

**Health Sciences North
Board Meeting Minutes – Open Session
January 26, 2021**

Voting Members Present:

Floyd Laughren	Daniel Giroux	Vasu Balakrishnan
Dr. Catherine Cervin	Lynne Dupuis	Don Duval
Roger Gauthier	Chris Redmond	Rosella Kinoshameg
Stéphan Plante	Lyse-Anne Papineau	Tom Laughren

Voting Members Excused:

Dr. Kevin McCormick, Francesca Grosso

Non-Voting Members Present:

Dominic Giroux	Dr. John Fenton	Lisa Smith
Dr. Killian de Blacam	Dr. Dominique Ansell	

Staff:

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

Guests:

Dr. S. Verma, Dean, President and CEO of the Northern Ontario School of Medicine
Adam Haight, Chair of the Health Sciences North Volunteer Association

Recorder:

Anne Gauthier

1.0 Call to Order

The meeting was called to order at 5:36 p.m. with Da. Giroux at the chair. 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: Roger / Lyse-Anne

BE IT RESOLVED THAT the consent agenda of the January 26, 2021 Board of Directors meeting be adopted as presented.

CARRIED

7.1 Minutes of November 24, 2020 Open Board Meeting

BE IT RESOLVED THAT the minutes of the Board of Directors open session meeting held on November 24, 2020 be approved as circulated.

3.0 Approval of Agenda

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

MOTION: Stephan/Catherine

BE IT RESOLVED THAT the agenda of the January 26, 2021 Board of Directors meeting be adopted as presented.

CARRIED

4.0 New Business

4.1 Northern Ontario School of Medicine

Dr. S. Verma, Dean, President and CEO of the Northern Ontario School of Medicine (NOSM) provided a presentation to update the Board on the upcoming endeavours at NOSM this year. She identified that NOSM has identified four strategic directions, and that these will be supported by four strategic enablers.

Dr. Verma provided Board members with an outline of the Five big ideas for NOSM in 2021. These items fall under the umbrellas of Climate and Social Justice. Each of the five ideas were outlined in detail.

An update was provided with respect to education and research with an objective of strengthening research capacity in Northern Ontario, as well as a focus on accreditation.

A vaccination update was provided, with a particular focus on NOSM's involvement in the deployment of the vaccines. It was noted that NOSM and Ornge are partnering to deliver vaccines to remote First Nations communities in Northern Ontario. Dr. Verma noted that the call for volunteers has been very successful. A further recruitment of volunteers will soon be underway to assist Public Health with vaccinations to the public at large.

Dr. Verma provided Board members with an overview of the Academic Health Sciences Network North project (AHSNN). The focus of this project is to advance the shared vision of a healthy Northern Ontario. The key activities related to the collaborative efforts were shared. The AHSNN group will embark on developing joint priorities over the next year.

The President of the Medical Staff commented on how we are seeing great results and wonderful graduates coming from NOSM. It was noted there is a current lack in the specialty areas and that Northern Ontario is competing with those universities in southern Ontario.

4.2 Health Sciences North Volunteer Association

A. Haight, Chair of the Health Sciences North Volunteer Association, provided a presentation related to the HSNFVA.

An overview of the structure of the HSNVA was provided, as well as a description of both the Near the Lake Boutique and the Lottery Centre located within the hospital.

He provided some insight into how the pandemic has affected revenues and other streams of revenue. He indicated that a more digital fundraising strategy is being explored.

Quality Committee

4.3 Report from Quality Committee

Dr. Catherine Cervin, Chair of the Quality Committee, thanked the Committee members for their contributions, dedication and thoughtful comments at the January Plenary Session meeting. She then reviewed and elaborated on the briefing note provided in the meeting package, and invited members to reflect on the six Dimensions of Quality as she reads the Patient Story.

(a) Patient Story

While it is assumed that members of the Board have already read the Patient Story, Dr. Cervin shared the story.

The story described a patient whose family members provided a link to the staff and asked if they would be willing to share the video with the patient in question as it was her birthday. Staff went above and beyond and provided the patient with the requested technology, and celebrated her by providing a doughnut, and sang her happy birthday. The family was very appreciative of this gesture.

It was noted that this story relates to HSN's Strategic Plan, specifically the key goals to Be Patient and Family-Focused, and to Be Digitally-Enabled.

Members of the Board identified Dimensions of Quality such as timely, patient-centred, and effective, related to the Patient Story.

(b) November Monitoring of QIP Targets

Dr. Cervin noted the three QIP Indicators were discussed in the briefing note included within the package.

There following points were highlighted:

- Time to Inpatient Bed: Dr. Cervin noted that one of the positive consequences of the pandemic was the improvement of the Time to Inpatient Bed. There was however a negative impact related to the cancellation of surgeries. She noted that performance is currently at 24 hours, which is less than the target of 30, however the pandemic related target is of 8 hours which is related to IPAC requirements. There are a number of initiatives in progress to address and improve the Time to Inpatient Bed.
- The Medication Reconciliation at discharge is on target. The target is 70% and HSN's current rate stands below target at 66%. There is continual auditing as well as follow-up with clinicians who may not be compliant is in place in an effort to remain on target.
- Workplace Violence is a difficult item. Dr. Cervin reported there had been an increase in reporting and a decrease in physical force events earlier in the year. Both the reporting of incidents and physical force events have declined during the pandemic. A Workplace Violence Task Force has been created to address Workplace Violence issues.

Governance and Nominating Committee

4.4 Review of Policies II-8, I-1, I-2, and I-3

The four policies were reviewed by the CEO and the Vice President, People Relations and Corporate Affairs. Minor edits were proposed to policies I-2 and I-3 and no edits proposed to policies II-8 and I-1. The Governance and Nominating Committee supported the recommendations.

MOTION: R. Gauthier / C. Cervin

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 December 17, 2020, and as presented at the Board meeting of January 26, 2021:

Policy I-2	Strategic Planning Policy
Policy I-3	Community Engagement

AND THAT the following Board policies be renewed without amendment:

Policy II-8	Annual Declarations
Policy I-1	Purpose, Commitments and Values

CARRIED

4.5 Follow-Up on Governance Standards

At its last meeting of November 24, 2020, the Board identified 12 elements of the Accreditation Canada Governance Standard where it felt additional work was required.

Below are some of the highlights of the work to be completed:

- An education session related to the Ethics Framework will be provided at the upcoming March 2021 Board meeting.
- All HSN Board policies will be posted to the Board web page.
- Revision of the 2019-2024 Strategic Plan at the Long Range Planning Committee on May 17, 2021

Further detail is provided in the briefing note.

MOTION: R. Gauthier / Dr. C. Cervin

BE IT RESOLVED that the Board of Directors approve the follow-ups to the 12 Accreditation Canada Governance Standard criteria that may require additional work as recommended by the Governance and Nominating Committee at its meeting of December 17, 2020, and as presented at its meeting of January 26, 2021.

Carried

5.0 Board Chair and CEO Reports

5.1 Board Chair Report

F. Laughren reviewed his report circulated in the Board package. He elaborated on the following:

- Last year proved to be a challenging year, and it will not be any less challenging in 2021. Covid-19 will continue to be a challenge and HSN is doing its part with respect to vaccines. Staff burnout is a concern and will have to be given consideration for the post-pandemic era.
- Issues with crowding and the fight for bed spaces are ongoing, however HSN will continue to push forward on these matters.
- January's Plenary Session was a remarkable day, the best to date. D. Giroux provided an excellent presentation. A. Dale, Ontario Health Association's President and CEO provided insightful information. The panel of frontline staff was very well received and it was suggested that other front-line leaders be invited for future presentations.

5.2 CEO Report

The CEO commented on the staff panel presentation at the Plenary session and how the frontline staff stories made an impact on the attendees.

A reminder was provided to all that all participants invited to the meeting can still read what is indicated into the chat line even after leaving; it is important to be mindful of comments provided in the chat line during the closed session. There was also discussion regarding the length of the package and that last minute materials be avoided. The package provided to the Board for this meeting was significantly reduced in volume as per the request of Board members at the last regular meeting. Other items finalized after the Board package has been sent out have been pushed out to the next meeting.

The CEO provided an update related to the pandemic and its evolution. Worldwide and regional case statistics were provided. He noted the recent trends to highlight and a comparison of Wave 1 and Wave 2 statistics were provided. Over the past two weeks, there has been a stabilization of the numbers of positive cases.

In terms of vaccination in Ontario, there are 83,000 people who have received their first dose of the vaccine at this time. An update was provided related to the adjustments to the guidelines for a second dose of the Pfizer vaccine.

Six short term pandemic priorities are outlined in the CEO report. The CEO provided further details related to these priorities. In comparison with Southern Ontario, the North is experiencing a higher number of scheduled surgeries.

A bed capacity update was provided. HSN is prepared for the potential of receiving critical care patient overflow from Southern Ontario. Currently, there are no Southern Ontario critical care patients awaiting transfer to HSN.

A discussion ensued regarding Mental Health and there was a question as to whether or not this should be considered in the context of the pandemic response. M. McLelland was invited to speak further to this item. She indicated that she has been working with external partners to create a Harm Reduction Committee. Of note, HSN is one of the first hospitals to be approved by the Ministry of Health to be part of the Naloxone distribution program through the Emergency Department. The second stream of work is a supervised injection site. She noted there were challenges related to finding an appropriate location to house the injection site as well as the willingness of the landlord, to house an appropriate safe injection site. Active work is happening on this piece. Once the location is found, the application can take up to six months to be approved. She noted that Assertive Community Treatment Teams (ACTT) are effective for those who have high intensity needs. HSN developed a proposal for the creation of a third ACTT team. Each team cares for approximately 80 patients with high needs, mental health, and addictions issues. This has been vetted by City Councillors and will be addressed at a future council meeting.

It was asked what staffing challenges are anticipated with respect to the launch of the new beds. M. Hartman provided an update as to what the strategy is in the wake of the pandemic to ensure there are enough staffed beds. One of the challenges HSN faces is a limited supply of human health

resources applying for these positions, and community partners such as Long Term Care are competing for these same resources. This was a chronic issue prior to the pandemic, and has been exacerbated during the pandemic. Work continues to recruit sufficient staff.

6.0 Adjournment of Open Session

Da. Giroux asked for a motion to adjourn the open session meeting at 6:56 p.m.

MOTION: C. Cervin / D. Duval

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

CARRIED