

BOARD OF DIRECTORS – OPEN MEETING – VIDEOCONFERENCE CALL

Date: Monday, March 28, 2022
Time: 1600 – 1900 hours
Zoom Link: <https://kingstonhsc-ca.zoom.us/j/88236254339>

Start	Time	Item	Topic	Lead	Purpose	Attachment
1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT AGENDA ITEMS & APPROVAL OF AGENDA						
1600	5 min	1.1	Welcome, Call to Order, Confirmation of Quorum, Conflict of Interest Declarations	Thesberg	Inform	Verbal
		1.2	Consent Agenda Items a) Approval of Board Open Minutes: December 14, 2021 b) Approval of Board Open Minutes: January 31, 2022 c) Overall Progress at Q3 – BN & Slide Presentation d) 2021-22 Year End Committee Report Framework e) Approach to 22-23 Board/Committee Meeting Schedule f) Access and Flow Update g) Report on French Language Services Implementation h) Health Human Resources – January Update i) Workplace Violence Report j) Staff & Physician Engagement Results k) Fiscal 2021/22 Privacy/Info Security Annual Report	Thesberg	Decision	Briefing note
		1.3	Approval of Open Agenda	Thesberg	Decision	Draft agenda
2.0 PRESENTATIONS & GENERATIVE DISCUSSION						
1605	15 min	2.1	KHSC President and CEO + External Environment Update	Pichora	Discuss	Presentation @ meeting Q3 media report attached
1620	5 min	2.2	KPMG Audit Planning Report for KHSC	Cosford/Bansal	Discuss	Report
3.0 KEY DECISIONS						
1625	5 min	3.1	KHSC Hospital Service Accountability Agreement (HSAA) + Multi-Sector Service Accountability Agreement (MSAA)	Cosford/Bansal	Decision	Briefing note + sign-backs
1630	5 min	3.2	KHSC-Queen's Affiliation Agreement	Leslie/Carter	Decision	Briefing note + agreement
1635	10 min	3.3	KHSC Board Policy Manual Updates	Board Committee Chairs	Decision	Briefing note Link to draft policies
1645	10 min	3.4	2022-23 Board Recruitment Slate & Size	Hunter/Ilse	Decision	Briefing note
1655	5 min	3.5	2022-23 Selection Process for Patient Experience Advisors to KHSC Board Committees	Hunter/Ilse	Decision	Briefing note
1700	5 min	3.6	Critical Path for 2022-23 Board Officer Process	Hunter/Ilse	Decision	Briefing note

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4.0 REPORTING & UPDATES						
1705	5 min	4.1	COS/MAC Report – February & March MAC Meetings	Fitzpatrick	Discuss	Verbal
1710	5 min	4.2	Chief Nursing Executive Annual Report	Leslie/Ilse	Discuss	Presentation deck/report
1715	5 min	4.3	UHKF President and CEO Update	Zsolnay	Discuss	Written report
5.0 BOARD COMMITTEE REPORTING						
1720	10 min	5.1	Patient Care & Quality – November & January Meeting Highlights <ul style="list-style-type: none"> • Q3 High Level Committee Summary • Program Profile: Critical Care Program 	Leslie	Inform	Verbal click here BN/Presentation
1730	10 min	5.2	Governance Committee – November & January Meeting Highlights <ul style="list-style-type: none"> • Q3 High Level Committee Summary 	Hunter	Inform	Verbal click here
1740	10 min	5.3	People Finance Audit – November & January Meeting Highlights <ul style="list-style-type: none"> • Q3 High Level Committee Summary 	Cosford	Inform	Verbal click here
6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting)						
1750	5 min	6.1	Motion to Move In-Camera	Thesberg	Inform	Verbal
10.0 REPORT ON IN-CAMERA MATTERS						
1855	5 min	10.1	Motion to Report on Decisions Approved In-Camera	Thesberg	Inform	Verbal
		10.2	Date of Next Meeting & Termination	Thesberg	Inform	Verbal

**Kingston Health
Sciences Centre**

Centre des sciences de
la santé de Kingston

Minutes

BOARD OF DIRECTORS OPEN MEETING: MARCH 28, 2022

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held by video-conference on Monday, March 28, 2022 from 1600 to 1900 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, Emily Leslie, Sherri McCullough, David O'Toole, David Pattenden, Laura Talbot Allan, Axel Thesberg (Chair), and Sandy Wilson.

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

Ex-officio Members Present (non-voting): Dr. Mike Fitzpatrick, Dr. Lysa Boisse Lomax, Renate Ilse and Dr. David Pichora.

Regrets: Michele Lawford.

Staff: Rhonda Abson (Recording Secretary), Amit Bansal, Sandra Carlton, Brenda Carter, Val Gamache-O'Leary, Chris Gillies, Steve Smith 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

Chair Axel Thesberg called the meeting to order and confirmed that all participants were able to hear the proceedings. The Chair confirmed quorum and invited declarations of conflict; no conflicts were recorded. The Chair encouraged members to complete a meeting survey following the meeting.

Upcoming calendar items: Accreditation survey on Monday, April 25, 2022 for elected Board members starting at 1600 hours with the organizational debrief to take place on Friday, April 29 at 1100 hours and meeting coordinates will be provided closer to the date. KHSC Board committee meetings will now take place on Monday, May 2, 2022 and the next regular KHSC board meeting is scheduled for Monday, May 16, 2022. The Chair noted that plans are underway for CEO Matthew Anderson and Anna Greenberg, Chief Regional Officer for Toronto and the East Region for Ontario Health to join the May 16 meeting.

1.2 Approval of Consent Agenda

Agenda materials were provided on Wednesday, March 23, 2022. The following items were provided as part of the consent agenda:

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- Approval of Board Open Minutes: December 13, 2021
- Approval of Board Open Minutes: January 31, 2022
- Overall Progress at Q3 – Briefing Note & Slide Presentation
- 2021-22 Year End Committee Report Framework
- Approach to 22-23 Board/Committee Meeting Schedule
- Access and Flow Update
- Report on French Language Services Implementation
- Health Human Resources – January Update
- Workplace Violence Report
- Staff & Physician Engagement Results
- Fiscal 2021/22 Privacy/Information Security Annual Report

Moved by Alan Cosford, seconded by Emily Leslie:

THAT the consent agenda be approved as circulated.

CARRIED

1.3 Approval of Open Agenda

The Chair drew attention to the pre-circulated agenda with the recommendation that agenda item #3.6, Critical Path for 2022-23 Board Officer Process, be moved to the closed agenda. The Chair also highlighted implementation of the Governance Committee recommendations from the December Board meeting to streamline quarterly reporting and agenda content and encouraged members to provide their feedback in the post-meeting meeting effectiveness survey. Agenda item #4.1, Chief of Staff Report, was circulated to members on March 28, 2022.

Moved by David Pattenden, seconded by Brenda Hunter:

THAT the agenda be approved as amended.

CARRIED

2.0 PRESENTATIONS & GENERATIVE DISCUSSION

2.1 KHSC President and CEO + External Environment Update

The Chair noted a change in practice moving from a written CEO report to the delivery of a presentation. Dr. David Pichora provided an update on the reopening plan of the province confirming that KHSC has received confirmation from government to ramp-up patient care activity to 90%. COVID expenses will continue to be covered until June 30, 2022. The Deputy Premier has confirmed that emergency measures are scheduled to end on April 30, 2022.

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Recent funding announcements for KHSC include approval of the Belleville satellite dialysis modernization project approval and a new Kingston satellite dialysis unit located at Providence Care which will allow KHSC to increase patient volumes and provides good access to support Providence Care patients. Dr. Pichora also confirmed that Kingston's Integrated Care Hub has received funding approval. Recent funding has also included the eating disorders day program.

Kingston Frontenac Lennox and Addington continues to see a high prevalence of COVID-19 cases and management continues to monitor this closely and its impact on capacity challenges and patient throughput coupled with critical staffing challenges, especially in nursing. Dr. Pichora noted that capacity is improving in the Brockville region.

The search process for KHSC's Executive Vice President Patient Care and Chief Nursing Executive is nearing the final stage. Dr. David Pichora announced that Sandra Carlton would be joining KHSC as its full-time Executive Vice President and Chief Human Resources Officer effective April 4, 2022. It was noted that several of the Directors in HR will remain as joint positions between KHSC and Providence Care.

Regional Health Information System (RHIS) work continues and is on schedule and budget with the project team focused on populating memberships on the various work groups. Once this has been completed, the team will then turn its focus to engagement of clinical staff to provide input into structures and processes. Another important consideration will be how and when primary care will be linked to this work through the Ontario Health Team structure.

In terms of the redevelopment project at the KGH site, Dr. Pichora confirmed that the Connell structural review has now been completed and Deloitte continues to review the redevelopment plan and options for consideration. The Request for Proposal posting has been delayed to February 2023 by Infrastructure Ontario.

KHSC recently earned "Using Blood Wisely" designation from which recognizes KHSC's efforts to reduce inappropriate red blood cell transfusions. Dr. David Pichora provided members with a brief overview of his remarks delivered to the House of Commons Standing Committee on Health. Breast Imaging Kingston recently held an opening celebration. As well, KHSC has been recognized by Newsweek magazine as one of the top hospitals in Canada. Dr. David Pichora and Board Chair Axel Thesberg were recently interviewed for a leadership piece for the Institute of Corporate Directors publication. On March 31, 2022, a small group gathered in City Park to celebrate KHSC's 5th year anniversary of integration. KHSC has been awarded a long-term lab contract to support COVID-19 work. At the invitation of local high school students, Dr. Pichora recently delivered a TedTalk "*Patient Specific Orthopaedic Surgery: Challenges and Prospects*", which highlighted research work undertaken at the Human Mobility Research Centre.

In other updates, Dr. Pichora confirmed that KHSC has been invited to submit for the "Home Care Modernization" project as well as for cardiac program expansion. At the invitation of Longwoods, KHSC will be participating in an upcoming remote/virtual care session moderated by Andre Picard and featuring the

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Bayshore program as well as leaders from Ontario Health/Cancer Care Ontario. The final component of the presentation featured information on KHSC@home programs and how patients rated their experience.

2.2 KPMG Audit Planning Report for KHSC

Alan Cosford, People, Finance & Audit Committee Chair, drew attention to the annual audit planning report to support March 31, 2022 year end activities. Similar to previous years, the report highlights KPMG's approach to the audit, associated risks, key milestones and deliverables. Amit Bansal, Chief Financial Officer, confirmed that the committee discussed the plan in detail at its last meeting and support the plan as presented.

3.0 KEY DECISIONS

3.1 KHSC Hospital Service Accountability Agreement (HSAA) and Multi-Sector Service Accountability Agreement

Alan Cosford drew attention to the People, Finance and Audit Committee's recommendation; it was noted that the only changes in this year agreements: updating of the date of the Agreements and a switch from the Local Health Integration Network to Ontario Health.

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

THAT, as recommended by the People, Finance and Audit Committee, the Board of Directors approve extending both the Hospital Service Accountability Agreement (HSAA) and the Multi-sector Service Accountability Agreement (MSAA) to March 31, 2023.

CARRIED

Laura Talbot-Allan joined the meeting at 1630 hours.

3.2 KHSC-Queen's Affiliation Agreement

Emily Leslie, Patient Care and Quality Committee Chair, drew attention to the committee's recommendation and copy of the current KHSC-Queen's Affiliation Agreement. Dr. David Pichora noted that Dr. Mike Fitzpatrick, Brenda Carter and Chris Gillies will be leading the review and that work is underway to arrange for an initial meeting with the University. In response to a question regarding potential impact the KGH site redevelopment project could have on this review, Dr. Mike Fitzpatrick noted that the Affiliation Agreement speaks to the relationship and functioning between the University and KHSC only.

Moved by Emily Leslie, seconded by Sandy Wilson:

THAT THE Board of Directors endorses the recommendation of the Patient Care and Quality Committee that the Affiliation Agreement be reviewed formally in the Fall of 2022.

CARRIED

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3.3 KHSC Board Policy Manual Update

The Chair recognized the work of the KHSC Board committees in their review of KHSC Board policies. It was noted that almost all policies have now been considered with the remaining policies being reviewed at May committee meetings. Embedded in the briefing note was a link to the proposed amendments to-date and the table of contents lists the committee meeting review date and will be updated with the Board approval date.

Moved by Sherri McCullough, seconded by David Pattenden:

THAT the Board Policies for which the Governance Committee has oversight that have been reviewed to date be approved as outlined in the briefing note;

THAT the Board Policies for which the People Finance & Audit Committee has oversight have been reviewed to date be approved as outlined in the briefing note; and

THAT the Board Policies for which the Patient Care & Quality Committee has oversight have been reviewed to date be approved as outlined in the briefing note.

CARRIED

3.4 2022-23 Board Recruitment Slate and Size

Brenda Hunter, Governance Committee Chair, drew attention to a series of recommendations recently endorsed by the committee. The briefing note describes the principles to support the recruitment and nominations processes at KHSC. Appended to the Briefing Note was a copy of the draft recruitment advertisement, updated skills matrix including a detailed assessment ranking.

Moved by Brenda Hunter, seconded by David Pattenden:

The Governance Committee recommends the following:

1. THAT the KHSC Board of Directors endorse a change to Bylaw 4.1 "Composition of the Board" to allow for an increase in board members of between 12-14 elected positions; and
2. THAT the KHSC Board of Directors direct the Governance Committee to recruit up to three (3) additional directors for 2022-23; and
3. THAT for the 2022-23 year the skillsets for recruitment are those which support the strategic priorities as outlined in the briefing note; and

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4. THAT the KHSC Board of Directors approve the adoption of staggered and variable terms of renewal commencing in 2022-23 to ease the impact of multiple directors reaching the maximum tenure simultaneously in 2025-26; and
5. THAT the KHSC Board of Directors adopt the proposed Recruitment/Nomination matrix as a tool to better inform the Board about its recruitment needs; and
6. THAT the KHSC Board of Directors direct the Chair of the Governance Committee to administer the proposed confidential and voluntary self-identification diversity survey to existing board and potential new members, with responses to be shared only in the aggregate, as a tool to better inform recruitment needs.

Discussion focused briefly on the importance of balancing skills requirements with the Board's commitment to ensuring diversity, equity and inclusion. Brenda Hunter added that the Governance Committee has discussed approaches to handling tenure turnover why ensuring a fair and accountable process is in place.

CARRIED

3.5 2022-23 Selection Process for Patient Experience Advisors to KHSC Board Committees

Axel Thesberg drew attention to the recommendation of the Governance Committee in support of the Patient Experience Advisor appointment process for board committee work. Currently two advisors serve on each Board Committee and the Governance Committee is seeking Board support to undertake the selection process again this year.

Moved by Brenda Hunter, seconded by Dr. John Leverette:

THAT, as recommended by the Governance Committee, the annual process for identification of Patient Experience Advisors to the Board Committee be undertaken as outlined in Board Policy V-C-0 and the Board Chair confirm this approach with respective board committee chairs; and

THAT the CEO's office commences the selection process for advisors to serve on the Governance Committee, People, Finance and Audit Committee, and Patient Care and Quality Committee for the 2022-23 board year following confirmation by the Board of this approach.

In response to a question about how advisors are approached, Brenda Hunter confirmed that management reaches out to the Patient and Family Advisory Council to assistance with this engagement. In terms of eligibility of current advisors going forward, the first step is to determine interest of the current serving Advisors.

CARRIED

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3.6 Critical Path for 2022-23 Board Officer Process – see agenda item #1.3 above.

4.0 REPORTING & UPDATES

4.1 Chief of Staff/Medical Advisory Committee/COS Report

The written report of the Chief of Staff and Chair of the Medical Advisory Committee was provided to members in advance of the meeting. Dr. Mike Fitzpatrick highlighted the COVID-19 update, the Regional Health Information System work, the update from the Physician Quality Committee, as well as the Physician Wellness Committee work.

4.2 Chief Nursing Executive Annual Report

Emily Leslie, Patient Care and Quality Committee Chair, drew attention to a copy of the presentation prepared by Tom Hart and Christine Wilkinson on the work of the Chief Nursing Executive. The update provided Board members with an understanding of the general and pandemic related challenges in terms of health human resources/staff shortages, staff wellness concerns, nurse scheduling and union issues, and practice issue. Pressure ulcer rates remained above target for most of 2021. The briefing included an overview of the interim structural changes for the Executive Director Patient Care and Deputy CNE roles.

Discussion focused on staffing challenges not only at KHSC but across the province/country; new nursing models with the introduction and expansion of unregulated support and extender roles. Working closely with Sandra Carlton and the HR team, management has introduced nursing support assistants, patient mobility aids, care partners through greater family member involvement, respiratory therapy assistants and behavioural support workers have also been introduced. Additional nursing educators are assisting so that staff feel more supported.

In response to a question regarding physician assistants, Chris Gillies, Chief of Medical and Academic Affairs, noted that KHSC has affiliations with the University of Toronto and McMaster University resulting in 2-4 placements per year.

KHSC is piloting a permanent charge nurse structure which is now in place on Connell 9, Connell 10, Kidd 7 and work is underway to bring Connell 3 and Davies 5 into this structure. The presentation provided an overview of KHSC's staff monitoring and escalation plans to support patient activity and staff including a common severity rating system for each unit. Unit severity levels are plotted into a corporate heat map and updated by managers daily and discussed at staffing huddles. Staff are fully engaged to plan activity and make resource allocation decisions. The role of the Registered Nurses Association of Ontario, Ontario Nurses Association and College of Nurses to encourage enrolment was highlighted.

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4.3 UHKF President and CEO Update

Tom Zsolnay, UHKF President and CEO, drew attention to his written report. The Foundation has surpassed its 2021-22 goal and all fundraising programs are doing well. Third party events are slowly starting to return and the community online 50/50 draw continues to garner support. Thanks to the generous support of Brit Smith/Homestead Land Holdings and proceeds from the Rose of Hope Charity Golf tournament, resulted in the official opening of Breast Imaging Kingston.

5.0 BOARD COMMITTEE REPORTING

The Chair confirmed that the discussion on the generative item addressed at the February Board committee meetings would be brought forward as part of the in-camera agenda.

5.1 Patient Care & Quality Committee

- Q3 High Level Committee Summary
- Program Profile: Critical Care Program

Emily Leslie, Chair of the Patient Care & Quality Committee, drew attention to the circulated written update and presentation deck on KHSC's Critical Care Program presented at the February committee meeting. The annual report on French Language Services was presented at the January meeting. Quarterly Quality and Patient Safety Report and Quarterly Patient Feedback were discussed at the recent committee meeting.

5.2 Governance Committee

- Q3 High Level Committee Summary

Brenda Hunter, Chair of the Governance Committee, recognized the committee support provided by Dr. Renate Ilse and Tracey Cuddington. Work continues on recruitment processes and Board members will see the result over the next few months leading up to the annual general meeting activities. Brenda Hunter thanked Board members for their work on the UHKF/KHSC Partnership Working Group.

5.3 People, Finance & Audit Committee

- Q3 High Level Committee Summary

Alan Cosford, Chair of the People, Finance & Audit Committee, reported that the committee had a good discussion around the annual audit plan presented by Lori Huber of KPMG. The recommendation to support the PET/CT scan project will be presented as part of the in-camera segment. Sandra Carlton, Joint Vice President and CHRO presented an update on talent management at KHSC and the committee also discussed workplace violence along with staff and physician results at its last meeting. Financial impact of non-worked compensation was discussed at the February 2022 meeting and an overview of processes to safeguard information and freedom of information compliance. Alan Cosford also highlighted the update provided by Brenda Carter on KHSC's Integrated Risk Management activities.

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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 Emily Leslie, seconded by David Pattenden:

THAT the Board move into an in-camera session.

CARRIED

11.0 REPORT ON IN-CAMERA MATTERS

11.1 Motion to Report the Decisions Approved In-Camera

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

- The board approved the December and January board minutes.
- The board will place on the corporate record the electronic vote results for the Emergency Medicine Head and a banking resolution.
- The board received the final November and January Board committee minutes.
- The board received the patient feedback report for Q3.
- The board received the patient safety and quality report for Q3.
- The board received the financial package for the month ending December 2021.
- The board approved a number of professional and housestaff appointments.
- The board was briefed by the President and CEO on several in-camera items.
- The board endorsed the Governance Committee recommendation for the appointment of the Chair and Vice Chair to be considered at the special board meeting immediately following the AGM.
- The board approved the PET/CT scanner suite project.
- The board discussed the redevelopment project for the KGH site.
- The board receive an update on the KHSC/UHKF Partnership ad hoc committee.
- The board endorsed the approach to the 2021-22 CEO and COS performance evaluations.

11.2 Date of Next Meeting & Termination

The date of the next KHSC Board meeting will take place on Monday, May 16, 2022 at 1400 hours. The meeting terminated at 1900 hours on motion of Brenda Hunter.

Axel Thesberg
Chair