

## BOARD OF DIRECTORS – OPEN MEETING – VIDEOCONFERENCE CALL

Date: Monday, June 21, 2021  
 Time: 1500 – 1800 hours – Regular KHSC Board Meeting  
 1800 – 1810 hours – Annual General Meeting of the Corporation  
 1810 – 1825 hours – Special KHSC Board Meeting  
 Zoom Link: <https://kingstonhsc-ca.zoom.us/j/94232665944>

Start	Time	Item	Topic	Lead	Purpose	Attachment
<b>1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT AGENDA ITEMS &amp; APPROVAL OF AGENDA</b>						
1500	5 min	1.1	Call to Order, Confirmation of Quorum, Conflict of Interest Declarations	O'Toole	Inform	Verbal
		1.2	Consent Agenda Items a) Approval of Minutes: May 10, 2021 b) BPSAA Compliance Report Attestation c) KHSC People Report	O'Toole	Decision	Draft agenda
		1.3	Approval of Open Agenda	O'Toole	Decision	Draft minutes
<b>2.0 PRESENTATIONS</b>						
<b>2.0 KEY DECISIONS</b>						
1505	5 min	2.1	Approval of the Audited Financial Statements & Management Discussion & Analysis Report	Thesberg	Decision	Briefing note + draft financials
1510	5 min	2.2	Appointment of the Auditors for Fiscal 2020-21	Vollebregt	Decision	Briefing note
<b>3.0 PATIENT &amp; FAMILY CENTRED CARE – GENERATIVE DISCUSSION</b>						
1515	30 min	3.0	COVID-19 Recovery: Ethical & Planning Considerations	McCullough/ Carter	Discuss	Briefing note
<b>4.0 REPORTING &amp; UPDATES</b>						
1545	10 min	4.1	KHSC President & CEO + External Environment Update	Pichora	Discuss	Written report
1555	15 min	4.2	COVID-19 Update – Pandemic Planning for KHSC	Pichora/Bardon Carter/Fitzpatrick	Discuss	Presentation @ mtg
1610	5 min	4.3	Medical Advisory Committee/Chief of Staff Report – May & June MAC meetings	Fitzpatrick	Discuss	Written report
1615	5 min	4.4	UHKF President and CEO Update	Zsolnay	Discuss	Written report
1620	5 min	4.5	KHSC Accreditation 2022 Update – Governance Survey Results & Next Steps	Hunter/Carter	Decision	Briefing note
1625	10 min	4.6	KHSC Performance Reporting Fiscal 2021: Q4	Bardon	Discuss	Briefing note + Q4 reports Presentation @ meeting

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Start	Time	Item	Topic	Lead	Purpose	Attachment
<b>5.0 BOARD COMMITTEE REPORTING</b>						
1635	5 min	5.1	Patient Care & Quality Committee • Program: Virtual Care	McCullough	Inform	Verbal / BN & Presentation
1640	5 min	5.2	Governance Committee	Hunter	Inform	Verbal
1645	5 min	5.3	People, Finance & Audit Committee	Thesberg	Inform	Verbal
<b>6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting)</b>						
1650	5 min	6.1	Motion to Move In-Camera	O'Toole	Inform	Verbal
<b>10.0 REPORT ON IN-CAMERA MATTERS</b>						
1750	5 min	10.1	Motion to Report on Decisions Approved In-Camera	O'Toole	Inform	Verbal
		10.2	Date of Next Meeting & Termination			
<b>11.0 OPEN FORUM</b>						
Opportunity for directors to reflect on how patients, families and the community were considered in today's discussions						
<b>12.0 IN-CAMERA ELECTED MEMBERS SESSION &amp; CEO ONLY</b>						
<b>13.0 IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT</b>						

## BOARD OF DIRECTORS OPEN MEETING: JUNE 21, 2021

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held by video-conference on Monday, June 21, 2021 from 1500 to 1845 hours. The Board Chair and Secretary determined, in advance of the meeting, that it was important to hold the meeting by videoconference in light of the government's directives for self-isolation and social distancing in response to the COVID-19 pandemic. The following are the open minutes.

Elected Members Present (voting): Alan Cosford, Mélanie-Josée Davidson, Anne Desgagnés, Brenda Hunter, Michele Lawford, Emily Leslie, Sherri McCullough (Chair), David O'Toole, David Pattenden, Axel Thesberg, and Glenn Vollebregt.

Ex-officio Members Present (voting): Dr. John Leverette and Dr. Jane Philpott.

Ex-officio Members Present (non-voting): Dr. Mike Fitzpatrick, Mike McDonald, Dr. David Pichora and Dr. Sonal Varma.

Regrets: Sandy Wilson.

Guests: Lori Huber, Auditing Partner, KPMG

Staff: Rhonda Abson (Recording Secretary), Amit Bansal, Elizabeth Bardon, Sandra Carlton, Brenda Carter, Val Gamache-O'Leary, Renate Ilse, Steve Smith, Krista Wells Pearce and Tom Zsolnay.

### 1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT & AGENDA APPROVALS

#### 1.1 Call to Order, Confirmation of Quorum, Conflict of Interest Declarations

In advance of the meeting, Chair David O'Toole reached out to the Secretary, David Pichora, to confirm that Sherri McCullough would Chair the June 21, 2021 KHSC Board meeting due to a calendar conflict. Sherri McCullough called the meeting to order and confirmed that all board members participating by video-conference and phone were able to hear the proceedings. The Chair welcomed and introduced Lori Huber, Auditing Partner with KPMG who was joining the meeting to support discussion during the presentation of the draft financial statements.

The Secretary confirmed quorum and invited declarations of conflict. Axel Thesberg declared a conflict of interest relating to agenda item #2.2 on the open agenda and his affiliation with KPMG as a retired partner from the firm; Glenn Vollebregt agreed to bring forward the recommendation from the People, Finance and Audit Committee regarding the appointment of the auditors.

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As outlined in the Notice, the KHSC Board and executive team will be meeting on Wednesday, September 8, 2021 at 1600 hours for an orientation and education session. Board committee meetings are scheduled for Monday, September 27, 2021. Sherri McCullough noted that, while the next regular KHSC Board meeting is scheduled for Monday, October 25, 2021 at 1600 hours, there may be a need to bring members together in July or August.

The Chair extended his appreciation to Dr. Jane Philpott for the invitation to the KHSC Board and Executive team to participate in the strategic planning exercise that is underway in the Faculty of Health Sciences and Southeastern Ontario Academic Medical Organization.

## 1.2 Approval of Consent Agenda

Agenda materials were provided on Tuesday, June 15, 2021. The following items were provided as part of the consent agenda:

- Approval of Minutes: May 10, 2021
- Broader Public Sector Accountability Act Compliance Report Attestation
- KHSC People Report

Moved by Alan Cosford, seconded by Brenda Hunter:

THAT the consent agenda be approved as circulated.

CARRIED

## 1.3 Approval of Open Agenda

Moved by Dr. John Leverette, seconded by Alan Cosford:

THAT the agenda be approved as circulated.

CARRIED

The Chair advised members that the Canadian Union of Public Employees had expressed an interest in presenting at an upcoming Board meeting. The Secretary extended an invitation to attend today's meeting but the date was not convenient for the presenter.

## 2.0 KEY DECISIONS

### 2.1 Approval of the Audited Financial Statements & Management Discussion & Analysis Report

The draft audited financial statements for the period ending March 31, 2021, were pre-circulated along with the management discussion and analysis report. Axel Thesberg, Chair of the People, Finance and Audit Committee, confirmed that the draft statements were presented at the May 31, 2021 committee meeting along

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with a copy of the audit findings report. Due to COVID-19 restrictions, completing this year's audit "remotely" presented a unique set of challenges but the KHSC financial services team and auditors were able to complete the audit in a timely manner. As part of the annual process, Axel Thesberg confirmed that elected members of the People, Finance and Audit Committee met with the auditors without management present and are recommending approval of the draft statements. Lori Huber confirmed an unqualified audit report for the year ending March 31, 2021, and recognized the support provided by the KHSC financial services group. She added that the KPMG team did not identify any significant concerns during the audit process. Axel Thesberg and David Pichora recognized Chief Financial Officer Amit Bansal and his team for their support and commitment in meeting the deadlines in the preparation of the statements and management discussion and analysis report.

Moved by Axel Thesberg, seconded by David Pattenden:

THAT, as recommended by the People, Finance and Audit Committee, the draft audited financial statements and accompanying notes to the statements and the related unaudited management discussion and analysis report for the year ended March 31, 2020 be approved.

CARRIED

Lori Huber departed the meeting at 1515 hours and David O'Toole joined the meeting.

## 2.2 Appointment of the Auditors for Fiscal 2022

Glenn Vollebregt, a member of the People, Finance and Audit Committee, drew attention to the recommendation for the continuing appointment of KPMG. As outlined in the briefing note, KHSC will be extending the current contract with KPMG for an additional two years to provide management time to work with 3SO to undertake a request for proposal for external audit services that would commence in Fiscal 2024.

Moved by Glenn Vollebregt, seconded by Emily Leslie:

THAT, as recommended by the People, Finance and Audit Committee, the Board endorses the recommendation for the reappointment of KPMG as the Hospital's auditors for Fiscal 2022.

CARRIED

Abstained: Axel Thesberg

## 3.0 PATIENT & FAMILY CENTRED CARE – GENERATIVE DISCUSSION

### 3.1 COVID-19 Recovery: Ethical & Planning Considerations

Sherri McCullough drew attention to the briefing note outlining a proposed approach to the type of information prepared by management to support the Board in its governing role. At the May Patient Care and Quality

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Committee meeting, members reflected on the committee's important governance role in patient safety and quality. Members were asked to reflect on the type of information received; how the committee uses this information to assure itself and the Board about quality issues; and to contemplate whether the briefing materials provided on the COVID-19 recovery planning considerations helped to guide and support generative discussion. As Chair of the Patient Care and Quality Committee, Sherri McCullough provided highlights from the committee's discussion which focused on some of the obstacles management faces in ramping up care.

Brenda Carter, Chief of Quality and Clinical Transformation and executive support to the Patient Care and Quality Committee, explained that the intent of the approach presented in the briefing note at the May meeting was a way to focus on key governance accountabilities in quality and safety. David Pichora added that a similar approach could be considered by the other board committees.

Discussion focused on KHSC's ability to ramp up service on a system-wide basis and the need for such planning on a regional basis. Ontario Health plays an important role in creating the necessary tables for such discussions to take place. David Pichora confirmed that work is already underway to support decision-making at the local level. Ensuring the right level of detail is provided in the briefing materials will be important. While the Patient Care and Quality Committee discussed the implications on quality and safety, using the same topic at the People, Finance and Audit Committee would focus on the staff and financial implications associated with ramping up service and the Governance Committee could discuss the impact on stakeholder/partner relationships and KHSC's reputation. Ensuring that conversations remain at the governing level is important and something that management needs to carefully consider as Board materials are prepared. Engaging committee members to reflect on the top risks and sharpen the focus in terms of governance oversight accountabilities.

## 4.0 REPORTING & UPDATES

### 4.1 KHSC President & CEO and External Environment Update

The written report of the President and CEO was circulated in advance of the meeting. The report provided an update on Ontario Health activities and outlined a number of key government leader announcements.

Discussion focused on the role of public health in the Ontario Health Team structure. It is recognized that OHTs will need to establish and develop a number of key stakeholder partnerships including public health, family health teams, hospital partners, community agencies, and others. David Pichora confirmed that he recently met with CEO Matt Anderson and Dr. Chris Simpson, Executive Vice President Medical, Ontario Health to discuss system recovery and OHT work. The CEO report included an overview of the OHT leadership workshops on collaborative governance as well as an update on ongoing discussions with the Southeastern Ontario Academic Medical Organization and specialists' roles in the OHT structure.

David Pichora drew attention to the update on the Porcupine Public Health Unit and the recent state of emergency that has been declared in the Weeneebayko/James Bay region. KHSC leaders continue to work closely with health providers in the region to support the transfer of COVID patients to Kingston. Discussion

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focused on the recent Catholic Health Alliance of Canada statement on the children's remains found at a former residential school location and how KHSC has responded and supported indigenous patient populations appreciating the KHSC's Board oversight responsibility of a Catholic health care site. David Pichora and Jane Philpott provided an overview of the current long-standing relationship that exists between KHSC/Queen's Faculty of Health Sciences and the Weeneebayko/coastal communities region of James Bay.

The CEO noted that the results from the recent KHSC employee and physician survey are expected in the coming weeks and McLean & Company will be providing their analysis of the information to the executive team over the summer. Two upcoming staff events are the KHSC Team Awards taking place on June 23, 2021 at noon and the next virtual staff forum will be held on June 24, 2021 at noon. Videoconference links will be provided to the KHSC Board to join. The Canadian Union of Public Employees and the Service Employees International Union will be holding Days of Action between June 14 and 21 focusing on compensation restraint that has been enacted under Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act, 2019*.

#### 4.2 Medical Advisory Committee/COS Report – May and June Meetings

The written report of the Chief of Staff and Chair of the Medical Advisory Committee was pre-circulated in the agenda package. Reports and presentations from the Patient Records Committee, the Annual Report of the Infection Prevention and Control Committee, the Utilization Committee, an update on Accreditation, COVID-19, and from the FLA-OHT were presented and discussed at recent MAC meetings. The MAC continues to receive regular briefings on the Regional Health Information System as well as from the Medical Staff Association.

Dr. Mike Fitzpatrick shared an overview of a recent technical/printing error that resulted in a number of primary care physicians not receiving reports in a timely manner. The error/process was immediately corrected and work is underway to review all the reports and continued communication with primary care providers and their patients.

At the conclusion of the report to the Board, members reflected on the tragic event that occurred in London, Ontario on June 6 and the overwhelming loss that Dr. Omar Islam and his family are experiencing.

#### 4.3 COVID-19 Pandemic Planning Update for KHSC

Elizabeth Bardon, Vice President Mission & Strategy Integration and Support Services, delivered the update on COVID-19. The first section of the presentation focused on the Emergency Orders issued and rescinded by government from April 9 to June 2, 2021.

Current COVID-19 case counts for KFL&A, Hastings Prince Edward, and Lanark, Leeds and Grenville were highlighted. KHSC COVID-19 patient volumes were also shared including an overview of patient transfers information. On May 19, 2021, the Chief Medical Officer of Health rescinded Directive #2 to allow for the gradual resumption of surgeries and ambulatory care. KHSC continues to experience high occupancy

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pressures and management feels that recovery will take at least a year to address backlog cases. KHSC will continue to work with regional partners to share in the backlog caseload.

The Alternate Health Facility on Union Street is now complete, fully equipped and some staff have now been hired but are presently working at the KGH site. Post pandemic, the leadership team will assess the space for potential future use to assist with clinical ramp up and backlog activity only if funding is available. At the HDH site, Johnson 3 (J3) continues to be used to off-load KGH overflow. Lower acuity surgery being consolidated in the Extended Post Anesthesia Care Unit (EPACU). The long-term use of J3 will require investments in fire and life safety upgrades and the Planning Office is working closely with the Fire Department to complete an analysis of what will be required.

Screening volumes remain high with an average of 500 swabs per day and lab screening at 1,000 daily tests. No issues with the supply chain and, in partnership with KFLA Public Health, vaccination roll out continues and KHSC has now delivered in excess of 25,000 vaccines. KHSC continues to support the Hub and Spoke Framework and Mobile Enhancement and Support Teams.

The Stay at Home Order issued in April prompted additional restrictions to the family presence policy. Elizabeth Bardon confirmed that daily family presence continues to be in place for highly vulnerable patients. The lifting of the Stay at Home Order in May allowed for the resumption of more family visits again as of June 3. In terms of patient feedback, the majority of concerns and inquiries relate to visitor restrictions, policy clarification, and communication. Management continues to monitor patient concerns, particularly in the area of delayed care concerns, and a process is in place to track patient safety incidents related to COVID-19.

The "People" update of the presentation provided members with an update on respirator fit testing, contact tracing activity and confirmed that, to-date, KHSC has had zero work-related COVID-19 cases. Discussion focused briefly on the overall impact of virtual care.

#### 4.4 UHKF President and CEO Update

The written report of UHKF President and CEO was distributed with the agenda materials and provided members with a detailed overview for Fiscal 2020-21 showing that UHKF has had another very successful year having exceeded budget in all major categories. The report provided members with an overview of each fundraising program and associated initiatives as well as information about the Foundation's community events. UHKF launched its 50/50 draw on May 31, 2021 and response has been favourable. Social media, web analytics, and on-line donation information was highlighted in the report.

#### 4.5 KHSC Accreditation 2022 Update – Governance Survey Results and Next Steps

Brenda Hunter, Chair of the Governance Committee, drew attention to the recent results from the Governance Functioning Tool and the Governance Standards Self Assessment Survey recently completed by the Board. In terms of next steps, the Chair/Vice Chair and Committee Chairs will be holding their annual planning session in

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early August where draft committee work plans will be discussed. Survey results will be taken into consideration and work plan deliverables will ensure that the yellow flagged areas are addressed. Brenda Hunter confirmed that the Governance Committee is already working on a plan to support board and individual member effectiveness. Brenda Carter, Chief of Quality and Clinical Transformation, added that the Board will be invited to participate in a mock tracer early in 2022. All Board members will participate in the surveyor interview and calendar dates will be provided as soon as they are available.

#### 4.6 KHSC Performance Reporting Fiscal 2021: Q4

In advance of the meeting, Board members received KHSC's Q4 Strategy Performance Indicators Report (SPR) and Service Accountability Agreement Performance Report. Elizabeth Bardon, Vice President Mission & Strategy Integration and Support Services presented the Q4 slide deck and highlighted the Board's accountabilities under the Accreditation Standards, Bylaws and board policy.

Overall progress at Q4 confirms 14 of 15 (93%) of KHSC's strategy targets are on track and 2 of 2 (100%) of the Quality Improvement Plan targets. Biggest identified risk continues to be competing priorities – as leadership teams deal with staffing challenges, patient volumes, COVID responses (transfer, alternate health facility, assessment centre, vaccine distribution).

The People, Finance and Audit Committee remains concerned about the Phase 2 redevelopment project and the delay in launching the employee and physician engagement survey. For the Patient Care and Quality Committee, members are pleased on the work that has been accomplished to improve hospital acquired pressure ulcers. Sherri McCullough and Mike McDonald recognized the efforts of Leanne Wakelin, Director of Professional Practice Nursing, on the overall reduction of pressure ulcers; the next challenge will be sustaining those efforts. Q4 results will be made available to the community on KHSC's website following the board meeting.

#### 5.0 BOARD COMMITTEE REPORTING

##### 5.1 Patient Care & Quality Committee

- Program & Service Presentation: Clinical Labs

Sherri McCullough, Chair of the Patient Care & Quality Committee, provided an update on May committee deliberations. Kardi Kennedy, Program Operational Director for the Cancer program and Sheyi Badmos, Project Manager, provided the committee with an overview of KHSC's Virtual Health Strategy. A number of pilot projects are underway supporting the delivery of virtual health care in ophthalmology to examine eyes in Moose Factory; post-surgical discharge remote care; specialized palliative care; and cancer care virtual visit work. Dr. Mike Fitzpatrick added that KHSC/Queen's has now start to embed teaching technology as part of the virtual care model. At the conclusion of the report, Sherri McCullough recognized David O'Toole for his invaluable advice as he prepares to assume the Past Chair role on the KHSC Board.

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## 5.2 Governance Committee

Brenda Hunter, Chair of the Governance Committee, confirmed that the committee's minutes were available to the Board as part of the in-camera consent agenda materials. The Governance Committee has recently completed the selection process resulting in the appointment of two Patient Experience Advisors on each of KHSC's board committees. The Committee is also pleased that Elizabeth Bardon has agreed to serve as the executive lead to support the Committee's work. Brenda Hunter also extended the Committee's appreciation to David O'Toole for his contributions as Chair and as a member of the committee.

## 5.3 People, Finance & Audit Committee

Axel Thesberg, Chair of the People, Finance & Audit Committee, reported on the committee's May 31, 2021 meeting which focused on a real property matter, the review of the draft audited financial statements, appointment of auditor recommendation, as well as the quarterly human resource report presented by Sandra Carlton, Joint Vice President and Chief Human Resources Officer. The committee was also briefed on collective bargain agreements and received presentations from Val Gamache-O'Leary, Chief Information Officer, on Freedom of Information requests and Information Technology security.

## 6.0 IN-CAMERA SEGMENT

### 6.1 Motion to Move In-Camera

The Chair invited a motion to move in-camera and an invitation was extended to the executive team to attend. It was agreed that the Board would recess for five-minutes with the in-camera portion of the meeting starting at 1700 hours.

Moved by Alan Cosford, seconded by Anne Desgagnés:

THAT the Board move into an in-camera session.

CARRIED

## 10.0 REPORT ON IN-CAMERA MATTERS

### 10.1 Motion to Report the Decisions Approved In-Camera

The Chair reported on the following in-camera decision/discussion items:

- The Board approved the closed minutes of the May board meeting;
- The Board received the final board committee minutes from the April Patient Care and People, Finance & Audit Committee and Governance Committee meetings along with the draft committee minutes from their May 31 meetings;

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- The Board received the Q4 patient feedback report;
- The Board received the Q4 patient safety and quality report;
- The Board approved the UHKF Board slate and cross appointments;
- The Board approved the appointment of two KHSC patients advisors to the Governance, Patient Care & Quality and People Finance and Audit committees;
- The Board received the annual labour relations report;
- The Board received reports on KHSC's processes to safeguard information and Freedom of Information compliance;
- The Board received the committee year end reports;
- The Board approved department head extension for critical care and physical medicine and rehabilitation
- The Board approved the appointment of Dr. Berman as Head of the department of pathology and molecular medicine for a five-year period starting July 1, 2021;
- The Board approved appointments and reappointments to the medical, midwifery, RN extended class staff, and housestaff;
- The Board was briefed by the CEO on recent embargoed funding allocations for KHSC;
- The Board was informed of an upcoming vacancy on the KHSC Board;
- The Board approved the MSAA attestation;
- The Board was briefed on a real property matter and approved a motion to support the CEO in negotiations with Queen's University;
- The Board was briefed on a research matter;
- The Board was briefed on a partnership matter;
- The Board was completed the annual performance evaluations for the CEO and COS and endorsed updated job profiles for these positions;
- The Board approved the 2020-21 pay for performance allocation for the CEO;
- The Board approved the framework for the 2021-22 performance and evaluation for the CEO and COS.

## 10.2 Date of Next Meeting & Termination

The date of the next KHSC Board meeting is Monday, October 25, 2021 at 1600 hours. The meeting terminated at 1845 hours on motion of Emily Leslie.

11.0 OPEN FORUM – no session was held.

12.0 IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY – no session was held due to the AGM.

13.0 IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT – no session was held due to the AGM following the meeting.

David O'Toole  
Chair



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# Briefing Note

<b>Topic of Report:</b>	CEO Update	For Decision
<b>Submitted to:</b>	KHSC Board of Directors	For Discussion X
<b>Submitted by:</b>	Dr. David R. Pichora, President and CEO	For Information
<b>Date submitted:</b>	June 11, 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 our May Board meeting. As always, I welcome feedback and suggestions in terms of content and focus for these regular updates.

## Current State

### 1. Ontario Health Update – Resumption of Non-emergent/urgent Surgeries & Procedures

On Wednesday, May 19, the Chief Medical Officer of Health rescinded Directive #2 for health care providers to enable hospitals to gradually resume non-emergent and non-urgent surgeries and procedures following the guidelines set out by Ontario Health. In May 19<sup>th</sup> memo and accompanying guidelines, Ontario Health emphasized the need for resumption of services to be gradual and carefully managed to maintain an ability to rapidly response to increases in COVID-19 case counts and hospitalizations.

For hospitals to resume ambulatory care, the government has stated that resumption of service cannot impede the inpatient resources that may be needed if there are increases in COVID-19 case counts and hospitalizations. Further, hospitals that are unable to resume ambulatory care must collaborate with regional structures to explore ways to support equitable access to care. The May 19<sup>th</sup> memo also states that Ontario Health and regional structures will be responsible for overseeing equitable access to care by monitoring provincial and regional surgical and procedural data and, if needed, directives will be issued if needed. Ontario Health also confirmed that they will monitor regional resource availability and support collaboration with primary care, home and community care, rehabilitation and other relevant care to ensure the safe and timely discharge of patients from hospital. Finally, Ontario Health is committed to developing plans with hospitals unable to resume non-emergent and non-urgent surgeries and procedures due to local COVID-19 epidemiology and capacity.

On Thursday, June 3, further guidance was provided by Ontario Health and a request for hospitals to work closely with Ontario Health regional leadership to develop and confirm plans but with an understanding that the hardest-hit GTA hospitals will still require support from partner hospitals including further patient transfers.

At KHSC, we are resuming non-urgent surgeries and procedures as quickly as possible considering ongoing staffing challenges. KHSC, like other hospitals around the country, is experiencing considerable health human resources (HHR) shortages. This shortage is most acute with nursing staff, as the pandemic has accelerated many nurses' retirement plans and delayed new graduations. We expect that our ramp up will take many months, and we continue to work on creative HR strategies and to collaborate provincially on addressing the broader HHR challenge. We are also working with regional public and private partners to explore alternative locations for completing elective surgical procedures.

## **2. Ontario New Chief Medical Officer of Health**

On Monday, May 31, 2021, the Ontario government tabled a motion in the Legislature to appoint Dr. Kieran Moore as the next Medical Officer of Health for the Province of Ontario. As many Board members know, Kieran has served as the Chief Medical Officer of Health for KFL&A since July 2017. He has served in a variety of roles including as a Program Director for the Public Health and Preventive Medicine Residency Program as well as a Professor of emergency, family medicine and public health services at Queen's, and is a member of the attending staff of the Kingston Health Sciences Centre. Kieran is also the principal investigator at the Canadian Institutes of Health Research-funded Canadian Lyme Disease Research Network. In a recent press release, the KFLA Public Health Board has confirmed that they will be recruiting a new Medical Officer of Health and, for the interim, Linda Murray, Director of Corporate Services will become the Chief Executive Officer and Dr. Hugh Guan will be appointed as the full-time Associate Medical Officer of Health.

## **3. New Secretary of Cabinet Announced for Ontario**

On May 26, 2021, Premier Doug Ford announced the appointment of Michelle DiEmanuele as the new secretary of cabinet and clerk of the executive council effective June 20. Currently she serves as the president and CEO of Trillium Health Partners. Under the previous Liberal government, she served as associate secretary of cabinet and was a deputy minister from 2004 to 2008. In business, she held senior executive positions with CIBC and Brookfield properties.

## **4. Deputy Minister of Health Retirement Announcement**

Helen Angus has announced her plans to retire from the Ontario Public Service later this summer. Appointed to the role in 2018, she spearheaded a number of health care initiatives including the creation of Ontario Health and the establishment of Ontario Health Teams as well as leading the Home Care Modernization Strategy and Digital First Health Strategy. She provided wise counsel and was very supportive of KHSC and our activities for which I will always be grateful.

## **5. Meeting with Matt Anderson and Chris Simpson, Ontario Health**

On May 31, 2021 I had an opportunity to connect with Matt Anderson and Chris Simpson at Ontario Health. Our discussion focused on system recovery, our experience as an Ontario Health Team. I requested the call to better understand their intentions with respect to the role of OHTs in system recovery.

## **6. Meeting with Key Ministry of Health Leaders**

As many of you know, Mike Heenan has departed from the Ministry and joined the senior team at Humber River Hospital in Toronto. Tara Wilson replace Mike as the Director of Hospitals Branch with the Ministry reporting to Melanie Fraser.

I had a preliminary call with Tara last week and we agreed to bring together a small group of Ministry and KHSC leaders to further our discussions on operational and capital matters at KHSC. On Thursday June 10, a call has been arranged with Melanie Fraser to provide an update on a number of KHSC's key deliverables. Subsequent to that call we are asked to provide a briefing note in preparation for a follow up meeting that will also involve Ontario Health, and may be shared with the Minister/cabinet to provide a snapshot of the reality facing large hospitals as they plan for system recovery and the associated budget implications.

### **7. Porcupine Public Health Unit**

The Porcupine Public Health Unit supports the Weeneebayko James Bay region of the province. A state of emergency has been declared in this region and KHSC, as a partner, is seeing an increase of transfers of COVID-19 positive patients. This has pushed our census up from 2 to 13 as of June 14, 2021. There is a different array of partners engaged in this issue: PHO, MEOC, Ministry, OH North, and the Federal government. Most of the communities with severe outbreaks, i.e. Kashechewan, are managed by Federal public health and are staffed by federal government nurses.

### **8. KHSC Employee & Physician Experience Survey – Open May 26 to June 13**

The Employee & Physician Experience survey was recently released by McLean & Company at KHSC. Responses will help us to open the door to conversations at the corporate and team levels about how we can keep drive change to improve engagement focused on our passion for caring, leading and learning at KHSC.

### **9. KHSC Virtual Open Forum – June 24**

Save the date – the next KHSC virtual open forum will be held on June 24 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.

### **10. KHSC Care Partner Program Launch – May 10**

KHSC's Care Partner Program pilot was successfully launched on May 10 on Connell 9 at the KGH site. A Care Partner is a person chosen by the patient or substitute decision-maker as an active partner in their care during their hospital stay. While such partners already exist for many patients, we know that family members do spend time with loved ones who are living with dementia or are palliative. This pilot program is designed to formalize the Care Partner role and responsibilities.

Care Partners will be expected to fulfill several requirements, including completing mandatory education, signing a Care Partner pledge, wearing photo ID at all times on site and following all hospital infection prevention and control practices. They will pledge to follow the patient care plan and, in coordination with the care team, will agree upon the kinds of support they can provide to the patient. Initially, the program will focus on supporting our most vulnerable patients, with the care team determining whether a request for a Care Partner is suitable. Keeping the pool of Care Partners small reflects the need to limit the number of people in our building as a critical safety measure at this time.

A staff training module for the Care Partner Program will be part of pilot project on Connell 9. The feedback C9 staff, patients and families from this two-week pilot was very positive and has helped to finalize the education components of the program and we look forward to launching the program more broadly across KHSC.

### **11. Department of Imaging Services – Providing Patients with Access to their Imaging Records**

Effective June 1, 2021 the Diagnostic Imaging Department at KHSC launched a new electronic image sharing system called PocketHealth Patient Sharing. This platform allows patients access to their imaging records anytime they need and to share with anyone they want through a simple online experience that eliminates the need for CDs. Patients pay a \$5.00 fee and receive access to KHSC imaging studies including any new exams over the subsequent 14 days.

Once enrolled, patients can view their entire imaging history back to 2011 and share their records instantly. All imaging is in its original diagnostic format – so full quality suitable for physician’s viewing.

### **12. Ontario Health Team Update**

Over the last four months, I have been actively participating in a series of leadership workshops designed to promote shared ownership and commitment of collaborative governance sessions as outlined below. The final session, Module 6, will take place on June 24 where we will synthesize learnings from across all modules and create a roadmap going forward.

Module 1: Introductory Session - Collaborative Governance

Module 2: Authentic Collaboration and Shared Leadership

Module 3: Shared Decision Making

Module 4: Shared Accountability

Module 5: Collaborative Governance and Backbone

Module 6: Synthesis and Development of an OHT Roadmap related to Shared Governance

We are actively collaborating with Dean Philpot and SEAMO with respect to the role of specialists in the OHTs, and the potential to engage primary care in a value based partnership.

I encourage Board members to stay in touch by dropping by: [www.flaohht.ca](http://www.flaohht.ca) where updates on Year 1 projects are available.

### **13. University Hospitals Kingston Foundation Strategic Planning Session**

During the month of May, I was invited to participate in the UHKF strategic planning exercise providing input and advice on UHKF’s vision, mission and values statements as well as an opportunity to discuss strategic choices and priorities going forward.

### **14. University Hospitals Kingston Foundation 50/50**

UHKF has launched a new fundraising venture – an online lottery is now available in support of KHSC and Providence Care. The UHKF 50/50 will take place monthly with a minimum \$5K jackpot to be won. There will be one guaranteed early bird \$500.00 cash prize every month. Tickets are \$10.00 for 10, \$20.00 for 40 and \$40.00 for 150 tickets. The June draw opened on May 31 and you have until June 17 to purchase your ticket: <https://www.uhkflottery.ca/>

### **15. Rose of Hope Charity Golf Tournament – Cataraqui Golf Club**

The 23<sup>rd</sup> annual Rose of Hope tournament will be held on Tuesday, July 27 starting at 1200 noon and it will be a crossover format. Anyone making a donation in excess of \$20.00 will receive a charitable tax receipt and cheques are payable to the Rose of Hope (and can be dropped off at the golf club). KHSC Board Vice Chair, Sherri McCullough, and her team are leading the event again this year and are close to reaching the \$2M milestone to support breast health care at KHSC. Details and registration are available on the Cataraqui Golf Club website.

## 16. TI Gran Fondo – Starts June 1

The 2021 Thousand Islands Gran Fondo Challenge is sponsored by Focus Personal Fitness Studio. The Thousand Islands Gran Fondo was created to encourage folks of all abilities and levels to get fit and active by challenging themselves to one of the three routes (80/120/160km). The event date was purposely selected in September to allow riders to get fit over the summer and be ready for one of the distances in September. The COVID-19 pandemic has eliminated the ability to host a one-day mass event. Focus Personal Fitness Studio has the ultimate challenge for every rider regardless of ability. A challenge that will inspire you for months and will get you ready to conquer any distance event. For registration details: <https://uhkf.ca/Get-Involved/Events-Calendar/2021-Thousand-Islands-Gran-Fondo-Challenge>

## 17. Information and Privacy Commissioner of Canada – Digital Health

The Information and Privacy Commissioner of Ontario has released a new resource on digital health designed to help health information custodians navigate the recent amendments made to the *Personal Health Information Protection Act*. Topics covered in the publication include information relating to the electronic health record, interoperability of digital health assets, electronic audit logs, consumer electronic service providers, and access to records in electronic formats. The resource is available on the IPC's website at: [www.ipc.on.ca](http://www.ipc.on.ca)

## 18. Regional Security Operating Centre Pilots

The Ministry of Health is seeking to establish two or three pilots to test the Regional Security Operations Centres shared service model. The pilots will help identify and address gaps in cyber security maturity and decrease duplication of efforts across healthcare organizations. The goals are to help perform centralized security oversight; provide critical cyber capabilities across Ontario Healthcare regions making health systems more resilient to cyberattacks and to inform provincial cyber security planning and implementation. Proposals must be sent by July 9, 2021.

## 19. Call for Applications: Ontario Standards for Care Program and Alignment / Standardization of HIS Implementations

A key objective under Ontario's Digital First for Health Strategy is enabling better, more-connected tools for frontline providers. The Ministry of Health is working to advance the Clinical Systems Renewal for Integrated Care Strategy, designed to support providers and Ontario Health Teams to advance their clinical system maturity by focusing on clinical and data standardization, provider access to patient information, and high-quality systems. To support this, the Ministry is calling for applications for two distinct but related initiatives.

**Ontario Standards for Care Program:** will take standardized, evidence-based clinical content and translate it into decision-support tools and templates that can be embedded into frontline clinical systems. The program would provide a conduit to bring provincially endorsed clinical content to the point of care in alignment with provincial clinical priorities. Organizations must submit an application by July 15, 2021.

**Alignment and Standardization of Hospital Information System Implementation Across Ontario:** one approach to advancing clinical and data standardization involves supporting hospitals to embed the latest standards and best practices into their HIS. This project's goal is to support Ontario hospitals to more closely align their HIS implementations to reflect the latest clinical, business and technical requirements and standards that can be used by those hospitals. Again, work through this project will support OHTs to achieve their clinical and digital health objectives such as better patient and population health outcomes and seamless information sharing.

## 20. Health Standards Organization / Accreditation Canada

Health Standards Organization (HSC) was formed in February 2017 focused on the development of standards, assessment programs and other tools to help care providers do what they do best: save and improve lives. Recognized by the Standards Council of Canada, HSO is the only standards development organization solely dedicated to health and social services. HSO is building on the strength of nearly 60 years of experience by Accreditation Canada.

What makes HSO and Accreditation Canada different from any other standards development or accreditation body – “People Powered Health” – HSO and Accreditation Canada are focused on the people that power health systems around the world: patients, providers, and policy-makers. A people-centred approach to the design of products, standards and assessments makes a difference in improving quality and health outcomes – by incorporating patients into accreditation surveyor teams, including patients on technical committees that review HSC standards.

Last month, HSO announced the world's first integrated care standard – the [www.healthstandards.org](http://www.healthstandards.org) website describes the foundation for this standard as follows: *“an integrated People-Centered health system is one with health and social services that are organized and managed across sectors and organizational boundaries so that people can receive coordinated and comprehensive services – at the right time, by the right provider, in the right place.”*

## 21. Ontario Hospital Association – CEO Connection Update

In the most recent update from Anthony Dale, provided an update on OHA's work to develop a consistent approach to healthcare worker vaccination. To inform and support OHA's advocacy work, an Advisory Group, chaired by Barb Collins, President and CEO of Human River Hospital, has been formed comprised of CEO's, IPAC Medical Directors, HR and Nursing leaders:

- Barb Collins, President and CEO, Humber River Hospital – Chair
- Dominic Giroux, President and CEO, Health Sciences North
- Liz Buller, President and CEO, Scarborough Health Network
- Dr. Jerome Leis, Medical Director, IPAC, Sunnybrook Health Sciences Centre
- Dr. Reena Lovinsky, Medical Director, IPAC, Scarborough Health Network
- Sandra Smith, VP People, Culture and Equity and CHRO, Women's College Hospital
- Greg Hedgecoe, VP People, Performance Improvement and Diagnostic Services, Queensway Carleton Hospital
- Robert Alldred-Hughes, VP Operations and CHRO, Muskoka Algonquin Healthcare
- Nancy Shaw, VP Clinical Services, Perth and Smiths Falls District Hospital
- Julia Marchesan, VP Interprofessional Practice and Academic Relations, London Health Sciences Centre

## 22. OHA Session: Leadership Vulnerability: Strength or Fragility?

On July 7, the OHA is hosting the above referenced session for hospital board chairs. The lead-in to the invitation to the Chairs: *“Janice Kaffer, President and CEO of Hotel Dieu Grace Healthcare, made a bold statement in an interview with the Windsor Star: one of the things we don’t do really well as leaders is actually just talk about how we’re feeling openly and leave safe space for others to talk about it too.”*

The OHA recommends the July 7 session will encourage hospital chairs to explore and debate whether vulnerability is a source of leadership strength or fragility – an ally or an enemy. It can be a demonstration of authenticity and trust or a leader spinning out of control. The session will look at ways to support the hospital CEO as they endure extreme levels of sustained stress while continuing to provide motivation and inspiration to the team. Joining the conversation will be Dr. Carolos Davidovich, physician and now a professor in the field of neuromanagement along with three hospital CEOs: Jake Tran from Toronto Grace Health Centre; Liz Buller from the Scarborough Health Network, and Todd Stepanuik from the Middlesex Hospital Alliance.

## 23. Ontario Hospital Association – Health Insurance Reciprocal of Canada Benefits Strategy

The OHA and HIROC recently released the final report developed by Willis Towers Watson *“Provincial Benefits Strategy – OHA/HIROC – Financial Analysis Report”*, which looks at the employee group benefits. The report looks at proposed governance structures, roles and responsibilities of hospitals, insurance carriers, and potential savings opportunities. KHSC participated in the study and members of the human resources team will continue to monitor.

## 24. Mission Moments

### Anti-Muslim Racism Message

After the tragic and fatal terrorist attack against a Muslim family in London recently, the medical staff of KHSC have released the following statement on our social media feeds: *“We, the medical staff at KHSC, feel compelled to state clearly that we stand with our Muslim patients, staff and faculty in support of their rights to safety and freedom from discrimination. We are committed to fighting racism against Muslim and all other groups and to ensuring all people, regardless of race, religion, sexual orientation or gender, as welcome and safe in our hospital and clinics.”*

### Cultural Sensitivity

Protection Services Officer Satwinder Singh demonstrated cultural sensitivity in upholding the dignity of one of our patients entering HDH on the evening of 2021-06-21. A Muslim woman wearing a Hijab entered HDH to be screened before attending her out-patient appointment. After going through the screening questions the female patient was asked by the female KHSC Access Control Screener present to switch-out her non-medical mask and put on a clinical mask provided by KHSC, consistent with our current policy. Satwinder immediately identified that his presence was a stressor for the female patient and moved himself away to uphold her dignity and respect her religious beliefs while removing and reapplying her face covering to adhere to the KHSC IPAC guidelines for universal masking at KHSC during COVID-19. This level of awareness and alignment with our values was exemplary and supported enhanced cultural safety for a patient during her experience at KHSC.

### Consecration Ceremony – KGH Site – June 1, 2021

Further to the update provided to Board members in my May report, on Wednesday, June 1, 2021 welcomed leaders from the Anglican, Presbyterian, and Roman Catholic parishes as well as the Founder and President of the Kingston Irish Folk Club and Kingston Irish Famine Association, along with Rev. Dr. Neil Elford, Director of Spiritual Care, members of the KHSC planning team, and a representative from Ground Truth Archaeology Ltd. to recognize those buried at the KGH site.

Arrangements now in place, and Ministry correspondence has confirmed, that we can proceed with our plans to move the remains to St. Mary's Cemetery when deemed necessary to support redevelopment plans at the site. Archeological excavation work has now started behind the Douglas wing and Etherington Hall and will be completed in multiple phases.

### Staying Connected Virtual Visit Program

From a person whose family used the Staying Connected Virtual Visit program (in her own words):

*“My dad was admitted (non-COVID) and was put on life support. I am living approximately 1200 km away and unable to get to him bc (sic) of Covid restrictions etc. I wanted to be there more than anything and I am SO happy I got the chance (and still have the chance) to be able to see him. Whomever made this program or whomever is involved in making it happen are angels. Thank-you so much. I got the chance to say everything I wanted to and it lessened my anxiety about what was/is happening with him even though he's in bad shape. I can NOT express enough how important these meetings have been for me. I am overwhelmingly thankful. Please continue this important service. I would love however, that more than 2 visits per week be given, specially to those who are in a position such as my dads. Thank-you, thank-you, thank-you!!!*

*This means more to me than you can imagine. I feel so helpless being so far away and this has really helped not only me, but being able to relay these visits to my daughter who's in BC and my son who's in AB. (His grandchildren who are very worried and stuck out West)”*

### 25. On the Move ...

Earlier this month, **Dr. Barry Guppy** announced that he would be leaving the CEO position at the Perth and Smiths Falls District Hospital having accepted a position with Health Canada.

### 26. KHSC Annual Report

This year we have created a multi-media, online COVID-themed annual report that chronicles the journey we've been on over the past year and celebrates the heroic efforts of staff across the organization. This year's report also provides a window into an extraordinary chapter in our hospital's history. The annual report is nearing completion and we will forward to the Board when available.

Respectfully submitted,



David R. Pichora  
President and CEO