

BOARD OF DIRECTORS – OPEN MEETING – VIDEOCONFERENCE CALL

Date: Monday, March 27, 2023
Time: 1600 – 1900 hours
Zoom Link: <https://kingstonhsc-ca.zoom.us/j/83400212498>

Start	Time	Item	Topic	Lead	Purpose	Attachment
1.0 CALL TO ORDER, QUORUM CONFIRMATION, DECLARATION OF CONFLICT, AGENDA APPROVAL						
1600	5 min	1.1	Welcome, Call to Order, Confirmation of Quorum, Conflict of Interest Declarations, Agenda Approval	Thesberg	Discuss	Verbal
		1.2	Consent Agenda Items	Thesberg	Approve/ amend	Briefing note
		1.2.1-a	2022-23 Quarterly Performance Reporting			
		1.2.1-b	2022-23 Year End Committee Report Framework			
		1.2.1-c	Approach to 2023-24 Board/Committee Meeting Schedule			
		1.2.1-d	Access & Flow Update			
		1.2.1-e	Report on French Language Services Implementation			
		1.2.1-f	Health Human Resources – January Update			
		1.2.1-g	Workplace Violence			
		1.2.1-h	2022-23 Privacy/Info Security Annual Report			
		1.3	Approval of Open Agenda	Thesberg	Approve/ amend	Draft agenda
		1.4	Approval of Draft Minutes – December 2022	Thesberg	Approve/ amend	Draft minutes
2.0 PRESENTATIONS & GENERATIVE DISCUSSION						
1605	10 min	2.1	KHSC President & CEO + External Environment Update 2022-23 Q3 Media Report	Pichora	Discuss	Presentation @ meeting
1615	5 min	2.2	KPMG Audit Planning Report for KHSC	Cosford/Bansal	Discuss	Briefing note
3.0 DECISION ITEMS						
1620	15 min	3.1	KHSC Hospital Service Accountability Agreement (HSAA) & Multi-Sector Service Accountability Agreement (MSAA)	Cosford/Bansal	Approve/ amend	Verbal
1635	5 min	3.2	2023-24 Board Recruitment Strategy	Wilson/Ilse	Approve/ amend	Briefing note
1640	5 min	3.3	2023-24 Selection Process for Patient Experience Advisors to KHSC Board Committees	Wilson/Ilse	Approve/ amend	Briefing note
1645	10 min	3.4	2023-24 Approach to Board Education & Generative Discussion	Wilson/Ilse	Approve/ amend	Briefing note
4.0 REPORTING & UPDATES						
1655	5 min	4.1	Chief of Staff/Medical Advisory Committee	Fitzpatrick	Discuss	Written Report
1700	10 min	4.2	Chief Nursing Executive Annual Report	Hann	Discuss	Written report
1710	5 min	4.3	Update from University Hospitals Kingston Foundation	Zsolnay	Discuss	Written report
1715	5 min	4.4	President of the Medical Staff Association	Alavi	Discuss	Verbal

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5.0 BOARD COMMITTEE REPORTING						
1720	5 min	5.1	Patient Care & Quality Committee <ul style="list-style-type: none"> • Program Profile: Renal Program 	Leslie	Inform	Verbal Briefing note
1725	5 min	5.2	Governance Committee	Wilson	Inform	Verbal
1730	5 min	5.3	People, Finance & Audit Committee	Cosford	Inform	Verbal
1735	5 min	5.4	Research Committee	Lawford	Inform	Verbal
6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting)						
1740	5 min	6.1	Motion to Move In-Camera	Thesberg	Inform	Verbal
10.0 REPORT ON IN-CAMERA MATTERS						
1835	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
MEETING WITH ELECTED MEMBERS AND CEO						
MEETING WITHOUT MANAGEMENT PRESENT						

BOARD OF DIRECTORS OPEN MEETING: MARCH 27, 2023

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held by video-conference on Monday, March 27, 2023 from 1600 to 1840 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, Jane Fitzgerald, Michele Lawford, Emily Leslie, Sherri McCullough, David Pattenden, Mona Rahman, Laura Talbot Allan, Axel Thesberg (Chair) and Sandy Wilson.

Ex-officio Members Present (voting): Brent Atkinson and Dr. Jane Philpott.

Ex-officio Members Present (non-voting): Jason Hann, Dr. Mike Fitzpatrick and Dr. David Pichora.

Regrets: Dr. Nazanin Alavi, David Fell and Martha Munezhi.

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

1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONFLICT OF INTEREST DECLARATION CONSENT & AGENDA APPROVALS

1.1 Call to Order & Chair's Welcome

Axel Thesberg called the meeting to order and confirmed that participants could hear the proceedings. Board members were reminded of the importance of completing the meeting effectiveness survey at the conclusion of today's meeting.

1.2 Confirmation of Quorum

The Chair noted the regrets for the meeting and that Dr. Jane Philpott would be departing the meeting early.

Board committee meetings will take place on March 24 and 25, 2023 and the next regular meeting of the KHSC Board will take place on Monday, May 8, 2023 and timing for the session may require some adjustment.

1.3 Declarations of Conflict

No declarations of conflict were recorded.

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1.4 Approval of Consent Agenda

Agenda materials was posted on the Board portal on March 23, 2023. The following items were provided as part of the consent agenda:

- a) Briefing Note: 2022-23 Quarterly Performance Reporting Q3
- b) Briefing Note: 2022-23 Year End Committee Report Framework
- c) Briefing Note: Approach to 2023-24 Board & Committee Meeting Schedule
- d) Briefing Note: Access & Flow Update
- e) Report: French Language Services Implementation
- f) Report: Health Human Resources January Update
- g) Briefing Note: Workplace Violence
- h) Report: 2022-23 Privacy/Info Security Annual Report

The Chair invited changes to the consent agenda.

Moved by seconded by Alan Cosford, seconded by Laura Talbot Allan:

THAT the consent agenda be approved as circulated.

CARRIED

1.5 Approval of Open Agenda

Moved by Emily Leslie, seconded by Sherri McCullough:

THAT the agenda be approved as circulated.

CARRIED

1.6 Approval of Draft Minutes

The draft minutes were pre-circulated and the Chair drew attention to page 9 of the draft December minutes noting an error in the numbering format.

Moved by Laura Talbot Allan, seconded by Emily Leslie:

THAT the open minutes of the KHSC Board of Directors' meeting held on December 12, 2022 be approved as amended.

CARRIED

Moved by Jane Fitzgerald, seconded by Laura Talbot Allan:

THAT the open minutes of the KHSC Board of Directors' meeting held on January 30, 2023 be approved as circulated.

CARRIED

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2.0 DECISION ITEMS

2.1 KHSC President and CEO and External Environment Update

Dr. David Pichora delivered a brief presentation providing updates on COVID-19 patient trends. Board members were informed of a second burst pipe/flood at the HDH site resulting in several floors in the Sydenham Building being affected. A cracked drain pipe at the KGH site has resulted in some damage at the KGH site in the pharmacy and operating room areas. The CEO also shared highlights from his recent trip to the Weeneebayko Health Authority and further follow-up on several patient care initiatives are underway. The Board was briefed on recent and upcoming Ministry calls. KGHRI charitable status application has now been completed and filed with the Canada Revenue Agency. There were several police and Corrections Canada related incidents and the Board was briefed on a recent tragic accident at the City-owned Chown parking lot.

Health health resource challenges continue and, due to staff illness, an acute shortage of operating room staff has resulted in OR reductions by 25%. Emergency department and overall capacity remain reasonably constant. St. Patrick's Day activities were more subdued this year. Ontario Health recently endorsed the expansion of the Belleville Dialysis Centre.

Board members were briefed on the Lumeo project including an update on the regional digital executive lead recruitment progress to-date and the contract for the interim lead position was recently extended. The partners have now signed off on the operating model/decision-making structure for the Lumeo project. KHSC continues as the coordinating hospital. Total cost of ownership agreement has been aligned to budget allocations and leaders are now confirming financial details/allocations with final recommendations expected sometime in April and KHSC anticipates higher projected costs. Operations team roles are now completed and training starts in July.

In terms of external commitments, KHSC continues to be well represented at the Ontario Hospital Association with Dr. Steve Smith serving on the Research Committee and Chris Gillies leading the Academic and Education Committee. Dr. Pichora noted that he will be joining OHA President and CEO and members of his team on upcoming federal MP and senior staff meetings in the next several weeks.

The final part of the CEO presentation focused on KHSC financial performance with respect to anticipated year end results and factors, such as overtime and sick time as well as ramping up care delivery to address waitlists, will impact year-end results. Significant capital investments are needed in patient care equipment and the impact of the provincial budget healthcare investment is not yet determined. Inflation cost pressures also remain a concern. Budget planning for Fiscal 2024 will clearly be in a deficit position based on current funding allocations and management has requested a waiver due to factors beyond the hospital's control. In response to a question, David Pichora confirmed that the digital health executive lead position for the Lumeo project will be a five-year contract with potential to transition to a permanent position amongst the partners.

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In closing his report, the CEO drew attention to the Q3 media report circulated to members in advance of the meeting.

2.2 KPMG Audit Planning Report for KHSC

Alan Cosford, Chair of the People, Finance and Audit Committee, drew attention the planning report and advised members that Lori Huber and Caitlyn Cox from KPMG attended the February Committee meeting and reviewed the plan in detail. Overall, the KHSC audit is going very well.

3.0 KEY DECISIONS

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

The Chair described the process in development of the Hospital Service and Multi-Sector Service Accountability Agreements with government. At the January 2023 Board meeting, members were briefed on management's approach to the hospital annual planning submission, a key document in the development of the Accountability Agreements. It was noted that hospital boards no longer need to approve the HSAA/MSA Agreements going forward. Amit Bansal, Vice President and Chief Financial Officer outlined current inflationary impacts on KHSC's operating and capital budgets which will result in deficit positions for next year. The Ministry has provided KHSC with a proposed waiver document to be executed committing KHSC to prepare performance improvement plans for the next two years to address the deficit. Discussions are ongoing with the Ministry and the Board Chair confirmed that he has also engaged the Chair of the People, Finance and Audit Committee in terms of the next steps forward in the process. It is recognized that there are a number of "factors beyond the hospital's control" that require further negotiation with the Ministry in terms of their commitment to fund and address inflationary cost pressures. The Chair invited members to reach out should they have any questions or concerns with the proposed approach.

3.2 2023-24 Board Recruitment Strategy

Sandy Wilson, Chair of the Governance Committee, drew attention to the update and recommendation supporting this year's recruitment strategy. Included in the briefing materials was a summary of the skills inventory of the KHSC Board identifying several key areas of focus to support recruitment. Due to the size and scope of the regional health information system and redevelopment projects, the Governance Committee recommends that the recruitment focus in the areas of construction and project management and information technology. Discussion focused on the need for greater diversity on the Board and it was noted that this has been captured in the draft advertisement appended to the briefing note. The other recommended skills outlined in the ad include government relations and advocacy as well as professional accounting designation. It was agreed that the skills listing in the ad would be adjusted to include large project management and information technology first, followed by the public accounting designation and government relations last.

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Dr. Renate Ilse, Executive Vice President Corporate and Chief Operating Officer, confirmed that placement of the advertisement in the local paper yields very few applicants. Management also has a social media plan as well as reaching out to professional organizations to assist in identifying community members. It was noted that KHSC receives applications throughout the year and that the Governance Committee will review all applications at their April meeting.

Moved by Sandy Wilson, seconded by Anne Desgagnés:

THAT, as recommended by the Governance Committee, the KHSC Board endorses the proposed recruitment strategy and advertisement to recruit for a single new director for 2022-23 board year.

CARRIED

3.3 2023-24 Selection Process for Patient Experience Advisors to KHSC Board Committees

Sandy Wilson drew attention to the recommendation of the Governance Committee regarding the selection process to support the appointment of Patient Experience Advisors to the KHSC Board committees. Renate Ilse explained that advisors are required to complete an Expression of Interest form to confirm their interest in continuing as well as to identify their preferred committee. Results will be compiled and brought back to the Governance Committee for further discussion.

Moved by Sandy Wilson, seconded by David Pattenden:

THAT, as recommended by the Governance Committee, the KHSC Board of Directors endorse the process for identification of Patient Experience Advisors to the Board Committees for 2023-24; that the process be undertaken as outlined in board policy V-C-0 and the Board Chair confirm this approach with the respective board committee chairs.

CARRIED

3.4 2023-24 Approach to Board Education & Generative Discussion

At the February Governance Committee meeting, members discussed opportunities for improvement relative to board education and generative discussion based on feedback provided by KHSC Board members through the OHA Board Effectiveness Survey as well as the January 1:1 Board Chair/Member meetings. Briefing materials provided in advance of the meeting outlined three target areas: having additional board retreat/education sessions; incorporating education/generative discussion at regular board and committee meetings; and providing more opportunities for external education. Sandy Wilson highlighted the committee's support of introducing 30-minute education/generative discussions at the start of meetings as well as expanding the board portal platform to incorporate educational modules. Discussion focused on the importance of how generative discussion is incorporated into committee/board agendas that are already full and how it might be disruptive to

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meeting flow. The need for providing additional educational opportunities was highlighted and the need to extend such opportunities to KHSC's Patient Experience Advisors.

Moved by Sandy Wilson, seconded by Emily Leslie:

THAT, as recommended by the Governance Committee, the KHSC Board of Directors approves the following: 1) Commencing in 2023-24 an additional board education session will be added to the schedule for May, to be in-person (as permitted); and 2) Meeting agendas be restructured to allow for 30-minute education/generative discussion sessions at the start of meetings; and 3) External education opportunities be posted to the BoardEffect portal for those board and committee members who may be interested in education opportunities that support them in their role, in accordance with board approved policies.

CARRIED

4.0 REPORTING AND UPDATES

4.1 Chief of Staff/Medical Advisory Committee Report – February and March Meetings

The written report of the Chief of Staff was pre-circulated. Dr. Mike Fitzpatrick provided a brief update on department head recruitment activities (Psychiatry, Obstetrics/Gynaecology, Pediatrics, Family Medicine, Oncology and Medicine). The report included an update on the Lumeo (regional hospital information system project) timelines and the work that Deloitte is undertaking to support the governance structure. There are a number of initiatives underway to support physician wellness and a new leadership program has been developed to support physician leaders. In response to a question regarding physician burn-out and department head recruitment activities, Dr. Fitzpatrick noted that most of this work is part of the normal term renewal cycle. The MAC recently reviewed KHSC's current policy on operating room emergency/trauma case management to help guide the prioritization of OR emergency cases.

4.2 Chief Nursing Executive Annual Report

Jason Hann, Executive Vice President Patient Care and Chief Nursing Executive, provided an update on KHSC's progress of partnering in care, discovery and learning to achieve better health for our communities while transforming our health care system. As outlined in the pre-circulated presentation deck, KHSC continues to face challenges in the areas of health human resources, union activities, and capacity and flow. The current recruitment environment is very competitive. Jason Hann highlighted a number of initiatives/areas of focus the team is actively engaged in noting that KHSC has moved the average length of stay from six days to four days; has expanded the transitional care unit to 120 beds including the KHSC@Home program which now supports patients from Trenton to Verona and KHSC leaders are now working with the Perth Smiths Falls Hospital and Lennox and Addington County General Hospital to expand surgical care access. The Safer Nursing Care Tool has been implemented in the critical care area. Board members noted the significant reduction in hospital acquired pressure injuries from February 2019 to December 2022.

The Nursing Engagement Committee, comprised of leadership and front-line nursing staff, has identified and implemented a number of initiatives to enhance retention and recruitment. The presentation provided an overview of union activity in nursing locally and provincially. The CNE highlighted the fact that the Ontario Nurses' Association (ONA) has submitted six minutes of settlement which will have significant financial impacts to resolve their concerns. As outlined in the presentation, the estimated costs to resolve these concerns is approximately \$7.7M annually. Management continues to explore options to tackle human resource challenges such as sign-up bonuses, shift premium payments, the introduction of agency nursing.

In terms of upcoming initiatives, implementation of the Lumeo project deliverables will have a significant impact on all staff across the organization. Continued staff engagement will be critical as well as strengthening partnerships in the region to improve care access will be important. The introduction of patient facing technology (Seamless MD) will enable hospitals and models to engage, monitor and stay connected with patients across their healthcare journey. This interactive technology allows patients to provide feedback on post-op care, manage medications, provide the care team with pain management scores. KHSC will be introducing the technology in orthopedics to manage the care of patients who have recently had hip and knee surgery. Jason Hann offered to provide the Board with a demo of the software.

4.3 UHKF President and CEO Update

Tom Zsolnay, President and CEO of the University Hospitals Kingston Foundation, provided an update on fundraising activities. Forty-one volunteers and staff recently participated in UHKF's "thank-you-a-thon" to recognize donors for their support. Vice Chair Sherri McCullough expressed her thanks to the UHKF team for coordinating the thank-you event and described how rewarding the experience was.

4.4 President of the Medical Staff Association – deferred.

5.0 BOARD AND COMMITTEE REPORTING

KHSC Board committee updates focus on January and February 2023 meeting activities.

5.1 Governance Committee

Sandy Wilson, Chair of the Governance Committee, provided an update from the February committee meeting which focused public sector salary disclosure reporting; the framework for year end committee reports; required adjustments to the Board's Executive and Governance Committee terms of reference and transitioning of the work to support the Ontario Not-for-Profit Corporation compliance requirements; confirming the proposed 2023-24 Board and Committee meeting schedule; and other recommendations included in the open and closed agendas relating to Board recruitment strategies and Board education and generative discussion framework.

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5.2 Patient Care & Quality Committee

- Program Profile: Renal Program

The Chair drew attention to the renal program profile and presentation provided with the agenda materials and thanked Emily Leslie, Chair of the Patient Care and Quality Committee, and her members for providing regular updates on the services provided by KHSC as well as the introduction this past year of patient stories. Emily Leslie reported that the patient story highlighted at the last meeting provided for excellent discussion by the committee. She explained that further planning is underway with Brenda Carter, Executive Vice President Quality and Partnerships, and Angela Morin, Patient and Family Centred Care Lead, to see how patient stories can be brought through to the Board.

At the January committee meeting, Jennifer Achim, Director of Professional Practice, provided an overview of the portfolio. As noted earlier, the February program profile was the Renal Program at KHSC supporting patients across the South East with satellite programs in Brockville and Belleville. The committee received KHSC annual French language services report at the January meeting. Discussion focused on making the program/service profile reports available across the Board portal for all board and committee members to gain access. Management will follow up with the project team to make this adjustment.

5.3 People, Finance & Audit Committee

Alan Cosford, Chair of the People, Finance and Audit Committee, provided an update from the February committee meeting with discussion focusing on the external audit work; a review of internal control activities; an update on workplace violence was discussed; and members considered the requirements for the Hospital Service and Multi-sector Service Accountability Agreements for KHSC. The committee also discussed investment policy guidelines and received the financial results for the period ending December 31, 2022. The regular health human resources update was provided and the committee had a good discussion on KHSC's risk strategy including an update on redevelopment project activities.

5.4 Research Committee

Michele Lawford, Chair of the Research Committee, confirmed that Dr. Duncan Stewart was welcomed to his first committee meeting. Dr. Steve Smith presented an overview of current research studies and funding at the February committee meeting. The committee will benefit from Dr. Stewart's insights as a member of The Ottawa Hospital Research Institute. There was a good committee discuss in terms of mandate alignment with the KGHRI Board's oversight work.

Axel Thesberg thanked Committee Chairs for their reports and confirmed that the in-camera segment would commence immediately.

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6.0 IN-CAMERA SEGMENT

6.1 Motion to Move In-Camera

Moved by Anne Desgagnés, seconded by Sandy Wilson:

THAT the Board move into an in-camera session.

CARRIED

10.0 REPORT ON IN-CAMERA MATTERS

10.1 Motion to Report on Decisions Approved In-Camera

The Chair reported on the following decisions and discussions from the closed segment:

- The board minutes from the December 2022 and January 2023 incamera meetings were approved;
- The board approved department head appointments and the appointment of a midwifery leader;
- The board approved a number of appointments and reappointments to the professional staff;
- The board approved a housestaff appointment;
- The board received the Patient Experience Report for Q3;
- The board received the Patient Safety Report for Q3;
- The board was briefed on the upcoming public sector salary disclosure;
- The board received the financial package for the month ending December 31, 2022;
- The board received a briefing on KHSC's risks;
- The board approved the 2023-24 quality improvement plan for KHSC;
- The board endorsed the next steps in the board officer selection process for 2023-24;
- The board approved amendments to the Governance and Executive Committee terms of reference;
- The board was briefed and discussed current research studies and the work of the research committee;
- The President and CEO provided an update on a number of external partnerships.

10.2 Date of Next Meeting & Termination

The date of the next KHSC Board meeting is Monday, May 8, 2023 at 1400 hours.

The meeting terminated at 1840 hours on motion of David Pattenden.

11.0 MEETING WITHOUT MANAGEMENT – CEO ONLY

A brief session was held.

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12.0 MEETING WITHOUT MANAGEMENT

No session was held.

Axel Thesberg
Chair