

Meeting of the Board of Directors

Monday, November 28, 2022

3:30 pm start time

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

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Don MacDonald.

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 28, 2022 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

J. Batch shared the hospital's insurer, HIROC, is seeking nominations for its Board of Directors. He invited those who might be interested to connect with him off-line about the opportunity.

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:

- Hospital system remains under strain due to RSV, influenza, COVID and health human resource issues;
- Provincial direction has been received related to surge planning;
- Bill 7 is now in effect, as at November 20th. To date no patient at St. Joseph's has been charged the fee;
- There was a recent change related to long term care (LTC) capital redevelopment funding. Essentially, unless organizations are ready to put the shovel in ground by August 31st they will not



2022/23 Membership

VOTING

Jonathan Batch (Chair)
Nawaz Tahir (Vice-Chair) (CC)
Peter Cassidy (R)
Lesley Cornelius, ICD.D
Brandon de Vries
Joan Hubert
Mary Gillett, FCPA, FCA (CC)
Margaret Kellow, PhD
Donna Ladouceur (CC)
Don MacDonald, FCPA, FCA
Stephanie Marentette
*Theresa Mikula (R)
Fr. Frank O'Connor
Robert Raymond
Howard Rundle, PhD
Victoria Smye, PhD

NON-VOTING

*Abhijit Biswas, MD (R)
*Lulu Bursztyn, MD (R)
*Roy Butler, PhD
*Richard Corneil
Jayne Garland, PhD
*Karen Perkin, RN, MScN (CC)
*Brian Rotenberg, MD
*John Yoo, MD
*ex-officios

Guests

St. Joseph's Senior Leaders

Recorder

Terri-Lynn Cook
A = absent
R = regrets

receive this funding. Before St. Joseph's can decide on redevelopment, it needs a decision around on the operating deficit. In addition, St. Joseph's is unique because of its multi-services and both the Ministry of Health and Ministry of LTC need to be engaged and work together with St. Joseph's;

- There is now a two-step process for 2023-24 hospital budget submissions. The Ministry has asked for a draft budget to be submitted this Friday well-knowing the submissions will not be Board reviewed/approved. The Finance Team will meet the Friday deadline. RPAC's meeting timeline has been adjusted to review/endorse the hospital budget in January to meet the second step submission with Board approval;
- Southwest Emergency Department transformation planning continues;
- The Community Summit on Health and Homelessness was held November 9th. A strong contingent of over 200 were in attendance from across the community. The day concluded on a positive note about how to work together differently in this space. The next planning session is mid-December;
- The Indigenous-led winter shelter will be in place this winter at Parkwood Institute;
- St. Joseph's 2022-25 Strategic Plan was launched publicly the end of October;
- The Parkwood Institute Remembrance Day service was well-attended. Recognition to H. Rundle for representing the Board at the service;
- St. Joseph's long service awards were distributed. From the Senior Leadership Team, J. Younger received her 5-year award and L. Higgs received her 15-year award;
- The 2022 Lawson Impact Awards were celebrated. St. Joseph's related awards were presented to:
 - Strategic Research Fund Award: St. Joseph's Imaging Scientists
 - Staff Award of Excellence: Dr. Jeff Weiler – Gray Centre for Mobility and Activity
 - Community Partner of the Year: Dr. Joseph Rea
 - Innovation Award: Dr. Dalton Wolfe – Parkwood Institute Research
- The 2022 Medical Advisory Committee (MAC) Awards were also presented at their November meeting:
 - Joint MAC Award – Dr. Laura Foxcroft, Dr. Andrea Lum, Dr. William McCauley
 - Joint MAC Chairs' Award – Pandemic Management Teams
 - St. Joseph's MAC Award - Dr. Keith Sequeira

2022/23 Q2 Corporate Scorecard

R. Butler presented the high-level second quarter results for the following indicator groupings:

- Financial;
- Human Resources - turnover rate, vacancy rate, and recruitment continues to be high;
- Patient and Resident Experience;
- Safety Indicators – some of the targets are being met along with some lagging slightly behind;
- Discharge Summaries - continues to be behind target however it was known it was a stretch goal;
- MRI/CT wait time - both had upgrades which resulted in restricted access which reflects on the metrics in Q2; and,
- HSAA Volumes.

He concluded by stating various Committees of the Board go through detailed analysis of the corporate metrics.

2022/23 Strategic Priorities Performance

As mentioned in the CEO report, the corporate Strategic Plan was officially launched publicly in October. New signage/ branding is being replaced throughout the buildings and a new reporting

template will be developed. He then provided an overview of initiatives accomplished and under way within the five pillars: Reaching Out to Our Community, Advancing Excellence in Care Together, Leading in Research and Innovation, Leveraging Technology and Empowering People.

2.3 Medical Advisory Committee Chair

B. Rotenberg highlighted the advocacy efforts of the MAC which has resulted in the continuation of OneNumber until further consultation has occurred. He recognized the dedication and leadership of K. Perkin, S. Northcott and A. Andriets as it relates to medication reconciliation. The goal set is a stretch goal, but continued improvements are being achieved.

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. B. Rotenberg, Chair Medical Advisory Committee, shared a patient case that experienced some delays along the way due to COVID shut downs but highlighted how at all times the patient's needs remained in clear focus and the successful outcome was due to strong coordination between St. Joseph's and LHSC.

(b) 2022/23 Quality Results

L. Cornelius referenced the Quality Committee's minutes of their November meeting which reflect a debrief and learning of the challenges in the Urgent Care Centre (UCC). The Committee also received a presentation on capital planning to understand the process and how quality ties into it.

(c) Urgent Care Centre update

L. Cornelius introduced the topic for discussion as there has been recent media coverage outlining the high patient volumes in UCC. The briefing note circulated in the agenda package provides details around the physician/staff model in UCC, the support services required in UCC and the space and infrastructure supports needed for the service. K. Perkin stated the demand for UCC exceeds what was originally planned for. Some of the current challenges include health human resources, space, model of care, hours of operation, dependency on other services such as laboratory and diagnostic services, etc. She confirmed there is regional work under way exploring different models to optimize UCC. It is a dynamic situation and the Quality Committee will be kept apprised of updates as strategies are identified.

A comment was raised suggesting exploration of enabling the use of extended roles for certain professions such as physiotherapist. K. Perkin agreed it is an avenue to explore.

2.5 Western University

J. Garland, Dean Faculty of Health Sciences (FHS), highlighted the following developments:

- FHS is preparing proposals to the Ministry for expansion of the compressed time frame nursing program, rehabilitation therapy program, physical therapy program and occupational therapy program;
- FHS has hired 9 new tenure track faculty members over the last year who are involved in research with alignment to the mission of St. Joseph's;

- FHS has a Governance Faculty Council who has recently modified their membership to now include the CEO or designate from St. Joseph's, a similar rep from LHSC and representation from London Middlesex Health Unit. All three will be voting members of the Council;
- Recent research grants that have been awarded with linkage to St. Joseph's include:
 - \$1.3M to evaluate educational bridging program for nurses (Denise Connelly, Physical Therapy);
 - \$539,802 to evaluate a model of transitional and lifeline care for adults with childhood-onset disabilities (Laura Brunton (PI, PT), Jacquie Marsh (Co-I, PT), Janelle Unger (Co-I, PT) and others from Parkwood, Ontario Health West and Schulich)

J. Garland concluded her report by sharing the following recognitions:

- Victoria Smye, Director of the Arthur Labatt Family School of Nursing was recognized by the Registered Nurses Association of Ontario with their Leadership Award in Nursing Education (Academic);
- Joy MacDermid, Physical Therapy professor, was named a recipient of Western's 2022 Hellmuth Prize for achievement in research, which recognizes faculty members with outstanding contributions to international research and she was also honoured with a 2022 International Federation of Societies for Hand Therapy (IFSHT) Lifetime Achievement Award presented at the 2022 IFSSH, IFSHT & FESSH Combined Congress. The award recognizes outstanding contributions to the field of hand therapy on an international scale.

J. Yoo, Dean Schulich School of Medicine & Dentistry, provided the following updates:

- Conversations regarding the renewal of the Affiliation Agreements are underway between the three parties: Schulich, St. Joseph's and LHSC. The Chair/Chief selection process is complicated and proving challenging to reconcile the direction of all three parties;
- There are approximately 8 Chair/Chief Selection Committees under way at present and J. Yoo stated St. Joseph's Board involvement on those Committees is appreciated;
- Western University has great opportunity for research grants, one in particular that if successful will transform research;
- The medical school undergoes accreditation every 8 years. All clinical faculty are involved along with many administrators. The site visit is Fall 2023 and lots of work is under way preparing for this;
- There was a recent site visit of the Residency Program; and,
- Western University is undergoing the largest infrastructure renewal program ever undertaken. The functional planning for this is just under way.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Governance Committee Recommendation: Vulnerable Sector Screening requirement under the Fixing Long-Term Care Act

N. Tahir referenced the three-part recommendation being brought forward by Governance Committee. He stated, in short, the Board is mandated to implement Criminal Record and Judicial Matters Checks

and an annual declaration to comply with the Fixing Long-Term Care Act as St. Joseph's is in the business of long-term care. He confirmed this applies to all Directors and all Committee Members and that they need to complete the two pieces now. Going forward the Declaration and Disclosure Form will be an annual task and the Criminal Records Check will form part of the appointment and onboarding process for new Community Members.

No questions or discussion arose.

It was MOVED and SECONDED St. Joseph's Board of Directors approves:

- (a) that all Directors and Committee Members complete and submit the Disclosure and Declaration form before December 31, 2022;**
- (b) that all Directors and Committee Members submit a Criminal Records and Judicial Matters Check dated within the last six months by January 31, 2023; and,**
- (c) the amendments to the "Appointment and Onboarding New Board and Committee Members" policy, as presented. CARRIED.**

It was confirmed T. Cook will circulate a communication to Board and Committee Members with complete details and actions required, shortly.

4.2 Governance Committee Recommendation: Joint Collaboration Agreement (JCA)

J. Batch recalled to Members a letter had been received from LHSC terminating the JCA. Following a number of unsuccessful attempts to engage with LHSC, St. Joseph's Board is in a position to consider bringing finality to the matter.

It was MOVED and SECONDED in light of London Health Sciences Centre's unwillingness to continue with the Joint Collaboration Agreement as outlined in their letter to St. Joseph's Board Chair dated August 19, 2021, St. Joseph's Board of Directors acknowledges the Joint Collaboration Agreement between St. Joseph's Health Care London and London Health Sciences Centre originally approved by the Boards on April 25 and 27, 2016 respectively has been terminated. CARRIED.

N. Tahir informed Members St. Joseph's Communications Team is assisting in updating the Board's public website to remove specific references to JCA/LHSC and replace it with St. Joseph's commitment to partnership, collaboration and system integration for the people we serve.

4.3 Resource Planning & Audit Committee (RPAC) Recommendations

(a) Q2 2022/23 Financial Statements

M. Gillett, Chair of RPAC, provided an overview of the Q2 financials as follows:

- A deficit of \$1.1 million was realized at September 30, 2022;
- Trends and variances are similar to Q1
- There are unfavourable variances in mental health as well as Mount Hope. Finance is working with leadership to understand the drivers;
- A one-time WSIB rebate was realized along with Ministry funding of COVID expenses;
- Year-end projection remains in a surplus position.

It was MOVED and SECONDED St. Joseph's Board of Directors approves the financial statements of St. Joseph's Health Care London for the quarter ended September 30, 2022. CARRIED.

(b) 2023/24 Capital Budget

M. Gillett reminded Members there are two separate budgets for hospital: operating budget and capital budget. The Finance Team has developed a thorough package which reflects inclusivity of the services across St. Joseph's and a categorizing the different types of capital items. This year's request has increased slightly from last year but does include major initiatives such as OneChart Phase II and the relocation of Nuclear Medicine. M. Gillett gave recognition to the Foundation for their ongoing support toward capital projects.

It was MOVED and SECONDED St. Joseph's Board of Directors approves the 2023/24 capital budget totaling an investment of \$20.59 million. CARRIED.

(c) OneChart Phase II

M. Gillett presented the finances required to continue with OneChart Phase II as the next step in St. Joseph's enhancements to the digital health record. She confirmed funding for this has been set aside over the years but highlighted the projected annual ongoing cost which will have to be built into the operating budgets.

It was MOVED and SECONDED St. Joseph's Board of Directors approves the OneChart Phase II Wave 1 capital project, including a projected one-time capital investment of \$20.2 million and annual ongoing operating costs beginning in 2025/26 of \$3.9 million. CARRIED.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:30 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 6:36 p.m.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 6:37 p.m.

Jonathan Batch, Chair

Roy Butler, Secretary