

Health Sciences North 2022 Annual General Meeting

Report from the Board Chair
Daniel Giroux



Health Sciences North
Horizon Santé-Nord

hsnsudbury.ca

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Annual General Meeting – June 15, 2022**

I am pleased to present you the 2022 HSN Board Chair Report.

I want to begin by acknowledging the passion and commitment of our Board members:

- Dr. Dominique Ansell;
- Helen Bobiwash;
- Dr. Catherine Cervin;
- Angèle Dmytruk;
- Lynne Dupuis;
- Don Duval;
- Dr. John Fenton;
- Roger Gauthier;
- Dominic Giroux;
- Francesca Grosso;
- Rosella Kinoshameg;
- Floyd Laughren;
- Tom Laughren;
- Dr. Stephen Morris;
- Lyse-Anne Papineau;
- Stéphan Plante; and
- Lisa Smith.

I also want to acknowledge the strong leadership of Dominic Giroux, Dr. John Fenton, the members of the Senior Leadership Team, and every single one of our health care workers, volunteers and learners.

Our people at HSN are critical to the health and wellbeing of our patients and our communities, with the impact extending far beyond the physical care provided 365 days a year.

As we continue with our pandemic response and recovery, we want to acknowledge and celebrate the extraordinary achievements over this past year, including globally recognized research, medical advancements and exciting progress towards the key goals and outcomes of the 2019-2024 Strategic Plan.

Our speakers throughout the evening will share many exciting updates with you.

Our Purpose at HSN and HSNRI is to 'provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.'

Our commitments are to:

- Carry out our patient care, teaching and research responsibilities with integrity, ensuring patients and families remain the focus of all we do.
- Partner with humility, valuing each person's and each community's strengths and ideas to bring the best care, education and research solutions forward.
- Provide a physically, psychologically and culturally safe environment that promotes positive care, working and learning experience.

Through our values, we believe in and model:

- Respect;
- Quality;
- Transparency;
- Accountability; and
- Compassion.

We remain focused on five key goals:

- Being patient and family-focused;
- Being digitally-enabled;
- Being socially accountable;
- Supporting and developing our people; and
- Strengthening our academic and research impact.

Within these five key goals, HSN and HSNRI's Strategic Plan identifies 19 Outcomes to be achieved by 2024.

The responsibility of the Board of Directors is to govern HSN and provide oversight on the affairs of the corporation.

HSNRI is governed by its own Board of Directors.

HSN's Board held five regular meetings, three special meetings and two plenary sessions over the last fiscal year.

In addition, there are seven standing committees of the Board.

These committees meet regularly to consider matters related to Quality, Long Range Planning, Finance, Audit, and Governance, to name a few.

I want to thank all of our Committee Chairs, Board members, patient and family advisors, members of medical staff, administrative leads and community members that serve on these various committees for their leadership, guidance and expertise.

Approximately 40 Board Standing Committee meetings took place during the 2021-2022 fiscal year, totalling 60 hours.

These standing committees are critical to our system of governance and are significant because these Committees identify implications and make recommendations to the Board for deliberation and final decisions.

Our Board and committees are engaged and active. The average attendance at regular Board and Committee meetings exceeded 85 percent.

Throughout this past fiscal year, the Board heard directly from internal and external stakeholders, including our Patient and Family Advisory Council, the HSN Foundation, the HSN Volunteer Association, the NEO Kids Foundation, the Northern Cancer Foundation, and NOSM University.

We enjoyed having in-depth conversations with the new Deputy Minister of Health, Dr. Catherine Zahn, and with the Chief Regional Officer of Ontario Health, Brian Ktytor.

We invested in our development as Board members on important topics such as mental health and addictions care and Indigenous cultural safety and humility.

Board members that have served for at least one year were invited to complete a self-assessment and a confidential assessment of their peers.

The purpose is to gather positive or constructive feedback and directly discuss any questions or concerns. The results were then collated and reviewed by the Governance and Nominating Committee, with a one-on-one follow-up by the Board Chair with each Board member.

This important process allows the Board to regularly evaluate its performance and effectiveness in combination with other evaluation tools.

Each year, it is the Board's responsibility to set annual performance goals for the CEO and the Chief of Staff and monitor progress made on each performance goal at regular Board meetings.

As a Board, we uphold the 106 governance standards from Accreditation Canada.

Canadian hospitals see their accreditation renewed every four years.

Our next accreditation visit is scheduled for June 4th to June 8th, 2023.

We reviewed 20 of our 60 policies as part of an ongoing three-year policy review process to ensure the Board effectively runs the hospital and lives up to our commitments to patients and our communities.

Another responsibility of the Board is to monitor the financial performance of HSN and provide direction to management informed by our Board policies, accountability agreements, evolving provincial funding policy and guidance from Ontario Health.

I am pleased to report that HSN has once again completed the 2021-2022 fiscal year with a surplus from hospital operations.

The Board Treasurer will provide more details in his report.

Since the last AGM, in addition to reviewing and providing feedback and advice on a range of monitoring reports, the Board has made important decisions regarding:

- The 2022-2023 budget parameters and budget approval;
- The 2022-2023 Quality Improvement Plan;
- The 2022-2023 Medical Human Resources Plan;
- Due diligence on budgets for the implementation of the Human Capital Management Solution and regional Electronic Medical Record;
- Mandatory COVID vaccination policy;
- Annual performance goals, the annual performance review and the approval of succession plans for the CEO and the Chief of Staff;
- The audit plan and the approval of audited statements;
- The implementation of the regional Electronic Medical Record;
- Improvements to patient food services;
- The contract for renovations in the former location of the Children's Treatment Centre to create 52 new conventional bed spaces;
- A \$7.5 million loan for the replacement of much-needed equipment;
- The future use of Daffodil Lodge;
- The provision of hospital services at Amberwood Suites;
- Privileges of members of the credentialed professional staff;
- The annual review of our Strategic Plan;
- The annual update to our Enterprise Risk Management Framework;
- An update to HSN fundraising priorities;
- Our annual Board Education Plan and Board and Committee Work Plan;
- The annual process to assess the effectiveness of Board members;
- Amendments to our Hospital Services Accountability Agreement and Multi-Sector Services Accountability Agreement;
- The appointment of our new Chief Nursing Executive, Julie Trpkovski;
- The annual appointment of Chiefs of Medical Departments and Heads of Service; and
- Recommendations for Board renewal.

I want to update you on the implementation of an integrated regional Electronic Medical Record for Northeastern Ontario's 23 acute hospitals.

Outcome #7 of HSN's 2019-2024 Strategic Plan states that by 2024 we will "implement and sustain an integrated regional Electronic Medical Record. This will make care safer, make health information available to health providers throughout Northeastern Ontario and reduce the need for patients to re-tell their stories or repeat tests."

This topic has remained an important priority and ongoing topic of discussion for the Board.

While there have been project delays due to the pandemic and the challenge of securing sign-off by 23 hospital boards, I am pleased to report that all 23 participating hospitals have now provided the final sign-offs for the implementation.

HSN will go-live with the regional Electronic Medical Record in November 2023.

This represents a \$42.4 million capital investment by HSN, amortized over 15 years.

All hospitals in the North East will be making comparable investments.

I also want to acknowledge the critical role of the Health Sciences North Foundation, the Health Sciences North Volunteer Association, the NEO Kids Foundation and the Northern Cancer Foundation, their respective board members and staff.

Not only do they raise essential funds for our patient care, education and research endeavours, they are exceptional ambassadors of HSN and are highly engaged in the communities that we serve.

In the past fiscal year, the three Foundations and the Volunteer Association generated \$11.5 million in gross revenues.

The very popular HSN 50/50 Cash Lottery for the North generated more than \$23.1 million in sales since its inception in June 2020, with more than half returning directly to ticket holders.

We thank all donors and the participants of the 50/50 for their generosity.

Thanks to their efforts HSN was able to acquire a second MRI, upgrade its previous MRI and complete associated renovations with no debt. In total, over \$6 million in critical equipment was purchased, including but not limited to: a Hana surgical table, a portable ultrasound, an ear, nose and throat laser, six dialysis chairs, two pediatric ventilators, infant incubators, and ten bassinets. Four hundred and fifty thousand (\$450,000) was invested in research related to cancer solutions, cardiovascular health, healthy aging and other emerging areas, allowing us to secure external matching funds.

The Foundations have earmarked over \$9 million for the local share of our future capital redevelopment. This is critical since the Ontario Ministry of Health funds only 75% to 80% of the total costs associated with hospital capital redevelopments.

In addition, more than 219 volunteers completed 25,189 hours of volunteer work.

We benefited tremendously from the advice of 31 active Patient and Family Advisors.

The Board has been very impressed with the collective resolve of everyone at HSN throughout the pandemic, and we sincerely thank you.

You inspire so many of us from a Board perspective and from a community perspective.

Tonight we welcome new Board members and say goodbye to some familiar faces. We are thankful for all you've helped accomplish and look forward to honouring you later in the evening.

The future is bright for healthcare in Northeastern Ontario.

There were many accomplishments and milestones that we will continue to celebrate as we deliver on our Purpose of providing high quality health services, supporting learning and generating research that improves health outcomes for the people of Northeastern Ontario.

On behalf of the Board, I want to thank HSN's employees, medical staff, leadership, patient and family advisors, volunteers, learners, our foundations and volunteer association, donors, post-secondary education partners, funders, community partners, and HSNRI colleagues for their outstanding work and support.