

BOARD OF DIRECTORS – OPEN MEETING – VIDEOCONFERENCE CALL

Date: Monday, May 16, 2022
Time: 1400 - 1730 hours
Zoom Link: <https://kingstonhsc-ca.zoom.us/j/87373438618>

Start	Time	Item	Topic	Lead	Purpose	Attachment
1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT AGENDA ITEMS & APPROVAL OF AGENDA						
1400	10 min	1.1	Welcome, Call to Order, Confirmation of Quorum, Conflict of Interest Declarations, Introduction of Special Guests	Thesberg	Inform	Verbal
		1.2	Consent Agenda Items a) Approval of Board Open Minutes: March 28, 2022 b) Access and Flow Update c) Health Human Resources – April Update d) Collective Bargaining Update e) Annual Confirmation of Rules of Order	Thesberg	Decision	Briefing note
		1.3	Approval of Open Agenda	Thesberg	Decision	Draft agenda
2.0 DISCUSSION & DECISION ITEMS						
1410	40 min	2.1	Roundtable Discussion with Matthew Anderson & Anna Greenberg, Ontario Health	Thesberg/Pichora	Discuss	Verbal
1450	15 min	2.2	KHSC President and CEO + External Environment Update	Pichora	Discuss	Presentation @ meeting
1505	5 min	2.3	KHSC Quality Improvement Plan 2022-23	Leslie/Carter	Decision	Briefing note & Draft QIP
1510	10 min	2.4	Draft Annual Compliance Report to Partnership Council	Hunter/Ilse	Decision	Written report
3.0 REPORTING & UPDATES						
1520	10 min	3.1	COS/MAC Report – April & May MAC Meetings	Fitzpatrick	Discuss	Written report
1530	5 min	3.2	UHKF President and CEO Update	Zsolnay	Discuss	Written report
4.0 BOARD COMMITTEE REPORTING						
1535	10 min	4.1	Patient Care & Quality – February & May Meeting Highlights • Program Profile: Emergency Program • Report on Ethical Dimensions of KHSC Care Delivery in the COVID environment	Leslie	Inform	BN + slides BN
1545	10 min	4.2	Governance Committee – February & May Meeting Highlights	Hunter	Inform	Verbal
1555	10 min	4.3	People Finance Audit – February & May Meeting	Cosford	Inform	Verbal
5.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting)						
1605	5 min	5.1	Motion to Move In-Camera	Thesberg	Inform	Verbal

9.0 REPORT ON IN-CAMERA MATTERS						
1705	5 min	9.1	Motion to Report on Decisions Approved In-Camera	Thesberg	Inform	Verbal
		9.2	Date of Next Meeting & Termination	Thesberg	Inform	Verbal
10.0 MEETING WITHOUT MANAGEMENT – CEO ONLY						
11.0 MEETING WITHOUT MANAGEMENT						

BOARD OF DIRECTORS OPEN MEETING: MAY 16, 2022

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held by video-conference on Monday, May 16, 2022 from 1410 to 1640 hours. The Board Chair and Secretary determined, in advance of the meeting, that a hybrid meeting would take place whereby certain Board members would participate in person in the Jeanne Mance 5 Board Room at the Hotel Dieu site while others would join by videoconference. Those attending in person would ensure compliance with KHSC social distancing directives in response to the COVID-19 pandemic. The following are the open minutes.

Elected Members Present (voting) by Videoconference: Alan Cosford, Mélanie-Josée Davidson, Anne Desgagnés, Brenda Hunter, Michele Lawford, Emily Leslie, David O'Toole, David Pattenden, Laura Talbot Allan, and Sandy Wilson.

Elected Members Present (voting) in Person: Axel Thesberg (Chair) and Sherri McCullough (Vice Chair).

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

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

Ex-officio Members Present (non-voting) by Videoconference: Dr. Lysa Boisse Lomax.

Regrets: nil.

Guests attending in person: Matthew Anderson, President and Chief Executive Officer, Ontario Health and Anna Greenberg, Chief Regional Officer Toronto and East, Ontario Health.

Staff: Rhonda Abson (Recording Secretary), Amit Bansal, Brenda Carter, Tracey Cuddington, Val Gamache-O'Leary, Chris Gillies, 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

Axel Thesberg called the meeting to order and welcomed Board members and staff joining by videoconference and confirmed that participants could hear the proceedings. The Chair confirmed quorum and no declarations of conflict were recorded.

The Chair welcomed and introduced Anna Greenberg from Ontario Health and advised members that Matthew Anderson would join the meeting shortly. Wayne Owens, Chair of the University Hospitals Kingston Foundation, will be welcomed during the in-camera segment. The Chair noted that David O'Toole would depart the meeting from 1500 to 1530 hours and Dr. Jane Philpott will depart at 1530 hours.

Open Board Meeting: May 16, 2022

Page 2

A special in-camera KHSC Board meeting will be held on Thursday, May 19, 2022. KHSC Board Committee meetings will take place on Monday, May 20, 2022 and the next regularly scheduled Board meeting will take place on Monday, June 20, 2022 following by the Members' annual general meeting and special Board meeting to appoint the Officers. The Chair reminded members that a meeting effectiveness survey will follow the meeting.

The Chair reported that Dr. David Pichora would depart the meeting at approximately 1530 hours to host a tour of Ininew Patient Services as well as the KGH site and Renate Ilse will assume the role as Secretary on behalf of Dr. Pichora.

KHSC Board members then welcomed Mr. Anderson to the meeting and Dr. David Pichora provided the introduction. Prior to assuming the role as President and CEO of Ontario Health, Mr. Anderson served as President and CEO of Lakeridge Health, one of the largest community hospital systems in the Province. He has held a number of senior level positions at the University Health Network, William Osler, and as CEO of the Toronto Central Health Integration Network. Anna Greenberg serves as the Chief Regional Officer

1.2 Approval of Consent Agenda

Agenda materials were provided on Wednesday, May 11, 2022. The following items were provided as part of the consent agenda:

- Approval of Board Open Minutes: March 28, 2022
- Access and Flow Update
- Health Human Resources – April Update
- Collective Bargaining Update
- Annual Confirmation of Rules of Order

Moved by seconded by David Pattenden, seconded by Laura Talbot Allan:

THAT the consent agenda be approved as circulated.

CARRIED

1.3 Approval of Open Agenda

The Chair drew attention to the agenda materials noting that, agenda item #2.1, Roundtable Discussion with Ontario Health, would be moved to the in-camera agenda.

Moved by Dr. John Leverette, seconded by Anne Desgagnés:

THAT the agenda be approved as amended.

CARRIED

Open Board Meeting: May 16, 2022

Page 3

Moved by Sherri McCullough, seconded by Alan Cosford:

THAT the Board move into an in-camera session.

CARRIED

2.0 DISCUSSIONS & DECISION ITEMS

2.1 Roundtable Discussion with Matthew Anderson & Anna Greenberg, Ontario Health – see in-camera minutes.

2.2 KHSC President and CEO + External Environment Update

Dr. David Pichora delivered a brief presentation highlighting ongoing changes to pandemic protocols including most restrictions being removed with the exception of hospitals and long-term care home maintaining pandemic protocols for masking, etc. Provincial election campaign is underway and the provincial legislature has been dissolved and will now impact Ministry activities including funding announcements.

Providence Care's Transitional Care Unit (PTCC) is now fully operational which should assist with patient flow from KHSC. Prior to today's meeting, a tour of the PTCC and the alternative health facility at Union Street was arranged for Anna Greenberg.

Dr. David Pichora has recently appointed Chair of the Health Insurance Reciprocal of Canada (HIROC) Governance Committee as well as allowing his name to stand for election on the Mohawk Medbuy Corporation's Board of Directors. It was also noted that Dr. Pichora will be transitioning to the Chair position at Hospital Shared Services Southeastern Ontario (3SO). As well, KHSC senior executives will be serving on a variety of committees at the Ontario Hospital Association including Chris Gillies as co-chair of the OHA Education Committee and the HHR Education Working Group; Dr. Steve Smith is now co-chair of the OHA's Health Research and Innovation Committee; and Dr. David Pichora will serve on the OHA's Academic CEO Committee.

Catholic Health Alliance of Canada's annual conference was held on May 12 and 13, 2022 and Ininew Patient Services (IPS) was recognized with CHAC's "Program of Distinction Award" recognizing original and innovative programs. Dr. David Pichora highlighted the leadership of Midge Rouse and the IPS team for the great work they do.

The next segment of the presentation focused on challenges around health human resources (HHR) and pandemic recovery. Surgical ramp-up continues to be slow and particularly challenging due to staff and physician illness due to COVID-19 protocols as well as ongoing system HHR shortages. KHSC continues to experience high patient inflow with limited outflow. Intensive Care Unit occupancy remains high and staff are

Open Board Meeting: May 16, 2022

Page 4

tired. KHSC has introduced premium pay and, overall, staff absenteeism has declined. KHSC will welcome Jason Hann to the Executive Vice President and Chief Nursing Executive position on July 25, 2022.

Positive feedback from across KHSC continues in terms of Accreditation results. KHSC met 100% of the Required Organizational Practices and 99.3% on priority processes. Surveyors commented on KHSC's excellent pandemic response as well as the team's ability to respond and implement flooding protocols. Recognition of patient and family engagement was highlighted. The surveyors also commented on KHSC's capacity and infrastructure issues, they noted the HHR challenges, as well as the risks around hybrid charting. The surveyors also noted the unique governance model that exists and commented on the KHSC's involvement with Ontario Health Teams.

In terms of KHSC's redevelopment project, slow progress continues due to its complexity. Discussions with the Ministry are ongoing and a further update will be provided to the Board at its May 19, 2022 meeting.

Initial reports show a favourable year-end result and the financial draft statements will be presented at the Board meeting slated for June 20, 2022. Several major capital projects include the IVR suite, CV Lab-A, Johnson 7 x-ray and general radiology at both sites.

The Chair recognized the contributions of the Board and senior team in preparation for this year's Accreditation. The KHSC Board extended their congratulations to Brenda Carter, Executive Vice President Quality and Partnerships for guiding the Accreditation process. The final rating is expected in the next few weeks and will be shared with the Board.

2.3 KHSC Quality Improvement Plan 2022-23

Emily Leslie, Chair of the Patient Care and Quality drew attention to the Committee's recommendation regarding the 2022-23 Quality Improvement Plan. Priority initiatives were identified in the following areas for 2022-23: 1) workplace violence prevention; 2) emergency department triage reassessment; 3) using labs wisely; and 4) choosing wisely – transfusion medicine.

Moved by Emily Leslie, seconded by David Pattenden:

THAT, as recommended by the Patient Care and Quality Committee, the KHSC Board of Directors approves the proposed 2022-23 Quality Improvement Plan.

CARRIED

David O'Toole departed the meeting at 1500 hours.

Open Board Meeting: May 16, 2022

Page 5

2.4 Draft Annual Compliance Report to Partnership Council

The Chair drew attention to the draft Annual Compliance Report prepared for circulation to Partnership Council based on the deliverables outlined in the Operating Agreement between HDH, KGH and KHSC. Brenda Hunter, Chair of the Governance Committee, confirmed that members reviewed the report at their May 2, 2022 meeting.

Moved by Brenda Hunter, seconded by Anne Desgagnés:

THAT, as recommended by the Governance Committee, the Board of Directors endorses the KHSC Annual Compliance Report and CEO Attestation confirming compliance with the Operating Agreement for the period April 1, 2021 to March 31, 2022.

CARRIED

Matthew Anderson, Anna Greenberg, and Dr. David Pichora departed the meeting at 1510 hours.

3.0 REPORTING & UPDATES

3.1 Chief of Staff Report – April & May MAC Meetings

The written report of the Chief of Staff was circulated to the Board in advance of the meeting. Dr. Mike Fitzpatrick highlighted the section on HHR issues noting that many physician colleagues are experiencing fatigue. Going into the summer months will be a challenge and efforts will continue to retain existing staff.

At the recent MAC meeting, Tom Zsolnay, President and CEO and staff members Holly Jacques and Bill Leacy from UHKF presented “Hospital Foundation, Hospital Financing and Building Relationships with Physicians”. An overview of the Foundation was presented and included local share obligations for construction projects, how equipment is funded and how funds are distributed to meet donor wishes. Dr. Fitzpatrick noted that Tom Zsolnay and Bill Leacy will be reaching out to individual departments to arrange smaller group meetings to discuss fundraising.

The MAC was provided with an update on the SEAMO 3-year HHR plan. Dr. Fitzpatrick explained that department heads submit their business cases and funding requests to support expanded programs which are then reviewed by the HHR Working Group. Following this process, recommendations are then adjudicated by the Strategic Priorities and Recruitment Committee before being sent to the SEAMO Governing Committee for final approval. Dr. Fitzpatrick drew attention to this application summary contained in his report noting that over 40 business cases have been submitted resulting in potentially 52 physicians. The final 3-year plan will be submitted to the Ministry by June 30, 2022. Discussion focused briefly on the percentage of family physicians retiring in the community. Dr. Fitzpatrick noted that a new model will result in a greater number of family physician positions being available in the School of Medicine.

Open Board Meeting: May 16, 2022

Page 6

An update on the Regional Hospital Information System “Lumeo” was presented at the May MAC meeting. Discussion at the meeting focused on the need for timely communication and the importance of engaging change agents to support the project. Currently there are 47 physician leaders involved in the project.

3.2 UHKF President and CEO Update

In advance of the meeting, the written report of Tom Zsolnay was circulated and provided an overview of the year-end results to March 31, 2022 (unaudited). UHKF has experienced another record breaking year having exceeded its original budgeted numbers.

Discussion focused on the sharing formula between the partner hospitals. Tom Zsolnay reported that the Board Chairs and CEOs continue to meet with discussions focusing on the process to set priorities and to look at other deliverables outlined in the operating agreement, including the sharing formula. It is recognized that a new fundraising model needs to be identified including the elements of the local share requirements to support the KHSC redevelopment project.

The Chair extended congratulations to Tom Zsolnay and his team on another successful year.

4.0 BOARD COMMITTEE REPORTING

4.1 Patient Care & Quality – February & May Meeting Highlights

- Program Profile: Emergency Program
- Report on Ethical Dimensions of KHSC Care Delivery in the COVID environment

Emily Leslie, Chair of the Patient Care and Quality Committee, provided committee highlights from their most recent meeting. The Committee brought forward a recommendation on the Quality Improvement Plan; an update on the critical incident reporting process and trending was discussed by the Committee. Members of the Emergency Department team presented at the May 2, 2022 meeting and included performance metrics in terms of length of stay/wait times for admitted patients; for non-admitted high and low acuity patients; elapsed time to physician initial assessment and time to inpatient bed; and ambulance offload times. A presentation deck accompanied the written report and provided additional detail regarding patient flow and staffing challenges. Post-committee meeting feedback results remain low with only three committee members completing the survey on average. Having an opportunity for further discussion was noted.

4.2 Governance Committee – February & May Meeting Highlights

Brenda Hunter, Chair of the Governance Committee, reported that the Committee will be looking at the processes around the use of the consent agenda next year. The Governance Committee is currently reviewing committee memberships for 2022-23 and reviewing its year end work plan/committee report. The Committee is also working its way through the remaining Board policies. At the May meeting, committee members also

Open Board Meeting: May 16, 2022

Page 7

discussed the Regional Hospital Information System as well as confirming the annual CEO and COS sudden succession plan.

4.3 People Finance Audit – February & May Meeting

Alan Cosford, Chair of the People Finance & Audit Committee, reported on their May meeting and Sandra Carlton, Executive Vice President and Chief Human Resources Officer's updated on HHR challenges and impacts. Also at the May 2, 2022 meeting, an update was provided by Amit Bansal, Vice President and Chief Financial Officer, on KHSC's year-end work. Krista Wells Pearce, Vice President Planning, briefed committee members on the redevelopment project and the committee had a generative discussion on the Regional Hospital Information System.

At 1530 hours Dr. Jane Philpott departed the meeting and David O'Toole joined.

5.0 IN-CAMERA SEGMENT

5.1 Motion to Move In-Camera

Moved by Dr. John Leverette, seconded by David Pattenden:

THAT the Board move into an in-camera session.

CARRIED

9.0 REPORT ON IN-CAMERA MATTERS

9.1 Motion to Report on Decisions Approved In-Camera

The Chair reported on the following in-camera decisions and discussion:

- The board welcomed Matthew Anderson and Anna Greenberg to the May 16, 2022 meeting for roundtable discussion on current health care trends;
- The board approved the March 28, 2022 in-camera minutes;
- The board received the final February 28, 2022 Patient Care and Quality, Governance and People Finance and Audit Committee minutes;
- The board received the financial package for the month ending February 28, 2022;
- The board received a briefing on the annual CEO and COS sudden succession process;
- The board received a presentation by UHKF Board Chair Wayne Owens and President and CEO Tom Zsolnay outlining UHKF's draft strategic plan and discussed the current work being undertaken by the Board Chairs and CEOs relating to the current Operating Agreement between partner hospitals and UHKF;

Open Board Meeting: May 16, 2022

Page 8

- The board received a briefing on ongoing staffing challenges, an update on the renal dialysis program in Brockville; and
- The board approved a number of appointments and reappointments from the Medical Advisory Committee April and May 2022 meetings;
- The board was informed that work is underway to review the structure and reporting of a “Building Redevelopment Special Board Committee” and that draft terms of reference and membership will be brought forward through the Governance Committee at a later date;
- The board was briefed on the preliminary unaudited financial position of KHSC as at March 31, 2022.

9.2 Date of Next Meeting & Termination

A special in-camera KHSC Board meeting will be held on Thursday, May 19 at 1300 hours. The next regularly scheduled Board meeting will take place on Monday, June 20, 2022 at 1500 hours followed by the Members annual general meeting of the Corporation followed by the special Board meeting to elect the Officers.

The meeting adjourned at 1440 hours on motion of Dr. John Leverette.

10.0 MEETING WITHOUT MANAGEMENT – CEO ONLY

No session was held.

11.0 MEETING WITHOUT MANAGEMENT

No session was held.

Axel Thesberg
Chair