

Meeting of the Board of Directors

Monday, September 30, 2024

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

N. Tahir offered a land acknowledgement in recognition of the National Day for Truth and Reconciliation. Roundtable introductions occurred. A Commissioning Ceremony of the Board was then led by Dale Nikkel, Manager Spiritual 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 September 30, 2024 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.

2. Reports

2.1 Board Chair Remarks

N. Tahir commented that at certain Board meetings, the Board will have an education session. He informed that he and the CEO are developing a proposed education schedule which will be presented next month.

(a) Schedule for 2024/25 Board Reflections

Reference was made to the proposed schedule for who will provide the Reflection at an upcoming Board meeting as a reflection is common practice at both Board and Committee of the Board meetings. A reflection is an opportunity to pause and set our minds and intentions to what is before us. It is a non-judgmental way of perceiving in which we become more present, or mindful to our experience. A reflection may incorporate a poem, story, paragraph, a personal experience, etc. Members are requested to review the



2024/25 Membership

VOTING

Nawaz Tahir (Chair)
 Donna Ladouceur (Vice-Chair)
 Jonathan Batch
 Peter Cassidy
 Lesley Cornelius, ICD.D
 Paul Dugins, MBA
 Joan Hubert
 Mary Gillett, FCPA, FCA
 Stephanie Marentette
 Joshua Melchers, CPA, CA, CFP
 Fr. Frank O'Connor
 Robert Raymond
 Howard Rundle, PhD
 Victoria Smye, PhD
 Janet Tufts, MBA

EX-OFFICIO NON-VOTING

Abhijit Biswas, MD
 Roy Butler, PhD
 Jayne Garland, PhD
 Samira Jeimy, MD (R)
 Laura Lyons, MD
 Karen Perkin, RN, MScN
 John Yoo, MD

Standing Guests

Alfonso Campos Reales,
 Foundation Representative
 Richard Corneil, C.Dir., Board
 Observer (R)
 St. Joseph's Senior Leaders

Recorder

Terri-Lynn Cook

A = absent

R = regrets

V = virtual

schedule and connect with the Executive Assistant Board Governance if a conflict arises.

(b) Schedule for 2024/25 Board Representatives attending Medical Advisory Committee (MAC) meetings

St. Joseph's Board has set a priority to maintain close relationships with the MAC and the Credentialed Professional Staff (CPS). Over the last number of years it has proven useful for members of the Board to attend MAC meetings, as an observer. It is both an educational opportunity for the Board Member and maintains linkage and commitment to the CPS that the Board is sincerely interested and engaged in their business. Board Members are requested to review the proposed schedule of representatives and connect with the Executive Assistant Board Governance if a conflict arises.

2.2 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 current developments and issues, which included the following:

- September 26, 2024, Melissa Farrell, President and CEO of Halton Healthcare, was elected Chair of the Ontario Hospital Association's (OHA) Board of Directors. M. Farrell has served on the OHA Board since 2020;
- Today, the Globe and Mail published an op-ed by Anthony Dale, President and CEO of the OHA. The article is called: Health Care in Ontario needs an innovation revolution where A. Dale discusses the future of Ontario's health care system in the context of a growing and aging population, and the potential for innovation and technology to transform the way care is delivered;
- Hospitals in the region are prepping for the flu, Respiratory Syncytial Virus (RSV) and COVID season. Hospital occupancy rates are high and COVID is on the rise with flu/RSV expected rise shortly. It is anticipated these pressures will impact hospitals most in early January. Many strategies both organizationally and as a system are in play;
- Advocacy efforts for continued funding of the Long COVID clinic have not been successful and as such the clinic is winding down;
- In alignment with St. Joseph's compensation philosophy, significant benchmarking has wrapped up related to non-union compensation, roles and titles. The result of this work was rolled out in June to non-union staff;
- R. Butler recognized Dr. John Yoo's reappointment as Dean of Schulich for a second five-year term, 2025-2030. He also recognized Dr. Susan McNair as the recipient of the Board Award from the College of Physicians and Surgeons of Ontario for her outstanding work on behalf of those who have experienced sexual abuse and domestic violence. Nominated by her peers, the award honours outstanding Ontario doctors who have demonstrated excellence; and,
- The Excellence in Professional Practice Awards were held September 25th honouring both nursing and other allied health discipline staff who are at the heart of patient and resident care at St. Josephs.

(b) Dashboard for Reporting Compliance

R. Butler recalled that this is a tool the Board uses to track its reporting compliance. The report is presented to the Board for information twice a year. The Senior Leadership Team (SLT) reviewed the update at a meeting earlier this month and supports the content. He confirmed St. Joseph's is compliant with the various Acts and reporting requirements.

(c) 2024/25 Q1 Strategic Indicators and Strategic Plan Update

R. Butler provided the following highlights related to the first quarter strategic indicator results:

- Financial – although this is showing as on target, the Board needs to keep in mind it is on target with the deficit position. M. Gillett will provide more detail when presenting the Q1 financial results for Board approval later on today's agenda;
- The People and Quality and Safety indicators are mainly a combination of yellow and green which is to be expected. It is normal to see yellow the first two quarters as there is work to be done to reach the target; and,
- Overall Hospital Services Accountability Agreement volumes are being achieved.

With respect to the Strategic Plan Objectives Scorecard, R. Butler commented on the following:

- The health and homelessness work continues. J. Younger is Co-Chair of a Strategy and Accountability Table with the City of London;
- P. Hoffer is leading a review of the Patient, Resident, Family Declaration of Values and has recently engaged with stakeholders
- MPP, Rob Flack, Minister of Agriculture, Food and Agribusiness, visited Parkwood Institute for a tour as he was interested in learning about the innovative Nourish Project and on-site garden;
- There are nine individuals in the cohort this year for Project SEARCH which is a partnership program of St. Joseph's, Thames Valley District School Board and March of Dimes that helps students with intellectual disabilities gain employment skills;
- A Community Engagement Session was held related to Capital Master Planning with great engagement;
- There has been significant engagement across the organization related to the development of a new strategic plan for Lawson Research Institute (Lawson). Invitations have gone out to stakeholders and the community for the launch of Lawson scheduled for October 16th. There has been good response from the community and is an opportunity for them to tour the research facilities;
- The transition to electronic documentation continues with providers supporting inpatient services at Parkwood Institute Main Building being the latest group to join OneChart Phase 2, as of September 1;
- St. Joseph's SLT has just approved an Equity, Diversity, Inclusion and Belonging educational strategy for all leaders; and,
- The Mission Leadership program is scheduled to relaunch in Q3.

Discussion was held and for explanation to new Board Directors, items on the indicator or scorecard that are red receive a lot of attention and discussion at the Quality Committee level in terms of understanding why and what is being done to address it.

2.3 Medical Advisory Committee Chair

L. Lyons chaired her first MAC meeting September 11th. MAC's received a detailed update on the first quarter corporate strategic indicators from Vivian Capewell, Director of Quality Measurement and Clinical Decision Support. MAC also reviewed a reformatted draft work plan which was endorsed to proceed to the Governance Committee and the Board for approval. The MAC further reviewed and approved five MAC Subcommittee Work Plans and will receive the remaining ones in due course. Finally, MAC received information regarding the new Global Health Standards Survey which combines the Work-Life Pulse survey and the Canadian Patient Safety Culture survey and is designed to learn how staff and physicians feel about safety and working conditions. Physicians were encouraged to take the survey which launches in October.

L. Lyons informed that the joint session with LHSC MAC was a continuation of a presentation from lawyer Patrick Hawkins providing overview of the Department Chief accountabilities. In addition, there was focus on managing physician relationships.

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. Lisa Porter, Vice President, Research Scientific Director, shared the story of the "People with lived experience Research Committee" which is a committee made up of volunteers who want to have impact and influence on research at St. Joseph's.

(b) 2024/25 Q1 Quality Results

P. Cassidy, Chair of Quality Committee, referenced the draft Quality Committee minutes from the September meeting. He confirmed the Committee held in depth discussions related to the first quarter quality results and reviewed and endorsed their work plan to proceed to Governance Committee and the Board for approval.

2.5 St. Joseph's Health Care Foundation

A. Campos-Reales shared his "why" he volunteers at St. Joseph's and explained his ties to St. Joseph's. He informed the Foundation Board of Directors held their first meeting of the board cycle last week. The Board has approved funding to Dr. Michael Silverman for Fecal Microbial Transplantation for research with emphasis on Cancer therapeutics among other diseases and was pleased to host both Dr. Silverman and Jeremy Burton as the speakers for the September DocTalks regarding the importance of microbes in Human Health.

A. Campos-Reales concluded by highlighting the upcoming Tribute Dinner scheduled for October 9th featuring keynote speaker Dr. Hayley Wickenheiser. The evening also pays tribute to Beverly and the late James Thompson, and their family for their generous support of imaging and countless other initiatives supporting vital and transformative care and research across St. Joseph's.

2.6 Lawson Research Institute (Lawson)

J. Batch, Chair of Lawson Board of Directors, recalled for Members the separation of LHSC and St. Joseph's research institutes and the creation of two new Boards. He confirmed the Joint Management Committee is still formed and working toward winding down the joint venture (Lawson Health Research Institute) and this is aimed to conclude at the end of this fiscal, March 31, 2025.

The St. Joseph's Lawson Board had its first meeting last week and was focused on level-setting for the new Directors. There are many changes afoot and there was much discussion on direction, strategy and what the governance structure of Lawson could look like. At the conclusion of the meeting there was realization there is ample work to be done and in response Lawson Board is going to add more meetings to its schedule for this fiscal.

Comment was made that St. Joseph's Hospital Board should be engaged more by Lawson Board as it has ultimate responsibility for the research institute. It was confirmed that reporting to the Hospital Board was a topic of discussion and that the Hospital Board can expect to see a change in this over the coming months.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Governance Committee Recommendation – modification to Nominating Subcommittee Membership for 2024/25

M. Gillett declared a conflict of interest and left the meeting at 5:09 p.m.

D. Ladouceur, Chair of Governance Committee, informed this year's unique circumstance in that M. Gillett occupies two seats on Nominating Subcommittee per the membership in the Terms of Reference. Governance Committee is supportive of an exception to the membership, for this year only, to afford the opportunity for another Director to learn, bring their skills, experience and network to the discussions, and participate in the nominating process.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the appointment of one additional Director to fill one of M. Gillett's seats on Nominating Subcommittee as an exception for the 2024/25 nominating cycle. CARRIED.

M. Gillett rejoined the meeting at 5:10 p.m.

4.2 Resource Planning & Audit Committee (RPAC) Recommendation – Q1 Financial Results

M. Gillett, Chair of RPAC, explained the financials are more favourable than budgeted, yet remain in a deficit position driven mainly by investment income. The other two drivers relate to Ministry funding: St. Joseph's had budgeted an increase of 2% and the actual increase was 3% related to the Growth and Efficiency Model Allocation, and St. Joseph's had also planned for a \$0.5 million Level of Care funding increase and the actual increase was \$1.3 million. Negative variances were driven by various portfolios including Outpatient Mental Health and Diagnostic Imaging. Mount Hope continues to present challenges to St. Joseph's financial position with an unfavourable structural operating deficit. There is also corporate variance being driven by an increase in salary costs due to sick, overtime and orientation costs being over budget. M. Gillett reiterated that the Ministry has only confirmed funding related to Bill 124 for the first two quarters (ending September 2024). Hospitals remain hopeful for funding for the last two quarters.

It was confirmed it is too early to make year-end predictions and this is typically done toward the end of the second quarter.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the financial statements of St. Joseph's Health Care London for the quarter ended June 30, 2024. CARRIED.

4.3 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Nominating Subcommittee of the Board

D. Ladouceur encouraged Directors to think about people in their network who might be interested in joining the Board, and to submit those names now and at any time throughout the year.

Comment was made that if any Directors know of groups/organizations that promote access/diversity on Boards, to make Nominating Subcommittee aware of same. Request was

made to understand the current skills inventory of the Board and to have a sense of where the gaps might be.

ACTION: Governance Office to post the summary of the February 2024 skills evaluation to the board portal for review by Directors.

5. In-Camera Meeting

It was **MOVED** and **SECONDED** the meeting of the Board of Directors move in-camera at 5:20 p.m.
CARRIED.

The regular meeting of the Board of Directors resumed at 6:59 p.m.

Rising from the in-camera meeting, the Chair reported the Board of Directors approved the Performance and Development Goals of the MAC Chair and MAC Vice-Chair for 2024/25.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:00 p.m.

Nawaz Tahir, Chair

Roy Butler, Secretary