

**Health Sciences North
Board Meeting Minutes – Open Session
March 29, 2022**

Voting Members Present:

Daniel Giroux	Lynne Dupuis	Floyd Laughren
Dr. Catherine Cervin	Roger Gauthier	Helen Bobiwash
Francesca Grosso	Angèle Dmytruk	Rosella Kinoshameg
Stéphan Plante	Don Duval	Lyse-Anne Papineau

Voting Members Excused:

Tom Laughren

Non-Voting Members Present:

Dominic Giroux	Dr. John Fenton	Lisa Smith
Dr. Stephen Morris	Dr. Dominique Ansell	

Staff:

Mark Hartman	Max Liedke	Anthony Keating
Maureen McLelland	Dr. Greg Ross	Jennifer Witty
Dr. Natalie Aubin	Jason Turnbull	Suchita Bali

Guests:

Brian Killah, Chair, Health Sciences North Foundation (HSNF)
Julie Trpkovski, incoming Vice President, Medicine and Chief Nursing Executive

Recorder:

Rebecca Ducharme

1.0 Call to Order

The meeting was called to order at 5:30 p.m. with Da. Giroux at the chair. A land acknowledgement was provided, and no conflicts of interest were declared.

2.0 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.

MOTION: L. Dupuis / F. Laughren

BE IT RESOLVED THAT the consent agenda of the March 29, 2022 Board of Directors meeting be adopted as presented.

CARRIED

7.1 Minutes of January 25, 2022 Open Board Meeting

BE IT RESOLVED THAT the minutes of the Board of Directors open session meeting held on January 25, 2022 be approved as circulated.

7.2 Semi-Annual Report on Utilization Management

BE IT RESOLVED THAT the Board of Directors receive the Semi-Annual Report on Utilization Management, as recommended by the Quality Committee at its meeting of March 10, 2022.

3.0 Approval of Agenda

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

MOTION: Dr. C. Cervin / S. Plante

BE IT RESOLVED THAT the agenda of the March 29, 2022 Board of Directors meeting be adopted as presented.

CARRIED

4.0 New Business

4.1 Presentation – Health Sciences North Foundation

Anthony Keating, President and Chief Development Officer of the Foundations & Volunteer Groups, introduced the Chair of the HSNF Board, Brian Killah. A. Keating indicated that B. Killah is an incredible champion of HSN and HSNRI, as well as a strong advocate for the Foundations and the work they do to help strengthen the community.

B. Killah began by thanking A. Keating and the talented, hardworking staff of the Foundations. He then proceeded to review some of the accomplishments of the HSNF over the past year.

B. Killah noted that HSN's second MRI was delivered in September 2021. On top of the generous support of the FDC Foundation, the Foundations were able to raise \$7M for the MRI project. The community really understood the need and delivered, thanks to the planning and the hard work of A. Keating and his team. B. Killah emphasized the importance of providing the Foundations' talented fundraisers with significant projects that maximize donor interest.

B. Killah then spoke about the HSN 50/50. It has been an incredible success from a fundraising perspective, and has also increased awareness, bringing HSN's healthcare story to the public.

B. Killah indicated that the HSNF's campaigns continue to attain new heights. There was another record year for the Smile Cookie Campaign, and overall, the HSNF continues to grow its financial results and seed plans to achieve efficiencies.

B. Killah concluded his presentation by sharing that all of the Foundations continue to collaborate throughout the year and work as one, and community support is broad and continues to grow. While he is pleased with the success that the Foundations have achieved over the last year, there have also been risks, particularly with respect to the pandemic. That said, healthcare was highlighted during the pandemic. The landscape will be different in the coming years, and HSNF will be ready.

It was asked how broad the reach of the HSNF is, and how the Foundations reach donors from across the North East. A. Keating recognized that the HSN community stretches beyond Sudbury, although the majority of donors (approx. 90%) are located in the city. Part of the Foundations' strategic plan is to diversify outside of the Sudbury area and continue to grow the donor base.

It was asked how the new Major Gifts portfolio will work. A. Keating indicated that the Foundations will be working together to create a plan for major gift asks. Major donors will drive the decision-making, which has been working well so far in terms of the conversations currently taking place. The approach is putting the donor first, and donor interest is what is most important for the Foundations in moving the Major Gifts portfolio forward.

A. Keating thanked B. Killah and the HSNF for their incredible work.

Quality Committee

4.2 Patient Story

Lyse-Anne Papineau, Chair of the Quality Committee, began by asking Francesca Grosso, Vice Chair of the Committee, to read the patient story included in the meeting package. The story detailed the "stellar service" received by the author's husband given the circumstances.

F. Grosso indicated that stories like this one should instill a sense of pride in the Board. She highlighted the author's comment on the timeliness of the services received, which is of great importance to many patients.

L. Papineau added that the care described in the patient story was very patient and family-focused, in line with one of HSN's Key Goals in its 2019-2024 Strategic Plan.

4.3 January Monitoring of QIP Targets

L. Papineau summarized the most recent results of the two indicators covered in the report, namely time to inpatient bed (TTIB) and workplace violence (WPV).

L. Papineau noted that there had been an increase to both indicators, bringing them above target.

With respect to TTIB, she noted that senior leadership had shared that there were specific reasons why the indicators were higher than the target, mainly due to the impact of the latest wave of the pandemic. An increase in COVID patients and outbreaks limited the flow of patients.

With respect to WPV, L. Papineau indicated that the Behavioural Escalation Support Team (BEST) pilot programs are ongoing in an effort to achieve zero harm in the workplace. WPV is a subject that will be coming back to the Quality Committee and the Board, and the Committee will continue to ask questions and support the administration regarding the policies being put into place.

Dr. Stephen Morris, President of the Medical Staff, raised an issue that he indicated has been brought up at a number of recent meetings. Given the increase in violent crimes in the community, particularly those involving firearms, Dr. Morris questioned HSN's readiness should a threat arise on hospital property. Max Liedke, Senior Vice President and Chief Operating Officer, whose portfolio includes security, indicated that HSN does carry out general safety drills, and the noted risk is being actively discussed, with the intention to roll out specific drills in the near future.

L. Papineau indicated that the Committee may wish to bring this discussion back to a future meeting. Da. Giroux indicated that he would be happy to share the successes and challenges associated with similar discussions that occurred at the college. The CEO indicated that follow-up on the noted security issue would be added to the 2022-2023 Board and Committee Work Plan.

MOTION: L. Papineau / Dr. S. Morris

BE IT RESOLVED THAT the Board of Directors receive the January Quality Improvement Plan targets, as recommended by the Quality Committee at its meeting of March 10, 2022 and as presented at the Board meeting of March 29, 2022.

CARRIED

4.4 Approval of 2022-2023 Quality Improvement Plan

L. Papineau noted that at its most recent meeting, the Quality Committee reviewed the Quality Improvement Plan in detail, including the plan itself, a narrative report that provides linkages to the Strategic Plan and describes the quality improvement activities over the last year, and work plans for 2022-2023 for the three Board-approved indicators.

L. Papineau then briefly reviewed the indicators and associated targets:

- Time to Inpatient Bed (TTIB): target of < 26 hours at the 90th percentile monthly, which is closely aligned with the provincial median of former Local Health Integration Networks
- Increasing Surgical Activity: target to increase activity to 16,500 cases
- Workplace Violence (WPV): target to pursue zero harm by reducing the number of incidents involving physical force compared to prior year

The Board was content with the materials provided.

MOTION: L. Papineau / Dr. C. Cervin

BE IT RESOLVED THAT the Board of Directors approve the 2022-2023 Quality Improvement Plan, as recommended by the Quality Committee at its meeting of March 10, 2022 and as presented at the Board meeting of March 29, 2022.

CARRIED

Governance and Nominating Committee

4.5 Review of Policies V-A-6 to V-A-9

Roger Gauthier, Chair of the Governance and Nominating Committee, highlighted the substantive edits proposed to policy V-A-7 arising from the coming into force of the Ontario *Not-for-Profit Corporations Act, 2010* (ONCA).

R. Gauthier noted that there are ONCA implications for the Executive Committee. The legislation outlines a number of items that cannot be delegated by the Board to the Executive Committee, as listed in the briefing note included in the meeting package.

R. Gauthier further noted that there are implications for the Audit Committee as well. The ONCA requires that the auditor receive notice of all Audit Committee meetings and attend all Committee meetings upon request, and allows the auditor or a Committee member to call additional meetings.

It was asked that the wording in subsections 3(c) and 3(e) of the Terms of Reference for the Executive Committee be standardized for consistency and clarity.

MOTION: R. Gauthier / L. Papineau

BE IT RESOLVED THAT the Board of Directors approve the revisions to the following Board policies, as recommended by the Governance and Nominating Committee at its meeting of February 24, 2022 and as amended at the Board meeting of March 29, 2022:

Policy V-A-7	Board Standing and Ad-Hoc Committees
Policy V-A-8	Position Description for the Chair
Policy V-A-9	Position Description for the Vice Chair and Chair Elect

AND THAT the following Board policy be renewed without amendment:

Policy V-A-6	Board Size and Composition
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CARRIED

5.0 Other

5.1 CEO Report

The CEO confirmed that Board members had read the briefing note provided in the meeting package. He then provided additional commentary on a number of matters, as follows:

- The COVID positivity rate is exceeding 30%, noting that the province has limited the availability of PCR tests. The positivity rate has been increasing over the last 28 days or so, with Sudbury & Districts still in the top six public health unit areas in the province in terms of active cases per 100,000 residents. Since the peak of Wave 5 in January, there has been an improvement in the number of COVID hospitalizations at HSN; however, the number is still higher than the record in 2020 and 2021. Increasing hospital admissions is certainly something to monitor in the coming weeks.
- With respect to the regional Electronic Medical Record (EMR), the Board of Directors of the Sault Area Hospital passed a motion agreeing to join the NewCo. All acute care hospitals in the North east have now endorsed the direction, with minor tweaks only. Mark Hartman, Senior Vice President, Patient Experience and Digital Transformation, is the Chair of the NewCo Board and accordingly, HSN is well positioned for the implementation of the electronic medical record.
- The Ontario Health Team (OHT) originally proposed for Sudbury is emerging and expanding. Members agreed to be part of a larger OHT that would include the communities of Espanola, Manitoulin Island and Elliot Lake. A very quick turnaround is expected from the Ministry of Health with respect to Expression of Interest for all proposed OHTs in the North, with the results to be communicated prior to the writ period.

The CEO noted that this meeting was the last Board meeting for both Lisa Smith and Maureen McLelland, and thanked them for their combined 65 years of experience at HSN. L. Smith and M. McLelland took the opportunity to express their gratitude and appreciation for the support and hard work of the HSN team, and the Board in particular, as well as to acknowledge the privilege of pursuing fulfilling careers in the community. Several Board members expressed their thanks in return.

Julie Trpkovski and Dr. Natalie Aubin, the successors to the two Vice President roles, thanked the selection committees for their respective appointments. Both indicated that they are humbled to join such an incredible senior leadership team, and welcomed the opportunity to work with the Board. L. Smith and M. McLelland are leaving big shoes to fill.

The CEO concluded his remarks by reminding Board members of the Board plenary session scheduled for Monday, May 2nd from 5:30 to 8:30.

6.0 Adjournment of Open Session

The Chair asked for a motion to adjourn the open session meeting at 6:30 p.m.

MOTION: L. Papineau / L. Dupuis

THERE BEING no further business to discuss, that the open session meeting of the Board of Directors be adjourned.

CARRIED