

Meeting of the Board of Directors

Monday, February 27, 2023

3:30 pm start time

Via MS Teams video-conference

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Lesley Cornelius.

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 February 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.

2. Reports

2.1 Board Chair Remarks

J. Batch invited Members to save the date for a half-day Board Retreat scheduled for the morning of Wednesday June 7th. He explained it is a half day as the afternoon of June 7th has been chosen for Executive Committee's education session in preparation for Accreditation. Other Board Directors not on Executive Committee are welcome to join the afternoon session if they are interested. J. Batch stated St. Joseph's Senior Leadership Team (SLT) and Department Chiefs will be invited to the Retreat as the topic is the changing health care landscape, relationships and opportunities forward. More details will be shared as they are finalized.

J. Batch further invited Board Directors and SLT to save the date for the Board Recognition event scheduled for Friday June 23rd. The pandemic has prevented this event from happening which means there are two Chair/Director terms to recognize. A formal invitation will be sent, with all the details, in April.



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

Guests

St. Joseph's Senior Leaders

Recorder

Terri-Lynn Cook

A = absent

R = regrets

As a matter of housekeeping, J. Batch reminded Members of the Board's guidelines on video-conferencing and encouraged Committee Chairs to reiterate the same with Committee Members.

J. Batch emphasized the importance of Board representation at the Medical Advisory Committee (MAC) meetings. He clarified when a Board member attends, it is as a guest observer; not a participant. It is one way in which the Board can show support of the Professional Staff and is a good educational opportunity for Directors.

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:

- Canada Health Transfer announced the investment of \$198 billion over the next 10 years; \$46.2M of new funding. Following this announcement, the Government of Canada will meet with each of Premiers individually and there is an agreement in principle for Ontario after meeting with the Premier;
- Changes to MAiD legislation for individuals where mental illness is the sole reason for seeking MAiD was delayed to March 2024. The Ontario Health Association (OHA) continues its advocacy efforts here as there are lots of considerations in this space;
- There have been many provincial changes through "Your Health – A Plan for Connected and Convenient Care" in the areas of right care in the right place, faster access to care and the hiring of more health care workers;
- Bargaining is under way with ONA. Other unions (OPSEU, CUPE and SEIU) are exploring their re-opening clauses. Bill 124 could have both retroactive and go forward salary implications;
- Further work has been done related to the Community Summits on Health & Homelessness. The Plan was released with media coverage and it is proceeding to City Council for approval. The details of "how" to develop this further are going to take place in March/April;
- St. Joseph's Pain Program received \$1.9M in new base funding;
- Due to advocacy efforts, the Southwest Centre for Forensic Mental Health Centre received \$2.6M in one-time funding related to pandemic expenses and capital renovations/purchases;
- Regarding incremental beds, St. Joseph's currently operates 32 and advocated to operate 40. Ontario Health West (OHW) recommended to the Ministry to reduce incremental beds to 12. OHW has not heard back from the Ministry but St. Joseph's is anticipating the reduction;
- St. Joseph's is seeking funding for 12 mental health beds and is awaiting reply from the Ministry;
- There are a number of items to celebrate: Lawson Health Research Institute (Lawson) has again ranked within the top 10 of research hospitals in Canada; there was a Canadian Institutes of Health Research (CIHR) funding announcement this morning ~\$1.5M awarded to research teams at Western and Lawson who's research focus is on transitions in care; the Forbes Top 100 employers in Canada list for 2023 was released and St. Joseph's moved up from last year and is now 99 on the list! St. Joseph's also ranked 7th in the Healthcare and Social category.

Feedback was given regarding the new eco-masks staff/Professional Staff must wear. R. Butler will share that feedback with L. Higgs and inquire whether user receptivity is being tracked.

a) L-SAA Declaration of Compliance 2022/23

This annual attestation is required to confirm from both a finance and clinical perspective that St. Joseph's is compliant with all requirements of the agreement. St. Joseph's is reporting compliance with one exception which is an exception that has been reported for a number of years. There have not been any implications to reporting this exception in past.

It was MOVED and SECONDED St. Joseph's Board of Directors approve and provide the CEO authorization to sign and submit the 2022/23 Declaration of Compliance on its behalf pursuant to the Long-Term Care Service Accountability Agreement for Mount Hope Centre for Long Term Care. CARRIED.

b) 2022/23 Q3 Corporate Scorecard

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

- Financial;
- Human Resources;
- Patient and Resident Experience;
- Safety Indicators;
- Discharge Summaries;
- MRI/CT wait time; and,
- HSAA volumes.

He then shared achievements within each of the pillars of St. Joseph's Strategic Plan. No questions arose.

2.3 Medical Advisory Committee Chair

The Chair referenced the MAC Minutes in the consent agenda and invited Members to connect with B. Rotenberg off-line if they have any questions.

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. D. Hill, Integrated Vice President, Research Scientific Director, shared a story of a successful clinical trial for new interventions in medicine which did not come to fruition because of federal limitations. This was detrimental to the patients who were seeing improvement with their condition and quality of life through their involvement in the clinical trial.

(b) 2022/23 Q3 Quality Results

L. Cornelius, Chair of Quality Committee, confirmed the Quality Committee conducted a thorough review of the third quarter quality results and have no areas of concern to report.

2.5 St. Joseph's Health Care Foundation (Foundation)

T. Mikula, Chair of the Foundation Board, announced the Breakfast of Champions mental health breakfast is scheduled for Tuesday May 9, 7:30 a.m. at RBC Place. This year's event features guest speaker Lt. Col (Ret.) Stephane Grenier, a mental health advocate, innovator, trainer and author. Proceeds from the event help fund equipment and innovative therapies to support people who come to St. Joseph's for mental health care.

T. Mikula advised the Foundation Board has been working on and recently approved a commitment statement related to diversity, equity, inclusion and belonging. The Foundation Board looks forward to working with the hospital Board on formal policies and alignment in this arena.

She concluded by reporting the Foundation's financial performance is strong and is owing to some very larger personal donor and legacy gifts.

J. Batch encouraged Board Members who are interested in attending the Breakfast of Champion event to acquire tickets as the event is 90% sold.

2.6 Lawson Health Research Institute (Lawson)

D. MacDonald, Chair of Lawson, shared the Lawson Board met and dealt with changes to its By-Law and the Joint Venture Agreement. From an operations perspective, there is a positive variance as compared to budget although negative results from investments. It is too early to predict financial position for the end of Q4 due to market fluctuation.

2.7 Western University

J. Garland, Dean Faculty of Health Sciences (FHS), reported on the following:

- The FHS is on the capital master plan list for a new building and is proceeding through the approvals process. The new building will support the expansion of rehabilitation and nursing programs. FHS is committed to working with hospital partners on the program expansion plans;
- FHS was invited to be partner in a proposal for advancing family medicine for an academic teaching unit. If successful it will be located at Parkwood Institute Main and students would be practicing and providing care in various health disciplines along-side physicians. This is an example of working collaboratively on innovative projects;
- The CIHR funding announcement this morning awarded to Laura Brunton and Maria Matthews, both of whom are partnered with St. Joseph's, highlights the synergy and collaboration between Western and St. Joseph's. They seek to improve health care for Canadians experiencing "transitions in care" to ensure they do not fall through the cracks as they move through the health care system;
- Lynn Shaw started her term as Director of the School of Occupational Therapy. She comes to Western with a wealth of academic and leadership experience.

3. Business Arising

No business arose.

4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendation – 2022/23 Q3 Financial Statements

M. Gillett, Chair of RPAC, underscored the following from the third quarter financial results:

- Current ratio was in the yellow for Q1 and Q2, and now Q3 is back in green;
- St. Joseph's had anticipated a deficit at the end of Q3 but is in a surplus position;
- Health human resource costs (sick time and overtime) are exceeding budget;
- St. Joseph's investment income remains healthy;
- The year-end projection even as a worst and best-case scenario anticipates a surplus position; and,
- The negative contributing factor to the year end results will be Bill 124.

M. Gillet informed that prior to the 2023/24 budget submission which was due the end of January there was talk about reducing surge beds. Since it was not yet firm, St. Joseph's submitted a budget with 32 surge beds and has since been asked to revise its budget based on the reduction in beds to 12. This has been completed.

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 December 31, 2022. CARRIED.

4.2 Chair updates - Standing Committees of the Board

- (a) Stoplight Report from People & Mission Committee of the Board
- (b) Stoplight Report from Quality Committee of the Board

Interestingly, both Committees have engaged in dialogue and are concerned about the impacts the Ministry of Health's announcement to support earlier access for publicly funded surgeries and procedures by leveraging community surgical and diagnostic centres may have. Both Committees plan to monitor the rollout of this matter. The Quality Committee informed the Board it has requested an update for its September meeting.

Question arose around advocacy and whether the Board has a governance role in this regard? Reply was given the OHA is advocating for its Members and is putting together some materials outlining the variety of considerations the government should look at. There is much to be understood with this topic and issues that go beyond human resources to consider. This will be something the Board/Committees will monitor.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:55 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 7:28 p.m.

Rising from the in-camera meeting, the Chair reported:

- The Board approved the Amended and Restated Lawson Joint Venture Agreement;
- The Board appointed members to the Lawson Management Committee; and,
- The Board appointed the Directors and Officers of Lawson Research Institute.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:29 pm.

Jonathan Batch, Chair

Roy Butler, Secretary