

Board of Directors Meeting (Open Session)

MINUTES OF MEETING

November 29, 2022

Welland Site

	Sept 27/2022	Nov 29/2022					
Bunny Alexander, Chair	✓	✓					
Ray Archer	✓	✓					
Gervan Fearon	✓	✓*					
Lynn Guerriero (ex-officio)	✓	✓					
Marti Jurmain	✓	✓*					
Alison MacTavish	-	✓					
Shane Malcolm	✓*	✓					
Stephen Murdoch	✓	✓					
Catherine Novick	✓	✓					
Marylee O'Neill	✓	✓*					
Heather Paterson (ex-officio)	✓	✓					
Murray Paton	R	✓*					
Carmen Rossiter	R	✓					
Cathy Sutherland	R	✓					
Robert Tiffin	✓	✓					
Johan Viljoen (ex-officio)	✓	✓					
Barry Wright	✓	✓					
Elisabeth Zimmermann	✓	✓					
Staff and Guests in Attendance:							
Harpreet Bassi	✓	✓					
Linda Boich	✓	✓					
Sonali Kohli	✓	✓					
Flo Paladino	✓	✓					
Fiona Peacefull	✓	✓					
Caroline Bourque-Wiley	R	R					
Angela Zangari	✓	✓					

*Virtual Attendance

Guests:

Laura Morrison – Interim Executive Lead and Chief Nursing Officer at the Niagara Falls and Fort Erie Sites. She is the Director, Patient Care Kidney Care and the Diabetes Program and the Niagara Falls Site Surgical, Complex Care, ALC Unit, and Ambulatory care at the Fort Erie Site.

Zainab Awad – Diversity, Equity and Inclusion Specialist

Sandy Traynor - Manager, Workplace Relations

Andrea Scott – Niagara Health Foundation

Albert Iannatuono – Niagara Health Foundation

Ashlee Babcock - Manager, Strategy and Planning

Dan Carbin – Santis Health

Victoria Chappell – Santis Health

1. **CALL TO ORDER**

Board Chair Bunny Alexander welcomed fellow Directors, staff and guests and called the meeting to order at 4:00 p.m. In person attendees were reminded of the housekeeping matters related to the hybrid meeting environment.

1.1 **Land Acknowledgement**

Angela Zangari acknowledged the lands that the Board was gathered on. She also shared the commitments and relationship building that has taken place with our Indigenous communities related to the new south site as well as the commitment to engage with Indigenous businesses made through the shared purchasing group Niagara Health belongs to.

1.2 **Quorum**

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

1.3 **Approval of the Agenda**

MOTION B22-73:

It was MOVED by C. Rossiter and SECONDED by R. Archer that the Niagara Health System Board of Directors approves the Open Session Agenda for the November 29, 2022 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 remarked on the exciting agenda containing important milestone decision items such as the approval of the Strategic Plan. The Executive Team was thanked for preparing a comprehensive package to support the Board's decision making.

Dr. Alison MacTavish was welcomed to her first meeting as an Ex-Officio Director following her appointment as President of the Medical Staff Association. Dr. Maynard Luterman was acknowledged and thanked for his contributions during his tenure. Congratulations were extended to Barry Wright on his recent appointment as Dean of the Goodman School of Business. Congratulations were also extended to Gervan Fearon on recently being appointed by Minister Gould to Chair a Federal External Reference Group for the Supporting Canadian Black Communities Initiatives

1.6 **Patient Story**

Laura Morrison provided the Board with the story of a patient's journey while receiving palliative care. The story demonstrated the focus on the patient's care goals and the collaboration and coordination of the entire care team. The patient's family expressed appreciation for the kindness and compassion during the most difficult time.

2. **EDUCATION**

2.1 **Cultural Humility: An Approach to Diversity, Equity and Inclusion (DEI)**

Sandy Tranor and Zainab Awad provided the Board with a presentation outlining the purpose, challenges and solutions related to Cultural Humility. The presentation also highlighted Niagara Health's Diversity and Inclusion Priority Initiatives as well as concrete tools to practice active allyship.

3. CONSENT AGENDA

MOTION B22-074:

It was MOVED by R. Tiffin and SECONDED by S. Murdoch that the Niagara Health System Board of Directors approves the Consent Agenda for the November 29, 2022 Open Session meeting as presented, including the motions listed below:

- **That the Minutes of the September 27, 2022 Open Session Meeting of the Niagara Health System Board of Directors be approved as presented.**
- **That, on the recommendation of the Governance Committee, the Niagara Health System Board of Directors approves the Quality Committee, Governance Committee and Resources and Audit Committee Terms of Reference as amended and Workplans for 2022/23 as presented.**
- **That, on the recommendation of the Governance Committee, the Niagara Health System Board of Directors approves the Board and Committee Meeting Attendance and Leaves of Absence, the Board Chair Selection Process and the Committee Principles, Rules and Regulations policies as amended.**
- **That, on the recommendation of the Resources and Audit Committee, the Niagara Health System Board of Directors approve the Hospital Parking Directive Attestation for the period of September 1, 2021 to August 31, 2022.**
- **That, on the recommendation of the Medical Advisory Committee, the Niagara Health System Board of Directors approve the appointment of Dr. Katelyn MacKenzie as Neonatal Intensive Care Unit (NICU) Head of Service for Niagara Health effective December 1st, 2022. CARRIED.**

4. REPORTS

4.1 Report of the President and CEO

Lynn Guerriero provided highlights from the November 2022 President and CEO's report including the NH Flu Shot campaign and Bill 124. In keeping with the Standing Committee workplans, the Board was also provided with an update related to Niagara Health's risk management practices, particularly the Risk Assessment Checklist program.

4.2 Report of the Niagara Health Foundation

Albert Iannatuono and Andrea Scott provided highlights from the November 2022 Foundation report including the resumption of the Quartet Meetings of Foundation and Hospital leadership, new Foundation Board Members and success of fundraising campaigns such as the Celebration of Lights and the Elimination Draw.

5. BUSINESS ARISING

There was no business arising to discuss.

6. MATTERS FOR DECISION/DISCUSSION

6.1 Report of the Quality Committee

Elisabeth Zimmermann, Quality Committee Chair, provided highlights from the Committee's November meeting as outlined in the Committee report to the Board. The patient story was a significant focus on the agenda as the Committee received a detailed account of the journey of a patient who passed away and the family's concerns with the care experience. The report included a description of the Quality of Care Reflective Review findings, including all recommendations and areas for improvement identified.

6.2 Report of the Strategic Planning Committee

Marylee O'Neill, Strategic Planning Committee Chair, provided highlights from the Committee's November meeting to finalize the draft Strategic Plan and sample Key Performance Indicators (KPI's). The launch of the Plan is being planned for January and a dashboard to track the metrics is being developed. The Board acknowledged the Executive and Strategy Teams and Santis Health for their efforts and diligence in bringing the Plan together during the pandemic. Thanks was also extended to the Board for their patience and flexibility throughout the process.

MOTION B22-75:

It was MOVED by M. O'Neill and SECONDED by G. Fearon that on the recommendation of the Strategic Planning Committee, the Niagara Health System Board of Directors approves the proposed Strategic Plan as presented. CARRIED.

6.3 Report of the Governance Committee

Barry Wright, Governance Committee Chair, provided highlights from the Committee's November meeting as outlined in the Committee report to the Board as outlined below.

6.3.1 Appointment of Patient Partners to the Quality Committee of the Board

In keeping with best practices laid out in Accreditation Canada's Governance Standards, two Patient Partners have been recruited from the Niagara Health Engagement Network to serve on the Quality Committee of the Board. These Patient Partners were selected following a robust process including review of credentials and interviews. The Patient Partners will be oriented and officially join the Committee beginning in January 2023.

MOTION B22-76:

It was MOVED by B. Wright and SECONDED by S. Malcolm that on the recommendation of the Governance Committee, the Niagara Health System Board of Directors approves the appointment of Gail Riihimaki and Vernon Schneider to the Quality Committee of the Board as Patient Partners. CARRIED.

6.3.2 Board of Directors 2022/23 Workplan

The Committee endorsed the 2022/23 Board of Directors workplan which is a roll up of Standing Committee activities and approvals required of the Board.

MOTION B22-77:

It was MOVED by B. Wright and SECONDED by R. Tiffin that on the recommendation of the Governance Committee, the Niagara Health System Board of Directors approves Board of Directors 2022/23 Workplan as presented. CARRIED.

6.3.3 Director Recruitment Update

Marylee O'Neill provided the Board with an update of the Nominating Committee's recruitment activities to date. The process has been well supported by staff and has resulted in a large number of potential candidates identified through various avenues. As part of the process, the Nominating Committee will also be developing a list of potential future Board candidates as well as candidates that may be recruited to join a Standing Committee as Community Experts.

The Governance Committee also considered the Resources and Audit Committee request to form a special Investment Committee. This will be brought forward for discussion in the new year as part of a deeper review of capacity and structure. In the interim, the Resources and Audit Committee will continue to be responsible for these discussions as provided for in the Terms of Reference.

6.4 Report of the Resources and Audit Committee

Rob Tiffin, Resources and Audit Committee Chair, provided highlights from the Committee's November meeting which included a comprehensive Human Resources report. Significant focus is being placed on Health Human Resources, including recruitment and retention, due to the incredible stress on the system throughout the pandemic and into pandemic recovery. It was noted that Niagara Health has been recognized as one of Hamilton-Niagara's Top Employers for the fifth-consecutive year.

6.5 Report of the Medical Advisory Committee

Dr. Johan Viljoen, Chief of Staff, provided highlights from the Committee's November meeting as outlined in the report to the Board. Recruitment is ongoing, as is the focus on wellness of the Professional Staff. The organization has reached level 2 status with Choosing Wisely. Congratulations were extended to Dr. Jennifer Tsang on being presented with the Women in Business Healthcare Hero Award.

7. MATTERS FOR INFORMATION

7.1 Report of the Quality Committee

The November report was provided to the Board for information. Discussion arose around the Hospital Services Accountability Scorecard results. It is anticipated that Ontario Health will be updating the indicators as they have remained unchanged since 2019/20. The majority of indicators that are not performing as well as desired related to wait times. These results are consistent with our peers due to the ongoing impacts of the pandemic.

7.2 Report of the Governance Committee

The November 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 6:39p.m.

MOTION B22-078:

It was MOVED by C. Sutherland and SECONDED by C. Novick that the Niagara Health System Board of Directors Open Session Meeting of November 29, 2022 be adjourned, and moved to a Closed Session. CARRIED.

Bunny Alexander, Chair

Recording Secretary: D. Dube