

Meeting of the Board of Directors

Monday, November 27, 2023

3:30 pm start time

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

Via MS Teams video-conference

MINUTES

Minutes to be ratified next meeting

Call to Order – Nawaz Tahir

The reflection was provided by Robert Raymond.

Education Session

Ontario Health Teams Overview and Update was presented by S Jansen, V.P. Patient Care and Risk. The history of how the local group became what is now known as Middlesex London Ontario Health Team (MLOHT) was provided. Ontario Health Teams (OHT) are local to their region and manage the delivery of care where the Ontario Health West oversees the implementation of provincial priorities delivered by the Ontario Health Teams and the Ministry of Health sets the health system policies and priorities. A not-for-profit corporation was created to manage and coordinate OHT activities. Effective September 2023, 12 of the OHTs were selected to be accelerated. Using best practices, the teams will be supported to achieve a set of standardized structural and patient-facing milestones. In the fall, a new legislation was brought forward creating Ontario Health at Home which will develop a home care readiness plan for the eventual delivery of home care.

1. Full Agenda / Consent Agenda

1.1 Adoption of Full Agenda

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

1.2 Approval of Consent Agenda

It was MOVED and SECONDED that the Consent Agenda for the November 27, 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.



2023/24 Membership

VOTING

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

NON-VOTING

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

Guests

Theresa Mikula (R)
 St. Joseph's Senior Leaders

Recorder

Vanessa Cullen

A = absent

R = regrets

T = via MS Teams

2. Reports

2.1 Board Chair's Report

N. Tahir thanked all Board Members who attended the Master Planning Visioning Session. He noted that the recent accreditation announcement is very positive. The Memorandum of Understanding with St. Joseph's Foundation and St. Joseph's Health Care is up for renewal. R. Butler, M. Campbell, President/CEO from both organizations and Board Chairs, N. Tahir, and B. Tucker, recently met to begin a review of this document.

2.2 President and Chief Executive Officer

- a) R. Butler highlighted several areas of development since the last Board Meeting including the following:
- The Ministry of Health released guidelines around the four main priorities for the Quality Improvement Plan 2024/25: Access and Flow, Equity, Experience, and Safety. Mandatory high priority indicators now becoming optional provided there remains a focus on these four main areas.
 - The 2022/23 Patient Ombudsman Provincial Report includes an increase of the number of complaints received related to hospitals, Long Term Care, Home and Community Care and other healthcare-related matters.
 - A recent announcement from Ontario Health includes mandatory events reporting called 'Never Events' focused on 15 types of events such as medications errors, incorrect surgeries, suicides and patients being able to leave secure areas. A webinar is scheduled for early December which will provide more detail. A rollout of this is expected in January 2024.
 - Registered Nurses' scope of practice will now include prescribing and communicating certain diagnoses after some education. This will impact home care and Long-Term Care. It is not expected to have impact within a hospital setting.
 - The Fall Economic Statement shows a significant difference with a deficit of \$5.6 billion in fall 2023/24 to a surplus of \$.5 billion by fall 2025/26.
 - Beginning Fall 2024, breast screening will begin at age of 40 yrs instead of 50 yrs+.
 - OHA and Ministry conducted a survey regarding the financial impact as well as ongoing operating expenses of Bill 124.
 - St. Joseph's and Project SEARCH have been named as recipients of the City of London's 2023 Diversity, Race Relations and Inclusivity Award.
 - St. Joseph's has achieved the highest designation awarded by Accreditation Canada "Accreditation with Exemplary Standing". Of the 1715 criteria, St Joseph's met 1713 (99%) which is the organizations best results to date. In addition, every Required Organizational Practice (ROP) was met. St Joseph's is among the first hospitals in Ontario to be measured against these new, more rigorous, scores than what was used in previous years.
 - OneChart Phase 2 was officially kicked off in the month of November. All boards from the regional hospitals have approved the funding to move forward with this which includes a continued focus on virtual care.
 - A formal partnership was signed with the Canadian College of Health Leaders for St Joseph's staff and physician leadership development.
 - Q2 financial results are within 1% of the revised deficit.
 - Turnover of staff and absenteeism continues to move in the right direction.
 - KPMG is conducting interviews with some Board Members concerning Enterprise Risk Management and an internal audit.

2.3 Medical Advisory Committee (MAC) Chair

S. Northcott provided an update on the Credentialed Professional Staff By-law. There were no further concerns or revisions raised at the recent Medical Advisory Committee meeting. It is anticipated the final draft of these bylaws will be ready to come to the Board in January 2024 with an effective date of April 2024.

2.4 Quality Report

(a) Patient, Resident, Caregiver story

As part of the Board's focus on Quality, the Board has been receiving updates/stories from the senior leaders at St. Joseph's. David Hill, VP Research, shared news of the adoption and innovation in the care and treatment of diabetes including a new generation of drugs. D. Hill told a story of patient living with diabetes for 50 years who did not have effective management of her diabetes. She was prone to passing out resulting in the loss of her driver's license. This patient was transitioned to diabetes team, provided tools and treatment to better manage her health and provided a pump with continuous glucose monitoring. This led to her better monitoring her health. She was able to get her driver's license back which has greatly improved her quality of life.

b) 2023/24 Q2 Quality Results

L. Cornelius advised the Quality Committee of the Board continuously monitors indicators which are sitting as red on the quality scores. The Committee receives information on what is being done to address it. There is ongoing concern about the MRI/CT wait times which is not just an issue with St. Joseph's but rather a regional issue. This does however impact the treatment plans and quality of life for patients.

A question arose regarding the Safety of People: percentage of reported workplace violence events which appears to be far off its target. It was explained that this is a new indicator based on only 1 incident by the closing of Q2 reporting. As incidents are reported and a root cause analysis is conducted, it is anticipated this number will reach or exceed the target by end of year.

3. New Business

3.1 2023/24 Q2 Financial Results

M. Gillett provided a report on the financial results for Q2 stating there is no concern about the Corporate Scorecard current ratio. She reminded this is the first occurrence of financial results being presented based on the revised budget deficit approved at the September 2023 Board Meeting. M. Gillett highlighted the major variances related to overtime, sick time and orientation costs. Facilities has also incurred unanticipated repair costs from Mt. Hope.

The Board was provided a 'worst case' and 'best case' scenario for the financial projections to March 31, 2024 which is largely based on expectations of what the ministry may or may not provide funding for with respect to Bill 124.

It was MOVED and SECONDED the Board of Directors approves the financial statements of St. Joseph's Health Care London for the quarter ended September 30, 2023.

CARRIED.

3.2 2024/25 Capital Budget

M. Gillett provided a summary of the Capital Budget of \$23.2 million. She advised the budget did not include spending on the rebuild of the parking garage, Imaging or OneChart. It was noted the process for Capital budgeting is a robust process ensuring that items are categorized correctly and nothing is

overlooked. There were no requests for Capital spending over \$100,000. Requests in this category were reconsidered due to restraints in the Facilities Department.

It was MOVED and SECONDED the Board of Directors approves the 2024/25 capital budget totaling an investment of \$23.2 million.

CARRIED.

4. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:51 pm.

CARRIED.

Rising from in camera the Board approved the extension of the St. Joseph's-Western Affiliation Agreement and the appointment of a new community member for RPAC.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 6:32 pm.

Nawaz Tahir, Chair

Roy Butler, Secretary