

BOARD OF DIRECTORS – OPEN AGENDA – IN-PERSON MEETING

Date: Monday, March 25, 2024

Time: 1600 – 1900 hours

Location: Donald Gordon Centre, 421 Union Street, Conference Room A, Kingston

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	McCullough	Inform	Verbal
		1.2	Opening Value Statement (Compassion, Respect, Partnership, Excellence, Innovation)	Hann	Inform	Verbal
		1.3	Consent Agenda Items a) KHSC Strategic Performance Report Q3 b) 2023-24 Year End Committee Report Framework c) Approach to 2024-25 Board/Committee Meeting Schedule d) Mid-Year Review of 2023-24 Board Work Plan e) Access and Flow Update f) 2023-24 Quality Improvement Plan (QIP) Report Q3 g) Annual French Language Services Compliance Report h) Media Report F24 Q3 i) Health Human Resources – Recruitment j) Workplace Violence Update k) 2023-24 Privacy / FOI Report l) 2024-25 Board Recruitment Update	McCullough	Decision	Various
		1.4	Approval of Open Agenda	McCullough	Decision	Draft agenda
2.0 MATTERS REQUIRING DECISION						
1605	10 min	2.1	Recommended Priorities for F2025 Quality Improvement Plan (QIP)	Leslie/Carter	Decision	Briefing Note
3.0 MATTERS FOR DISCUSSION						
1615	5 min	3.1	Update on KHSC Strategy Extension / Annual Corporate Plan Development for 2024-25	Ilse	Inform	Briefing Note
4.0 BOARD COMMITTEE REPORTING						
1620	40 min	4.1	Board Committee Meetings (Highlights from Jan/Feb) a) Executive Committee (no meeting) b) People, Finance & Audit c) Patient Care & Quality Committee - Program Presentation – Professional Practice - Program Presentation – Sexual Assault & Domestic Violence d) Research Committee e) Governance Committee f) Redevelopment Special Committee		Inform/ Discuss	Presentation at Meeting

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Start	Time	Item	Topic	Lead	Purpose	Attachment
5.0 REPORTING & UPDATES						
1700	10 min	5.1	CEO Update	Pichora	Inform/ Discuss	Verbal
1710	5 min	5.2	COS/MAC Report – February & March MAC Meetings	Fitzpatrick	Inform/ Discuss	Report
1715	5 min	5.3	President, Medical Staff Association (MSA)	Rumbolt	Inform/ Discuss	Verbal
1720	5 min	5.4	UHKF President and CEO Update	Zsolnay	Inform/ Discuss	Report
6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting) / BREAK						
1725	10 min	6.1	Motion to Move In-Camera	McCullough	Decide	Verbal
11.0 REPORT ON IN-CAMERA MATTERS						
1805	5 min	11.1	Motion to Rise and Report on Decisions Approved In-Camera	McCullough	Decide	Verbal
12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION						
1810	5 min	12.1	Next Meeting: Monday, May 6, 2024 from 1400 to 1830 hours Meeting Effectiveness Survey Motion to Terminate Meeting	McCullough	Inform	Verbal
GENERATIVE SESSIONS WITH ELECTED DIRECTORS						
<p><i>As per policy V-B-6 Meeting without Management. At the conclusion of each Board meeting, an informal, generative session of the elected Directors, may be conducted without the presence of ex-officio, non-voting Directors, to provide an opportunity to assess board processes, and where performance can be strengthened. No decisions will be made, and no minutes will be prepared. Following the generative session, the Chair will discuss any matters arising with the CEO.</i></p>						
Elected Members Session with CEO and/or COS Only				McCullough	Discuss	Verbal
Elected Members Session without Management Present				McCullough	Discuss	Verbal

BOARD OF DIRECTORS OPEN MEETING: MARCH 25, 2024

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held at the Donald Gordon Centre, 421 Union Street, Kingston, Conference Room A on Monday, March 25, 2024 from 1600 to 1900 hours. The following are the open minutes.

Elected Members Present (voting): Mélanie-Josée Davidson, Anne Desgagnés, Jane Fitzgerald, Sahiza Hossenbaccus, Emily Leslie, Sherri McCullough (Chair), Dr. Mona Rahman, Laura Talbot-Allan, Axel Thesberg and Sandy Wilson.

Ex-officio Members Present (voting): Brent Atkinson.

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

Regrets: Dr. Jane Philpott, Alan Cosford, David Fell, Dr. Danielle Rumbolt and Dr. Steve Smith

Staff: Tracey Cuddington (Recording Secretary), Nick Anand, Sandra Carlton, Val Gamache-O'Leary, Chris Gillies, Dr. Renate Ilse, Mary Lou Toop, and Tom Zsolnay.

1.0 CALL TO ORDER, CONFIRMATION OF NOTICE, QUORUM, CONFLICT DECLARATIONS, AGENDA APPROVAL

1.1 Call to Order, Confirmation of Quorum, Conflict Declarations, Agenda Approval

Sherri McCullough welcomed everyone to the meeting. On behalf of the Board of Directors, Sherri McCullough and Dr. David Pichora thanked Sandra Carlton and Brenda Carter for their work and dedication to KHSC and their support of the board of directors and its committees. The meeting was called to order, quorum was confirmed, and no declarations of conflict were recorded.

Upcoming board committee meetings will be held April 22 and 23, 2024 and the next regularly scheduled Board meeting is Monday, May 6, 2024 at 1400 hours.

1.2 Opening Value Statement (Compassion, Respect, Partnership, Excellence, Innovation)

Jason Hann provided the opening value statement on partnerships which are at the core of how we work both within the hospital and outside the hospital with our community partners. An example of this is how Kingston community partners are coming together in preparation for the April 8th solar eclipse to ensure a safe event for all. Brenda Carter and Sandra Carlton also come to mind, as both are known provincially for their work and partnerships and living KHSC's values.

1.3 Consent Agenda Items

Agenda materials were posted on the board portal on March 20, 2024. The following items were provided as part of the consent agenda:

- Briefing Note: KHSC Strategic Performance Reports Q3

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- Briefing Note: 2023-24 Year End Committee Report Framework
- Briefing Note: Approach to 2024-25 Board/Committee Meeting Schedule
- Briefing Note: Mid-Year Review of 2023-24 Board Work Plan
- Briefing Note: Access and Flow Update
- Report: 2023-24 Quality Improvement Plan (QIP) Report Q3
- Briefing Note: Annual French Language Services Compliance Report
- Report: Media Report F24 Q3
- Briefing Note: Health Human Resources – Recruitment
- Briefing Note: Workplace Violence Update
- Report: 2023-24 Privacy / Freedom of Information
- Report: 2024-25 Board Recruitment Update

Moved by Laura Talbot-Allan, seconded by Mona Rahman:

THAT the consent agenda be approved as circulated.

CARRIED

1.4 Approval of Agenda

The Chair drew attention to the pre-circulated agenda.

Moved by Laura Talbot-Allan, seconded by Axel Thesberg:

THAT the agenda be approved as circulated.

CARRIED

2.0 MATTERS REQUIRING DECISION

2.1 Recommended Priorities for F2025 Quality Improvement Plan (QIP)

The draft QIP narrative and work plan were circulated in advance of the meeting. Emily Leslie and Brenda Carter provided an overview of the materials, as reviewed by the Patient Care & Quality Committee at their February 26th meeting.

Moved by Emily Leslie, seconded by Anne Desgagnés:

THAT, as recommended by the Patient Care & Quality Committee, the KHSC Board of Directors endorse the 2024-25 Quality Improvement Plan for submission to Ontario Health Quality.

CARRIED.

3.0 MATTERS FOR DISCUSSION

3.1 Update on KHSC Strategy Extension / Annual Corporate Plan for Development for 2024-25
Dr. Renate Ilse provided a brief update on the work to date in the development of the KHSC Strategic Plan Extension and 2024s-25 Annual Corporate Plan (ACP). Stakeholder review are nearing completion, and the proposed plans will be presented to board committees at the end of April for review and recommendation to the KHSC Board of Directors in May. While this is an extension of

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KHSC's strategic plan, some minor changes have been incorporated to reflect the changing healthcare landscape.

4.0 BOARD COMMITTEE REPORTING

4.1 Board Committee Meetings (Highlights from Jan/Feb)

Sherry McCullough invited each of the Committee Chairs to provide an overview of discussions and recommendations from their April meetings. KHSC Board committees are held in-camera and the minutes are provided to the Board as part of the in-camera agenda. A slide presentation was provided highlighting recent committee work. In addition to recommendations being brought forward today for Board approval/endorsement all committees received the Q3 Strategic Performance Reports and the updated Risk Profile.

- a) Executive Committee.
No meeting in April. Sherry McCullough confirmed the next meeting date is May 15th with an update to the June 24th Board meeting.
- b) People, Finance & Audit Committee
Laura Talbot-Allan reported on the activities of the People, Finance & Audit Committee on behalf of Alan Cosford. Many of the items discussed at the committee meeting have been included in today's consent agenda for information. The committee received information on HSAA and MSAA Financial indicators, Major IT projects, an update on major capital development and infrastructure projects, the Lumeo project, privacy and freedom of information requests, recruitment, non-worked overtime expenses, and public sector salary disclosure. The committee also received an update on workplace violence, discussing the debrief process and practices and reviewed the Whistleblower policy, which will be brought forward at the June meeting with all policies reviews/approvals.
- c) Patient Care & Quality Committee
Emily Leslie, Chair of the Patient Care and Quality Committee, provided discussion highlights from the February meeting, including the QIP for 2024-25 as recommended today. The committee also received Q3 reports for patient safety, patient experience and an update on access and flow. There was robust discussion around the patient story and program and service presentations on Professional Practice (January), and Sexual Assault, Domestic Violence Department (February), a link to these informative presentations has been provided on today's agenda. The committee also received the report on French language services implementation.
- d) Research Committee
Axel Thesberg, Interim Chair of the Research Committee provided an overview of items discussed at April's Research Committee/KGHRI meeting, including a presentation on KGHRI flow of funds, research profiles for Dr. John Muscedere, Critical Care (January) and Dr. Jeannie Callum, Hematology (February). The committee discussed challenges faced by researchers at KHSC, received an update on KGHRI's charitable status, discussed the role of hospital-based research in the health research eco-system, the KHSC/Queen's affiliation agreement and the KHSC Strategic Plan extension as it relates to research activities.

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e) Governance Committee

Sandy Wilson, Chair of the Governance Committee, drew attention to discussion highlights, advising the Board of the recruitment work underway, with a shortlist of candidates for the Board in 2024-25 having been interviewed. The Interview Panel's recommendations will be discussed at the April Governance meeting recommendations will be presented to the KHSC Board for consideration in May. A number of items are being recommended to the KHSC Board of Directors today including the Mid-Year review of the 2023-24 Board Work Plan, the selection process for Patient Experience Advisors to KHSC Board Committees in 2024-25, the proposed Y/E Committee Report framework and the approach to the Board & Committee meeting schedule for 2024-25.

f) Redevelopment Special Committee

Axel Thesberg, Chair of the Redevelopment Special Committee, reported on the committee's meeting in March, providing a brief update on the committee's discussions around Ministry of Health submissions and approval processes as well as the local share funding capacity and requirements.

5.0 REPORTING & UPDATES

5.1 CEO Update

Further to the written CEO report provided to board committees at the end of April, Dr. David Pichora provided brief verbal update on recent activities, including the Minister of Finance's recent presentation at the Empire Club on the budget being released later this week. In addition to this, KHSC will be submitting the revised stage 1 redevelopment proposal to the Ministry in the next week.

5.2 COS/MAC Report – February & March Meetings

The written report of the Chair of the Medical Advisory Committee was circulated in advance of the meeting. Dr. Michael Fitzpatrick drew attention to the recent Executive Council meeting with department heads that focused on cyber security and redevelopment, which was well received. In addition to this the Board discussed the provincial shortage of Otolaryngologists and private clinics potentially luring physicians away from academic centres to work in a fee-for-serve environment, and mitigation strategies at KHSC.

5.3 President, Medical Staff Association (MSA)

Not available.

5.4 UHKF President & CEO Update

Tom Zsolnay, President of the University Hospitals Kingston Foundation, drew attention to the written report provided to Board members in advance of the meeting, speaking on campaign planning and campaign cabinets; with one specifically focused on the redevelopment project and a second group focused on the immediate needs of KHSC. A new digital marketing specialist was recently hired who will also have oversight for the 50/50 draw. Board discussion focused on the format and focus of the 50/50 fundraiser and potential opportunities.

Dr. David Pichora provided a brief overview of KHSC's "This is the Place" campaign and the recent IPSOS community and regional stakeholder survey KHSC is undertaking to better understand the local and regional

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market. The Board discussed the foundation's current funding formula and the acknowledgement all parties that adjustments are needed given the extraordinary requirements of the redevelopment project, discussions are ongoing.

6.0 IN-CAMERA SEGMENT

6.1 Motion to Move In-Camera

Moved by Emily Leslie, seconded by Laura Talbot-Allan:

THAT the Board move to an in-camera session.

CARRIED

11.0 REPORT ON IN-CAMERA MATTERS

11.1 Motion to Report on Decisions/Discussion from In-Camera Segment

The Chair provided the following report on in-camera items:

- The board approved the closed minutes of the January 29, 2024 meeting
- The board approved the closed minutes of the special meeting of February 21, 2024
- The board received the final board committee meeting minutes from the January People, Finance & Audit Committee, Patient Care & Quality Committee, Research Committee and the Governance Committee;
- The board received the final minutes of the special Governance meeting of February 20, 2024
- The board received the Patient Safety Report for F24 Q3
- The board received the Patient Experience Report for F24 Q3
- The board received the HSAA & MSAA financial indicator results for Q3
- The board received the Q3 capital budget update
- The board received the investment update
- The board received the non-worked and overtime expense summary
- The board received the briefing on public sector salary disclosure for 2023
- The board received an update on Major IT projects for Q3
- The board received the KHSC Risk Profile updated February 2024
- The board approved the appointment of the head of the department of psychiatry
- The board approved the re-appointment of the head of the department of diagnostic radiology
- The board approved the re-appointment of the head of the department of anesthesiology & perioperative medicine
- The board approved a number of appointments and reappointments to the professional staff
- The board approved the house staff recommendations
- The board received the financial package for the month ending December 31, 2023
- The board approved the 2024-25 operating and capital budget plan

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12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION

12.1 Date of Next Meeting: Monday, May 6, 2024 at 1400 hours.

The Chair drew attention to the survey link available on the event card and linked to the meeting agenda. Members were encouraged to complete the survey immediately following the meeting.

The meeting terminated at 1905 hours on motion of Jane Fitzgerald.

Sherri McCullough
Chair