

APPENDIX 3

PARTNERSHIP COUNCIL APPROVED MINUTES

Partnership Council In-Camera Minutes: May 20, 2021

The Partnership Council of the Kingston Health Sciences Centre met on Thursday, May 20, 2021 by video- conference from 0830 to 0930 hours. In advance of the meeting, it was determined by the co-chairs that it would be important to hold a virtual meeting in light of the government's directives for self-isolation and social distancing in response to the COVID-19 pandemic. The following are the closed minutes.

Council members present: Michael Hickey, Donna Janiec, Laurie Newport, Bill Robertson, Margaret Shepherd and George Thomson.

Regrets: nil.

Resource: David O'Toole, Chair, KHSC Board of Directors
Dr. David Pichora, KHSC President and CEO

Support: Rhonda Abson, Recording Secretary
Tracey Cuddington, Administrative Support, Chief Operating Officer's Office
Elizabeth Bardon, Vice President Mission & Strategy Integration & Support Services

1.0 WELCOME, OPENING REFLECTION & AGENDA APPROVAL

Laurie Newport assumed the role as Chair and welcomed members to the meeting and confirmed that all members could hear proceedings. The agenda was circulated to members in advance of the meeting. No agenda adjustments were identified.

Moved by Bill Robertson, seconded by George Thomson:

THAT the agenda be approved as circulated.

CARRIED

2.0 APPROVAL OF DRAFT MINUTES: March 4, 2021

The Chair invited approval/amendments to the March 2021 draft Partnership Council minutes.

Moved by George Thomson, seconded by Michael Hickey:

THAT the minutes of the Partnership Council meeting held on March 4, 2021 be approved as circulated.

CARRIED

3.0 KHSC Corporate Bylaw – Board Structure

KHSC Board Chair David O’Toole briefed Council members on the merger of the HDHkRI and the KGHRI to form the KHSCRI. Dr. Steve Smith has assumed the CEO role of the Research Institute and, in assuming this role, Dr. Smith undertook a review the Institute’s operations. During this review, concerns were brought to the attention of the KGHRI Board and the KHSC Board in relation to HST practices. KPMG was retained to commence a review and confirm a potential past tax liability. Regular updates have been provided to both Boards and a Joint Steering Committee has been formed to oversee and make recommendations with respect to the governing structures. Part of this work may include changes to the KHSC Board committee structure to include a new “research” committee and adjustments to the Bylaws would be required. David O’Toole confirmed that Partnership Council will be consulted on the Bylaw amendments, as required by the Operating Agreement, once the Steering Committee had concluded its work.

4.0 KHSC Board & CEO Updates

Since the March 4, 2021 Partnership Council meeting, the 2021-22 KHSC Board Committee compositions continue to be finalized. David O’Toole reported that interviews with KHSC Patient Experience Advisors are underway and the Board. The Governance Committee has recommended the Officers of the Corporation for election in June 2021 and the overall Board structure will include one Vice Chair going forward.

The KHSC Board has recently completed the Accreditation Canada Governance Functioning Tool and self assessment surveys in preparation for the April 2022 Accreditation site visit. A work plan is being developed to address the results from both surveys and the Governance Committee will monitor and ensure that 2021-22 committee work plans capture areas for improvement.

The KHSC Board has been engaged in the Southeastern Ontario Academic Medical Organization / Faculty of Health Sciences strategic plan work with presentation of a final product sometime in the Fall. David O’Toole confirmed that the KHSC Board orientation/education session has been confirmed for September.

In terms of other Board activities since the last Council meeting, the Fiscal 2022 budget and Hospital Service Accountability and Multi-sector Accountability Agreements have been approved; the Audit Planning Report has been presented to the Board; new design consultants (HDR) have been retained for the KGH-site redevelopment project; and annual CEO and COS succession plan has been received by the Board; the 2021-22 Integrated Annual Corporate Plan has been approved; and the Regional Health Information System Project approval has been completed. David O’Toole noted that announcement of the successful proponent of the HIS project will not be announced until after all Board meetings in the region have been completed in June. For information purposes, Partnership Council members were briefed on the upcoming deliverables to be considered at the June KHSC Board meeting. Chief Operating Officer, Troy Jones, will be retiring from KHSC this summer and David Pichora has a selection committee and executive search firm in place to replace this position. David O’Toole confirmed that the

KHSC Board and Dr. David Pichora have agreed to a five-year employment contract renewal. KHSC continues to support the FLA-OHT work and, in response to a question, David Pichora confirmed that every effort is being made to bring the primary care physicians into this model.

Dr. David Pichora confirmed that an update on COVID-19 activities was provided to the two legacy boards at their meetings held on May 19, 2021. Recent Emergency Orders by the Province provide guidance to allow for patient transfers without consent and the flexibility to redeploy staff between various sites, hospitals, and other care providers. On April 8, 2021, Ontario Health directed ramp down focusing on elective surgeries and non-emergent/non-urgent acute care activities. KHSC Incident Command continues to monitor patient volumes and procedures closely. The 70-bed Alternate Health Facility on Union Street is now complete and fully equipped and, while this facility is available and ready to receive patients, Incident Command has determined that patient volumes and bed flow availability has not dictated the need to open this facility at this point. Supply chain continues to be well managed and the vaccine roll-out continues in partnership with KFL&A Public Health.

A new Care Partner Program is being piloted at this time and special protocols are in place for patients who are imminently dying to facilitate last moments with loved ones. Ensuring a safe environment for patients and staff members is one of the many considerations in ensuring a balanced between risk mitigation and compassion when changes are needed to the family presence guidelines. Patient safety incidents are closely monitored and tracked and the majority of patient feedback continues to be in the areas of visitor restrictions, seeking clarification, and ensuring effective and consistent communication.

Dr. David Pichora presented a “COVID-19 look back” slide that outlined pandemic deliverables. Discussion focused on the 900 new staff that have joined KHSC in the past year and that the corporation will continue to face staff shortages going forward, particularly in the nursing area. Discussion focused on the virtual care impacts.

Highlights from the April Federal budget were shared and the KHSC leadership team is pleased to see if investments in capital and infrastructure needs for research hospitals as well as increased in federal research grants, investments in the stem cell network, and increasing research capacity through a new Canadian Institutes of Health Research Clinical Trials Fund as well as addition funding for the Vaccine and Infectious Disease Organization. The federal government has also confirmed additional funds for mental health supports as well as developing national standards for long-term care.

The final slide described the Fiscal 2022 objectives in support of KHSC’s quality strategy for clinical service redesign. The focus going forward include health system recovery to restore, sustain and further enhance the services provided; KHSC’s Accreditation slated to take place in April 2022 and how we will embed quality in all KHSC’s services; the Regional Health Information System Project and how we will make quality front and centre in every patient care experience; KGH-site redevelopment project and how we will create better spaces for high quality state of the art care; and the need to support the work of the FLA-Ontario Health Team and how we will lead the improvement of health quality in the communities served by KHSC.

Partnership Council members extended their support and congratulations to David O’Toole for his service as Chair over the past four years and to David Pichora and his commitment to lead the organization for another five years. David Pichora noted that the integration of the two hospitals site has helped tremendously in KHSC being able to quickly respond to provincial requests for patient transfers and allowed management to undertake rapid changes to services.

5.0 KHSC Board Compliance report to Partnership Council

The annual compliance report, recently endorsed by the KHSC Board of Directors, was provided as part of the agenda package. The report lists the objectives outlined in the Operating Agreement and describes how KHSC has fulfilled those obligations. David O’Toole confirmed that there have been no changes to the deliverables outlined in the Governance Agreement with the Lennox and Addington Council General Hospital to provide certain services at the KGH site and that Brenda Carter, who has oversight of the Children’s and Women’s Program at KHSC, will be reviewing this Agreement in the year ahead to see if there are opportunities to look at the current Medical Assistance in Dying Framework and apply a similar approach to the services provided by this program. David O’Toole reported that the KHSC Board has struck a small working group to look at KHSC’s obligations outlined in the Operating Agreement with the University Hospitals Kingston Foundation.

5.0 Adjournment and Date of Next Meeting

The date of the next Partnership Council meeting is at the call of the co-chairs. The meeting adjourned at 0930 hours on motion of Michael Hickey.

Laurie Newport
Co-chair

Partnership Council In-Camera Minutes: September 30, 2021

The Partnership Council of the Kingston Health Sciences Centre met on Thursday, September 30, 2021 by videoconference from 1500 to 1600 hours. In advance of the meeting, it was determined by the co-chairs that it would be important to hold a virtual meeting in light of the government's directives for self-isolation and social distancing in response to the COVID-19 pandemic. The following are the closed minutes.

Council members present: Michael Hickey, Donna Janiec, Bill Robertson, Margaret Shepherd and George Thomson.

Regrets: Laurie Newport.

Resource: Dr. David Pichora, KHSC President and CEO
Axel Thesberg, Chair, KHSC Board of Directors

Support: Rhonda Abson, Recording Secretary
Elizabeth Bardon, Vice President Mission & Strategy Integration & Support Services

1.0 WELCOME, OPENING REFLECTION & AGENDA APPROVAL

George Thomson assumed the role as Chair and welcomed members to the meeting and confirmed that all members could hear proceedings. The agenda was circulated to members in advance of the meeting. No agenda adjustments were identified.

Moved by Michael Hickey, seconded by Bill Robertson:

THAT the agenda be approved as circulated.

CARRIED

2.0 APPROVAL OF DRAFT MINUTES: May 20, 2021

The Chair invited approval/amendments to the May 2021 draft Partnership Council minutes.

Moved by Donna Janiec, seconded by Bill Robertson:

THAT the minutes of the Partnership Council meeting held on May 20, 2021 be approved as circulated.

CARRIED

3.0 KHSC Board Slate Update

Council members received a copy of correspondence addressed to Co-chairs Laurie Newport and George Thomson dated July 8, 2021, which provided members with an update following the annual general meeting of KHSC and the election of the Board. Following the June AGM, the Governance Committee received confirmation that Glenn Vollebregt would be stepping down from his Board position at the end of August. In light of this resignation, the Governance Committee will be advertising for a chartered/professional accountant designation and a copy of the advertisement was appended to the letter for information.

4.0 KHSC Board & CEO Update

Axel Thesberg provided a brief update on the Board Officer Selection Process as well as confirming that KHSC Board Committee Chair appointments which were confirmed at the June 2020 board meeting. A slide outlining the cross board appointments were presented along with the membership of several working groups that have been struck over the last several months including a KHSC/UHKF Partnership working group; KHSC/KGHRI Research Joint Steering Committee; and Governance sub-committee addressing a personnel matter. The KHSC Board Chair noted that the KHSC/Providence Care/UHKF Board Chairs and CEOs met earlier in the day to discuss next steps to undertake a review of the 2014 operating agreement between the hospitals and UHKF. This work may result in adjustment to the agreement and change in practice/processes to ensure compliance. The initial meeting was very positive and the parties are all in agreement to this review. The KHSC/KGHRI working group continues to meet and the draft audited financial statements for the Research Institute are nearing completion. Recent discussions have focused on the governance structures and control of the Institute. The Governance sub-committee has been working on contract renewals for the President and CEO and the Chief of Staff.

A KHSC Board and executive team education session was held on September 8, 2021, and included a refresher of the conditions for good governance and the board's role in quality, structure and processes. The session also included an overview of the roles and strategic relationships with the Partnership Council, University Hospitals Kingston Foundation, education and research partnerships, and relationships with local and regional providers. The final part of the orientation program included a piece on Accreditation as well as a section on equity, diversity, inclusion and anti-racism.

In terms of other Board activities since the last Council meeting, the audited financial statements for the period ending March 31, 2021 have been approved; KPMG has been reappointed as KHSC's auditors; a variety of government filings and attestations have been completed; the KHSC Board has been briefed on processes to safeguard information and freedom of information requirements; the annual labour relations report was received; new heads of departments in pathology and molecular medicine and critical care have been appointed; and year end performance evaluations of the CEO and Chief of Staff have been completed. Axel Thesberg added that emerging topics for discussion at the KHSC Board include Accreditation, COVID-19 pandemic recovery; Ontario Health Team partnerships, KHSC-KGH site redevelopment project, and the regional hospital information system.

The KHSC Board recently approved a name change “Breast Imaging Kingston” for the new site located on Highway 15 in the east end of the City. Axel Thesberg recognized the significant donor support from Brit Smith and the Rose of Hope. Services now provided at a variety of locations will now be consolidated at one site and new imaging equipment will result in improved and streamlined access for patients. An update on the KHSC-KGH redevelopment project was provided at the meeting. A decision was made to change the design consultants resulting in deliverables timelines requiring adjustment. The planning team is working closely with Infrastructure Ontario to ensure all the necessary pieces are in place in advance of the provincial election. The Board’s People, Finance and Audit Committee continues to have oversight and both the Board and Committee feel that the targets are achievable.

Dr. David Pichora noted that COVID-19 pandemic planning updates were provided at the HDH and KGH Board meetings held earlier. Additional information presented at the meeting included a more detailed update on Stay at Home Orders; adjustments to the family visitor registry; an overview of the special KHSC protocols that are currently in place for patients who are imminently dying. Dr. Pichora noted that a majority of the current concerns raised by patients and family members pertain to visitor restrictions, clarifications on protocols, and communication challenges. KHSC experienced its first COVID outbreak in July and contact tracing was completed rapidly. Staffing remains a concern in a number of areas through KHSC and People Services continues to do an amazing job. Critical care volumes required additional staff and delayed the resumption of usual services when the provincial ramp down was lifted. Dr. Pichora noted that plans are in place to ramp up volumes. KHSC’s bed census remains high and the level of patient acuity continues to be a concern to the care teams. The Assessment Centre has now delivered over 8,200 vaccines to-date and swab volumes remain steady. KHSC also served as support for patient transfers from the Weeneebayko Health region due to COVID-19 outbreaks in the Porcupine Health Unit. In other planning activities, KHSC is also working with provincial leaders to ensure surge plans are in place for the pediatric population in the event of a sudden increase. Johnson 3 at the HDH site continues to be used to off-load KGH overflow patients through Wave 3 with lower acuity medicine as well as surgical patients. The Union Street site (former St. Mary’s of the Lake Hospital) is also available, if required, to support patient overflow; Dr. Pichora noted that one of the barriers to this option is KHSC’s ability to staff Union Street.

The final slides in the presentation provided members with an update on recent changes to the KHSC organizational structure. Dr. Renate Ilse has been appointed Executive Vice President and Chief Operating Officer replacing Troy Jones, who retired in the summer. Mike McDonald has confirmed his intent to retire in the winter of 2022. Dr. Mike Fitzpatrick and Brenda Carter are also changing accountabilities. Dr. David Pichora reported on the recent UHKF strategic planning sessions that were held this past summer. KHSC finances continue to be monitored closely and management remains concerned about government funding support for COVID-related activities. KHSC continues to advocate through the Ontario Hospital Association, Ontario Health and the Ministry of Health to ensure ongoing expenses are covered.

5.0 Adjournment and Date of Next Meeting

The next Partnership Council meeting will take place on Wednesday, November 24, 2021 at 1500 hours. The meeting adjourned at 1550 hours on motion of Donna Janiec.

George Thomson
Co-chair

Partnership Council In-Camera Minutes: November 24, 2021

The Partnership Council of the Kingston Health Sciences Centre met on Wednesday, November 24, 2021 by videoconference from 1500 to 1540 hours. In advance of the meeting, it was determined by the co-chairs that it would be important to hold a virtual meeting in light of the government's directives for self-isolation and social distancing in response to the COVID-19 pandemic. The following are the closed minutes.

Council members present: Michael Hickey (Chair), Donna Janiec, Bill Robertson, Margaret Shepherd.

Regrets: Laurie Newport and George Thomson.

Resource: Dr. David Pichora, KHSC President and CEO
Axel Thesberg, Chair, KHSC Board of Directors

Support: Rhonda Abson, Recording Secretary
Elizabeth Bardon, Vice President Mission & Strategy Integration & Support Services

1.0 WELCOME & AGENDA APPROVAL

Due to scheduling conflicts and illness, co-chairs George Thomson and Laurie Newport were unavailable to attend the meeting. In advance of the meeting and with the support of Council members, Michael Hickey agreed to Chair the meeting. Mr. Hickey welcomed members and confirmed that all participants could hear the proceedings. The agenda was circulated in advance of the meeting and no agenda adjustments were identified.

Moved by Margaret Shepherd, seconded by Bill Robertson:

THAT the agenda be approved as circulated.

CARRIED

2.0 APPROVAL OF DRAFT MINUTES: September 30, 2021

The Chair invited approval/amendments to the September 2021 draft Partnership Council minutes.

Moved by Donna Janiec, seconded by Bill Robertson:

THAT the minutes of the Partnership Council meeting held on September 30, 2021 be approved as circulated.

CARRIED

3.0 2021-22 KHSC BOARD SLATE UPDATE

Council members welcomed Axel Thesberg, Chair of the KHSC Board of Directors, to provide an update on the current vacancy. At the end of August 2021, Glenn Vollebregt stepped down from the KHSC Board of Directors due to increased work commitments. Since that time, the KHSC Governance Committee has been actively searching for a chartered professional accountant to fill this vacancy as Mr. Vollebregt was also serving as Chair of the People, Finance and Audit Committee. An advertisement was placed in the local and social media as well as targeted conversations with potential candidates who, while interested, were unable to make the commitment necessary due to workloads. Axel Thesberg explained that, while the Governance Committee had hoped to have a recommendation to the Board by its December 13, 2021 meeting, efforts to-date had not yielded a candidate to fill the position. Several Partnership Council members offered to assist by identifying potential candidates and there was agreement that names could be sent to either the recording secretary or Elizabeth Bardon.

4.0 2022-23 KHSC BOARD NOMINATIONS PROCESS

In advance of the meeting, Council members received a detailed briefing note outlining the proposed critical path to support recruitment for the 2022-23 KHSC Board nominations process. As outlined in the Operating Agreement, in the first three years, Partnership Council had the right to approve or remove a member of the KHSC Board. After year 3, Council is then required to approve the slate of directors to serve on the KHSC Board.

Discussion focused on the current Board term rotations and what processes are in place to cycle Board members through. Axel Thesberg confirmed that each elected board member has a three-year term that is renewal to a maximum of nine years. A skills matrix inventory is maintained and reviewed by the Governance Committee during the selection process.

Elizabeth Bardon noted that the KGH Board has inquired about the availability of KHSC Board members who have completed their term and whether there are opportunities and interest for these individuals to continue their volunteer service on a legacy board. Appreciating that they would have a solid understanding of the Operating Agreement and how the various governing bodies interact, it has been suggested that they may be ideal candidates. It was recognized that further discussion will be required with the current KGH and HDH board chairs to seek their input on the merit of having KHSC board members, who are interested, to serve on the legacy boards; Partnership Council members highlighted the importance of refresh/renewal on the legacy boards. Axel Thesberg highlighted the importance of continual board refresh and a need for KHSC to further refine current practices. He also noted the need for balancing stability with refresh within the Board particularly during the pandemic. Another area of focus supporting the recruitment process going forward is the need to ensure diversity and inclusion in the overall composition.

Discussion focused on whether the Board has reflected on current governing workload and the impact this may have in attracting younger community members to apply for board positions. The KHSC Chair acknowledged that workload / time commitments continue to be addressed by the Governance

Committee. A new schedule has been introduced where Board and Committees now meet on alternate months and work continues on streamlining briefing note content and committee materials/agenda packages.

5.0 KHSC BOARD & CEO UPDATE

In terms of other Board activities since the last Council meeting, the KHSC Board met in October and its next scheduled meeting is December 13, 2021. Axel Thesberg noted that the main topic for discussion at the last meeting was the restructuring of the Research Institute. A small KHSC Board working group has been struck to review the current Operating Agreement that exists between KHSC, Providence Care and the University Kingston Hospitals Foundation. Axel Thesberg noted that the working group will provide advice to the KHSC Board Chair and CEO. The Board Chairs and CEOs have agreed to meet to identify current challenges, to provide input into the prioritization for capital fundraising projects, as well as to undertake longer range planning. The City of Kingston's recent decision to continue financial support for the KGH redevelopment project was noted. Dr. David Pichora highlighted the fact that the fundraising requirements are significant and the current gap for the local share element is approximately \$50M. Appreciating that approximately 50% of the patient population comes from outside the Greater Kingston area, UHKF will continue to seek funding support from regional municipalities served by KHSC. The complexity of the redevelopment project build continues to result in higher costs. It was noted that the current project estimate is between \$500M and \$1B with a local share requirement currently at \$170M.

Dr. David Pichora provided a brief update on COVID-19 noting that Kingston is now seeing more cases per day than Ottawa or Hamilton. Incident Command continues to meet on a weekly basis and regular updates are provided to the staff and Board.

6.0 ADJOURNMENT & DATE OF NEXT MEETING

The following dates were outlined on the agenda for upcoming meetings:

- Thursday, February 17, 2022 from 1300 – 1400 hours
- Thursday, April 7, 2022 from 1500 – 1600 hours
- Tuesday, May 24, 2022 from 1600 – 1700 hours

The meeting adjourned at 1540 hours on motion of Bill Robertson.

Michael Hickey
Acting Chair

Partnership Council In-Camera Minutes: February 17, 2022

The Partnership Council of the Kingston Health Sciences Centre met on Thursday, February 17, 2022 by videoconference from 1300 to 1330 hours. In advance of the meeting, it was determined by the co-chairs that it would be important to hold a virtual meeting in light of the government's directives for self-isolation and social distancing in response to the COVID-19 pandemic. The following are the closed minutes.

Council Members present: Michael Hickey, Bill Robertson, Margaret Shepherd, George Thomson (Chair).

Regrets: Donna Janiec and Laurie Newport.

Resource: Dr. David Pichora, KHSC President and CEO
Axel Thesberg, Chair, KHSC Board of Directors

Support: Rhonda Abson, Recording Secretary
Sandra Carlton, Joint Vice President & Chief Human Resources Officer
Renate Ilse, Executive Vice President Corporate Services & Chief Operating Officer

1.0 WELCOME & AGENDA APPROVAL

George Thomson called the meeting to order and welcomed members. Dr. David Pichora introduced Sandra Carlton and Renate Ilse to the group noting that Elizabeth Bardon has retired and oversight of Spiritual Health, Mission and Ethics now resides with Sandra Carlton. Renate Ilse replaces Troy Jones who retired last year and has assumed oversight of facilities management at KHSC. The Chair confirmed that participants could hear the proceedings. The agenda was circulated in advance of the meeting.

Moved by Bill Robertson, seconded by Michael Hickey:

THAT the agenda be approved as circulated.

CARRIED

2.0 APPROVAL OF DRAFT MINUTES: November 24, 2021

The Chair invited approval/amendments to the November 2021 draft Partnership Council minutes.

Moved by Bill Robertson, seconded by Michael Hickey:

THAT the minutes of the Partnership Council meeting held on November 24, 2021 be approved as circulated.

CARRIED

3.0 2021-22 KHSC BOARD SLATE UPDATE

The Chair drew attention to the recent endorsement of the KHSC Board to appoint Laura Talbot-Allan to the Board of Directors filling the vacancy created by Glenn Vollebregt who resigned in August 2021. A copy of Ms. Talbot Allan's bio was provided as part of the briefing package.

Moved by Michael Hickey, seconded by Bill Robertson:

THAT Partnership Council approves amending the KHSC 2021-22 Board slate to include Laura Talbot-Allan replacing Glenn Vollebregt's vacancy in the 2021-24 term.

CARRIED

4.0 2022-23 KHSC BOARD NOMINATIONS PROCESS UPDATE

Since the last update provided to Partnership Council in November, the Board's Governance Committee has started to implement the deliverables outlined in the critical path presented at the last meeting. All elected KHSC Board members have now completed their Expression of Interest 2022-23 and Axel Thesberg confirmed that all elected members have confirmed their interest in continuing on the Board. Board deliberations continue to focus on diversity and approach to fill director vacancies going forward.

5.0 KHSC BOARD & CEO UPDATE

In terms of other Board activities since the last Partnership Council meeting, Axel Thesberg reported on the Governance Committee's work to successfully recruit a chartered accountant to serve on the Board as discussed earlier in the meeting. The Board has also recently completed the contract renewals for the Chief of Staff, Dr. Mike Fitzpatrick, and the President and CEO, Dr. David Pichora. The Board Chair also confirmed that Q2 performance results were reviewed and discussed at the December 2021 KHSC Board meeting.

On January 31, 2022 Board and executive team members participated in an education session which included a mock tracer in preparation for KHSC's upcoming Accreditation scheduled for April 2022 as well as a separate session hospital funding and the budgeting processes at KHSC. The afternoon session concluded with a segment on government relations and the President and CEO provided a brief update. A brief Board meeting was held and the People, Finance and Audit Committee presented a recommendation on KHSC's high level budget plan for 2022-23 was approved at the January 31 meeting. Axel Thesberg indicated that planning continues for the redevelopment of the KGH site and this work continues to present its own unique set of challenges, many of which are beyond the planning team's control.

Dr. David Pichora updated Council members on executive contract expirations that will take effect on March 31, 2022 with the recent retirement announcements for Elizabeth Bardon and Mike McDonald. Portfolio accountabilities have been redistributed as both individuals are using up vacation at this time. Sandra Carlton will now have oversight for missions and ethics. An executive search firm is currently

recruiting to replace Mike McDonald's position and a number of qualified candidates have been identified.

In terms of patient access and flow, KHSC continues to see increased alternative level of care (ALC) volumes and COVID-19 inpatient numbers remain stable and manageable. Dr. Pichora noted, however, that a number of patients and staff are in quarantine and KHSC's inability to move ALC patients into more appropriate care setting continues to be a challenge. KHSC is working closely with Bayshore and the Windsor retirement residence to accommodate patients. Providence Care's Transitional Care Centre has opened and should increase capacity to meet the needs of the frail and older patient populations. Another area that management continues to monitor closely are supply chain pressures. In response to a question regarding staff vaccination policy and whether KHSC would be changing any of the current restrictions, the CEO confirmed that status quo remains and all staff are required to be vaccinated at KHSC. Sandra Carlton, Joint Vice President and Chief Human Resources Officer, provided a brief overview of health human resource challenges in terms of limited staffing supply as well as the impact of quarantine requirements for staff COVID positive results. In terms of opening the field hospital at the former St. Mary's of the Lake Hospital, Dr. David Pichora explained that the facility was built as a field hospital and would not meet the needs of an acute care hospital facility therefore limiting the type of patient that can be cared for. Ontario Health Teams are focused on the development of integrated quality improvement plans.

Partnership Council members who were available to join in the recent KHSC staff forums noted the excellent content and thanked the executive team for extending an invitation to join in these sessions.

Dr. Pichora shared with members a recent bulletin received from the Catholic Health Alliance of Canada about a cover story in the *Walrus* magazine "Divine Intervention" that raises questions and concerns about Catholic hospitals as it relates to restrictions on the treatments they provide. A copy of the media Q&A and article will be circulated to Council members following the meeting. Dr. Pichora added that management is discussing the preparation of article demonstrating how well the current governance structure works in Kingston as an example to a number of the points raised in the article.

6.0 ADJOURNMENT & DATE OF NEXT MEETING

The following dates were outlined on the agenda for upcoming meetings:

- Thursday, April 7, 2022 from 1500 – 1600 hours
- Tuesday, May 24, 2022 from 1600 – 1700 hours

The meeting adjourned at 1330 hours on motion of Bill Robertson.