

Board of Directors Meeting (Open Session)

MINUTES OF MEETING

December 11, 2023

Offsite

	Sept 26/2023	Dec 11/2023					
Simon Akinsulie (ex-officio)	✓	✓					
Ray Archer	✓	✓					
Satish Chawla (ex-officio)	-	✓					
Gervan Fearon	✓*	✓*					
Susanne Flett	✓	✓					
Jennifer Li	✓	✓					
Lynn Guerriero (ex-officio)	✓	✓					
Alison MacTavish (ex-officio)	✓	R					
Shane Malcolm	✓*	R					
Bill Maurin	✓	✓*					
John McKinley	✓	✓					
Stephen Murdoch	✓	✓					
Catherine Novick	✓*	✓					
Marylee O’Neill, Chair	✓	✓					
Charlie Rate	✓	✓					
Anthony Reitboeck	✓	✓*					
Carmen Rossiter	✓	✓					
Janice Thomson	✓	✓					
Elisabeth Zimmermann	✓*	✓					
Staff and Guests in Attendance:							
Harpreet Bassi	✓	✓					
Linda Boich	✓	✓					
Sonali Kohli	✓	✓					
Heather Paterson	✓	✓					
Fiona Peacefull	✓	✓					
Angela Zangari	✓	✓					

*Virtual Attendance

Guests:

- Dr. Shira Brown – Vice-President, Medical Staff Association
- Robert Cosby – Director, Patient Experience
- Dr. Sacha Bhatia – Ontario Health
- Andrea Scott – Niagara Health Foundation
- Kevin Wilson* – Niagara Health Foundation

1. CALL TO ORDER

Board Chair Marylee O’Neill welcomed fellow Directors, staff and guests and called the meeting to order at 3:00 p.m.

1.1 Land Acknowledgement

Fiona Peacefull acknowledged the lands that the Board was gathered on and provided an example of Niagara Health's commitment to the truth and reconciliation journey through participation at a recruitment event focused on Indigenous youth.

1.2 Quorum

There was quorum and the meeting was properly constituted for the transaction of business.

1.3 Approval of the Agenda

MOTION B23-070:

It was MOVED by C. Rossiter and SECONDED by S. Flett that the Niagara Health System Board of Directors approves the Open Session Agenda for the December 11, 2023 Meeting as presented. CARRIED.

1.4 Declaration of Conflicts

There were no conflicts declared with the subject matter contained within the agenda.

1.5 Chair's Comments

The Chair welcomed fellow Directors, Staff and guests to the meeting. The Chair extended congratulations to those who were nominated for a Women's in Business award and to the organization for being named a Hamilton Niagara Top Employer for the sixth consecutive year. The Chair also thanked the Board and staff for their diligence in preparing for and participating in the Accreditation survey in November.

1.6 Patient Story

Robert Cosby provided the Board with the story which demonstrated complexities that staff and physicians often face when caring for patients, as well as the resources that are available to assist with navigating difficult situations.

2. EDUCATION

2.1 Primary Care

Dr. Sacha Bhatia attended the meeting and provided the Board with a presentation outlining the provincial primary care landscape, access challenges, the vision for advancement and path forward for Ontario Health Teams. A key focus will be to establish primary care networks to connect primary care members within the Ontario Health Team and facilitate access to clinical supports and improvements for primary care. They will also support health human resource planning and support both clinical change and population health management approaches.

3. CONSENT AGENDA

MOTION B23-071:

It was MOVED by R. Archer and SECONDED by C. Novick that the Niagara Health System Board of Directors approves the Consent Agenda for the December 11, 2023 Open Session meeting as presented, including the motions listed below:

- **That the Minutes of the September 26, 2023 Open Session Meeting of the Niagara Health System Board of Directors be approved as presented.**
- **That, on the recommendation of the Governance and People Committee, the Niagara Health System Board of Directors approves the Quality and Patient Experience Committee Terms of Reference and 2023/24 Workplan as amended.**

- **That, on the recommendation of the Governance and People Committee, the Niagara Health System Board of Directors approves the 2023/24 Board of Directors Workplan as presented.**
- **That, on the recommendation of the Governance and People Committee, the Niagara Health System Board of Directors approves the Whistleblower policy as amended.**
- **That, on the recommendation of the Governance and People Committee, the Niagara Health System Board of Directors approves Niagara Health’s Naming policy as presented.**
- **That, on the recommendation of the Finance and Audit Committee, the Niagara Health System Board of Directors approve Niagara Health’s Signing Authorities Policy and Capital Purchases Policy as amended. CARRIED.**

4. REPORTS

4.1 Report of the President and CEO

Lynn Guerriero provided highlights from the December 2023 President and CEO’s report including the following:

- Thanks were extended for the Board’s participation in the Accreditation process. All of the goals set for the survey were achieved and the final report is anticipated to be received in December.
- Advocacy meetings are continuing, particularly related to Bill 124 supports.
- Planning to manage the winter surge is ongoing as system pressures increase.

4.1.1 Broader Public Sector Accountability Act (BPSAA) and International Travel

The Board was provided an overview of the NH practices in place to ensure compliance with the Act, including out of country travel. It was also noted that as part of reporting and for transparency, all Executive and Board expenses are reported on the NH website.

4.2 Report of the Niagara Health Foundation

Andrea Scott and Kevin Wilson provided highlights from the December 2023 report including the successful fiscal year due in part to the successful events such as the Elimination Draw in November. The new MRI machine has been delivered and a ribbon cutting ceremony is planned in the New Year. The Board was also reminded of the upcoming Gala.

5. BUSINESS ARISING

5.1 Strategic Plan

5.1.1 Strategic Plan Scorecard Redesign and Q2 Report

The Board was provided an overview of the changes to the scorecard made as a result of feedback received on the Q1 report. An overview of the current data was also provided. The Board discussed the target related to staff turnover which is anticipated to be met, as well as the employee engagement pulse checks planned for the New Year. The Committees will continue to review the initiatives, as well as any changes required to the indicators and/or targets.

5.2 Strategic Communications

Harpreet Bassi provided the Board with an overview of the communications and engagement strategy, both internally and externally. Established processes are being streamlined, focused on capability and building capacity.

6. MATTERS FOR DECISION/DISCUSSION

6.1 Report of the Quality and Patient Experience Committee

Elisabeth Zimmermann, Quality and Patient Experience Committee Chair, provided highlights from the Committee's November meeting as outlined in the Committee report to the Board. The Committee spent a significant amount of time reviewing the Strategic Plan initiatives, including the Niagara Health Knowledge Institute and Patient Experience portfolio. The Committee also reviewed the critical incident data using a new streamlined reporting template and received an overview of the credentialing process for professional staff.

6.2 Report of the Governance and People Committee

Gervan Fearon, Governance and People Committee Chair, provided highlights from the Committee's November meeting as outlined in the Committee report to the Board. The Committee spent a significant amount of time on the Strategic Plan pillar of People First. A detailed overview of the activities underway and the data associated with the workforce demographics was provided to the Committee. The Committee also discussed the sustainability given the number of initiatives implemented, attrition rates, succession planning and the introduction of HR Business Partners to assist leaders with the recruitment process.

6.3 Medical Advisory Committee

Dr. Satish Chawla, Interim Chief of Staff/EVP Medical provided the Board with a summary of the Medical Advisory Committee's October and November meetings as outlined in the report to the Board.

6.3.1 Head of Service – Medicine (St. Catharines)

The Committee reviewed the selection process which was in keeping with Niagara Health's Professional Staff By-Laws and the Public Hospitals Act. The Committee endorsed the preferred candidate for approval by the Board.

MOTION B23-072:

It was MOVED by S. Murdoch and SECONDED by J. McKinley that, on the recommendation of the Medical Advisory Committee, the Niagara Health System Board of Directors, approves the appointment of Dr. Ankur Jain as the St. Catharines Site Head of Service, in the department of Medicine effective January 1st, 2024. CARRIED.

7. MATTERS FOR INFORMATION

7.1 Report of the Quality and Patient Experience Committee

The December report was provided to the Board for information.

7.2 Report of the Governance and People Committee

The December report was provided to the Board for information.

8. MOTION TO ADJOURN TO CLOSED SESSION

There being no further business, the Open Session adjourned at 5:04p.m.

MOTION B23-73:

It was MOVED by C. Rate the Niagara Health System Board of Directors Open Session Meeting of December 11, 2023 be adjourned, and moved to a Closed Session. CARRIED.

Marylee O'Neill, Chair

Recording Secretary: D. Dube