



Board of Directors Open Meeting Minutes

March 27, 2024

Cortellucci Vaughan Hospital/Teams Meeting

Members	Ms. Fay Lim-Lambie, Mr. Joseph Amato, Ms. Azi Bolorchi, Mr. Dev Chopra, Mr. John Fursey, Dr. Steven Jackson Dr. Jen Chyang Lai, Ms. Joby McKenzie, Mr. Atul Mehta, Dr. Jack Mintz, Dr. Sarah Moore, Ms. Ruby Philip-Katyal, Mr. Moris Pilla, Ms. Deryn Rizzi, Mr. David Steinberg, Mr. Altaf Stationwala, Ms. Mary-Agnes Wilson, Ms. Stephanie Zee
Executive Leadership Team	Mr. Greg Chow, Ms. Stav D'Andrea, Ms. Purvi Desai, Mr. David Stolte, Ms. Allison Trenholm, Ms. Nicole McCahon
Regrets	Mr. Peter Hargitai
Guests	Mr. Steven Kreiser, Director of Strategic Consulting, Press Ganey Ms. Shannon Vincent, Manager, Strategic Consulting, Press Ganey
Resources	Ms. Cleo Surace

1.0 LAND ACKNOWLEDGEMENT, CALL TO ORDER AND APPROVAL OF AGENDA

Ms. Fay Lim-Lambie called the meeting to order at 4:03 p.m. and confirmed quorum.

Ms. Fay Lim-Lambie, Chair of the Board, provided the land acknowledgement as a demonstration of recognition and respect for Indigenous peoples of Canada.

Mackenzie Health is situated on treaty lands that have been lived on and cared for by generations of the Mississaugas of the Credit. It is the traditional territory of other First Nations including the Haudenosaunee and the Wendat. This land is currently home to many First Nations, Métis and Inuit people today. Mackenzie Health is grateful for the opportunity to deliver essential care to patients in this territory.

MOVED by Mr. John Fursey and **SECONDED** by Ms. Ruby Philip-Katyal that the agenda for the March 27, 2024 meeting be approved, as presented.

CARRIED

2.0 DECLARATION OF CONFLICT OF INTEREST

All those in attendance were reminded of their responsibilities with respect to Conflict of Interest and no conflicts were declared.

3.0 APPROVAL OF THE CONSENT AGENDA

MOVED by Mr. David Steinberg and **SECONDED** by Ms. Ruby Philip-Katyal that the consent agenda be approved, as presented.

CARRIED

4.0 CHAIR'S REMARKS

Ms. Fay Lim-Lambie welcomed Directors to the Board Meeting. The Chair announced that Mackenzie Health has received notice that they are the successful recipient of the Canadian College of Health Leaders' 2024 Excellence in Inclusion, Diversity, Equity & Accessibility (IDEA) Award. The results of the award competition are confidential until the College has released its official announcement on April 24, 2024. Mackenzie Health's achievements will be recognized at the College's Honouring Health Leadership event, taking place in Halifax, NS, on Sunday, June 2, 2024. The Chair thanked management for their leadership.

5.0 PRESENTATION: The Board's Role in Building High Reliability Healthcare

Ms. Mary-Agnes Wilson introduced the discussion item and welcomed Mr. Steven Kreiser, Director of Strategic Consulting and Ms. Shannon Vincent, Manager, Strategic Consulting, Press Ganey. The Board received a presentation on the Board's role in building high reliability healthcare and Mackenzie Health's journey towards becoming a high reliability healthcare organization and their efforts to achieve zero harm in patient care. Mackenzie Health partnered with Press Ganey to accelerate the zero-harm journey and advance quality, safety, experience, and workforce engagement. The organization has achieved several zero harm milestones, including reductions in pressure injury rates, falls with injury, central line bloodstream infection (CLABSI), and lost irretrievable specimens. Mackenzie Health has trained leaders, staff, and physicians in various skills related to high reliability and just culture and has implemented safety huddles, adopted a best-in-class methodology for classifying harm events, and redesigned the cause analysis program. These efforts have resulted in positive outcomes in safety, clinical excellence, and workforce engagement. Employee engagement and patient satisfaction has also improved. Mackenzie Health plans to continue their zero-harm journey by delivering education in process improvement and just culture and designing structures and processes for habit formation. Board directors had an opportunity to ask questions. The Chair thanked Mr. Kreiser and Ms. Vincent for their presentation.

6.0 COMMITTEE REPORTS

6.1 Quality, Safety and Risk Committee

Ms. Azi Bolorchi, Chair of the Quality, Safety and Risk Committee provided the Board of Directors with an overview of the February 13, 2024 meeting. The Committee received updates from Critical Care and Continuing Care, Reactivation Care and Stroke programs as well as an update on Ethics. An overview was provided of the Mackenzie Health and Universal Care LTC Quality Improvement Plan (QIP) current performance indicators for the fiscal year 2024-2025. Overall, the committee discussed various aspects of patient safety, quality improvement, and program updates to ensure effective delivery of healthcare services. The Chair's report was included in the pre-circulated materials.

Ms. Azi Bolorchi presented the following resolution items before the Board:

6.1.1 *MOVED* by Ms. Deryn Rizzi and **SECONDED** by Mr. John Fursey:

BE IT RESOLVED that the Board of Directors approve the 2024-2025 Hospital Quality Improvement Plan (QIP), as presented.

CARRIED

6.1.2 *MOVED* by Mr. David Steinberg and **SECONDED** by Mr. Dev Chopra:

BE IT RESOLVED that the Board of Directors approve the 2024-2025 Mackenzie Health Long Term Care Quality Improvement Plan (QIP), as presented.

CARRIED

6.2 Human Resources Committee

Ms. Joby McKenzie, Chair of the Human Resources Committee provided the Board of Directors with an overview of the March 7, 2024 meeting. Overall, the committee discussed various aspects of human resources management, including the Employee and Physician Pulse survey, recruitment and retention efforts, executive compensation, and occupational health and wellness programs. The survey showed a strong improvement compared to the 2020 survey. Areas of improvement were identified, such as better communication and recognition and action plans are being implemented to address these areas. The organization is actively working on addressing areas of improvement and monitoring key indicators to ensure employee well-being. The Chair's report was included in the pre-circulated materials.

Ms. Joby McKenzie presented the following resolution items before the Board:

6.2.1 *MOVED* by Mr. John Fursey and *SECONDED* by Ms. Ruby Philip-Katyal:

***BE IT RESOLVED* that the Board of Directors approve the Executive Compensation Accountability summary for the 2024/25 Quality Improvement Plan (QIP).**

CARRIED

6.3 Finance & Audit Committee

Ms. Ruby Philip-Katyal, Vice Chair of the Finance and Audit Committee provided the Board of Directors with an overview of the March 19, 2024 meeting. The Planning and Development Committee joined the meeting to discuss the capital budget approval. The Committee received an update on the 2024/25 Capital and Operating Budgets, MackenzieHelps Saint Elizabeth Health Contract, an overview of the integrated risk management program and a whistleblower update. The Chair's report was included in the pre-circulated materials.

Ms. Ruby Philip-Katyal presented the following resolution items before the Board:

6.3.1 2024/25 Capital Budget

***MOVED* by Ms. Azi Boloorchi and *SECONDED* by Ms. Joby McKenzie:**

***BE IT RESOLVED* that the Board of Directors approve the 2024/25 Capital Budget which incorporates an allocation of own-funds cash for \$14.9 million and a capital budget of \$16.6 million, as presented.**

CARRIED

6.3.2 2024/25 Operating Budget

***MOVED* by Mr. Atul Mehta and *SECONDED* by Mr. John Fursey:**

***BE IT RESOLVED* that the Board of Directors approve the Operating Budget for fiscal 2024/25 which aligns to a deficit of (\$20.5M), as presented.**

CARRIED

7.0 COMMENTS/REPORTS

7.1 Chief Executive Officer

There was no business to address under this item.

7.2 Chief Nursing Executive

The Board received an update on ALC and senior's strategy with information about the need to optimize the acute phase of care trajectory for the most at-risk patients prior to designation as Alternate Level of Care (ALC). Factors impacting ALC performance and factors out of our control, such as frailty, specialized needs and services, behaviors, social barriers, and access to long-term care (LTC) in Western York Region were presented. Additional highlights included the impact of population growth and aging on ALC performance and the discharge destinations for ALC cases. Recommendations for achieving excellence and innovation in seniors' health, as well as information about the BACE (Behavioural Acute Care for the Elderly) Unit and the Transitional Care Program were shared. The CNE also highlighted the NICHE (Nurses Improving Care for Healthsystem Elders) program and the expansion of seniors' care beyond the hospital walls.

7.3 Chief of Staff

The Board received an update on measles epidemiology, recent trends in Canada, the Wakefield controversy, and the importance of immunization for measles. Measles is a highly contagious virus that was previously a common childhood illness causing millions of deaths worldwide. The basic reproduction number (R0) value for measles is fifteen, indicating that one case can lead to fifteen new infections. In Canada, there have been thirty-one reported cases of measles in 2024, with eight cases in Ontario. There were four adults and four children. Among the adults, three were immunized with two doses, while none of the children were immunized. The Wakefield controversy was highlighted indicating that this has contributed to a decline in immunization rates against measles in Canada. The study suggested a link between the MMR vaccine and autism. The study was retracted in 2010 due to ethical violations and misconduct by Wakefield.

7.4 Professional Staff Association

There was no business to address under this item.

8.0 OTHER BUSINESS

There was no business to address under this item.

9.0 ADJOURNMENT

There being no further business, the meeting adjourned at 5:35 p.m.