

Meeting of the Board of Directors

Monday, March 27, 2023

3:30 pm start time

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

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Peter Cassidy.

Education Session

S. Cunningham and J. Payton led members through a Kahoot exercise providing education around the governance standards for Accreditation.

S. Cunningham and J. Payton left the meeting at 4 p.m.

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 March 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 recently attended the Sisters of St. Joseph's Award ceremony on March 20, 2023. It is an amazing event to witness the organization's mission in action. The Chair encouraged Board Members to attend future events where possible.

2.2 President and Chief Executive Officer

R. Butler introduced Dr. Adam Dukelow, new Vice-President Medical & Academic Affairs. R. Butler responded to questions raised from the written report that had been pre-circulated. This will be the last month that the report will lead with COVID updates. In addition, he highlighted areas of current developments and issues.



2022/23 Membership

VOTING

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

NON-VOTING

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

Guests

St. Joseph's Senior Leaders

Recorder

Joanna Teixeira

A = absent

R = regrets

CC = conference call

Federally:

- MAID legislation delayed until March 17, 2024 for individuals where the sole condition is mental illness.

Provincially:

- Budget released March 23rd, 2023. The Ontario Hospital Association (OHA) provided a members' update today. L. Higgs provided highlights. They are projecting a deficit of \$2.2 billion and a balanced budget by 2024/25. They quoted a 4% operating increase for hospitals, however, it is not anticipated this will be across the board. They are considering significant inflationary increases. Funding letters are expected in June. St. Joseph's budgeted for a 1% increase. If allotted a 4% increase, this equates to \$9 million in unplanned funding. St. Joseph's does not expect any funds for capital planning. There will be 27% increase in long-term-care (LTC) funding to open net new LTC homes and increase direct hours of care in LTC homes. There are many incentives for Health Human Resources. The budget includes some significant increases in homecare, investments in community surgical and diagnostic centres as well as community-based agencies. More information to follow. As of April 1, any uninsured patients out of province and country will be billed back to that province/country.
- Public Sector Salary Disclosure was posted early on Friday afternoon. Nothing significant for St. Joseph's. There were more nurses on the list due to retention pay and psychiatrists due to a retroactive payment/adjustment. A communications plan has been prepared if needed.
- COVID measures are changing in LTC. S. Jansen provided an update. The Ministry is relaxing some of the COVID measures due to a decrease of activity and high vaccination rates (Mount Hope is at 86%). Effective March 31, rapid testing is no longer required. Outdoor masking is not required for patients and families, however, staff need to remain masked. Residents no longer require daily screening and temperature checks. The Ministry of LTC is encouraging homes to review their vaccination policies for staff and caregivers.
- Healthcare Collaborative Benefits Incorporated - RFP being launched this week. St. Joseph's signed an agreement to be a part of this.
- ONA reopener mediation/arbitration – submissions from both parties were due this past Friday. More information to come.

Locally:

- Health and Homelessness Summit update. The city is gaining support for the plan. Governance and Implementation planning are underway.

St. Joseph's:

- Best Practice Spotlight Organization
- Multi-faith room at Mount Hope opened on March 20, 2023
- Sisters of St. Joseph's Awards of Excellence on March 20, 2023.

2.3 Medical Advisory Committee Chair

B. Rotenberg highlighted a new quality improvement initiative with the College of Physicians and Surgeons of Ontario (CPSO) that St. Joseph's will be exploring. A CPSO lead spoke to the Medical Advisory Committee last month. S. Cunningham has been engaged. B. Rotenberg will provide an update at a future meeting.

B. Rotenberg provided an update that discharge summaries are doing well and medication reconciliation is continuing to improve as well.

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. K. Perkin, Vice President Patient Care and Chief Nurse Executive, shared an update/stories on the high-tech/high-touch focus in medical imaging in relation to equity, diversity, inclusion and belonging with specific focus on gender identity.

(b) 2023/24 Quality Improvement Plan (QIP)

V. Capewell joined the meeting at 4:33 p.m.

Chair of Quality introduced the proposed QIP. V. Capewell presented reminding the Board the QIP is a public, documented set of quality commitments that a health care organization makes to its patients/residents, staff and community on an annual basis to improve specific quality issues through focused targets and actions. The goal of the QIP is to drive improvement broadly across Ontario and in different sectors of the health care system through the cumulative efforts of individual organizations working on areas of focus deemed a priority for the province.

Hospitals are required to post the QIP by April 1, 2023. Hospital and LTC targets and workplans are developed and submitted separately.

Hospital Indicators for the 2023-24 QIP:

- Percentage of patients discharged from hospital for which discharge summaries are delivered to the health care providers responsible for post-discharge care (primary care and other providers as applicable) within 48 hours of discharge.
- Percentage of respondents who responded "Completely" to the following question: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital? (Rehabilitation, SGS and Complex Care Inpatients)
- Percentage of Reported Workplace Violence Events reported as Lost Time or Healthcare with completed root cause analysis
- Number of ambulatory areas that achieve standardized goals for both BPMH and medication reconciliation at initial visit with a clinician: 80% of initial visits have BPMH completed, and 60% of initial visits have medication reconciliation completed.

LTC Indicators for the 2023-24 QIP:

- Number of ED visits for modified list of ambulatory care-sensitive conditions per 100 long-term care residents
- Percentage Resident rating of "I can express my opinion without fear of consequences"
- Percentage Residents rating of "What number would you use to rate how well the staff listen to you?"
- Percentage of Residents Receiving Antipsychotics without a Diagnosis of Psychosis:

Annual Resident individual interviews have continued during the pandemic and were administered in-house this year, to avoid survey interruption during the transition to a new survey vendor

Targets for Resident experience questions have been re-set this year; targets had increased significantly prior to the start of the pandemic, and new targets have been set based on survey responses during the pandemic time period.

Discussion took place. S. Jansen explained the increase in residents admitted with antipsychotics not only represents new prescriptions, it includes residents who have arrived already on antipsychotics. This medication also assists with sleeping and behaviours related to dementia.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the 2023/24 Quality Improvement Plan for St. Joseph's Health Care London and Mount Hope Centre for Long Term Care. CARRIED

V. Capewell left the meeting at 4:52 p.m.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Executive Committee Recommendation – 2023/24 Executive Compensation tied to the Quality Improvement Plan

J. Batch brought forward the recommendation from the Executive Committee for the Board's approval of the 2023/24 QIP metrics tied to executive compensation.

At St. Joseph's, all leaders (coordinator, director, executive) have clearly established goals for 2023-2024 and where applicable, goals are aligned with QIP priorities. Targets, 90-day plans, and monthly tracking of progress are conducted with leaders. St. Joseph's executive compensation is linked to performance in the following ways:

- The CEO has five per cent of their current annual salary compensation at risk related to the achievement of annual QIP indicator targets.
- The vice presidents have three per cent of their current annual salary compensation at risk related to the achievement of annual QIP indicator targets.
- There are four Hospital QIP indicators tied to performance-based compensation.

It was reviewed how Executive Compensation will be awarded.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the 2023/24 Quality Improvement Plan metrics tied to executive compensation. CARRIED.

5. In-Camera Meeting

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

Meeting of the Board of Directors – Minutes

Monday, March 27, 2023



The regular meeting of the Board of Directors resumed at 7:40 p.m.

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

- The Board approved President and CEO goals for 2023/24; and
- The Professional Staff Reappoint for privileges report of March 2023 was approved.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:41 p.m.

Jonathan Batch, Chair

Roy Butler, Secretary