

Meeting of the Board of Directors

Monday October 30, 2023

3:30 pm start time

St. Joseph's Hospital – Adams Boardroom A2-041 and

Via MS Teams video-conference

MINUTES

Call to Order – Nawaz Tahir

The reflection was provided by Vicki Smye.

1. Education Session

1.1. Credentialing of Professional Staff

S. Northcott provided information to the Board regarding the steps taken in the process of credentialing Professional Staff. There are currently 1419 Credentialed Professional Staff (CPS) made up of 1340 Physicians, 27 Dentists and 52 Midwives who are all assigned a privilege category. The CPS By-Law delineates the rights and responsibilities of individual CPS members based on the category of their privileges. An overview was provided of the credentialing process for all appointment types (primary, secondary, cross, trainees) and categories, the application process, and samples of letters of offers.

Conversation ensued regarding the following:

- How often people are declined privileges
- The steps taken when applications are received without a posted position
- Use of the term Credentialed Professional Staff is meant to capture physicians, dentists, midwives and registered nurses in the extended class who are appointed by the Board and granted specific privileges to practice within the hospital. The term Professional Staff capture “registered” professions such as nurses, physiotherapists, occupational therapists, etc.;
- The impact of the future transition from one Joint Medical Advisory Committee (MAC) to two autonomous committees and two separate Medical Affairs departments on the credentialing processes

1.2. Roles and Responsibilities of MAC Chair and VP Medical & Academic Affairs

A. Dukelow provided an overview of the roles and responsibilities for the MAC Chair and VP Medical & Academic Affairs. The MAC Chair is



2023/24 Membership

VOTING

Nawaz Tahir (Chair)
 Donna Ladouceur (Vice-Chair)
 Jonathan Batch (Past Chair)
 Peter Cassidy
 Lesley Cornelius, ICD.D
 Brandon de Vries
 Joan Hubert
 Mary Gillett, FCPA, FCA
 Don MacDonald, FCPA, FCA
 Stephanie Marentette
 Fr. Frank O'Connor
 Robert Raymond (T)
 Howard Rundle, PhD
 Victoria Smye, PhD
 Janet Tufts

NON-VOTING

*Abhijit Biswas, MD (T)
 *Lulu Bursztyn, MD
 *Roy Butler, PhD
 *Richard Corneil, C.Dir.
 Jayne Garland, PhD
 *Sandra Northcott, MD
 *Karen Perkin, RN, MScN
 *John Yoo, MD (R)
 *ex-officio

Guests

Aaron Berk (T)
 Carrie Jeffreys (T)
 Anne Legresley (T)
 Manny Paiva
 Theresa Reynolds
 Tatianna Skara (T)
 Gavin Wardle (T)
 Chuck Wertheimer (T)
 St. Joseph's Senior Leaders

Recorder

Vanessa Cullen
 A = absent
 R = regrets
 T = via MS Teams

appointed by and reports to the Board, not the CEO, and also serves on the Board of Directors in an ex-officio non-voting role. The Vice President (VP) Medical & Academic Affairs reports to the President and CEO and is a hospital employee. Most hospitals in Ontario have one senior physician leader. Traditionally, this has been a Chief of Staff appointed by the Board who also serves as the MAC Chair. However, larger, or more complex hospitals tend to have two separate senior physician leaders such as a MAC Chair and a VP Medical & Academic Affairs.

2. Full Agenda / Consent Agenda

2.1 Adoption of Full Agenda

It was MOVED and SECONDED the agenda be adopted as circulated. CARRIED.

2.2 Approval of Consent Agenda

It was MOVED and SECONDED that the Consent Agenda for the October 30, 2023 Board meeting, consisting of the recommendations and reports found in Appendix 1, be approved and/or received for information by St. Joseph's Board of Directors. CARRIED.

3. Reports

3.1 Board Chair Remarks

N. Tahir thanked the Executive Committee for their involvement in the Accreditation Canada Governance Interview and as well thanked the staff who supported the preparation of the Executive Committee. N. Tahir offered his gratitude to D. Ladouceur for providing leadership in his place at the Accreditation Debrief.

N. Tahir acknowledged those Board Members who were able to participate in the Catholic Health Association of Ontario Virtual Conference. The sessions provided good information on ethics, Ontario Health Teams and the consolidation of Home and Community Care into one entity. This conference was well attended.

N. Tahir also reported there was record turnout at the St. Joseph's Staff Recognition Event where staff years of service were celebrated. Senior Leaders who attended were also thanked. Those staff who have been with St. Joseph's for 25 years will be further honoured at an upcoming dinner.

3.2 President and Chief Executive Officer

R. Butler responded to questions raised from the written report that had been pre-circulated. In addition, he highlighted areas of development since the last Board Meeting which included the following:

- Home and Community Care Modernization with 14 separate organizations consolidating into one. The Ontario Health Teams (OHT) will eventually take accountability for the delivery of these home and community care support services.
- Twelve OHTs from across the province have been identified to accelerate the delivery of milestones and as such will see a committed level of current funding for the next 3 years. The Middlesex London OHT has been identified as one of the twelve.
- St. Joseph's staff received reimbursement for the retroactive pay that it was required disperse as a result of the Ontario Nurses Association (ONA) arbitration decision related to Bill 124. The additional retroactive salary expenses, ongoing salary expenses and impact of the new ONA agreement will be submitted to the Ministry for consideration in mid-November.

- Service Accountability Agreements, which are signed with Ontario Health related to delivery of services, are in an extension period to March 2024. It is expected that the current agreement will be extended to March 2025.
- Recent significant cyber-attacks at the five Erie-St. Clair hospitals has impacted their hospital information systems, email systems, and health records causing them to resort to paper record-keeping. There was a less significant cyber-event at Michael Garron Hospital and another hospital that has only been identified as 'Hospital X'. Other hospitals, not affected, are taking additional security steps as precaution.
- St. Joseph's investment as a lead organization in the VERGE Breakthrough Fund II which focuses on social and environmental welfare particularly housing, equity and inclusion and climate action, has recently been announced.
- London City Council announced St. Joseph's Parkwood Institute site would be the location for the Indigenous Hub with Atlohsa as the lead agency for this location.
- Accreditation Canada Surveyors were onsite for four days, October 16-19. While the final report and decision will not be available for a number of weeks, the draft report is very positive. All Required Organizational Practices (ROP) were met. All Governance criteria were met. All Leadership criteria were met. Accreditation surveyors recommended a continued focus on moving to only electronic health records, continued implementation of the Equity, Diversity and Inclusion strategy and continuation to upgrade some older areas of the facilities. R. Butler acknowledged the Executive Committee for their work and commitment in preparing for the Accreditation.
- Funding has been received from the Ministry to move forward on the centralized cataract wait list work.
- Dr. Ting Lee was acknowledged for receiving the Inaugural Career Achievement Award from WorldDiscoveries. Dr. Cheryl Forchuk and Dr. Ruth Lanius were recognized as Fellows with the Royal Society of Canada for their research on Mental Health and Dr. Cindy Hutnik was recognized as a Fellow in the Canadian Academy of Health Sciences.
- All regional Hospital Boards have approved the funding to move forward with One Chart Phase II.
- A recent Corporate Huddle focused on Wellness was well received. The walking challenge had over 500 staff and physician participants and is now complete.
- The Service Recognition Event is an annual event where staff are celebrated for their 5-year milestones of service (e.g. 5 years, 10 years, 15 years, etc.). This year had a great turnout at the in-person event.

3.3 Medical Advisory Committee (MAC) Chair

S. Northcott provided an update on the activities of MAC since the last Board Meeting Report. It was noted that during the Accreditation Canada Survey, the surveyors suggested a written attestation be in place where the MAC Chair attests to the credentialing process and this accompany the appointments coming forward for approval.

It was noted that the following attestation is in place *"This is to certify that in the assessment of the privileges listed below, all processes indicated in the governing documents of St. Joseph's Health Care London have been followed prior to the recommendation for approval"*. As MAC Chair, S. Northcott should have oversight and should be sitting on the City-Wide Credentialing Committee as an ex-officio member. The Terms of Reference for the City-Wide Credentialing Committee has now been changed to include the St. Joseph's MAC Chair as an ex-officio member. S. Northcott will be invited to these meetings moving forward.

3.4 Quality Report

Patient, Resident, Caregiver story

As part of the Board's focus on Quality, the Board has been receiving patient stories from the senior leaders at St. Joseph's. S. Jansen, VP Patient Care and Risk, shared a story concerning a medication error with a patient on the palliative care unit. The results of a root cause analysis of this error, contributing factors, and learnings/improvements were shared with the Board.

3.5 St. Joseph's Health Care Foundation

T. Mikula and M. Campbell provided a report about the success of the recent Tribute Dinner held October 20th, 2023. There were several staff from the Foundation Office who celebrated 5-year milestone years of service and they were acknowledged and congratulated.

3.6 St. Joseph's Professional Staff Organization (PSO)

L. Bursztyrn provided a summary of the process and feedback of the proposed London Health Sciences Centre (LHSC) By-Laws for Credentialed Professional Staff (CPS). The summary listed areas of concern as well as opportunity which St. Joseph's could consider in the creation of its own By-Laws. S. Northcott reviewed the engagement and review process taken to date in developing the St. Joseph's CPS By-Laws. A Dukelow provided a further update on the timeline of the process moving forward and of having the By-Laws approved by the Board.

4. New Business

Aaron Berk, Tim Eastwood, Chuck Wertheimer, Tatianna Skara, Manny Paiva and Theresa Reynolds from the Capital Master Plan Project joined the meeting at 4:58 pm.

4.1 Capital Master Plan Project Update

J. Younger, VP Patient Care & Quality who is also the Executive Sponsor for Capital Master Planning, introduced the team. A. Berk provided an overview of the Capital Planning Process. St. Joseph's is currently at the Proposal Development Stage which entails strategic and clinical visioning and will delve into the role of St. Joseph's in meeting the care needs in the community over the next 20-30 years. St. Joseph's will examine how service delivery will look in the future by using a data driven exercise, identifying trends and clinical evidence. Identifying ways to meet the needs of the community will also provide input into expected demand which then plays into the master programming and planning.

C. Wertheimer addressed the programming and planning which comes together as the outputs of a clinical service plan including volume projections, possible changes to service model and decisions that will be made regarding the physical space projections for things like beds, clinical rooms, modalities for imaging and research.

Currently, St. Joseph's is going through the Visioning Session of this planning process which will stretch into early 2024. A final clinical service plan can be expected by March 2024. Once this phase is complete, the next stages include Master Planning through the remainder of 2024 with a Final Report by March 2025. As a Board, there is a responsibility of leadership oversight. There will be several important decisions brought to the Board during this process.

The Board was invited to reflect on questions:

- What does success look like to you?
- What are the most critical and relevant issues to be addressed through this work?

- How will St. Joseph's plan contribute to the regional system integration?

Several questions and comments were raised:

- Regional partnerships are seen as critical. Incorporate partners in this process and in the visioning sessions.
- Explicit conversations will be required with LHSC throughout the process to ensure alignment of services.
- The academic mission will be incorporated into this plan. LHSC is approximately 18 months ahead of St. Joseph's in its Master Planning and has already filed its draft plan with the Ministry. Each hospital will have its own unique plan however they should be complementary.

Aaron Berk, Tim Eastwood, Chuck Wertheimer, Tatianna Skara and Manny Paiva and Theresa Reynolds left the meeting at 5:21 pm.

4.1 Chair updates - Standing Committees of the Board

- a) Recommendation from MAC – Interim, Dept of Psychiatry
S. Northcott, Chair provided a Briefing Note with a recommendation to the Board for the appointment of Interim Chief of Psychiatry.

It was MOVED and SECONDED St. Joseph's Board of Directors approve, upon receipt of a signed letter of offer, the appointment of Dr. Viraj Mehta as the Interim Chief Department of Psychiatry, effective October 30, 2023 to February 28, 2024, or until such a time as a new Department Chief is appointed, whichever comes first. CARRIED.

- b) Recommendation from MAC – Continuing Chief, Dept of Medicine
S. Northcott, Chair provided a Briefing Note with a recommendation to the Board for the continuation of the appointment of Chief Department of Medicine.

It was MOVED and SECONDED St. Joseph's Board of Directors approve, upon receipt of a signed letter of offer, the continued appointment of Dr. James Calvin as the Chief Department of Medicine, effective November 1, 2023 to November 29, 2023. CARRIED.

- c) Recommendation from MAC – Interim Chief of Medicine

It was MOVED and SECONDED St. Joseph's Board of Directors approve, upon receipt of a signed letter of offer, the appointment of Dr. Wael Haddara as the Interim Chief Department of Medicine, effective November 30, 2023 to December 1, 2025, or until such a time as a new Department Chief is appointed, whichever comes first. CARRIED.

- d) Stoplight Report from Quality Committee of the Board
L. Cornelius provided a report from the Quality Committee regarding a patient story. As has been discussed, sharing these stories about patients that are both positive and negative are important for the learning that comes from it and will continue to be a focus of the Quality Committee.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:27 pm.
CARRIED.**

The regular meeting of the Board of Directors resumed at 6:51 pm.

- Rising from the In-Camera meeting, the Chair reported the Board approved the appointment of the Auditors for the internal audit for five years beginning in 2023-24 and has endorsed the appointment of the Second Vice-Chair, Board of Directors effective June 2024, with further recommendation to St. Joseph's Health Care Society for approval.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 6:56 pm.

Nawaz Tahir, Chair

Roy Butler, Secretary