

## BOARD OF DIRECTORS - OPEN MEETING

Date: Monday, February 11, 2019  
 Meeting: 1600 – 1830 hours  
 Location: HDH Site, Henderson Board Room  
 Dial-in: 1-855-344-7722 9740454#

Start	Time	Item	Topic	Lead	Purpose	Attachment
<b>1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, AGENDA &amp; MINUTES APPROVAL</b>						
1600	5 min	1.1	Call To Order, Confirmation of Quorum & Conflict of Interest	O'Toole	Confirm	Verbal
		1.2	Opening Value Statement: Partnership	Vollebregt	Inform	Verbal
		1.3	Approval of Agenda	O'Toole	Decision	Draft agenda
		1.4	Approval of Draft Minutes – January 28, 2019	O'Toole	Decision	Draft minutes
<b>2.0 PATIENT &amp; FAMILY CENTRED CARE</b>						
<b>3.0 KEY DECISIONS</b>						
1605	10 min	3.1	KHSC Audit Planning Report – March 31, 2019	O'Toole	Decision	Briefing note
<b>4.0 REPORTING &amp; PRESENTATIONS</b>						
1615	10 min	4.1	KHSC Chair's Report	O'Toole	Discuss	Verbal
1625	10 min	4.2	KHSC President & CEO Report & External Environment	Pichora	Discuss	Verbal
1635	5 min	4.3	UHKF Interim President & CEO Report	Humphreys Blake	Discuss	Written report
1640	5 min	4.4	Medical Advisory Committee/Chief of Staff Report	Fitzpatrick	Discuss	Written report
1645	5 min	4.5	Medical Staff Association Report	Jin	Discuss	Verbal
<b>5.0 BOARD COMMITTEE REPORTING</b>						
1650	10 min	5.1	Patient Care, Quality & People Committee	McCullough	Inform	Verbal
1700	10 min	5.2	Governance Committee	Hunter	Inform	Verbal
1710	10 min	5.3	Finance & Audit Committee	O'Toole	Inform	Verbal
<b>6.0 GENERATIVE DISCUSSION – OPEN FOR DISCUSSION</b>						
<b>7.0 IN-CAMERA SEGMENT</b>						
1720	5 min	7.1	Motion to Move In-Camera	O'Toole	Inform	Verbal
<b>11.0 REPORT ON IN-CAMERA MATTERS</b>						
1830	5 min	11.1	Motion to Report on Decisions Approved In-Camera	O'Toole	Inform	Verbal
		11.2	Date of Next Meeting & Termination			

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<b>12.0 OPEN FORUM</b>						
Opportunity for directors to reflect on how patients, families and the community were considered in today's discussions						
<b>13.0 IN-CAMERA ELECTED MEMBERS SESSION &amp; CEO ONLY</b>						
<b>14.0 IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT</b>						

## BOARD OF DIRECTORS OPEN MEETING: FEBRUARY 11, 2019

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held at the Kingston General site on Monday, February 11, 2019 from 1600 to 1900 hours in the Henderson Board Room, Sydenham 2. The following are the open minutes.

Elected Members Present (voting): Alan Cosford, Brenda Hunter, Michele Lawford, Emily Leslie (phone), Sherri McCullough, David O'Toole (Chair), David Pattenden, Glenn Vollebregt and Sandy Wilson.

Ex-officio Members Present (voting): Cheryl Doornekamp and Dr. Richard Reznick.

Ex-officio Members Present (non-voting): Silvie Crawford, Dr. Michael Fitzpatrick, Dr. Al Jin, Dr. David Pichora.

Regrets: Bruce Lounsbury and Axel Thesberg.

Administrative Staff: Rhonda Abson (Recording Secretary), Sandra Carlton, Brenda Carter, Troy Jones, Mike McDonald, Steve Miller, Krista Wells Pearce.

Guests: Jason Kish, International Brotherhood of Electrical Workers Local 115  
Joe O'Shea, International Union of Painters and Allied Trades Local 114

### 1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, AGENDA & MINUTES APPROVAL

#### 1.1 Call to Order, Confirmation of Quorum, Conflict of Interest

David O'Toole called the meeting to order and confirmed quorum. No declarations of conflict were recorded in relation to the open agenda.

The date of the next KHSC Board meeting is Monday, March 11, 2019 at 1600 hours at the HDH site in the Henderson Board Room.

#### 1.2 Opening Value Statement: Partnership

*Partnership is core of how we work. We empower patients, families and our teams to do great work together, and with our community.*

Glenn Vollebregt highlighted the importance of partnerships using the example of KHSC and St. Lawrence College's partnership in the nursing program. Partnerships are built on trust, respect, and shared values. It is important to listen – we may think we know what a partner wants. The following quote from Mother Teresa was shared:

*"You can do what I cannot do. I can do what you cannot do. Together we can do great things."*

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### 1.3 Approval of Agenda

Moved by Brenda Hunter, seconded by Alan Cosford:

THAT the open agenda be approved as circulated.

CARRIED

### 1.4 Approval of Draft Minutes: January 28, 2019

The draft minutes of the January 28, 2019 open board meeting were circulated in advance of the meeting.

Moved by Alan Cosford, seconded by David Pattenden:

THAT the minutes of the KHSC Board of Directors held January 28, 2019 be approved as circulated.

CARRIED

### 2.0 PATIENT & FAMILY CENTRED CARE – no agenda items identified.

### 3.0 KEY DECISIONS

#### 3.1 KHSC Audit Planning Report – March 31, 2019

David O'Toole drew attention to the audit planning package prepared by KHSC's auditors, KPMG LLP. The package included audit plan considerations, audit team backgrounders, audit risks, key deliverables and timelines, fee estimate, current developments and audit trends, and new auditor reporting. A copy of the December 5, 2018 engagement letter between KPMG and KHSC was also included.

Moved by Alan Cosford, seconded by Glenn Vollebregt:

THAT, as recommended by the Finance & Audit Committee, the Board of Directors adopt the Fiscal 2019 Audit Plan.

CARRIED

### 4.0 REPORTING

#### 4.1 KHSC Chair's Report

The Chair reminded members to "Save the Date" of Saturday, March 23 for UHKF's annual benefit dinner raising funds for the Kingston Health Sciences Centre and Providence Care. Tickets are \$175.00 each or \$350.00 per couple. Tickets can be purchased from the UHKF Website and please let Dr. Pichora's office

know if you are attending so that we can arrange a table. Board members were reminded of the upcoming 1:1 meetings with the Board Chair.

#### 4.2 KHSC President and CEO Report & External Environment

At the February Board meeting, Dr. Pichora delivered a presentation which focused on two recent announcements by Health Canada of \$1.9B targeted federal funding over 5-years to expand home and community care as well as mental health and addiction services. The second announcement will provide \$102M to help increase access to evidence-based treatment services for people with substance use disorder. Board members were also briefed on mandatory medical device incident reporting for manufacturers and hospitals as well as new social media channels where Canadians can be informed when new prescription drugs are available as well as medical devices to support treatment options and decisions. A summary of recommendations to support the Ontario Hospital Association's budget advocacy platform were shared.

The presentation provided a brief overview and key findings of the first report of the Premier's Council Report on Ending Hallway Medicine. An analysis by the Ontario Hospital Association of the various documents available to the public on the *Health System Efficiency Act* was shared with the KHSC Board. Based on the information released to-date, the government is focused on finding ways to improve system navigation, address capacity challenges that contribute to wait times, and the need for more effective coordination at the system level and point-of-care.

Board members were briefed on regional hospital announcements and activities. An overview of the City of Kingston's new tool to measure community well-being was presented and included slides focused on vulnerable population statistics and the direct impact this has on health care outcomes. Discussion focused on a new pilot in Lanark County where the officers with the Ontario Provincial Police detachment and partnering with a mental health nurse to help reduce conflict during calls for service with clients who have repeated police interactions.

Dr. Pichora provided a brief update on the recent executive team meeting with Quinte Health Care's senior team and KHSC. QHC's approach to LEAN and performance is one area of success that the KHSC team will be looking at learning more about.

KHSC was recently recognized as a high performer in stroke care receiving Accreditation Canada's National Stroke Distinction Award in acute care. KHSC was recently profiled in local media having received \$6.8M in infrastructure funding. Dr. Pichora reported that the fifth linear accelerator for radiation oncology is now up and running. Exceptional healer award recipients were recently announced and congratulations was extended to RN Tracey Froess and Dr. Maria del Pilar Velez who were recognized for their exceptional listening skills in providing care to patients. The KHSC team awards were recently announced and congratulations was extended to the laboratory genetics team in the care category; the clinical learning specialist team in the knowledge category; and the Connell 10 team and also the pharmacy sterile

compounding services team in the leadership category. In other KHSC news, staff and physicians from across both KHSC sites were recognized and welcomed into the “25 year club” at the long service dinner.

#### 4.3 UHKF Interim President & CEO Report

The written report of the Acting President and CEO was circulated with the agenda. On behalf of Karen Humphreys Blake, Steve Miller provided brief highlights from the report.

#### 4.3 Medical Advisory Committee/Chief of Staff Report

Dr. Michael Fitzpatrick, Vice President Medical Affairs and Chief of Staff, provided the following highlights from his written report: the Medical Advisory Committee recently approved a new medical directive which supports a nurse practitioner to order diagnostic tests outside the NP scope of practice which will increase access to patient care in the Urgent Care Centre and provide for more timely and efficient patient care. The MAC also approved a new medical directive which will provide for anaesthesia assistants to work to scope and provide patients with timely access to care.

The first meeting of the task force to address physician wellness was held in December. The task force is comprised of representatives from KHSC, SEAMO and the medical staff association and physicians from across the organization. The task force has already identified initiatives to be undertaken and will bring forward practical suggestions to address physician wellness at KHSC. The task force’s next meeting has been scheduled for February.

Dr. Al Jin joined the meeting at 1640 hours.

#### 4.5 Medical Staff Association Report

Dr. Jin reported that the MSA and Clinical Teachers’ Association at Queen’s continue discussions to have joint meetings in an effort to avoid duplicating meetings. The Physicians Advisory Council has been reestablished and the first meeting is slated for February 26. The next MSA meeting is slated for February 28 and Craig Desjardins, Director, Office of Strategy and Innovation with the City of Kingston, is scheduled to present information on growing the digital economy in Kingston and activating public sector health and innovation. Danielle Claus, Executive Director of SEAMO, will also join members to review the new SEAMO AFP Agreement.

#### 5.0 BOARD COMMITTEE REPORTING

##### 5.1 Patient Care, Quality & People Committee

Sherri McCullough, Chair of the Patient Care, Quality and People Committee, provided highlights from their January meeting. On January 31, KHSC and a representative of Bayshore toured the Windsor Retirement

Residence located in Amherstview. Formerly the RHSJ Motherhouse, the Windsor Retirement Home features 82 rooms with one guest suite and two rooms for respite care. Prior to the January meeting, the committee toured medical records at the HDH site of KHSC. Other updates at the committee meeting included the Q2 Patient Safety and Quality Report, information on the 2018 Patient Safety Culture Survey, and an update on the development of the 2019-20 Quality Improvement Plan. Given the work to launch the Quality Aims, the team will be developing a modest QIP for 2019-20 that will support the rollout of the Aims in late 2019-20. The committee also received an update on the regional hospital information systems project with a focus on how the system will provide better coordinated care for patients and their families.

## 5.2 Governance Committee

Brenda Hunter, Chair of the Governance Committee, noted that the draft January committee minutes have been provided as part of the in-camera consent agenda in the board package. Highlights from the mid-year report include a further report to the Board on reporting and structure and dialogue about overall board function. The committee will also look to find ways to protect time on board and committee agendas for generative discussions. Also outlined in the mid-year report is the need for an update on the performance reporting system to support KHSC's new strategy. The committee will be revisiting the survey results from the self assessment/governance functioning tools so that an update can be provided to the Board. CEO and COS learning plans still need to be confirmed. Brenda Hunter highlighted the importance of partner relation discussions and ensuring updates are provided at every meeting. Regarding Board and Committee Chair self-assessment tools, appreciating workloads, the committee will wait to do this. There will, however, be a general question included in the Board Chair 1:1 sessions. The Governance Committee also completed a mid-year review of the Board's overall work plan to ensure deliverables are being met and to also recognize areas that remain outstanding. One area of focus to be addressed is how to bring forward patient stories on a regular basis at board meetings.

Other updates provided to the Committee at its January meeting included a detailed briefing on the draft SEAMO/AFP agreement; an update on the board recruitment process; the naming recommendation for the Robotics Program; an update on the Hospital Information System MOU and governing structure; and an update on the annual corporate planning process.

## 5.3 Finance & Audit Committee

As outlined in the draft Finance and Audit Committee minutes provided as part of the in-camera consent agenda, David O'Toole chaired the January meeting and provided Board members with the following highlights: an update on the Phase 2 redevelopment project was provided at the January meeting and the Planning Office continues discussions with Infrastructure Ontario/Ministry in terms of Emergency Department design. The Chair suggested that further discussion would take place as part of the in-camera deliberations. The regional HIS Request for Proposal has been released. Board members were reminded of the critical importance of adhering to the RFP process and not to engage with potential vendors. All inquiries must be directed to Troy Jones.

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## 6.0 GENERATIVE DISCUSSION

The Chair encouraged members to reflect on future generative topics and to prepare for this question at the upcoming 1:1 meetings.

## 7.0 IN-CAMERA SEGMENT

### 7.1 Motion to Move In-camera

The Chair invited a motion to go in-camera and for Executive Committee members to attend the session.

Moved by Sandy Wilson, seconded by Sherri McCullough:

THAT the Board move into an in-camera session.

CARRIED

## 11.0 REPORT ON IN-CAMERA MATTERS

The Chair reported on the following in-camera decision/discussion items: the board approved the in-camera board minutes from the January meeting; the board received the final approved minutes from November committee meetings and the draft January committee minutes along with the financial planning package for December 2018; the board received the mid-year Board committee reports; the board received written reports on the following: talent management, staff and physician engagement activities, development of the quality improvement plan for 2018-19, and the board's work plan; the board approved a motion to appoint Dr. Edmund Jones as the Interim Head of ENT; the board approved the awarding of the tender for the Labour & Delivery NICU formula room; the preparation of the Quality Improvement Plan; the board approved a number of appointments and reappointments to the medical and registered nurse extended class staff as well as housestaff appointments; the board approved the draft SEAMO funding agreement; the passed a series of motions in support of the KGHRI and HDHkRI integration; the board was briefed on the mid-year evaluation discussions for the CEO and COS.

The date of the next KHSC Board will be Monday, March 25, 2019 starting at 1600 hours at the HDH site in the Henderson Board Room.

The meeting terminated 1900 hours on motion of Sandy Wilson.

## 13.0 IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY

A brief session was held.

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#### 14.0 IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT

A brief session was held.

David O'Toole  
Chair