

Meeting of the Board of Directors

Monday, April 24, 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 Howard Rundle.

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 April 24, 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 informed the Board that they will be receiving an email inviting Members to participate in the Board-Member Self-Assessment survey related to Accreditation. He reiterated the survey results are not shared with Accreditation Canada but are rather a tool to help the Board assess where its governance gaps are and will assist in preparing the learning material for the Accreditation education session scheduled the afternoon of June 7th. Members will have two weeks to complete the Self-Assessment survey.

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:

- Provincial budget has been released however hospitals are not in receipt of their funding letters;



2022/23 Membership

VOTING

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

Guests

St. Joseph's Senior Leaders

Recorder

Terri-Lynn Cook

A = absent

R = regrets

CC = conference call

- There has been a ruling on the ONA reopener mediation/arbitration applicable to the rest of the collective agreement and non-union which hospitals will have to accrue for next year;
- Hospital Service Accountability Agreement (HSAA) and Multi-sector Service Accountability Agreement (MSAA) Ministry agreements are required to be signed annually. The Ministry has issued 90-day extensions which takes St. Joseph's to the end of June which better aligns with receipt of funding letters;
- The Ontario Hospital Association (OHA) released its new 2023-27 strategic plan and 2023-24 operating plan;
- COVID measures change effective today. No masks are required in non-clinical areas of hospitals. The majority of hospitals across region are aligned on this with some minor individual interpretations. Mount Hope Centre for Long-Term Care and St. Joseph's Veteran's Care Program are following the current Ministry of Long-Term Care guidelines which continues to require masking indoors in all areas, with some limited exceptions;
- OPSEU is potentially planning strike activity which is expected to be a one-day strike this Thursday. It has been confirmed there will be no impact to clinical areas if the strike occurs;
- Base funding, not one-time funding, has been verbally confirmed for 22 surge beds at Parkwood Institute Main Building;
- Base funding has also been confirmed for 12 beds at Parkwood Mental Health which was previously funded by one-time funding;
- St. Joseph's leaders have been engaged in a variety of federal and provincial advocacy efforts including: federal advocacy with Minister Carolyn Bennet and provincial advocacy at Queens Park;
- St. Joseph's held its first Leadership Development Institute day in person since the start of the pandemic. 150 leaders from St. Joseph's were present for a full day. The afternoon focused on equity, diversity and inclusion. There was also good participation at the Corporate Huddle held April 5th which focused on care partnership;
- St. Joseph's has engaged in a variety of activities to recognize National Volunteer week (April 17 to 21). This year's theme is "Volunteers Weave us Together" and St. Joseph's is thankful for all volunteers for the important work they do each and every day;
- Dr. Ali Bateman and Dr. Frank Myslik, physicians at St. Joseph's, have been noted on the Top 20 Under 40 list by London Inc. Magazine. A physiatrist at Parkwood Institute, Dr. Bateman's work focuses on patients with spinal cord and/or brain injuries. Dr. Myslik works with the Operational Stress Injury clinic, supporting care at the Toronto satellite clinic.
- The Board of Directors was included on an email announcement about the new hiring of St. Joseph's Director Equity, Diversity, Inclusion and Belonging; and
- R. Butler represented St. Joseph's by attending the Engage Western President's Address and Breakfast held April 11th.

(b) Dashboard for Reporting Compliance

Reference was made to the dashboard which as of April 2023 reflected St. Joseph's compliance status as it relates to legislated reporting requirements. There are no instances of non-compliance and no areas of concern.

(c) Strategic Plan Objectives 2023/24

An update on the strategic plan objectives for 2023/24 was shared as information to the Board. No questions arose.

2.3 Medical Advisory Committee (MAC) Chair

B. Rotenberg shared the MAC has spent a significant amount of time reviewing Accreditation requirements and continues with its preparation for on-site Accreditation in the Fall. Mock surveys were

held on April 11, 12 and 13. The Accreditor who conducted the mock surveys gave recognition to some of St. Joseph's leading practices. The mock survey resulted in a positive review overall and was a useful exercise.

B. Rotenberg confirmed the MAC engaged in a review of the Professional Staff Organization (PSO) survey results and confirmed the MAC stands with the PSO on those findings and their efforts toward improvement on areas of concern.

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. P. Hoffer, Chief Communications Officer, shared the journey about a Parkwood Mental Health patient who has now become a care partner with St. Joseph's.

2.5 St. Joseph's Health Care Foundation

T. Mikula confirmed the Breakfast of Champions event for mental health is sold out. This is the first in-person event in three years and is a great opportunity for the community to come together. Together with M. Campbell, T. Mikula shared high-level, un-audited financial results of the Foundation.

On behalf of the hospital Board, J. Batch acknowledged M. Campbell and the Foundation team for their efforts, resulting in a strong financial performance for 2022/23 which benefits patient care, teaching and research.

2.6 St. Joseph's Professional Staff Organization

L. Bursztyrn informed the PSO Leadership initiated a survey of the PSO in an attempt to engaged with the PSO, highlight PSO Leadership and inquire what PSO Leadership can do for the PSO. The results were emotional and enlightening. She shared the results with the Board including some quotes of frustration. PSO Leadership have themed the topics to address which include:

- Staffing issues, workload;
- Grievances, harassment and discrimination;
- Physician burnout, wellness; and,
- Collegiality between specialties.

PSO Leadership have also brainstormed about ways to address the issues raised and is working on creating some additional resources for the PSO website along with other advocacy efforts related to staffing issues/workload and collegiality.

Discussion ensued and the following questions/comments arose:

- How can the Board help? How can the Board express the importance of the PSO beyond having two seats at the Board table? Does the PSO know about its representation at the Board?
- The PSO does have access to human resources (HR) for work-related issues. Medical Affairs has also acted as HR for PSO as does Schulich as the PSO have an employer/employee relationship there;
- Of the issues the PSO Leadership have chosen to respond to, how will those be measured over time to determine whether the actions are making a difference? There is tracking of the wellness resources;
- This is a dual hospital (St. Joseph's/LHSC) issue and also a regional issue. London hospitals are not alone in this;

- Space is an issue in hospitals; Facilities might be able to get creative about creating space;
- St. Joseph's Senior Leadership Team has been inviting the PSO President to join SLT a few times a year as their voice is important.

J. Batch thanked L. Bursztyn for the presentation and reconfirmed the Board's interest in the PSO Leadership's efforts in responding to issues identified in the survey results.

2.7 Lawson Health Research Institute

D. MacDonald referenced the operational report as circulated in the agenda package. He then recalled for Members the appointment of the Management Committee (Committee) which has four representatives from each St. Joseph's and LHSC. The Committee held its first meeting on April 19 and held initial discussions regarding: the role of the Committee, workplan, approval path, principles for decision making and budget. Each hospital will come back to the next meeting with an appointed Co-Chair for the Committee. He confirmed it was a productive meeting.

S. Marentette joined the meeting at 4:25 p.m.

D. MacDonald outlined there are two meetings scheduled in May. He further highlighted that both hospitals are in renegotiations of their Affiliation Agreements with Western and there are research pieces within the Affiliation Agreement that will form part of future work of the Committee.

2.8 Western University

J. Yoo, Dean Schulich School of Medicine & Dentistry, commented on the success of the inaugural Engage Western President's Address and Breakfast held April 11th and expressed gratitude for the attendance and support of St. Joseph's.

He announced that Rachel Halaney has been appointed the new Chief Administrative Officer at Schulich. R. Halaney will be responsible for the overall administration of Schulich's operations in areas such as finance, human resources, faculty affairs, information technology, research, internationalization, facilities, medical education, and dental clinics as well as inclusion and Decolonization.

Western has been awarded a \$24M grant from The New Frontiers Research Fund which supports world-leading interdisciplinary, international, high-risk/high-reward, transformative and rapid-response Canadian-led research. Led by Schulich School of Medicine & Dentistry Professor Ravi Menon, a team of researchers has developed a groundbreaking approach to identify promising therapies for diseases, such as Alzheimer's and Parkinson's and speed up their journey to market. This is one of the largest grants from the Canadian government and was possible because of the joint platforms Western has with the hospitals.

J. Yoo confirmed the ongoing work around Chair/Chief selections. He offered appreciation to Board Members for their participation on the selection committees which is critical to the process.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Governance Committee Recommendation: Renewing Board Policy – President-CEO Goal Setting & Performance Evaluation

N. Tahir, Chair of Governance Committee, referenced the recommendation sheet which provided the history of this policy along with a summary of the proposed amendments. He thanked H. Rundle for leading this work. N. Tahir highlighted the addition of appendices to this policy so that all pieces of the goal setting and evaluation process are together in one location. This now includes the CEO role description which, because of tying it to the policy, will ensure it is reviewed on a more frequent basis.

No questions arose.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the amendments to the President-CEO Goal Setting and Performance Evaluation policy including the President and Chief Executive Officer role outline and all other appendices to the policy. CARRIED.

4.2 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Nominating Subcommittee of the Governance Committee of the Board (Nominating)

N. Tahir reiterated the request outlined on the stoplight report for the need to recruit to the evergreen list well in advance of the next nominating cycle. Although it is difficult to know exactly what skills will be needed year over year, at present Nominating is suggested recruitment of individuals with professional accounting designation, information technology expertise, senior business executives or company CEOs (broad system view/business acumen), strategic planning expertise and the patient voice. Nominating also continues to have a large focus on diversity in the broadest sense.

(b) Stoplight Report from Quality Committee of the Board

L. Cornelius referenced the stoplight report and confirmed the recommendation for an education session of the Board in its 2023/24 work plan, in regards to the Gray Centre, highlighting the work, successes and challenges of this program in support of the strategic priorities of the organization. It is a good news story and touches on all pillars of St. Joseph's strategic plan.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:42 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 7:00 p.m.

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

- The Board approved new community members on standing committees of the Board for the 2023/24 board cycle as follows:
 - **Health Care Ethics Committee:** Anna Hendriks (transfer from People & Mission Committee);
 - **People & Mission Committee:** Anne-Marie Sanchez (transfer from Health Care Ethics Committee);
 - **Quality Committee:** Jeanne Bank; and,
 - **Resource Planning & Audit Committee:** Matthew Pepe and Sarah Stachura.

- The Board approved the returning community members on standing committees of the Board for the 2023/24 board cycle as follows:
 - **Governance Committee:** Paul Dugsin;
 - **Health Care Ethics Committee:** Father Jason Kuntz (Bishop's appointee), Hanny Hassan, Sunny Mann, Brenda Sarkany, Abd Alfatah Twakkal;
 - **People & Mission Committee:** Martin Galczynski, Joy Sommerfreund;
 - **Quality Committee:** Eric Keep, Felipe Rodrigues, Kubet Weston
 - **Resource Planning & Audit Committee (RPAC):** Neil Carruthers, Phyllis Fidler, Christina Porter; and,
 - **Investment Subcommittee of RPAC:** Scott Schofield, Taimi Williamson.

J. Batch advised Members that, for various reasons, the May Board meeting will be held virtually through MS Teams.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:02 pm.

Jonathan Batch, Chair

Roy Butler, Secretary