

## BOARD OF DIRECTORS - OPEN MEETING

Date: Monday, June 10, 2019  
 Meeting: 1500 – 1810 hours – Regular KHSC Board Meeting  
 1810 – 1815 hours – Annual General Meeting of the Corporation  
 1815 – 1820 hours – Special KHSC Board Meeting  
 Location: Hotel Dieu Site, Henderson Board Room (light dinner provided)  
 Dial-in: 1-855-344-7722 7673253#

Start	Time	Item	Topic	Lead	Purpose	Attachment
<b>1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT AGENDA ITEMS &amp; APPROVAL OF AGENDA</b>						
1500	5 min	1.1	Call to Order, Confirmation of Acting Secretary, Quorum, Conflict of Interest Declarations	O'Toole	Inform	
		1.2	Opening Value Statement: KHSC Mission, Vision & Values	O'Toole	Share	<a href="#">Link</a>
		1.3	Approval of Agenda	O'Toole	Decision	Draft agenda
		1.4	Approval of Minutes: May 13, 2019 Board meeting	O'Toole	Decision	Draft minutes
<b>2.0 PATIENT &amp; FAMILY CENTRED CARE</b>						
1505	10 min	2.1	Connected Care – Ontario Health Team Update	O'Toole/Pichora	Discuss	Briefing note
<b>3.0 KEY DECISIONS</b>						
1515	10 min	3.1	Acceptance of the Audited Financial Statements	Thesberg	Decision	Briefing note + draft financials
1525	5 min	3.2	BPSAA Compliance Report Attestation	Thesberg	Decision	Briefing note
1530	5 min	3.3	Appointment of the Auditors for Fiscal 2019	O'Toole	Decision	Briefing note
<b>4.0 REPORTING &amp; PRESENTATIONS</b>						
1535	5 min	4.1	KHSC Board Chair Update	O'Toole	Discuss	Verbal
1540	5 min	4.2	Medical Advisory Committee/Chief of Staff Report	Fitzpatrick	Discuss	Written report
1545	5 min	4.3	UHKF Interim President & CEO Report	Humphreys Blake	Discuss	Written report
1550	15 min	4.4	Quarterly Performance Report: Q4 <ul style="list-style-type: none"> <li>• Strategy Performance Indicators Report</li> <li>• Quality Improvement Plan Indicators Report</li> <li>• Service Accountability Agreement Indicators Report</li> </ul>	Pichora/Jones Committee Chairs	Discuss	Briefing notes, SPI + reports Presentation @ meeting
1605	10 min	4.5	KHSC President & CEO + External Environment Update	Pichora	Discuss	Written report
<b>5.0 BOARD COMMITTEE REPORTING</b>						
1615	10 min	5.1	Board Committee Year End Reports	Committee Chairs	Inform	Written reports
1625	5 min	5.2	Patient Care, Quality & People Committee	McCullough	Inform	Verbal
1630	5 min	5.3	Governance Committee	Hunter	Inform	Verbal
1635	5 min	5.4	Finance & Audit Committee	Thesberg	Inform	Verbal

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Start	Time	Item	Topic	Lead	Purpose	Attachment
<b>6.0 GENERATIVE DISCUSSION – OPEN FOR DISCUSSION</b>						
<b>7.0 IN-CAMERA SEGMENT</b>						
1640	5 min	7.1	Motion to Move In-Camera	O'Toole	Inform	Verbal
<b>10.0 REPORT ON IN-CAMERA MATTERS</b>						
1805	5 min	10.1	Motion to Report on Decisions Approved In-Camera	O'Toole	Inform	Verbal
		10.2	Date of Next Meeting & Termination			
<b>11.0 OPEN FORUM</b>						
Opportunity for directors to reflect on how patients, families and the community were considered in today's discussions						

## **BOARD OF DIRECTORS OPEN MEETING: JUNE 10, 2019**

A regular meeting of the Kingston Health Sciences Centre Board of Directors was held on Monday, June 10, 2019, at the Hotel Dieu site in the Henderson Board Room, Sydenham 2, from 1500 to 1740 hours. The following are the open minutes.

Elected Members Present (voting): Alan Cosford, Brenda Hunter, Michele Lawford, Emily Leslie, Sherri McCullough, David O'Toole (Chair), David Pattenden and Axel Thesberg.

Ex-officio Members Present (voting): Cheryl Doornekamp and Richard Reznick.

Ex-officio Members Present (non-voting): Dr. Michael Fitzpatrick, Mike McDonald and Dr. David Pichora (phone).

Regrets: Dr. Al Jin, Bruce Lounsbury, Glenn Vollebregt and Sandy Wilson.

Administrative Staff: Rhonda Abson (Recording Secretary), Sandra Carlton (phone), Brenda Carter, Karen Humphreys Blake, Renate Ilse, Troy Jones and Krista Wells Pearce.

### 1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT AGENDA ITEMS & APPROVAL OF AGENDA

#### 1.1 Call to Order, Confirmation of Acting Secretary, Quorum, Conflict of Interest Declarations

David O'Toole called the meeting to order and confirmed that members joining by phone were able to hear and participate in the proceedings. In light of Dr. David Pichora's late arrival to the meeting, Board members were in support of the appointment of Troy Jones as Acting Secretary. The Secretary confirmed there was quorum present for the meeting.

Board members will welcome Dr. Peggy DeJong later in the meeting as the incoming President of the Medical Staff Association.

It was also noted that the change in meeting date from June 17 to June 10 has placed Dr. Richard Reznick in conflict with a meeting of the Southeastern Ontario Academic Medical Organization resulting in Dr. Reznick having to depart at 1630 hours.

David O'Toole welcomed and introduced Renate Ilse who has joined the KHSC executive team on an interim basis as a Vice President with oversight responsibilities in the areas of critical care, cardiac, and inpatient surgical units.

Open Board Meeting: June 10, 2019

Page 2

A number of calendar events were provided in the written report of the CEO. The Chair encouraged Board members to attend the upcoming University Hospitals Kingston Foundation Celebration of Giving scheduled for Wednesday, June 12, at 1700 hours at St. Lawrence College. Following the event, members of the community will recognize the contributions of Denise Cumming who has recently retired.

The KHSC Board extended their congratulations to President Sandra Fletcher and members of the KGH Auxiliary on another successful year. Earlier in the day, David O'Toole was joined by David Pattenden and Sandra Carlton where a cheque in the about of \$463K was presented to KHSC. Another important date is the Rose of Hope Golf Tournament scheduled to take place on July 30 at the Cataraqui Golf Club. Board members interested in supporting this fundraising event should contact Sherri McCullough.

The Chair invited conflicts of interest and Axel Thesberg declared a conflict of interest in relation to the appointment of the auditor and his affiliation with KPMG as a retired partner from the firm; it was agreed that David O'Toole would bring forward the recommendation of the Finance and Audit Committee.

## 1.2 Open Value Statement: KHSC Mission, Vision and Values

The Board agenda included a link to KHSC's Mission, Vision and Values statement. The Chair highlight's the Mission: *"We care for our patients, families and each other through everyday actions, significant moments and exciting breakthroughs."*

## 1.3 Approval of Agenda

In advance of approving the agenda, the Chair requested the following changes to the open agenda: agenda item #2.1 – Connected Care – Ontario Health Team Update and agenda item #4.1 – KHSC Board Chair update will be discussed as part of the in-camera agenda.

Moved by David Pattenden, seconded by Brenda Hunter:

THAT the agenda be approved as amended.

CARRIED

## 1.4 Approval of Minutes: May 13, 2019

The draft minutes of the May 13, 2019 Board meeting were provided with the agenda package.

Moved by David Pattenden, seconded by Alan Cosford:

THAT the minutes of the KHSC Board of Directors' meeting held May 13, 2019 be approved as circulated.

CARRIED

Open Board Meeting: June 10, 2019

Page 3

## 2.0 PATIENT & FAMILY CENTRED CARE

### 2.1 Connected Care – Ontario Health Update

Update will be provided as part of the in-camera discussion.

## 3.0 KEY DECISIONS

### 3.1 Acceptance of the Audited Financial Statements

The draft audited financial statements for the period ending March 31, 2019, were circulated to the Board in advance of the meeting. Axel Thesberg, Chair of the Finance and Audit Committee, drew attention to the audited financial statements and accompanying management discussion and analysis report for the year ending March 31, 2019. Amit Bansal and his team were commended in preparation of this year's statements. The Committee confirms that this year's audit went well and that there were no changes in accounting practices.

Moved by Axel Thesberg, seconded by Alan Cosford:

THAT the draft Audited Financial Statements and accompanying Notes to the statements and related unaudited Management Discussion and Analysis for the year ended March 31, 2019 be approved by the Board of Directors.

CARRIED

Dr. David Pichora joined by phone at 1515 hours and assumed the role of Secretary.

### 3.2 BPSAA Compliance Report Attestation

The *Broader Public Sector Accountability Act, 2010* requires every hospital to prepare a report on the use of consultants; to publicly disclose expense claim information, and to prepare compliance attestations. Axel Thesberg drew attention to the attestation prepared by Dr. David Pichora to demonstrate compliance and reporting. The Finance and Audit Committee is responsible for ensuring that this process is completed each year and to make a recommendation to the Board in this regard.

Moved by Axel Thesberg, seconded by Sherri McCullough:

THAT the Board of Directors approve the Broader Public Sector Accountability Act (BPSAA) Compliance Attestation Form for Fiscal 2019.

CARRIED

Axel Thesberg departed the meeting at 1520 hours.

Open Board Meeting: June 10, 2019

Page 4

### 3.3 Appointment of the Auditors for Fiscal 2020

The Chair drew attention to the recommendation of the Finance and Audit Committee regarding the appointment of the auditors. David O'Toole confirmed that the committee discussed the appointment in details at its May meeting and were unanimous in their support of KPMG LLP continuing as the auditors of KHSC. As outlined in the briefing note, at the time of integration KPMG was appointed for an initial 2-year term with an opportunity for a two-year renewal.

Moved by Alan Cosford, seconded by Emily Leslie:

THAT the Board of Directors endorses the recommendation of the Finance and Audit Committee regarding the reappointment of KPMG as the hospital's auditors for Fiscal 2019.

CARRIED

Axel Thesberg returned to the meeting at 1625 hours.

### 4.0 REPORTING & PRESENTATIONS

#### 4.1 KHSC Board Chair Update

Update will be provided as part of the in-camera discussion.

#### 4.2 Medical Advisory Committee/Chief of Staff Report

The written report of the Chief of Staff and activities of the Medical Advisory Committee was circulated in advance of the meeting. Dr. Mike Fitzpatrick drew particular attention to the MAC's recent recommendation to appoint Dr. James Wilson to the Honorary Medical Staff. At the May meeting, MAC members received updates on a number of quality of care matters including a Perioperative Services Program Plan; the annual report from the Joint Quality and Utilization Improvement Committee; the annual report was received from the Infection Prevention and Control Committee; and the MAC received the Q4 report on quality of care review on critical incident reports. Several new medical directives were recently approved by the MAC and representatives from Brockville General Hospital presented an excellent overview of opportunities for collaboration with KHSC.

Dr. Fitzpatrick confirmed their support for a quality assurance/improvement pilot project being led by Dr. Dan Howes, Head of the Department of Critical Care which will analyze the performance quality of resuscitation through the use of recording cameras in certain emergency bays. Prior to providing support of the project, the MAC was assured that privacy concerns had been addressed for patients and that the cameras will not intrude in the delivery of care. Patients/families are informed and the information/images are not retained.

Open Board Meeting: June 10, 2019

Page 5

#### 4.3 UHKF Interim President and CEO Report

On behalf of Karen Humphreys Blake, Cheryl Doornekamp provided a brief update on UHKF activities. A new President and CEO, Tom Zsolnay, will be joining UHKF in August. The cross representation Board positions between the hospital and foundation will require further dialogue regarding conflict of interest processes and the first meeting of a small task force to discuss this issue has been arranged.

The Chair acknowledged the contributions of Karen Humphreys Blake as Interim CEO asking Cheryl Doornekamp to extend the Board's appreciation and best wishes for a job well done.

#### 4.4 Quarterly Performance Report: Q4

Troy Jones presented the KHSC Performance Report for Q4. A briefing note, the Strategy Performance Index, Strategy Report, Quality Improvement Plan Performance Report accompanied an additional update on the Service Accountability Agreement indicators report.

Overall progress at Q4 confirms 12 of 14 (86%) of KHSC's strategy targets are on track and 7 of 8 (88%) of the Quality Improvement Plan targets are on track. In terms of the Service Accountability Agreement targets, management confirmed that not all results are in but, as of the time of preparing the presentation, KHSC had achieved 39 of 69 indicators (57%).

At the May Finance and Audit Committee meeting, members discussed in detail the accomplishments over the last year confirming that IT projects are tracking positively; that discussions continue with the Ministry relating to Phase 2 redevelopment; and KHSC continues to be in a positive financial position. Of concern to the committee, however, relates to higher activity volumes now exceeding funding allocations. The Board received a brief update in terms of process for the regional hospital information system project as the team completes the last step in the evaluation process. Discussion focused on current funding shortfalls and the impact of not obtaining Phase 2 redevelopment project approval to move to the next stage of planning. Troy Jones confirmed that discussions are ongoing at all levels of government regarding KHSC continued high occupancies. Discussions also continue to members of the capital branch team. Dr. Richard Reznick expressed the concerns of the University if approvals and construction timelines are not met and the implications this could have on the academic year. Krista Wells Pearce confirmed that regular meetings/briefings continue between KHSC and the planning group at Queen's and that Infrastructure Ontario is aware of the timelines.

The Patient Care, Quality and People Committee reviewed and discussed KHSC's performance with respect to strategy targets and quality improvement plan deliverables. With respect to successes this past quarter, Troy Jones confirmed that there has been a reduction in vacancies and that management was pleased with the high response rate to the recent engagement survey. Committee members have also expressed concern about high patient volumes and patient flow.

The indicators monitored by the Governance Committee remain on track and no concerns were expressed at the May committee meeting. On June 1, 2019, the Hotel Dieu Research Institute assets and liabilities were transferred to the KGHRI.

#### 4.5 KHSC President & CEO + External Environment Update

The written report of Dr. David Pichora was circulated to members in advance of the meeting. Appreciating that the CEO was expected to arrive at approximately 1600 hours, it was agreed that questions would be deferred until that time.

#### 5.0 BOARD COMMITTEE REPORTING

##### 5.1 Board Committee Year End Reports

As required in KHSC Board Policy V-B-4, each committee of the Board is required to prepare a work plan to help guide the committee's work for the year. The purpose of the annual report is to reflect on the deliverables outlined in the work plan to demonstrate accomplishments and to identify areas where further work is needed in the following year. Each of the committee chairs reviewed their annual reports with the Board and confirmed that outstanding deliverables and recommendations will be brought forward in the development of the 2019-20 committee work plans.

Sherri McCullough, Chair of the Patient Care, Quality and People Committee, confirmed that patient flow monitoring remains a priority. An upgrade was introduced to the SAFE reporting system this year that will provide feedback to staff and physicians who submit reports when the incident has been closed. KHSC continues to focus on recruitment, retention and wellness to build a strong and stable health human resources at KHSC. Committee members received regular updates on Connected Care / Ontario Health Team activities. Regular updates on bundled care expansion was also provided to the committee. Sherri McCullough confirmed that the committee supports to transfer of the "People" mandate to the Finance and Audit Committee.

Axel Thesberg Chair of the Finance and Audit Committee, provided a brief update on the emerging risks that were identified in their mid-year report. Committee members continue to monitor Phase 2 redevelopment plans as well as the work that is underway for the health information system (HIS) project. The Committee is focused on KHSC's overall risk framework and internal control framework going forward and briefings will be delivered to the other committees in the year ahead. Axel Thesberg highlighted the fact that the committee remains concerned about one-time funding challenges and activity pressures.

Karen Humphreys Blake joined the meeting at 1545 hours.

Brenda Hunter, Chair of the Governance Committee, reported that the committee will be finalizing a new meeting schedule as a pilot for 2019-20 which will result in board and committee meetings taking place on



alternate months. In terms of performance reporting, the Board has requested further refinement to the overall number of indicators and reports that come to the board in the year ahead and to move some of the externally required indicators to the consent agenda. In terms of the go forward for 2019-20, the committee will be focusing on partner/government relations and ensuring an indepth board policy and bylaw review is completed this year. Expanding board assessment tools and confirming a go forward plan for chair, vice chair and committee chair assessments will also need to be undertaken.

## 5.2 Patient Care, Quality & People Committee

At the May Committee meeting, Sherri McCullough reported that an update on Trillium Gift of Life was provided. Dr. Mike Fitzpatrick attended the meeting and presented an update on the Canadian Matching Resident Services results. It was noted that Queen's undergraduate medical school has received an 8-year accreditation. The annual labour relations report was delivered at the May meeting by Sandra Carlton, Joint Vice President and Chief Human Resources Officer. The committee was also briefed on the annual occupational health and safety report. An overview of the annual learning and leadership report was provided.

## 5.3 Governance Committee

Brenda Hunter provided a brief report on May committee work which included an update on the development of the draft 2019-20 CEO pay for performance agreement work as well as a recommendation on the 2018-19 pay for performance award. The committee is also responsible for ensuring that a process is in place for the annual CEO and Chief of Staff performance assessments. At the May meeting, the committee finalized the board slate and officer recommendations to the board as well as identifying the committee chairs and compositions. The 2019-20 UHKF Board slate was reviewed and endorsed for recommendation to the board.

## 5.4 Finance & Audit Committee

The main focus of the May Finance and Audit Committee was the review and discussion of the draft audited financial statements. Committee members received the first draft of the financial strategy for capital requirements including equipment replacement, information technology infrastructure, and redevelopment.

The Chair thanked the committee chairs for their dedication and support this past year and recognized the significant accomplishments of all committees.

David Pichora joined the meeting in person at 1600 hours.

## 7.0 GENERATIVE DISCUSSION – no item identified.

Open Board Meeting: June 10, 2019

Page 8

## 8.0 IN-CAMERA SEGMENT

### 8.1 Motion to Move In-camera

The Chair invited a motion to go in-camera and for executive committee members to attend the session.

Moved by Emily Leslie, seconded by Brenda Hunter:

THAT the Board move into an in-camera session.

CARRIED

## 10.0 REPORT ON IN-CAMERA MATTERS

### 10.1 Motion to Report on Decisions Approved In-Camera

The Chair reported on the following decisions and discussion points: The board approved the closed minutes of the May 2019 board meeting; the board received the final approved minutes from April committee meetings and the draft May committee minutes; briefing notes/backgrounders were provided to the board on labour relations and the annual health and safety report; Dr. James Wilson was appointed to the Honorary Medical Staff; Dr. Omar Islam was appointed Head of Diagnostic Radiology for a five-year period starting July 1; Dr. Ramiro Arellano was appointed Head of Anaesthesiology and Perioperative Medicine for a five-year period starting July 1; the board approved a number of appointments and reappointments to the medical staff as well as a number of housestaff appointments for 2018-19 and 2019-20; the board amended and then endorsed the UHKF board slate; the board was briefed on the tender awarding timeline for the Belleville Satellite Dialysis Unit and it was agreed that the Executive Committee would address the awarding of the tender on the Board's behalf; the board was briefed on the development of the 2019-20 CEO pay for performance agreement; the CEO and COS performance evaluations for 2018-19 were completed; the Board endorsed the Governance Committee recommendation in relation to pay for performance award for 2018-19.

### 10.2 Date of Next Meeting & Termination

The board and committee meeting schedule will be finalized and distributed to members over the summer. The meeting terminated at 1740 hours on motion of Sherri McCullough.

David O'Toole  
Chair

# Briefing Note

<b>Topic of Report:</b>	<b>CEO REPORT</b>	For Decision
<b>Submitted to:</b>	Board of Directors – June 10, 2019 Medical Advisory Committee – June 4, 2019	For Discussion      X For Information
<b>Submitted by:</b>	Dr. David R. Pichora, President and CEO	
<b>Date submitted:</b>	June 6, 2019	

## Background

This note provides an update on activities at the HDH and KGH sites that relate to our mission and annual corporate plan since our April meetings. As always, I welcome feedback and suggestions in terms of content and focus for these regular updates.

## Current State

### 1. 2019 Ontario Budget

As reported in my May report, Bill 100, the *Protecting What Matters Most Act (Budget Measures), 2019*, has confirmed the following “signature initiatives” outlined in the 2019 Budget including:

- Creating the new Ontario Childcare Access and Relief from Expenses (CARE) tax credit.
- Empowering municipalities to make rules about where alcohol can be consumed in public spaces, such as parks, and retroactively pausing a wine tax increase that was scheduled for April 1, 2019.
- Introducing the Premier and Minister's Accountability Guarantee, which would require both the Premier and the Minister of Finance to give up 10 per cent of their premier and ministerial salaries for failing to make public financial and economic reports by the legislated deadline.
- Eliminating the Estate Administration Tax for taxable estates with assets of \$50,000 or less and reducing administration tax for larger taxable estates.
- Making the auto insurance experience simpler for consumers by facilitating the use of electronic communications and electronic commerce by insurance companies.
- Requiring Ontario to prepare an annual debt burden reduction strategy to responsibly manage its debt, which is the largest of any sub-national jurisdiction in the world, while maintaining the high-quality services that people expect and deserve - both now and for future generations.
- Advancing a Digital First strategy that will deliver simpler, faster and better services across Ontario by eliminating outdated processes and lowering administrative burdens and costs.
- Implementing a transparency measure at the gas pump that will make clear the true cost of the federal carbon tax on Ontario drivers, families and businesses.

- Protecting titles for financial planners and financial advisors in Ontario by introducing a new framework for the financial services industry to require that individuals using the financial planner and financial advisor titles have an appropriate credential.

In addition to these legislative measures above, the government remains committed to the creation of 15,000 new long-term care beds over the next five years as well as upgrading 15,000 older long-term care beds, introducing a new dental program for low-income seniors who lack benefits, and investing an additional \$384 million in hospitals and an additional \$267 million in home and community care.

As well, a recent Globe and Mail article confirmed that Premier Doug Ford is going to cancel a series of controversial retroactive funding cuts to municipalities – in the areas of public health, childcare and paramedic services.

## **2. OHA Large Hospitals Discussion with Hospital CEOs**

On Monday, June 10, I will be attending a meeting in Toronto with large hospital CEOs/COOs and CFOs regarding the 2019 Ontario Budget impacts and next steps. The session will allow for an exchange of ideas on innovative strategies that organizations are using to address funding shortfalls, how hospitals will approach internal and external communications, if realignment in services and programs is expected. As I have to be in Toronto on Sunday attending meetings, I will participate in the OHA meeting on Monday and then return to Kingston later in the day arriving and will miss the first 45 minutes of the board meeting.

## **3. Ontario Hospital Sector Benefits Best Practices Study Released**

The Ontario Hospital Association recently released the *Ontario Hospital Sector Benefits Best Practices Study* to member hospitals. Last September, the OHA Board initiated this review to address concerns from hospitals around the sustainability and viability of long-term disability, extended health, dental and life insurance benefits. Extensive consultation with members and the engagement of Aon Hewitt to analyze the data collected has resulted in the above reference report which Sandra Carlton and her team are reviewing. Starting next month, the OHA will be holding a series of regional member consultations with senior HR leadership to discuss the report in detail and to map out next steps.

## **4. Council of Academic Hospitals of Ontario & OHA to Integrate**

As previously reported, the Ontario Hospital Association and Council of Academic Hospitals of Ontario are moving forward with an integration plan. Sundeep Sodhi, OHA's Director of Strategy and Member Relations has been cross-appointed on a temporary basis as Vice President at CAHO to oversee the organization's day-to-day activities and the implementation of the integration proposal. I remain confident, along with CAHO Council and the OHA Board that the research and academic priorities of Ontario hospitals will be well served within the Ontario Hospital Association.

## **5. Mohawk Medbuy Corporation and Plexxus – Amalgamation Discussions**

In a recent bulletin, Mohawk Medbuy and Plexxus – two of Ontario's largest public health care supply chain shared services organizations, have announced the first step in a proposed amalgamation with the execution of a Letter of Intent to explore opportunities to support the government's desire for a centralized supply chain system across the broader public sector. At present, these organizations oversee 60% of the health care spend in Ontario.

## 6. Research Update – June 2019

### Breathing easier through respiratory research

Innovative translational work in breathing disorders and related conditions by clinician-scientists in Kingston Health Sciences Centre is transforming best practices in clinical treatment and disease management, and is generating promising new approaches, treatments and care pathways for these debilitating, often fatal conditions.

**Asthma: Dr. Diane Lougheed** is Medical Director of the Asthma Research Unit (KGH site) and Director of the Adult Cystic Fibrosis Clinic (Hotel Dieu site). In asthma, she researches the mechanisms of shortness of breath and cough. Dr. Lougheed has authored Canadian asthma guidelines, and studies how best to implement best practices to improve patient care and outcomes. She has led the way in championing asthma education as a way of helping patients manage their disease. Her combined ‘medication-education’ approach has made a significant impact on patients’ quality of life, and it has led to established “care maps” for treating patients with acute asthma in emergency departments and family physicians’ offices across the province.

Dr. Lougheed has also created an online portal, [www.asthmalife.ca](http://www.asthmalife.ca), that helps patients and their health-care providers manage their asthma, and provides information and participation opportunities in asthma research. Her group is also currently taking part in the Undiagnosed COPD and Asthma in the Population (UCAP) study, the first randomized controlled trial to determine whether early treatment of previously undiagnosed airflow obstruction will improve patients’ health outcomes. KHSC is one of five Ontario centres taking part in this CIHR-funded, five-year national study.

**Chronic Obstructive Pulmonary Disorder: Dr. Denis O’Donnell**, Director of the Respiratory Investigation Unit (KGH site) and **Dr. Alberto Neder**, Director of The Laboratory of Clinical Exercise Physiology (KGH site) and Co-Director of the Pulmonary Function Lab (HDH site), are world-leading researchers in Chronic Obstructive Pulmonary Disorder, a spectrum of respiratory diseases that include bronchitis and emphysema. Their research targets the mechanisms of breathlessness by monitoring patients as they exercise, giving them unique insights into how the heart, lungs, brain, blood and muscles work together under the stress of physical activity.

Drs. O’Donnell and Neder were the first to identify and study mild and early COPD, and their groundbreaking work is showing how even in its early stages, COPD affects not just airways, but also brain signaling and blood flow, destroying lung structure and damaging the heart. They’re now collaborating in a study with the Robarts Research Institute in London, ON to image the tiny blood vessels in the lungs. Their aim is to find ways to prevent this structural damage in the disease’s early stages. Several of their other studies are looking at the effectiveness of novel tests and treatments for combined heart-lung disease.

An important part of their work is improving patients’ quality of life by providing them with coping techniques and muscle training to manage their breathlessness, and by encouraging physical activity to increase their endurance.

**Lung Cancer:** Research by **Dr. Geneviève Digby**, Clinician Lead for Diagnostic Assessment Programs, focuses on improving the timeliness and quality of care provided to patients with lung cancer in the Kingston region. In collaboration with Oncology colleagues, Dr. Digby launched the Lung Diagnostic Assessment Program (HDH site), where patients with a new lung cancer diagnosis are

assessed and managed by multiple specialists at the same visit, including respirologists, medical and radiation oncologists, and thoracic surgeons. Patients, caregivers, and physicians report a high satisfaction with this care model, which has resulted in a 10-day faster oncology assessment, and decreased time to first cancer treatment by 25 days.

Further work is focusing on Standardized Care Pathways, leading to faster time to diagnosis, and collaborative efforts with Radiology are leading to earlier identification of patients needing further work-up for suspected lung cancer.

**Idiopathic Pulmonary Fibrosis:** Research by respirologist **Dr. Onofre Moran-Mendoza**, Director of the Interstitial Lung Disease Program (HDH site), focuses on idiopathic pulmonary fibrosis (IPF), a chronic disease of unknown cause, characterized by scar tissue (fibrosis) within the lungs. IPF is one of the most common forms of interstitial lung disease and has a median survival of 3-5 years from the time of diagnosis.

Because of his expertise and access to this subset of patients, Dr. Moran-Mendoza has been engaged by Hoffmann-La Roche in three multicentre clinical trials looking at disease course and outcomes (published in the *Canadian Journal of Respiratory, Critical Care and Sleep Medicine*), medication, and disease characteristics. Some of the results of these studies will be presented at the European Respiratory Congress in Madrid, Spain in September, 2019.

Patients with IPF are enrolled from the Interstitial Lung Disease Clinic at the HDH site and this centre has achieved the highest and fastest enrolment rates in all 3 multicentre studies in which it has participated.

## 7. KGHRI & HDHkRI Transfer

On June 1, 2019, HDHkRI's assets and liabilities were transferred to the KGHRI. BLG has prepared a legal checklist and research staff will work their way through a number of deliverables to support Phase 2 and Phase 3 of this integration. The HDHkRI will not dissolve for a minimum of six months following the assets and liabilities transfer to allow for any additional signatories that may be required during the transition stage.

## 8. Province Announces Intellectual Property Plan

In mid-May the provincial government announced an expert panel and online consultation process to support intellectual property. The government is working to strengthen the way the province generates and commercializes intellectual property. The expert panel will be looking at ways to improve innovation outcomes for the benefit of the Ontario economy; to promote the creation of commercialization of intellectual property; to review current commercialization capacity inside Ontario's post-secondary education sector; and to recommend strategies for improved generation and commercialization of research and intellectual property. The panel will deliver their final report to the Ontario government in December 2019.

## 9. Patient- and Family-Centred Care Updates

On June 29 KHSC will wish Daryl Bell, Practice Lead for Spiritual Health and Lead for Patient and Family Centred Care at KHSC all the best for his retirement. At the same time, we will welcome Angela Morin as the Lead for Patient & Family Centred Care starting June 17. Many of you will know Angela from her work with Accreditation Canada, Patient Advisors Network, Ontario Ministry of Health and

Long-term Care, and Health Quality Ontario's Board of Directors. Most recently, Angela has been employed at the Canadian Foundation for Healthcare Improvement as a Patient Partner with the Patient and Citizen Engagement Team.

The Institute for Patient and Family Centered Care will be holding a seminar ***Moving Forward with Patient- and Family-Centered Care: Partnerships for Quality & Safety*** on June 13 and 14, 2019 in Detroit, Michigan. I am pleased to report that Brenda Hunter will be joining several KHSC leaders who will be attending this year's conference.

### **10. KHSC Announces Appointment of Chris Gillies, Chief of Medical and Academic Affairs**

As a next step in the clinical restructuring at Kingston Health Sciences Centre, on May 21, 2019 we announced the appointment of Chris Gillies as Chief of Medical and Academic Affairs. In his new role, Chris will continue to work with physicians, residents and students to support their needs as before but he will also facilitate strong physician engagement in several important strategic directions of KHSC including value-based healthcare, the work we are doing to support the quality care roadmap, strengthening collaborative relationships with partner hospitals in the southeast region as well as physician engagement in philanthropy. As in the past, he will also provide support and guidance to program medical directors and for credentialing and medical-legal issues and will continue to report to Dr. Mike Fitzpatrick.

### **11. KHSC Announces Appointment of Andrew Rogers, Privacy Officer & Freedom of Information Coordinator**

Andrew Rogers joined the KHSC team on May 6 replacing Karen Hanewich who recently retired. Andrew graduated from Dalhousie University's Law School with a specialization in Health Law and Policy. Since graduating, Andrew has worked at St. Michael's Hospital in Toronto as well as The Ottawa Hospital. He has also been a part of various projects such as ConnectingOntario (eHealth Ontario's Electronic Health Record), CANImmunize (a vaccination tracking phone application) and has worked with the Ottawa Hospital Research Institute and the Institute for Clinical Evaluative Sciences (IC/ES).

### **12. UHKF Board of Directors Announces Selection of New President and CEO**

Last week UHKF Board Chair Elizabeth Wilson announced the appointment of Tamás Zsolnay as the new President and CEO of UHKF. In his current position, Mr. Zsolnay is the Vice President of Advancement at the University of Victoria. He has extensive experience in health care and university fundraising. Described as an effective team leader who encourages, guides and motivates, Tom impressed the Search Committee as a highly motivated, collegial and enthusiastic fellow. Mr. Zsolnay has a track record of setting ambitious fundraising goals while building strong relationships with staff, donors. I want to take this opportunity to thank Elizabeth Bardon for serving on the search committee as my representative and to thank Sandra Carlton for her leadership in supporting and guiding the work of committee to a very successful conclusion.

### **13. KHSC Fiscal Advisory Committee**

Article 29.2 of the KHSC By-law requires the CEO to appoint the members of the Fiscal Advisory Committee as outlined in the Regulations of the *Public Hospitals Act*. The Fiscal Advisory Committee will be meeting later this month and membership includes union representatives, members of the

executive team, a physician representatives, the Director of Finance, and a program director representative. The CEO is identified as the Chair and I wish to advise the Board that I have delegated this responsibility to Sandra Carlton.

#### 14. Brockville General Hospital Expansion Update

Deputy Premier and Health Minister Christine Elliott, along with Minister of Infrastructure Monte McNaughton, and Steve Clark, Minister of Municipal Affairs and Housing, were recently in Brockville to celebrate the new patient tower under construction having reached its “topping off point” in the project. The five-story, 175,000 square foot addition will allow the transfer from BGH’s Garden Street Site to a single campus on Charles Street. The project will allow for an increase of 22 beds and new programs slated for the tower include inpatient mental health, complex continuing care, palliative care, rehabilitation and restorative care.

#### 15. Legislative & Regulatory Update

The Ontario Court of Appeal has affirmed a lower court decision which rules that Ontario physicians must give an “effective referral” for medical services which clash with physicians’ religious beliefs. Ontario’s highest court was asked to review a College of Physicians and Surgeons of Ontario policy requirement that an “effective referral” must be made when a physician opposes providing specific medical services including medical assistance in dying, abortion and other reproductive health services, due to religious beliefs. While the court held that the referral requirement does not infringe upon a physician’s religious freedom, the benefits to the public outweigh the cost to physicians under the **Canadian Charter of Rights and Freedoms**. The court ultimately noted that, based on the CPSO policy requirements, a physician can either ask their staff to handle the referral process or choose to specialize in a type of medicine where these issues are less frequent.

The provincial government has introduced legislation to introduce the **Foundations for Promoting and Protecting Mental Health and Addictions Services Act**. If passed, this Act would establish a Mental Health and Addictions Centre of Excellence within Ontario Health and support the province’s participation in the national class action lawsuit British Columbia launched last year against more than 40 opioid manufacturers and wholesalers. Within Ontario Health, the proposed Mental Health and Addictions Centre of Excellence would: establish a central point of accountability and oversight for mental health and addictions care; be responsible for standardizing and monitoring the quality and delivery of services and clinical care across the province to provide a better and more consistent patient experience; and to provide support and resources to Ontario Health Teams which would help patients and their families to navigate the system.

Schedule 1 of Bill 116 would require the Minister of Health to develop a mental health and addictions strategy which recognizes that mental health and addictions care is a core component of an integrated health care system. The proposed legislation would also require that Ontario Health establish and maintain a Mental Health and Addictions Centre of Excellence to carry out the following functions:

- Put into operation the mental health and addictions strategy;
- Develop clinical, quality and service standards for mental health and addictions;
- Monitor metrics related to the performance of the mental health and addictions system;
- Provide resources and support to health service providers, integrated care delivery systems and others related to mental health and addictions; and



- Perform any other functions that the Minister may direct.

Schedule 2 of Bill 116 would allow the province of Ontario to sue opioid manufacturers and wholesalers for alleged wrongdoing in order to recover past, present and future health care costs due to opioid-related disease, injury or illness. The proposed legislation is intended to support Ontario's participation in a national class action lawsuit British Columbia launched last year against more than 40 opioid manufacturers and wholesalers.

Legislation was introduced on June 5, 2019, that will enable the government to manage public sector compensation growth and, if passed, provide for reasonable wage increases. The **Protecting a Sustainable Public Sector for Future Generations Act, 2019**, will not impede the collective bargaining process or existing collective agreements but allow for time-limited requirements on new compensation increases for unionized and non-unionized employees. A recent communique from government states that the proposed legislation will not impose wage freezes, wage rollbacks or result in public sector job losses. I am scheduled to participate on an OHA members' teleconference on Friday, June 7, and will provide a verbal update at Monday's board meeting.

#### 16. Q4 Media Report

The Q4 KHSC Media Report has been provided to the Board under separate cover.

#### 17. Mission Moment

KHSC staff member, **Netha Cornelius**, was recognized at the Kingston Police Annual Awards Ceremony on Monday, June 3, for her heroic efforts during the Code Silver incident that happened last November. Mayor Bryan Paterson presented Netha with the Community Commendation of Merit – to read the full story, simply [click here](#).

Congratulations to **Dr. Mike Fitzpatrick** as the recipients of this year's **Lawrence D. Wilson Award for Professionalism**. The award is presented by the graduating medical school class with the following terms: *"Professionalism is the cornerstone of doctors who provide health care. The award will be provided annually to a faculty physician who best exemplifies the attributes of the profession that graduating class members aspire to emulate."* Well done and deserved!

#### 18. Upcoming Events

##### UHKF Event: Celebration of Giving

Hold the date on **Wednesday, June 12** at 1630 hours for the annual **Celebration of Giving** taking place at St. Lawrence College, Conference Facility. This year's guest speaker is Mike Laughlin – Canada's only above-the-knee amputee firefighter. I hope that members of the KHSC Board will join me at the event to meet the care team from KHSC and Providence Care who helped Mr. Laughlin to recover and return to active duty. We will also be announcing the recipients of the Ian Wilson Award for Volunteerism in Fundraising and the Davies Award for Philanthropic Leadership. Reception at 4:30 pm - presentations at 5:00 pm and **retirement tea** for Denise Cumming starting at 6:30 pm.

##### KHSC Event: Kingston Pride Parade

This year, KHSC is organizing a presence for the annual Kingston Pride Parade. This family-friendly event taking place on **June 15** will feature a KHSC group walking together in the parade to reflect the diversity of both our staff and patient populations.

Spearheaded by one of our physicians, a working group of enthusiastic staff volunteers has been pulled together to organize logistics and to ensure that all KHSC physicians, staff, volunteers and learners are aware of the opportunity to be part of the KHSC delegation.

### **KHSC Event: Strawberry Social**

Everyone who works, learns or volunteers at either the HDH or KGH site is invited to come out for some conversation and complimentary strawberry parfait on **Thursday, June 20**. Site locations and timing are as follows and we hope that members of the KHSC Board will join us:

HDH site        1300 and 1700 – Jeanne Mance 1 Staff Lounge

KGH site        1430 and 2230 – Kidd/Davies 0 Atrium Lounge

### **UHKF Event: We Walk for Comfort & Care**

On **Saturday, June 22** the University Hospitals Kingston Foundation's annual "**We Walk for Comfort and Care**" will take place starting with a pancake breakfast at Providence Care Hospital at 9:00 am with the walk starting at 10:00 am from Lake Ontario Park. Funds raised will support patients and clients pay for some of the non-medical costs of care. This fund provides social workers with a source of flexible funding to help cover expenses such as travel, emergency child care, clothing, gas cards, parking, food, prescriptions and assistive devices. Participating teams may designate the funds they raise to the healthcare site or program of their choice. Sign up as an individual, join a team or become a captain and spend a fun-filled morning at Lake Ontario Park for the sixth annual We Walk for Comfort and Care. Can't make the walk? Help your colleagues by donating now or come to the family-friendly pancake breakfast, with proceeds supporting the Comfort and Care Fund.

### **Calling all Golfers !!**

Upcoming fundraiser -

- The Knights of Columbus St. Paul the Apostle Council annual golf tournament in support of Providence Care's Providence Manor will be held on June 15 – to register a team, please call Dale Tuepah at 613-389-2174 or by email: [dale.turpah@bell.net](mailto:dale.turpah@bell.net)
- Rose of Hope Golf Tournament in support of the region's breast care programs at the Kingston Health Sciences Centre – will be held at the Cataraqui Golf & Country Club on July 30. To learn more: [www.uhkf.akaraisin.com/ui/RoseofHope](http://www.uhkf.akaraisin.com/ui/RoseofHope)
- This year's Queen's Medical Student Bursary Golf Tournament will be held at Smuggler's Golf and Country Club on Friday, September 27, 2019. KHSC will, once again, sponsor this event and David O'Toole will be joining me this year at the event.

### **Hold the Dates ...**

- lifeCYCLE Wolfe Island Event – Saturday, September 8 at 0800 hours
- Deathtrap – KHSC Volunteer Services to benefit – Domino Theatre at 1930 hours
- UHKF Golf Tournament – Thursday, September 19 – timing/location to be confirmed. Proceeds to benefit men's health programs at KHSC.

Later this month I will be presenting a paper at this year's annual Computer Assisted Radiology and Surgery conference in Rennes, France from June 17 – 21, 2019 entitled "*Electromagnetically Navigated Forearm Fracture Plating*".

In closing this month's report, I want to take this opportunity to recognize the tremendous contributions of Dr. Roger Deeley as KHSC's Vice President Health Sciences Research and as Vice Dean Research in the Faculty of Health Sciences at Queen's. Roger accepted the invitation to serve as Vice President of Research Development in January 2007 and, since that time, he has elevated the research presence and profile within the academic communities. Roger's vision and determination (and I understand a lot of turf protection for 10,000 square feet of space on Connell 4) resulted in the opening of the W.J. Henderson Centre for Patient-Oriented Research. His advocacy and support for SEAMO clinical scientists as well as his work to support an integrated research enterprise with Queen's are to be commended. Thank you, Roger, for your leadership and dedication to support research which will continue to result in better patient outcomes for generations to come.

Respectfully submitted



Dr. David R. Pichora  
President and Chief Executive Officer