

Meeting of the Board of Directors

Monday, January 30, 2023

3:30 pm start time

Via MS Teams video-conference

MINUTES

Minutes to be ratified next meeting

Call to Order – Jonathan Batch

The reflection was provided by Jayne Garland.

Education Session

Accreditation Preparations

S. Cunningham led Members through a PowerPoint presentation providing them with information on:

- The background of Accreditation;
- The Qmentum Program;
- St. Joseph's Accreditation Timeline which will culminate with St. Joseph's on-site survey October 15-19, 2023;
- The role of governance as it relates to Accreditation;
- The four sections of governance standards and the themes within those sections; and
- Required Organizational Practices (ROPs) of which there is one tied to governance.

She then provided an overview of an opportunity for the Board to engage in a virtual half-day training session which aims at preparing the Board for their on-site survey and help them feel at ease with the survey process and provides actionable recommendations for moving forward prior to the on-site survey. As it is the Executive Committee of the Board who has in past met with the Accreditors during the on-site visit, it was proposed the training be attended by Executive Committee with the invitation to other Board Members if they are interested/available.

The Board discussed the opportunity and agreed with the proposal.

S. Cunningham left the meeting at 3:51 p.m.



2022/23 Membership

VOTING

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

NON-VOTING

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

Guests

St. Joseph's Senior Leaders
 Shawna Cunningham
 Jennifer Payton (R)

Recorder

Terri-Lynn Cook

A = absent
 R = regrets

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 January 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.

2. Reports

2.1 Board Chair Remarks

J. Batch referenced the attendance logs of both Board and Committee meetings from September 2022 to present. The logs are shared for information and transparency and show the collective commitment to the governance of St. Joseph's. Governance Committee reviews the attendance twice a year: January and June. Governance Committee has held a discussion related to same and has no areas of concern at this time. J. Batch thanked everyone for their commitment to their volunteer role with St. Joseph's.

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:

- Bill 124 – the Ontario Superior Court of Justice issued a decision that Bill 124 violates the Canadian Charter. The Ministry has filed an appeal of this decision. Pending the outcome of the appeal, this could have financial implications both retroactively and going forward for hospitals;
- Legislation is to be introduced in February to aid with staffing shortages. The “As of Right” rule recognizes the credentials of health care workers registered in other provinces and territories allowing them to immediately start working and caring for people in Ontario;
- ONA begins collective bargaining in February, 2023 following its three-year moderation;
- The Ministry announced Community Surgical and Diagnostics Centres which looks to enhance access to a number of services such as cataracts, CT/MRI, colonoscopy and endoscopy, etc. outside of hospitals. There is a fair bit of engagement around this between the Ontario Hospital Association (OHA) and Ministry. The OHA's stance is this is an opportunity to work proactively with government. There are many questions around this and it is marked as a discussion item for the Quality Committee's meeting in February;
- Three Community Summits on Health and Homelessness have been held in London with excellent turnouts and representation across sectors. In the Mayor's State of the City Address, he echoed a focus on health and homelessness. An anonymous London Ontario family is donating \$25M to support work around homelessness, poverty, mental health and addictions. In addition, the donors have also offered to provide an additional \$5M in matching funds should that amount be raised by the community;
- A number of partnership meetings have occurred within the last month:
 - St. Joseph's Health Care London (St. Joseph's) has met with leaders at St. Joseph's Hamilton and Hotel Dieu Windsor to explore collective interests;
 - Renegotiations of the Hospital-Western Affiliation agreement are under way and an initial draft will be reviewed later this week;

- St. Joseph's is engaging with Fanshawe College to strengthen opportunities for collaboration by hosting a meeting with the entire Fanshawe Executive Team and St. Joseph's Senior Leadership (SLT) team tomorrow;
- A couple of meetings have been held in relation to LHSC Master Planning;
- Introductions to Atlohsa's new Executive Director have taken place.

R. Butler concluded his report by highlighting a number of recognitions that have been awarded to St. Joseph's and/or staff at St. Joseph's.

2.3 Medical Advisory Committee (MAC) Chair

B. Rotenberg informed the MAC has held two meetings since the November Board meeting. These meetings have largely been focused on LHSC policy changes and LHSC's upcoming accreditation. The MAC did receive a presentation by the Ontario Medical Association about how virtual care can be utilized and is funded for physicians. Medication Reconciliation continues to be a focus for both patient care and accreditation. There is a significant meeting scheduled for later this week and B. Rotenberg will have more to report to the Board next month.

At the December MAC meeting, MAC reviewed the low rate of influenza vaccination for Professional Staff. Considering the health human resource challenges being faced by the hospital, the question arose whether MAC should reconsider its position on influenza vaccination. After discussion, the MAC chose not to change its position and maintains that all Professional Staff must be vaccinated for influenza or submit an Attestation to maintain their privileges to work in the hospital through the annual reappointment cycle.

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. Lori Higgs, Vice President, Clinical Support and Chief Financial Officer, shared an email received from a former mental health care patient and current care partner who reflects on their experience participating on many of St. Joseph's care partnership projects. In summary, the care partner is enriched by their experience and St. Joseph's is also enriched by the care partner's interactions.

2.5 Western University

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

- Affiliation Agreement – this process has been arduous for all three parties and a sizeable amount of work for staff and leaders. The parties are revisiting the foundational principles and will recreate the agreement. Interactions between Western and St. Joseph's have been positive and collaborative; and
- Chair/Chief selection processes – there are seven in process right now with the Paediatric process nearing completion. Each one has a Board member and a senior leader representative. J. Yoo emphasized the importance of the Board member presence.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendation – St. Joseph's 2023/24 Operating Budget

M. Gillett stated that like many Ontario hospitals emerging from the pandemic, St. Joseph's is faced with several operating and financial challenges as it navigates recovery efforts. With an anticipated 1% funding increase on globe/base funds for 2023/24, St. Joseph's preliminary budget estimates indicate a \$13M accounting deficit representing approximately 2.5% of St. Joseph's total budget. St. Joseph's is not alone in projecting a deficit position and many hospitals are projecting a 3-4% deficit.

Revenue assumptions are at ~\$11M with expense assumptions pressures of ~\$24M. Supplies and salaries/benefits are the two biggest contributors. There are five approved investments incorporated into the 2023/24 budget which have ongoing operating budget implications of \$4.7M. Non-union compensation adjustment is a contributor here. In addition, St. Joseph's is facing four confirmed or emerging issues creating financial pressure including: increasing Mount Hope Long-Term Care direct hours, Reduction in Mount Hope Long-Term Care beds, Pathology and Laboratory Medicine Joint Venture Costs and for the first time Dr. Joseph's is assigning funds to unallocated pressures to respond to certain things like Bill 124 and any other items that may arise.

M. Gillet confirmed St. Joseph's investment income remains positive and further highlighted the long list of active funding advocacy efforts under way. L. Higgs added as there are so many advocacy efforts under way, the finance team and SLT will be creating a formal advocacy and government relations plan to keep track of them and where there may be cross-over. The advocacy strategy as a whole will come back to RPAC once developed.

Discussion was held and it was confirmed it is not known what impact the surgical pieces happening outside of hospitals will have on hospital budgets. It was also suggested there should not be any negative consequences from requesting the waiver exemption from Ontario Health. This however will be St. Joseph's first time through an exemption and it will be documented so as to learn from the process.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the 2023/24 operating budget and related accountability agreements (H-SAA, L-SAA and M-SAA). CARRIED.

4.2 Chair updates - Standing Committees of the Board

- (a) Spotlight Report from Governance Committee of the Board
- (b) Spotlight Report from Nominating Subcommittee of the Governance Committee of the Board
- (c) Spotlight Report from Quality Committee of the Board

No discussion or questions arose related to agenda item #4.2(a) or #4.2(b). From the Quality Committee Spotlight Report, L. Cornelius highlighted the supplies HMMS is responsible for purchasing on behalf of the hospital and how well HMMS has managed supply chain disruptions successfully mitigating any direct impact on patient care.

5. In-Camera Meeting

It was **MOVED** and **SECONDED** the meeting of the Board of Directors move in-camera at 5:00 pm.
CARRIED.

The regular meeting of the Board of Directors resumed at 7:21 pm.

Rising from the in-camera meeting, the Chair reported St. Joseph's Board:

- endorsed Nawaz Tahir as incoming Board Chair effective June 21, 2023 and has made recommendation to St. Joseph's Health Care Society for approval of same; and
- endorsed Donna Ladouceur as incoming First Vice-Chair effective June 21, 2023 and has made recommendation to St. Joseph's Health Care Society for approval of same.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:22 pm.

Jonathan Batch, Chair

Roy Butler, Secretary