

**Health Sciences North
Board Meeting Minutes – Open Session
January 31, 2023**

Voting Members Present:	Daniel Giroux	Dr. Catherine Cervin
	Helen Bobiwash	Roger Gauthier
	Rosella Kinoshameg	Kati McCartney
	Stéphan Plante	Lyse-Anne Papineau
Voting Members Excused:	Grace Alcaide Janicas	Francesca Grosso
	Tom Laughren	
Non-Voting Members Present:	Dominic Giroux	Dr. John Fenton
	Julie Trpkovski	Dr. Sanjiv Mathur
Staff:	Mark Hartman	Max Liedke
	Dr. Natalie Aubin	Debbie McQuarrie
	Jason Turnbull	Anthony Keating
		Dr. Robert Ohle
Guests:	Dr. Sarita Verma, President, Vice Chancellor, Dean and CEO, NOSM University	
Recorder:	Rebecca Ducharme	

1.0 Call to Order

The meeting was called to order at 5:32 p.m. with Daniel Giroux at the chair. A land acknowledgement was provided by Kati McCartney. No conflicts of interest were declared.

2.0 In Camera Review of Agendas (Open and Closed Sessions)

Da. Giroux noted that the Board had approved a recommendation by the Governance and Nominating Committee to adopt, on a trial basis, the practice of Board members beginning Board meetings in camera to have a brief discussion about the agenda in the absence of staff.

Da. Giroux asked for a motion to move in camera at 5:33 p.m.

MOTION: C. Makela / S. Plante

BE IT RESOLVED THAT the Board of Directors meeting move in camera to review the open and closed session agendas.

CARRIED

See closed session meeting minutes for discussion points.

Da. Giroux asked for a motion to move out of camera at 5:39 p.m.

MOTION: R. Kinoshameg / R. Gauthier

BE IT RESOLVED THAT the Board of Directors meeting move out of camera.

CARRIED

3.0 Approval of Consent Agenda

Approval of the consent agenda by the Board constitutes approval of each item listed under the Consent Agenda portion of the meeting.

Da. Giroux asked for a motion to approve the consent agenda as presented.

MOTION: H. Bobiwash / A. Dmytruk

BE IT RESOLVED THAT the consent agenda for the Open Session of the January 31, 2023 Board of Directors meeting be adopted as presented.

CARRIED

8.1 Minutes of November 29, 2022 Open Session Board Meeting

BE IT RESOLVED THAT the minutes of the Board of Directors open session meeting held on November 29, 2022 be approved as circulated.

8.2 Approval of 2022-2023 Audit Plan

BE IT RESOLVED THAT the Board of Directors approve the 2022-2023 Audit Plan, as

recommended by the Audit Committee at its meeting of January 16, 2023.

- 8.3 Review of Policies V-B-10, V-B-11, V-B-12 and V-B-13**
BE IT RESOLVED THAT the Board of Directors approve the following revised Board policies, as recommended by the Governance and Nominating Committee at its meeting of December 15, 2022:

Policy V-B-11	Legal Duties and Protections of Directors
Policy V-B-12	Removal of a Director
Policy V-B-13	Closed Session

AND THAT the following Board policy be renewed without amendment:

Policy V-B-10 Political Contributions

- 8.4 Annual Report on Emergency Preparedness and Security Services**
BE IT RESOLVED THAT the Board of Directors receive the Annual Report on Emergency Preparedness and Security Services, as recommended by the Quality Committee at its meeting of January 26, 2023.

4.0 Approval of Agenda

It was noted that Jennifer Witty, Vice President, People Relations and Corporate Affairs, was unexpectedly unable to attend the meeting and was therefore not in a position to deliver the presentation contemplated for item 5.2 "Update; Key Goal – Support and Develop Our People". Accordingly, it was agreed that the item would be struck from the agenda.

Da. Giroux asked for a motion to approve the agenda as amended.

MOTION: Dr. C. Cervin / R. Gauthier

BE IT RESOLVED THAT the agenda for the Open Session of the January 31, 2023 Board of Directors meeting be adopted as amended.

CARRIED

5.0 New Business

5.1 Presentation: NOSM University

The CEO introduced Dr. Sarita Verma, President, Vice Chancellor, Dean and CEO of NOSM University.

Dr. Verma began her presentation by noting that NOSM University's mission and vision have not changed since it was proclaimed an independent medical university nine months ago. She further noted that the main aspects of NOSM as a key government strategy, established in 2002, remain. Dr. Verma indicated that the main concept is a distributed medical education process, and as NOSM University grows, it will be looking to grow this concept throughout Northern Ontario.

Dr. Verma indicated that one of the main factors that led to the creation of NOSM University was the *Companies' Creditors Arrangement Act* (CCAA) filing by Laurentian University. That process led to a loss of over \$1 million in tuition fees, \$800,000 in frozen research grants, and concerns for MD accreditation due to the resulting instability, among other impacts.

Dr. Verma noted that since being proclaimed a university on April 1, 2022, NOSM University continues to navigate the challenges associated with being separate, including revisiting collective agreements and affiliation agreements, and taking over faculty appointments. She further noted that the university now has a Board of Governors, and a first Chancellor was announced in May 2022.

With respect to the status of NOSM University's Sudbury campus, Dr. Verma indicated that there continues to be uncertainty where Laurentian University is concerned. She is hopeful that the government will lease or sell the relevant buildings to NOSM University. From the perspective of Lakehead University, there will also be a need to renegotiate leased space, ideally once the new President is in place later this year.

Dr. Verma reiterated that grant administration is still in flux. Ultimately, she envisions NOSM University having its own Research Ethics Board or taking part in the proposed pan-Northern research cluster.

Dr. Verma shared that NOSM University is ready for expansion. It has already seen an increase of five additional undergraduate students in the MD program, with the goal of an overall increase of 30

students over five years. There is also a planned expansion of the post-graduate MD program, which is expected to see an increase of 41 positions over five years.

Dr. Verma noted that NOSM University has a great relationship with HSN with respect to building post-graduate residency programs. She further noted that NOSM University has the best residency match in the country, as well as the highest pass rate on exams, the highest percentage of Indigenous students, and the highest rate of graduating family physicians. And when students stay in the North to do their residency, almost 90% stay in the North to practice.

Dr. Verma indicated that the need for physicians in Northern Ontario continues, particularly given the health challenges in the region. NOSM University would like to partner with HSN to build new residency programs to continue the very successful pipeline of NOSM University graduates who go on to practice at HSN.

Dr. Verma finished her presentation by sharing that NOSM University is in "fundraising mode" over the next two years to build a strong student bursary program. She then opened the floor to questions.

With respect to the planned growth in the post-graduate residency program, it was asked whether that growth will entail expanding existing programs and/or starting new ones. It was also asked whether a timeline or more detailed implementation plan has been developed. Dr. Verma noted that it would be worth having Dr. Rob Anderson, Associate Dean, Post-Graduate Medical Education and Health Sciences at NOSM University present to the Medical Advisory Committee on this matter. She further noted that while NOSM University will start out by taking five additional third year post-graduate residents in enhanced skills programs in areas such as mental health and addictions, anaesthesiology, and emergency and rehabilitation medicine, there are also 10 new first-year residency positions starting in July 2023. Eight of those will be distributed among existing residency programs, while two are allocated to the new University of Toronto / NOSM University collaborative Obstetrics and Gynecology residency program. The balance of the 41 new post-graduate spots will be rolled out over the next four years with a focus on increasing Family Medicine positions.

Dr. Verma noted that there are a number of other specialties "on the list" for future residency programs (e.g., pathology, cardiology, rheumatology, respirology, etc.), all of which will depend on the availability of Royal College specialists to serve as teachers. There is also the possibility of residencies through partnerships with other organizations. For example, although Sudbury does not have the capacity for a standalone obstetrics residency, it can be made possible through partnerships with Queen's University and the University of Toronto.

It was asked whether Dr. Verma could speak to the underserved Inuit population, given NOSM University's ongoing work with the Indigenous population. Dr. Verma indicated that she is very proud of the work that NOSM University has done navigating the realities of relationships with Indigenous communities. However, in Northern Ontario, the University works primarily with Treaty 3, 6, and 8 territories, at the request of the relevant Chiefs. The work is not Inuit-led.

It was also asked whether Dr. Verma could speak to NOSM University's desire to become a leader in climate change. Dr. Verma noted that planetary health is a major commitment of the University, which has signed the Okanagan Charter and made a commitment to the Action Committee on Climate Change. Dr. Verma indicated that climate change should be seen through the same lens as ethics, in that physicians should not be meeting with patients without wondering what the impact of climate change is on those individuals.

It was asked whether Dr. Verma could speak to the fact that Canada's physician-to-population ratio ranked 26th among 28 developed nations that maintain universal access to healthcare at the same time as it has been said that three new physicians are required to replace one older physician in terms of workload / capacity. Dr. Verma noted that there is a strategy nationally and provincially to ratchet up physician production. There have been discussions around pan-national licensure, as well as opening doors for internationally trained medical graduates, among other possibilities. With respect to physician capacity, Dr. Verma noted that younger physicians are not willing to dedicate all of their attention to work. There is an emphasis on wellness and resilience, and the key is to help physicians find passion and joy in their work.

Da. Giroux thanked Dr. Verma for her remarks, as well as her passion and commitment to the North.

5.2 Update: Key Goal – Support and Develop Our People

Struck from the agenda as discussed.

Quality Committee

5.3 Patient Story

Lyse-Anne Papineau, Chair of the Quality Committee, called upon Dr. Catherine Cervin to present the Patient Story to the Board.

Dr. Cervin noted that the story – which generated a lot of discussion at the recent Quality Committee meeting – was taken from a complaint that was received by the Patient Relations office regarding a nephrology outpatient and accessibility issues encountered at the Ramsey Lake Health Centre.

Dr. Cervin indicated that the Committee's key take-away was that the hospital's response reflected a commitment to a patient and family-centred approach. She further indicated that prior to the issue being resolved, the care being offered to the patient did not meet the quality dimension of being equitable.

Dr. Cervin highlighted that the circumstances pre-date the switch to HSN-employed security staff, and follow-ups were done to determine the type of accessibility training included in security guard onboarding.

It was asked what types of continuous quality improvement processes are currently in place for HSN staff, as it is important to foster an environment of continuous improvement. Mark Hartman, Senior Vice President, Patient Experience and Digital Transformation, indicated that staff are expected to raise any concerns in their immediate work area with their manager. Where the issue is outside the manager's control, it is expected that they will reach out to the relevant colleague. Most areas also have daily huddles where issues or concerns can be brought forward.

5.4 November Monitoring of QIP Targets

L. Papineau noted that the Quality Improvement Plan (QIP) targets are monitored at every meeting of the Quality Committee. She then highlighted the following updates on the three QIP indicators:

- Time to Inpatient Bed (TTIB) – TTIB has improved for November; however, we know that December and January were challenging months with high occupancy and TTIB. It should be noted that while HSN's 90th percentile wait time is longer than the province, the average wait time in the Emergency Department has been better than the provincial average for the past 12 months.
- Workplace Violence (WPV) Prevention – There continues to be a net reduction in WPV incidents. Year-to-date, HSN has experience 64 recorded events, compared to 91 events the previous year.
- Increase Surgical Activity – HSN achieved 94% of planned surgical activity and remains at 92% of 2019-2020 volumes. However, there were more outpatient surgeries completed from April to December 2022 than in 2019 (pre-pandemic) despite health human resource and bed access constraints.

Board members were content with the information provided.

MOTION: L. Papineau / C. Makela

BE IT RESOLVED THAT the Board of Directors receive the November Quality Improvement Plan target update, as recommended by the Quality Committee at its meeting of January 25, 2023 and as presented at the Board meeting of January 31, 2023.

CARRIED

5.5 2023-2024 Quality Improvement Plan (QIP) Indicators

L. Papineau noted that the Quality Committee had recommended the following QIP priorities for approval, without amendment:

- WPV prevention (Health Quality Ontario [HQO] recommended)
- TTIB
- Medication Reconciliation at Discharge (HQO recommended)

With respect to the fourth proposed priority of "securing and maintaining adequate Health Human Resource" (HHR), L. Papineau indicated that the Committee had discussed how to incorporate equity, diversity and inclusion (EDI). This discussion resulted in the priority being amended to require "securing and maintaining **appropriate** HHR", and accordingly, management noted that the QIP work plan could include EDI activities that the Quality Committee could then monitor.

L. Papineau indicated that the next step is for targets to be developed for the approved indicators, and action plans documented. The full 2023-2024 QIP will be presented at the March meetings of

both the Quality Committee and the Board.

Board members were content with the information provided.

MOTION: L. Papineau / H. Bobiwash

BE IT RESOLVED THAT the Board of Directors approve the inclusion of the indicators of Workplace Violence Prevention, Time to Inpatient Bed, Medication Reconciliation at Discharge and Securing and Maintaining Appropriate Health Human Resources in the 2023-2024 Quality Improvement Plan, as recommended by the Quality Committee at its meeting of January 26, 2023 and as presented at the Board meeting of January 31, 2023.

CARRIED

6.0 Other

6.1 Board Chair Report

Da. Giroux thanked Board members and members of the Senior Leadership team for attending the site tour and Board plenary on January 20th and 21st. He also acknowledged the resignation of Lynne Dupuis and thanked her for her dedication and years of service on the Board.

With respect to the Board plenary, Da. Giroux encouraged all attendees to complete and submit the event evaluation, which provides valuable feedback to Senior Leadership for continuous improvement. Da. Giroux noted that some follow-up actions have already been taken, including discussions by the Quality Committee with respect to next steps on social accountability.

With respect to the site tour, Da. Giroux indicated that there will be opportunities to visit different areas of the hospital on a routine basis going forward. It is expected that these voluntary tours will be scheduled to take place before in-person Board meetings.

Da. Giroux indicated that the Accreditation break-out sessions delivered at the Board plenary would be offered to the Board members who were not able to attend. He emphasized the importance of Board members understanding the Accreditation process and developing an appropriate level of comfort to meet with the surveyors.

6.2 CEO Report

The CEO confirmed that Board members had read the briefing note provided in the meeting package. He then addressed the top issues on his mind, as follows:

- The organization is approximately four months away from Accreditation. As mentioned by Da. Giroux, there will be a workshop for the balance of Board members who did not have a chance to participate in the Accreditation break-out sessions at the Board plenary. There will also be a touchpoint of the Board in the week or so before the onsite survey for final preparation.
- During the closed session of tonight's meeting, the Board will consider a report on a request to Ontario Health for a waiver from the balanced budget requirement, which is related to the impacts of Bill 124 being deemed unconstitutional and of no force and effect. Since the last regular Board meeting, several things have occurred that are outside of HSN's control, including: the CUPE agreement with school boards, which set a new watermark of a 3.6% wage increase; the Superior Court's decision on Bill 124 at the end of November; the decision by the province to appeal the Superior Court decision without seeking a stay; the Ontario Hospital Association's decision to approve bargaining mandates; and reaffirmation by the Ontario Health to expect a base funding increase of only 1% despite inflation of 6.8%.
- The Audit Committee recently held a meeting dedicated to MyHSN. The matter has been pulled from the consent agenda for discussion during the closed session.
- There is good news with respect to fundraising. OCP Construction recently made a \$500,000 donation to the NEO Kids Foundation.
- Today, the Ministry had a site visit with approximately 60 partners related to the approval of the Équipe santé Sudbury-Espanola-Manitoulin-Elliot Lake Ontario Health Team. Mark Hartman co-chairs the interim steering committee.
- Dr. Natalie Aubin, Vice President Social Accountability, has been invited by Matt Anderson, the CEO of Ontario Health, to sit on a health system advisory council. The council consists of 25-30 sector leaders and external partners who will meet monthly to provide Matt Anderson with feedback on strategies and initiatives being led by Ontario Health.

Dr. Robert Ohle, Vice President Academic and Research Impact, was invited to give an update on the recent appointment of two research chairs. Dr. Ohle indicated that the research chair program is a collaboration between HSN, HSNRI and the HSN and Northern Cancer Foundations.

Dr. David Marsh is the new Research Chair, Mental Health and Addictions. Dr. Marsh is recognized internationally for his robust research program on opioid use and addiction. He has a strong commitment to education, including growing the next generation of researchers.

Dr. Stacey Santi is the new Research Chair, Cancer Solutions. She is an excellent researcher who has been with HSNRI for almost nine years. Her appointment as Research Chair is a testament to HSNRI's ability to mentor individuals from the post-graduate level to the level of a research chair.

Dr. Ohle thanked the HSN Foundation and the Northern Cancer Foundation for their support. He noted that four more research chairs are expected to be appointed in the coming months.

The CEO concluded his remarks by circling back to the Board plenary session. He indicated that the Quality Committee is already providing feedback on how to follow-up on Dr. Anawati's presentation on social accountability, and invited Board members to share their advice or suggestions in the coming months on how to incorporate related work into the Board and Committee Work Plan.

7.0 Adjournment of Open Session

Da. Giroux asked for a motion to adjourn the open session meeting at 6:40 p.m.

MOTION: R. Kinoshameg / Dr. C. Cervin

THERE BEING no further business to discuss, that the Open Session of the January 31, 2023 Board of Directors meeting be adjourned.

CARRIED