

**Hamilton Health Sciences
Board of Directors**

Minutes

DATE: March 24, 2017

TIME: 8:30 to 11:00 AM

LOCATION: The Rock Garden, Royal Botanical Gardens, 1185 York Blvd., Hamilton, Ontario

IN ATTENDANCE: Norm Col (Chair), Chantel Broten, David Collie, Julia Kamula, Richard Koroscil, Bill Laidlaw, Scott Maki, Keith Monrose, Dr. Terry Shields, Anna Ventresca, Mary Volk, Kurt Whitnell, Kirsten Krull, Rob MacIsaac. Dr. Paul Miller, Dr. Chris Ricci, Adrianna Bogris (Recording Secretary)

GUESTS: Michele Beals, Kelly Campbell, Renato Discenza, Andrew Doppler, Mark Farrow, Dr. Peter Fitzgerald, Brenda Flaherty, Aaron Levo, Dave McCaig, Dr. Ralph Meyer, Dr. Frank Naus, Sharon Pierson, Sandra Ramelli, Rebecca Repa, Teresa Smith, Dr. Michael Stacey, Aaron Berk and Chris Barry (*partial attendance for KPMG HITS Strategy presentation*)

REGRETS: Charles Criminisi, Mary Catherine Lindberg, Dr. Paul O'Byrne

1. **Opening**

The Chair welcomed everyone to the Board meeting.

1.1 Quorum

The recording secretary advised that quorum was present.

1.2 Declarations of Conflict of Interest

No conflicts were declared.

1.3 Adoption of the Agenda

The Chair requested a motion to adopt the open portion of the agenda, as distributed.

It was moved by Mary Volk and seconded by Bill Laidlaw that the Board adopt the Agenda for the open portion of the meeting, as distributed.

CARRIED

2. **Minutes**

2.1 Approval of the Minutes of February 9, 2017

It was moved by Terry Shields and seconded by Keith Monrose that the Board approves the minutes of the February 9, 2017 meeting as circulated.

CARRIED

COMMITTEE REPORTS

3. Governance Committee – February 22, 2017

Terry Shields presented the decision item arising from the February 22, 2017 Governance Committee meeting and provided updates on the Annual Recruitment and Nominations Process, Board and Committee Surveys and the Scholarship Awards.

3.1 Decision Item

3.1.1 Board Mentoring Program

Terry advised that the Committee is seeking approval on the adoption of the Board Mentoring Program. She advised that the updated Board package included an evaluation of the Board Mentoring Program. The new Board Members provided positive feedback on the program.

The following motion was moved by Terry Shields and seconded by David Collie:

THAT the Board of Directors adopts the Board Mentoring Program.

CARRIED

4. Performance Monitoring Committee – March 7, 2017

On behalf of Charles Criminisi, Norm Col provided the Performance Monitoring Committee Report to the Board. Norm advised that the Committee is seeking the Board's approval on the following five consent agenda items:

- 4.1.1 2017 03 PMC-007 Strategic Plan Objectives Q3 Report
- 4.1.2 2017 03 PMC-009 HITS Q3 Dashboard
- 4.1.3 2017 03 PMC-010 Annual Communication, Advocacy & Stakeholder Engagement Plan Updates
- 4.1.4 2017 03 PMC-011 Our Healthy Future – Stakeholder Engagement Q3 Update
- 4.1.5 2017 03 PMC-012 Our Healthy Future – Clinical Visioning Q3 Update

It was moved by Keith Monrose and seconded by Chantel Broten that the Board approve the items on the Performance Monitoring Committee Consent Agenda.

CARRIED

4.2 Decision Items

4.2.1 2017 03 PMC-006 Performance Monitoring Q3 Dashboard

Norm advised that the Committee is seeking the Board's approval on the Performance Monitoring Q3 Dashboard. He noted that staff included newly proposed metrics for digital communications and brand journalism.

The following motion was moved by Mary Volk and seconded by Chantel Broten:

THAT the Board of Directors receives for information the Q3 FY2016/17 Information Technology, Human Resources, and Communications & Public Relations metrics as presented in the attached Performance Monitoring Quarterly Q3 Scorecard and Dashboard Report;

AND THAT the Board approves the inclusion of newly proposed metrics for digital communications and brand journalism.

CARRIED

4.2.2 2017 03 PMC-008 HITS Strategic Plan

Norm Col advised the Board that the Committee is seeking the Board's approval on the HITS Strategic Plan. He called on Mark Farrow to provide an update on the HITS Strategic Plan.

Mark Farrow presented an update on the HITS Strategy Plan (now the Digital Health Plan) highlighting changes to the plan based on feedback received from the Board and stakeholders. He noted that the Digital Health Plan is a key building block to the strategic plan of the organization and that the key performance indicators will be emphasized as the plan moves forward. A full time Chief Medical Information Officer has been appointed to provide valuable insight from a physician perspective thereby informing the plan. Mark provided a scope of the plan advising that quarterly updates will be brought to the Board via PMC. Benefits to a modern Health Information System ("HIS") were highlighted and background was provided for replacing the current HIS. Estimated costs for implementation of the HIS system were provided. An update will be brought back to the Board in June with respect to capital prioritization, as part of the capital planning cycle, with project plan development coming back to the Board in the fall 2017.

The Board Chair advised that discussions will ensue on the process during the Board retreat. Mark was thanked by the Board for providing a succinct presentation to the Board.

The following *amended* motion was moved by Kurt Whitnell and seconded by Bill Laidlaw:

THAT the Board of Directors receives the status update on the Health Information Technology Services (HITS) Strategy Refresh;

AND THAT the Board of Directors approves the final version of the Digital Health Roadmap and directs management to continue with phase one of the implementation process subject to the adherence to the capital budget approval process.

CARRIED

Following the HITS Strategy Presentation, Aaron Berk and Chris Barry depart from the meeting.

4.2.3 2017 03 PMC-013 2017/18 Strategic Plan & Final Draft of North Star Metrics

Norm advised that the Committee received the 2017/18 Strategic Plan and Final Draft of North Star Metrics. He provided an update of discussion that took place at the Committee meeting noting that the Committee requested measures relating the ED wait times and ALC indicators be brought back to the Board and that further context be provided to include peer comparator information to determine best practices. The Committee tabled the recommendation presented in Report 2017 03 PMC-013 and staff undertook to provide an updated report at the May 9th PMC meeting containing peer comparator information.

An amended motion was made to refer the report to the May 9, 2017 meeting.

The following *amended* motion was moved by Richard Koroscil and seconded by David Collie:

THAT the Board of Directors refers the 2017-18 Annual Strategic Plan update attached as Appendix B to Report 2017 03 PMC-013 2017-18 Strategic Plan and Final Draft of North Star Metrics Report to the PMC meeting of May 9, 2017.

~~***THAT the Board of Directors receives for approval the 2017-18 Annual Strategic Plan update attached as Appendix B to Report 2017 03 PMC-013 2017-18 Strategic Plan and Final Draft of North Star Metrics Report.***~~

CARRIED

5. Quality Committee – March 9, 2017

Richard Koroscil provided an overview of the consent agenda items arising from the Quality Committee meeting. He noted that the Committee received two excellent and informative presentations on the New Role of Ontario College of Pharmacists in Hospitals presented by Rebecca Repa and the Seniors Strategy at HHS presented by Jennifer Kodis. Richard advised that Jennifer will come back to the Committee as the strategy evolves.

5.1 Consent Agenda

- 5.1.1 2017 03 QC-011 OCP Presentation
- 5.1.2 2017 03 QC-012 Quality Monitor – FY 2016/17 Q3
- 5.1.3 2017 03 QC-013 Quality Improvement Plan Q3
- 5.1.4 2017 03 QC-016 Patient Experience Semi-Annual Report including update on Bill 8

5.1.5 2017 03 QC-017 Seniors Strategy

It was moved by Richard Koroscil and seconded by Bill Laidlaw that the Board approve the items on the Quality Committee Consent Agenda.

CARRIED

5.2 Decision Items

5.2.1 2017 03 QC-014 Quality Improvement Plan Approval

Richard advised that Tim Dietrich presented the Quality Improvement Plan Approval Report at the Committee meeting which included final targets. He advised that there was discussion on the targets setting and the staff undertook to conduct an analysis on the impact of volumes impacting ED wait times. He noted that an updated Report to the Board will be addressed under new business, Item 8.

The following motion was moved by Richard Koroscil and seconded by Terry Shields:

THAT the Board of Directors approves the final targets for the 2017-18 Quality Improvement Plan (QIP) as outlined in Report 2017 03 QC-014;

AND THAT staff report back at the March Board meeting with the final Quality Improvement Plan, that includes the action plans and narrative document, for approval.

CARRIED

5.2.2 2017 03 QC-018 Quality Committee Board Membership Patient Family Advisor

Richard advised that no motion was passed with respect to Quality Committee Board Membership Patient Family Advisors and that management undertook to bring back further information on this matter to the May 23, 2017 Quality Committee meeting.

~~**THAT the Board of Directors appoint a Patient/Family Advisor to be named as a community member of the Quality Committee of the Board as set out under Report 2017 03 QC 018.**~~

~~**AND THAT the Governance Committee be requested to recommend a suitable candidate to the Board.**~~

6. Report of the Medical Advisory Committee

Dr. Paul Miller advised the Board that the Medical Advisory Committee is presenting a Report from its meeting held on February 8, 2017.

A motion was made by Dr. Miller and was seconded by Kurt Whitnell:

THAT the Board of Directors accept the MAC Board Report from its February 8, 2017 meeting, as distributed.

CARRIED

7. New Item: 2017 03 BD-001 Approval of Board of Directors Governance Policies

Terry Shields presented the report requesting approval of the revisions to Board of Directors Governance Policies as outlined in Appendix A to Report 2017 03 BD-001. She highlighted two substantial changes in the policies with respect to the removal of the role of the past Chair and minimizing the role of the Executive Committee. Community Membership on Committees was discussed as set out in the Committees Terms of Reference.

Terry advised that there will be further substantial changes made to the Board of Directors Governance Policies and that the Committee is in the process of determining the logistics of presenting revisions to the Board. Terry advised that the Committee is considering engaging counsel on the matter. Dr. Miller expressed concern that the Medical Advisory Committee was not included in the policy as a committee of the Board and raised questions as to whether it should be included in the revisions to the policies.

The following motion was moved by Terry Shields and seconded by Anna Ventresca:

THAT the Board of Directors approves the Board of Directors Governance Policies housekeeping revisions as set out in Appendix A to Report 2017 03 BD-001.

CARRIED

8. New Item: 2017 03 BD-003 Quality Improvement Plan 2017-18

Richard Koroscil presented the report requesting approval of the Quality Improvement Plan 2017-18. There was discussion on clarification with respect to the indicator relating to patients in the ED with respect to improvement plan initiatives. Kirsten Krull noted that this indicator will be reviewed and will be clarified in future versions of QIP.

The following motion was moved by Richard Koroscil and seconded by Mary Volk:

THAT the Board of Directors receives for information the 2017-18 Quality Improvement Plan (QIP) attached as Appendix A to Report 2017 03 BD-002;

AND THAT the Board of Directors approves the targets set forth in the 2017-18 Quality Improvement Plan;

AND THAT the Board of Directors approves the linkage of Executive Compensation to the Quality Improvement Plan Targets as outlined in Appendix B.

CARRIED

9. CEO's Report

Rob MacIsaac presented the CEO's Report addressing volume pressures and capacity challenge. Financial impact and risks were discussed as a result of strain on the system. Board to Board collaboration was discussed to come up with solutions to address the capacity challenge.

Following a fulsome discussion on strategies in place to alleviate the capacity challenge, the consensus was that Management ought to pursue bold strategies within its control to address the issues straining our hospital. Staff will bring back to the Board the transitional bed strategy presented to the Ministry. The Board commended Rob for his forthright report.

10. WLMH CAC Report to the Board

The following motion was moved by Richard Koroscil and seconded by Terry Shields:

THAT the Board of Directors accepts the WLMH CAC Report to the Board as distributed.

CARRIED

11. HHSVA: The Inner Circle Newsletter – Winter 2017 Edition

12. Motion to move to In-Camera

It was moved by Terry Shields and seconded by Richard Koroscil that the meeting move in camera.

CARRIED

Adjournment – Following the In Camera Session, the meeting adjourned at 10:45 am.

It was moved by Chantel Broten and seconded by Richard Koroscil that the meeting be adjourned.

CARRIED

Norm Col
Chair

Scott Maki
Secretary / Treasurer

Action List

	<i>Agenda Item</i>	<i>MRP</i>	<i>Reporting Date</i>
March 2017	Transitional bed strategy	Rob MacIsaac	April 2017
March 2017	Board collaboration strategy with LHIN and public officials	Rob MacIsaac / Aaron Levo	June 2017
March 2017	Executive Compensation update	Norm Col / Andrew Doppler	April 2017