



CEO Report to the Board November 2025

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1.0 Strategy in Action

Excellence in Care: Powered by Discovery

St. Joseph's-led fermented-foods initiative a first in North America

A one-stop network, the first of its kind in North America, has begun sharing easily digested research, recipes and other resources about the health benefits of fermented foods. The new [Canadian Fermented Foods Initiative \(CFFI\)](#) is led by Jeremy Burton, PhD, who heads of one of Canada's largest microbiome research programs and is Interim Vice President Research at St. Joseph's Lawson Research Institute.



Funded by the Weston Family Foundation, the initiative launched officially on Nov 17th with a gathering of research and industry experts from across the country and Europe. The collaboration helps consumers, researchers, health professionals and food industry share trusted, science-based expertise and information about the health benefits of fermented foods.

Confocal microscope upgrades

Cell biologist and Lawson Imaging scientist Savita Dhanvantari, PhD, has spearheaded a \$250,000 upgrade to Lawson's Nikon A1R confocal microscope to enable three new cutting-edge imaging capabilities and add AI/deep learning to our image processing and analysis toolkit.



Lawson was first in Canada to install this Nikon confocal microscope, which is used to observe and study the progression of diseases such as heart failure and diabetes at a cellular level and to support discovery of new drug and medical treatments such as microbiome-based therapeutics. These newest improvements will enable advanced microscopy-imaging platforms for the detection of live cellular events such as hormone secretion, deep tissue imaging and high-throughput screening. The upgrades are made possible through a donation from St. Joseph's Health Care Foundation and a successful NSERC-Research Tools and Instruments grant.

Supporting workplace-health research

Lawson's inaugural [Transforming Workplace Health Through Research Catalyst Grant competition](#), intended to bolster our emerging research program into workplace health, has opened for applications. These grants will provide rapid funding for research on musculoskeletal conditions, chronic pain, and mental health – focusing on treatment, rehabilitation and return to work. These grants are an important step in positioning St. Joseph's as a Canadian leader in transforming workplace health, and they stem from a previously reported \$65.75-million investment from WSIB Ontario to support innovation in workplace health.

Improving patient experience in the Urgent Care Centre (UCC)

To improve the experience of those seeking care, St. Joseph's Communication and Public Affairs (CPA) team, in partnership with Information Technology Services and UCC leadership, collaborated to launch an automated website-update system to replace the current process, which is resource intensive and requires the CPA communicator on-call to manually update the website almost every day. When the UCC reaches 90-per-cent capacity, a yellow alert appears on the public website to inform patients and caregivers that we are close to being full. Once capacity is full, a red alert notifies the public that the UCC has closed for new registrations that day. This real-time communication helps patients and caregivers make informed decisions about where to seek timely care, reduces frustration and unnecessary travel and supports a smoother patient flow across the system.

Meal-tray tickets help diabetes management

The Food and Nutrition Services team and registered dietitians have taken initiative to add carbohydrate values to meal-tray tickets at the Parkwood site. The addition allows patients who have already been carbohydrate-counting to continue to do so during their hospital stay. It also introduces patients who are newly diagnosed with diabetes to learn, during their admission, the importance of counting carbohydrates so that they are set up for success upon discharge. Consuming consistent and appropriate amounts of carbohydrates in meals and snacks helps regulate blood sugars and reduce complications for people with diabetes.

Clinical innovators apply for funding

A record 63 proposals have been submitted for clinical-innovation funding through AMOSO (the Academic Medical Organization of Southwestern Ontario), the non-profit partnership responsible for implementing and managing London's Academic Health Sciences Centre Alternative Funding plan. Several physicians from St. Joseph's submitted applications for projects that can be leveraged provincially or are of particular interest to the region.

These applications will be peer-reviewed locally in November and December before being submitted to the province in early January 2026. Millions of dollars have been invested locally to date and London has received provincial awards. The funding is open to academic medical leaders, including clinical teachers, and it serves to strengthen partnerships, and excellence in care, teaching and research.

A Vibrant Workforce

Strengthening our commitment to EDIB

Five learning modules that provide a foundational knowledge of EDIB, and strengthen our commitment to equity, diversity inclusion and belonging (EDIB) are now available for all staff and physicians. These online, interactive modules are designed to deepen understanding of inclusivity, uncover unconscious bias and explore important topics such as anti-racism, microaggressions, and the historical roots of racism in Canada. As reported previously, these modules were first made available to leaders and are now rolled out to 4,800 staff across the organization. The modules are available to staff through LearningEdge and to physicians via the MyEducation portal. By growing our understanding of equity, diversity and inclusion, we help create a vibrant and inclusive workplace and deliver better experiences for the diverse communities we serve.

Sacred moments in spiritual care

In celebration of Spiritual Care Awareness Week, Spiritual Care and the St. Joseph's Health Care Society hosted an in-person and virtual event, "Sacred moments: An interdisciplinary dialogue" on Oct. 23. Three panelists – Lawson Associate Scientist Dr. Serena Wong, spiritual care practitioner Stephen Yeo and Karen Perkin, Vice President Patient Care and Chief Nurse Executive – shared perspectives on cultivating sacred moments in whole-person health care. The event bridged clinical practice and spiritual reflection. Almost 100 staff, physicians and volunteers attended the session, which deepened the Mission of attending to body, mind and spirit.

Partnering for Impact

New Veterans Way crosswalk

In June, Adam Tyman, Clintar London owner/partner and operations manager at the Parkwood site, presented a proposal to the Veterans Care Program to paint the crosswalk in front of the Western Counties Wing entrance as a tribute to veterans. On Oct. 29, in the presence of Veterans, family, friends and members of the First Hussars Cavalry, Adam cut the ribbon to inaugurate the first official crossing of the Veterans Way Crosswalk.



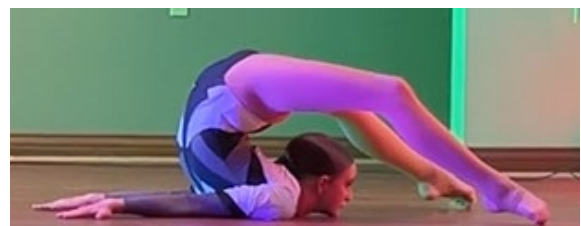
Geriatric program presents at leadership summit

The Regional Geriatric Program of Southwestern Ontario (RGPSWO) presented at a Nov. 3 provincial summit, hosted by Provincial Geriatric Leadership Ontario. The RGPSWO showcased our work on the network approach to coordinated intake of local geriatric services within the South West sub-region. Coordinated intake establishes a single point of entry for geriatric medicine, mental health and community support service referrals – reducing duplication and improving navigation for older adults, caregivers and clinicians.

Its success is driven by local-first care, shared referral forms, strong partnerships and leadership support. RGPSWO provides backbone coordination and quality improvement support, enabling local teams to sustain and expand the model. The result is a more efficient, equitable system that improves access, reduces administrative burden and improves patient and caregiver experience.

Veterans enjoy circus experience

A generous contribution from Finch Auto Group brought a circus experience to veterans on Oct. 23. The African Circus showcased remarkable balancing performances, captivating juggling acts and skilled acrobats. The Veterans and their families thoroughly appreciated their afternoon.



St. Joseph's Shares the Spirit

Our annual "Share the Spirit" employee-giving campaign wrapped after an intense and fun four-week period ending on Oct. 10. With employee payroll donations and revenue from events as diverse as food-truck Fridays, chocolate mint smoothie sales and a portion of sales at the Columbia employee store, the campaign raised \$73,229 in donations. As staff can choose where their donations go, St. Joseph's Health Care Foundation will receive \$41,599; United Way Elgin Middlesex will receive \$31,630. Several employees across the organization assisted in so many ways to ensure this campaign's success, and they were recognized appreciatively during a campaign wrap-up meeting.

Three honoured for 5,000 volunteer hours

Three St. Joseph's volunteers – Nathalie Ross, Cyril Hartland and Carolyn Waines - received special recognition during an Ontario Volunteer awards event on Oct. 24. While Carolyn was unable to attend the ceremony, hosted by MPPs Terence Kernaghan, Peggy Sattler and Ernie Hardeman, all three volunteers received a pin and certificate of recognition.

These three dedicated volunteers contributed a remarkable 5,000 hours through 2023 and 2024 and were nominated by Volunteer Services manager Tracy Drenth and Volunteer Services Associate Sheryl Hagerman.



HART hub opens in London

The London HART (Homelessness and Addiction Recovery Treatment) Hub opened on Oct. 27. Operated by [CMHA Thames Valley Addiction & Mental Health Services](#), with St. Joseph's Health Care London as a supportive partner. The facility offers a range of services including mental health support, primary and addiction care, and supportive housing. The 59-bed hub is part of [the province's \\$550-million commitment to open 28 sites](#) to improve access to services for people facing housing instability, mental health and substance use challenges. It is located at the [Salvation Army Centre of Hope](#) and is designed to help individuals transition to stable housing.

St. Joseph's is proud to partner in this initiative, providing expertise and reinforcing a shared mission of compassionate care. This collaboration reflects our ongoing commitment to improving outcomes for some of London's most vulnerable residents.

10-year partnership with St. Leonard's Society

Ten years ago, Southwest Centre for Forensic Mental Health Care and the St. Leonard's Society began a meaningful partnership to help forensic patients successfully transition from hospital to community life. This collaboration was celebrated Nov. 13 to recognize the lasting impact on patients, families and the broader community.

Through St. Leonard's, patients receive support at the C.K. Clarke Centre, a six-bed residence where individuals build independence, reconnect with family and friends, and prepare for community living.

For those ready for the next step, the Forensic Supervised Housing Program offers housing and continued guidance to support long-term stability. Rooted in our values of respect, excellence and compassion, this partnership reflects St. Joseph's mission to care for the body, mind and spirit of all people.



2.0 Operational Updates

Updated masking guidelines for respiratory season

With guidance from public health experts and in response to current health and safety risks, St. Joseph's is proactively protecting patients, residents, staff, physicians, volunteers and our broader community during respiratory-illness season. Updated masking guidelines came into effect on Nov. 5. They include masking in inpatient and outpatient clinical units related to outbreak activity. Patients and visitors are also encouraged to wear masks to protect themselves and others. Revised masking measures may be introduced depending on the level of respiratory virus activity in the community and the number of outbreaks reported at our sites.

These new guidelines work in tandem with St. Joseph's *Your Best Shot* campaign, which encourages vaccination, hand-hygiene, masking and a healthy lifestyle for members of the St. Joseph's community.

3.0 CEO Activity

- On October 27, 2025 I was honoured to participate in St. Joseph's Board recognition event to thank Board members who had served their terms
- I was pleased on October 30, 2025 to attend Cheers to the Years dinner, honouring staff members with 25 years or more of service at St. Joseph's.
- On November 6, 2025 I chaired the Ontario Clinical Imaging Network (OCINet) Board meeting and retreat in Toronto, where we discussed Ontario Health's future directions, trends in digital health, the possibilities of AI in imaging and leading in times of change.
- We note the passing of philanthropist John Franklin, whose legacy includes an enduring dedication to the wellbeing of veterans. I was honoured to be invited to a celebration of his life in October. John, along with Kyle MacDonald, generously established the MacDonald Franklin Occupational Stress Injury Research and Innovation Centre at Parkwood Institute.

4.0 Federal/Provincial Updates

Canada

Federal budget signals moderate increase in health transfers to provinces

November's federal budget signals moderate-growth health transfers to provinces through 2028. The Canada Health Transfer is projected to be \$54.7 billion in 2025-26 and is set to grow by five per cent per year until 2028. After that, the budget sets out a plan for the increases to be a minimum of three per cent annually, based on a rolling three-year average of nominal GDP growth.

The budget also notes that billions of dollars in health funding deals are set to expire in coming years, including \$2.5 billion a year that goes toward bilateral agreements with the provinces and territories, and \$1.2 billion directed toward home care, mental health and addictions. Those funding deals expire in 2027, while a \$600 million transfer for long-term care expires in 2028.

Ontario

Ontario invests \$1.1B in home care

The Ontario government has promised \$1.1 billion over three years – an eight-per-cent increase from the previous commitment – to extend home care services and expand the Hospital to Home (H2H) program.

The commitment includes \$982 million over three years to strengthen Ontarians' access at home to nurses, physiotherapists and social workers in the home; and \$170 million over three years to expand the H2H program, to 41 new or expanded sites, to help more patients safely transition home sooner and reduce pressures on hospitals and long-term care homes .

5.0 St. Joseph's in the News

[Breast cancer survivor shares her story](#), CTV London, Nov. 21, 2025

[Breast cancer survivor is giving back to the program that saved her life](#), XFM Radio, Oct. 23, 2025

[London's addiction recovery hub set to open Monday](#), *The London Free Press*, Oct. 24, 2025

[Robot-assisted hernia repair: Less pain, faster healing](#), *Hospital News*, Oct. 30, 2025

[London researchers test novel method to detect prostate cancer](#), *Western Gazette*, Oct. 31, 2025

[New imaging solution to improve patient outcomes](#), *Health System News*, Nov. 1, 2025

[Mammography scheduling made simple with new digital tool](#), *Health System News*, Nov. 1, 2025

[Pop-up cancer screening clinics for Elgin County residents](#), *The London Free Press*, Nov. 7, 2025

[London councillor wants year-round display to remember veterans](#), CBC News, Nov. 11, 2025

Three media outlets interviewed physician-scientist Dr. Michael Borrie about St. Joseph's role in clinical trials of a newly approved drug to combat early Alzheimer's disease:

- [New treatment gives hope to patients with Alzheimer's disease](#), CBC News, Oct. 28, 2025
- [Health Canada approves dementia medication](#), CTV London, Oct. 28, 2025
- [London doctor hails Canada's first drug that slows Alzheimer's disease](#), *The London Free Press* story was carried throughout *The Canadian Press* network, Oct. 29, 2025

6.0 Environmental Scan

[Syphilis is on the rise in London](#), CBC London, Oct. 21, 2025

[Kids' peanut allergies plunge thanks to new advice](#), CTV London, Oct. 21, 2025

[Funding is cut by 30%, but ending polio still possible](#), Reuters, Oct. 21, 2025

[Health Canada says some CDGP members found ineligible](#), Global News, Oct. 21, 2025

[Radiologists warn of rising wait times for diagnostic scans](#), *The Globe and Mail*, Oct. 21, 2025

[Addiction care may include involuntary drug treatment: Saskatchewan throne speech](#), *Regina Leader-Post*, Oct. 21, 2025

[Breast cancer screening: Survivor urges early mammograms](#), CTV, Oct. 22, 2025

[New CPR guidelines encourage rescue breaths for infants](#), CTV, Oct. 22, 2025

[Canadian nursing job vacancies triple over last five years: report](#), CTV News, Oct. 23, 2025

[COVID vaccines may help some cancer patients fight tumours](#), *The Associated Press*, Oct. 22, 2025

[Nearly half of new nurses leaving P.E.I.'s health-care system](#), CBC News, Oct. 24, 2025

[New global coalition to address RSV in adults](#), *National Post*, Oct. 27, 2025

[Texas sues Tylenol makers, claiming they hid drug's autism risks](#), *Reuters*, Oct. 28, 2025

[National increase in youth opioid use: CMAJ](#), CBC News, Oct. 28, 2025

[Masking now mandatory in Newfoundland hospitals](#), CBC News, Oct. 29, 2025

[Global Virus Network welcomes new Centers of Excellence](#), Globe News Service, Oct. 30, 2025

[Western University joins Global Virus Network](#), *Western News*, Oct. 31, 2025

[MAID: People 'generally' support advance requests](#), CTV News, Oct. 31, 2025

[A Toronto-area doctor spent 10 days caring for a dying baby without pay. Here's why she's speaking up](#), CBC News, Nov. 2, 2025

[Gut microbiome tests are everywhere. Do they work?](#) *The Associated Press*, Nov. 2, 2025

[Alzheimer's treatment: Daily steps may delay progression](#), CTV News, Nov. 3, 2025

[Canada prescription painkiller shortage expected to continue](#), CTV London, Nov. 3, 2025

[First clinical trial transplanting pig kidneys into people begins](#), AP News, Nov. 4, 2025

[LHSC supervisor staying to ensure hospital's recovery](#), CTV London, Nov. 4, 2025

[Health care rally against privatization](#), CTV London, Nov. 4, 2025

[Hereditary cancer, high cholesterol risk for 100,000 Canadians to be checked through genetic screening](#), CBC News, Nov. 5, 2025

[Over 5,000 researchers oppose order to share 25 years of federal grant applicant data over fears of EDI rollback](#), *The Canadian Press*, Nov. 5, 2025

[Health Charities Coalition of Canada applauds federal budget](#), Health Charities Coalition, Nov. 5, 2025

[Ontario still short of long-term care bed goal, data shows](#), Global News, Nov. 6, 2025

[Blood thinners no longer needed for many with irregular heartbeats, study suggests](#), *The Canadian Press*, Nov. 8, 2025

[Health officials warn this year's flu season could be one of the worst](#), CityTV, Nov. 9, 2025

[Canada loses measles elimination status](#), CBC, Nov. 10, 2025

[No link between Tylenol, autism: major review of research](#), CTV News, Nov. 10, 2025

[Shingles vaccine could prevent dementia](#), *Washington Post*, Nov. 10, 2025

[Federal budget signals lower increases to health transfers](#), CTV News, Nov. 10, 2025

[Full-body scanner pondered after man pulls knife at STEGH](#), CTV London, Nov. 12, 2025

[Bill 2: Doctors and associations fear imminent crisis in pediatrics](#), CityNews, Nov. 13, 2025