hospital www.brockvillegeneral.ca

MPP Steve Clark joined BGH Board Chair Michael Adamcryck and CEO Nick Vlacholias to announce the government's \$25.6M investment to address BGH's accumulated debt. In 2016, BGH was appointed a provincial supervisor by the Province to review BGH's financial challenges. The final report included a series of recommendations to help address the Hospital's working capital. Nick Vlacholias has indicated the funds will be used to pay off debt, stabilize hospital finances, and make investments in healthcare workers and hospital services.

In other news, Dr. Andrew Hamilton joined BGH in early July as the new Chief of Staff. Prior to this appointment, Dr. Hamilton served as Chair of Cardiac Surgery at KHSC and as Deputy Chief of Surgery.



- **Perth Smiths Falls District Hospital www.psfhdh.on.ca**

MPP Steve Clark joined BGH Board Chair Gardner Church and Interim CEO Nancy Shaw to announce the government's \$7.1M investment to address Perth Smiths Falls District Hospital's accumulated debt.

The Board has announced the appointment of Michael Cohen as the new President and CEO effective November 2. Prior to this appointment, Mr. Cohen served as the President and CEO of the Glengarry Memorial Hospital in Alexandria, Ontario. He has also held a number of senior positions at the Queensway Carleton Hospital.

- **Quinte Healthcare Corporation www.qhc.on.ca**

This fall, Quinte Health Care is embarking on a journey to re-imagine the future of QHC and input into their strategic planning process is underway. I have been invited to participate in the process and on November 1 will be speaking with the consultants who have been retained to gather input.

- **Providence Care's new Transitional Care Centre Now Open www.providencecare.ca**

Providence Care has partnered with Queen's Department of Family Medicine and the Southeastern Ontario Academic Medical Organization for 24/7 physician coverage to support patients in the new centre. The new centre will accept referrals from acute care hospitals, emergency departments, family doctors and home and community care agencies. Once a patient is admitted, they will work with an interprofessional team to create an individualized care plan focusing on a patient's goals. Patients will be admitted gradually to the first 30-bed unit over the coming weeks and the second 34-bed unit will open at a later date contingent on staffing.

19. Legislative Updates

On October 19, 2021, the Ontario government will proclaim the Ontario *Not-for-Profit Corporations Act, 2010*. The ONCA received royal assent on October 25, 2010 with amendments in 2017 and 2021. Relevant for hospitals, this Act will, among other things, clarify the rules of governance and simplify the incorporation process for not-for-profit corporations incorporated in Ontario. Not-for-Profits will have a three year transition period to review and amend governing documents to conform to the new Act. KHSC has reached out to Nick Pasquino at BLG to seek further advice on how this will affect key corporate documents. Management will work with the Governance Committee of the Board going forward as information becomes available.

20. Mission Moments

HDH and KGH Legacies - Article 4 of the Operating Agreement between the RHSJ Hotel Dieu, Kingston General, and the Kingston Health Sciences Centre Board requires KHSC to: *recognize and respect the unique histories and traditions of HDH and KGH by ensuring the HDH Campus and KGH Campus continue to operate in a manner consistent with their respective histories, traditions, missions and values, by adopting separate campus-specific mission statements."*

To learn more about this history, please take a few minutes and visit [HDH Legacy](#) and [KGH Legacy](#).

Catholic Health International Volunteer Award was given out in October to staff member Brittany Marshall in the Child and Youth Mental Health Program. Here is how Elizabeth described why we chose to put Brittany's name forward to CHI:

"Each year, we are invited to submit nominees to Catholic Health International for the CHI Volunteer Award. These awards are annually given to people who demonstrate a spirit of volunteerism and mission passion within and about the CHI facilities, including Hotel Dieu. At Hotel Dieu, past winners include Michael Hickey (former Board Chair) and Carol Hazell (St. Joseph's School of Nursing Alumna and former Volunteer Services President).

This year, Neil and I spoke about nominating Brittany Marshall for the many ways that she has embodied the Hotel Dieu spirit through her volunteerism on the M&V committee, within her program, and for the 175th anniversary celebrations."

HDH Mission Awards honour of past and present Religious Hospitallers of Saint Joseph (RHSJ), the Hotel Dieu Hospital Mission Awards honour the Venerable Jeanne Mance and Venerable Jérôme Le Royer. The group and individual who receive these distinguished awards are recognized for embodying the legacy Hotel Dieu Hospital Mission and Values.

Nominations will highlight how the nominees exemplify the spirit and qualities of the honoured Religious Hospitaller, as well as how they live the HDH Mission and Values. All nominations will be reviewed by a selection committee based on information provided within the nomination form. I look forward to attending this year's event slated for November 4.

Remembrance Day - consistent with our policy to honour Remembrance Day, Spiritual Health will coordinate a reading and moment of silence at both HDH and KGH sites on November 11th through the overhead paging system. The Canada flags are also lowered that morning.

Christmas/Holiday Events: Planning is underway for Christmas and holiday events across the sites. With input from the Infection Control team, KHSC will proceed with COVID-safe activities (e.g. Christmas tree lighting at HDH site on December 8th at 2:30pm; sprinkle some joy as alternatives to the Holiday Open House at KGH site and Christmas tea at HDH site). The sock/mitt/hat drive will be undertaken by staff to collect warm items for the needy in November, with distribution to the UCC/ED, Detox, Social Work group, and St. Mary's Parish hall in December. An internal KHSC-only coat drive will also be undertaken, with all collected coats distributed through the St. Mary's Parish Hall again this year.

Sharing the **September CEO Message** to all staff, physicians and volunteers at KHSC -

Keep on fighting the good fight.

September has rolled around again, typically a time of new starts fueled by a re-energizing summer break. I hope that positive outlook holds true for everyone but recognize that it may sound too rosy as we stare down a fourth wave of a virus that just keeps turning our home and work lives upside down.

For now, COVID-19 is not taking a vacation, and that has left you tired, stressed and, in many cases, without any rejuvenating break this summer.



We also know that things are difficult right now with staff shortage in so many areas. This same pressure is being experienced at every hospital in Ontario—there just are not enough health care professionals to meet our collective needs at the moment. Our People Services team is pulling out all the stops to support recruitment, and we are working with government and the Ontario Hospital Association to address what is a system-wide pressure.

But here's the thing: you are the pride of this community.

Your knuckle-down approach to the pandemic has been universally praised by patients, families and all those who are grateful you will be here when they need you. That praise has been echoed by our regional health care partners and government.

Our patients and families describe you as amazing, incredible, helpful and kind. "Even in hard times, your staff was so professional and positive...everyone was calm and kind," read a recent social media post, while another emphasized that the community "couldn't have asked for a better health care team over the last 18 months" and urged KHSC to "keep on fighting the good fight."

Another gentleman wrote asking us to make sure we thanked "each one of your staff for what they do every day. They work long hours, away from loved ones. I can only imagine how hard each nurse, doctor, cleaner, admin, pastoral care, lab technician and other staff is working to ensure everyone is safe."

You deserve each and every accolade. In the clinics, Emergency Department, ICU, elevators or screening stations I see staff greeting each other warmly and caring for patients and families expertly. Our frontline teams have seen the worst of COVID-19 and know how dangerous the virus can be. Still, those teams, along with everyone else across KHSC, just keep digging deep to protect our patients and all those who care for them.

The pandemic has pulled all of us at KHSC together with a shared calling to serve and protect the health of our patients, community and region, our families and each other. It has tested our commitment and resilience but we are meeting that challenge every day and we will continue working hard to put this behind us and be better prepared for the future.

Keep on fighting the good fight.

21. Q1 Media Report

The Q1 media report is appended to my report.

Respectfully submitted,



David R. Pichora
President and CEO