

**Health Sciences North  
Board Meeting Minutes – Open Session  
March 23, 2021**

**Voting Members Present:**

Floyd Laughren	Daniel Giroux	Vasu Balakrishnan
Lynne Dupuis	Tom Laughren	Lyse-Anne Papineau
Roger Gauthier	Chris Redmond	Rosella Kinoshameg
Stéphan Plante		

**Voting Members Excused:**

Dr. Catherine Cervin, Francesca Grosso, Don Duval, Dr. Kevin McCormick

**Non-Voting Members Present:**

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

**Staff:**

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

**Guests:**

Brian Killah, Chair of the Health Sciences North Foundation  
Mary Huska, Clinical Bioethicist/Manager Spiritual and Religious Care

**Recorder:**

Anne Gauthier

**1.0 Call to Order**

The meeting was called to order at 5:30 p.m. with F. Laughren 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.

F. Laughren asked for a motion to approve the consent agenda.

**MOTION: Vasu / Roger**

**BE IT RESOLVED THAT the consent agenda of the March 23, 2021 Board of Directors meeting be adopted as presented.**

**CARRIED**

**7.1 Minutes of January 26, 2021 Open Board Meeting**

**BE IT RESOLVED THAT the minutes of the Board of Directors open session meeting held on January 26, 2021 be approved as circulated.**

**7.5 BE IT RESOLVED THAT the Governance and Nominating Committee recommend to the Board of Directors the approval of the following revised Board policies, as presented at its meeting of February 25, 2021:**

<b>Policy I-4</b>	<b>Research</b>
<b>Policy I-6</b>	<b>Donor Recognition and Naming</b>

**AND THAT the following Board policies be renewed without amendment:**

<b>Policy I-5</b>	<b>Intellectual Property</b>
<b>Policy III-1</b>	<b>Quality of Care and Safety</b>

**3.0 Approval of Agenda**

F. Laughren asked for a motion to approve the agenda.

**MOTION: S. Plante / Da. Giroux**

**BE IT RESOLVED THAT the agenda of the March 23, 2021 Board of Directors meeting be adopted as presented.**

**CARRIED**

#### **4.0 New Business**

##### **4.1 Health Sciences North Foundation**

Brian Killah, Chair of the Health Sciences North Foundation (HSNF) Board, provided Board members with an overview of the various fundraising efforts that have taken place over this past year. He noted that the Strategic Planning meeting that was held in early 2020, which included all of the Foundations, helped to set the tone for various initiatives.

B. Killah noted that in the wake of Covid, the Foundations used creative ways to continue with fundraising efforts. The three Foundations worked together to launch a Covid-19 Support Fund in March 2020 and raised over 1.5M for urgent needs.

A significant amount has been raised with respect to the MRI Campaign. To date, 5M has been raised for the purchase of the MRI machine. An additional 2M is still needed to upgrade the existing MRI machine, and to purchase a second MRI machine. The many benefits that this will provide for patient care was explained in detail.

B. Killah highlighted the enormous success of the 50/50 cash lottery since its inception. Through this initiative, \$1,556,263 dollars has been raised since June for priority needs at HSN.

He also noted that the Smile Cookie Campaign raised a record breaking \$50,860.

In an effort to continue to keep donors engaged and share on a personal level the impact that they provide, a Virtual Donor Appreciation Night was held in November 2020.

B. Killah finished his presentation by noting the Holiday Campaign that took place. Personalized appreciation messages were provided for HSN Heroes by members of the community.

##### **4.2 Ethics Framework Presentation**

M. Huska, Clinical Bioethicist and Manager of Spiritual and Religious Care, provided a presentation on the Ethics Framework.

The framework is based on Accreditation Canada Leadership Standards. She noted that in 2006, the Board of Directors, through a recommendation from the Ethics Committee, adopted the Accountability for Reasonableness (A4R) Framework. The purpose of this framework aims to minimize risk and align with the values of and the principles of the organization.

As it relates to the Board, M. Huska further explained that as it relates to the Board, the Framework has the ability to:

- Guide the Board in making allocation and resource decisions;
- Provide criteria against which the Board can measure its decision-making; and
- Aid the Board in setting priorities;

M. Huska provided examples related to the pandemic such as the development of ethics frameworks based on principles of equity, fairness, solidarity, etc. in for situations such as PPE allocation, the ramping down of surgical activity, and vaccine allocation.

M. Huska highlighted that the A4R framework considers HSN's values, and the principles of ethical decision-making: Autonomy, Beneficence, Non-maleficence, and Justice. She further noted that a 5<sup>th</sup> principle is added to the Framework, that of Empowerment. The particulars of this principle were noted on the slide.

M. Huska further explained that Board decisions should be meaningful, aligned, and effective. An in-depth explanation related to Board decisions was provided.

It was noted that all employees at HSN are provided with an Ethics Framework pocket guide, to be used when making decisions.

M. Huska closed her presentation by providing her contact information should there be any additional questions in the future.

D. Giroux acknowledged Mary's exceptional leadership on a number of provincial tables during the pandemic.

### **Quality Committee**

#### **4.3 Report from Quality Committee**

Mark Hartman, Senior Vice-President, Patient Experience and Digital Transformation, provided a brief overview and invited members to refer to the briefing notes provided within the package.

##### **(a) Patient Story**

M. Hartman noted that the Patient Story speaks to an item that was brought to the Patient Relations team regarding a booking/system issue. The Patient Story is included within the package and the items related to how this is linked to the Strategic Plan are listed on the second page.

##### **(b) Approval of 2021-2022 Quality Improvement Plan**

The 2021-2022 Quality Improvement Plan (QIP) was reviewed by the Quality Committee. In November, the Board approved the development of a QIP even in the absence of direction from Ontario Health. The plan includes a detailed progress report on our current year for Time to Inpatient Bed, Medication Reconciliation, and Workplace Violence, and the plan for the coming year. The goal for Time to Inpatient Bed is to contain the time in the Emergency Department (90<sup>th</sup> percentile) below 25 hours. The second indicator is Workplace Violence which sets a goal of diminishing to fewer than 10 events per month involving physical force. The workplan for this includes workplace violence prevention by a specialized team.

#### **MOTION: Da. Giroux / L. Papineau**

**BE IT RESOLVED that the Board of Directors approve the 2021-22 Quality Improvement Plan, as recommended by the Quality Committee at its meeting of March 11, 2021, and as presented at the Board meeting of March 23, 2021.**

**Carried**

### **5.0 Board Chair and CEO Reports**

#### **5.1 Board Chair Report**

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

- It has been a trying year at all levels. Bed shortages, budget pressures, uncertainties of vaccine inoculations, and very stressful work schedules. Our community can be proud of the work that has been done.
- It has been a very successful year in fundraising. The MRI Fundraising Campaign has received much attention. It was noted that the statistics pertaining to the MRI were striking, noting that even though HSN's MRI is running 24 hours per day, there is an average 84 days' wait and the provincial average is 24 days.
- Fiduciary responsibilities associated with the Board were discussed.
- He noted that he was proud of the Board and the commitment that has been made to HSN over the past year.

#### **5.2 CEO Report**

The CEO confirmed that Board members had read the briefing note provided in the meeting package. Board members were content with the information provided.

The CEO then provided a COVID-specific update. He highlighted the COVID-19 statistics globally, nationally and provincially. He then focused more specifically on the statistics for Northern Ontario. Sudbury is currently at 137 cases per 100K residents.

The CEO spoke to the Covid outbreaks in the hospital. He noted that on March 12<sup>th</sup>, there was an outbreak declared on the 6<sup>th</sup> floor of the South Tower. This area is where Covid patients are located. On March 13<sup>th</sup>, there was an outbreak declared on the 4<sup>th</sup> floor of the South Tower, and March 16<sup>th</sup>, an outbreak on the 7<sup>th</sup> floor of the North Tower. There are currently 18 patients with Covid, 8 of which

are in the ICU. To date, 88 Covid patients have been cared for, which have either been transferred from outside the area, or local. There have been 15 deaths in total at the hospital.

The CEO highlighted testing statistics and swabbing. To date, there have been over 75K residents tested, and 273K swabs processed at HSN. He further elaborated on bed capacity and reduction of surgical waitlist. Forty bed spaces have now opened at the Daffodil Lodge. As Overflow Units were not Infection Prevention and Control (IPAC) conducive, this new space will provide a higher quality patient experience. Surgical waitlist numbers were explained in detail. He acknowledged the Ministry for their help in this respect.

In terms of vaccination, 71% of the teams have been offered the vaccine, and work is expected to be completed in April if supplies maintain. Vaccination statistics were provided pertaining to Greater Sudbury & Districts and Ontario. The proportion of doses exceeds the Covid deaths to date. The prioritization has been based on the risk of death, not that of risk of transmission.

Short term priorities are in place and were provided to the Board. These include: avoiding workplace transmission of Covid, reduce the inpatient bed demand, redeploying staff to Critical Care, emergency and acute inpatient care, the vaccination roll-out, the staffing of at least 47 Critical Care bed and 38 Acute Care Covid beds, as well as support local outbreak prevention and response.

The CEO commended the staff and noted that they are being resilient, compassionate, kind, and continue to be committed to patients and families. The teams are exhausted and they deserve admiration and respect.

#### **6.0 Adjournment of Open Session**

F. Laughren asked for a motion to adjourn the open session meeting at 6:24 p.m.

**MOTION: T. Laughren / R. Gauthier**

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

**CARRIED**