

## Meeting of the Board of Directors

Monday, February 26, 2024

3:30 pm start time

St. Joseph's Hospital – Adams Boardroom A2-041 and via MS Teams video-conference

# MINUTES

Call to Order – Nawaz Tahir

The reflection was provided by Karen Perkin.

## 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 26, 2024 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

#### (a) Attendance Report – Board and Committee Meetings 2023/24

N. Tahir referenced the attendance logs of both Board and Committee meetings from September 2023 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 in a board cycle. Governance Committee has held a discussion related to same and has no areas of concern at this time. He concluded by stating that although St. Joseph's can now accommodate a hybrid meeting (whereby some participants are in person and some are virtual), the preference remains for in-person attendance at Board meetings. Tracking of virtual attendance will be applied to the document going forward.



## 2023/24 Membership

### VOTING

Nawaz Tahir (Chair)  
 Donna Ladouceur (Vice-Chair)  
 Jonathan Batch (Past Chair)  
 Peter Cassidy  
 Lesley Cornelius, ICD.D  
 Brandon de Vries  
 Joan Hubert  
 Mary Gillett, FCPA, FCA **T**  
 Don MacDonald, FCPA, FCA  
 Stephanie Marentette  
 Fr. Frank O'Connor  
 Robert Raymond  
 Howard Rundle, PhD  
 Victoria Smye, PhD **T**  
 Janet Tufts **R**

### NON-VOTING

\*Abhijit Biswas, MD  
 \*Lulu Bursztyn, MD  
 \*Roy Butler, PhD  
 \*Richard Corneil, C.Dir. **T**  
 Jayne Garland, PhD  
 \*Sandra Northcott, MD  
 \*Karen Perkin, RN, MScN  
 \*John Yoo, MD  
 \*ex-officios

### Guests

St. Joseph's Senior Leaders

### Recorder

Joanna Teixeira

A = absent

R = regrets

T = via MS Teams

2.2 President and Chief Executive Officer

(a) Monthly report to Board

R. Butler responded to questions raised from the written report that had been pre-circulated. In addition, he highlighted areas of current development and issues, which included the following:

Federal Updates

- Medical Assistance in Dying (MAID): Pause on expanding MAID to those with mental disorder as their sole underlying condition. This is delayed until March 17, 2027.
- \$3.1 Billion Dollar agreement between Ontario and Federal Government. This money will be targeted at the following areas:
  - Reduce backlogs in surgeries and emergency rooms
  - Increase access to primary care
  - Expand enrollment in health care education
  - Easier for Canadian and Internationally trained professionals to work in Ontario
  - Digital infrastructure
  - Indigenous health services
  - Increase Youth Wellness Hubs
  - Expand Ontario Structured Psychotherapy Program
- 2024 pre-budget submission. One key area of focus was to increase investment in federal granting councils (Tri-Agency). The ask is for a 10% increase annually for 5 years

Provincial Updates

- New Chair of Ontario Health appointed is Dr. Catherine Zahn
- New Deputy Minister of Health appointed is Deborah Richardson
- \$110M to connect 328,000 more people to primary care teams
  - 400 new primary care providers
  - 78 new or expanded interprofessional primary care teams
  - Move from 90% of Ontarians having a regular care provider to 98%
  - St. Joseph's did put a submission in but were not successful in our proposal
- Bill 124: The Court of Appeal held up the decision by Ontario Supreme Court, that Bill 124 was unconstitutional, for unionized workers but not for non-unionized workers. The Government is repealing the Bill for all workers. Hospitals will be receiving a one-time funding methodology determined for 2023/24 to recognize recent arbitration awards. There were member calls with the Board Chair/CEO and CFO. A funding letter was received last week. This represents 85% of what St. Joseph's submitted.

(b) L-SAA Declaration of Compliance 2023/24

This is an annual declaration for compliance. Sole sourcing in contracts over 100k. In regards to contracts the Resource Planning & Audit Committee (RPAC) would have visibility of 10% contracts not tendered. In a range \$10-15M per year on limited tender contracts. Cerner is the biggest contender. All contracts would be reviewed by CFO.

**It was MOVED and SECONDED that St. Joseph's Board of Directors approve and provide the CEO authorization to sign and submit the 2023/24 Declaration of Compliance on its behalf pursuant to the Long-Term Care Service Accountability Agreement for Mount Hope Centre for Long Term Care.**  
**CARRIED.**

(c) 2023/24 Q3 Corporate Scorecard

R. Butler provided the following highlights related to the third quarter corporate scorecard:

#### Reaching Out

- Nominating Terms and Application Form - EDIB
- Indigenous Hub formal implementation occurred.
- Project Search second year cohort of students.

#### Advancing Excellence in Care Together

- Clinical and Master Planning launched. Board will see formal vision plan at March meeting
- Accredited with Exemplary Standing. Celebrations occurred with staff at all sites in February
- Program – specific progress: Occupancy at Parkwood Main has been a focus moving patients as quickly as possible. Results improving in Q4. Cataract centralized waitlist continues to move forward. Using extra hours in surgical room.
- Joint Ventures/Integrated Departments transitions continue

#### Leading in Research and Innovation

- Transition planning for Lawson
- VP Recruitment concluded with Dr. Lisa Porter starting
- Research Chairs – thernanostics chair that was to start in Q3 withdrew and will be re-recruiting for that position. Finch Family chair in early stages of development
- Lawson ranks 7th in Canada. It was clarified this is for the integrated Lawson.

#### Leveraging Technology.

- One Chart Phase II launched
- Data integration is flagged red due to not moving forward due to competing priorities.

#### Empowering People

- Leadership Development
- Partnership with Canadian College of Health Leaders
- Emerging Leaders Programs
- Academic Mandate
- Well Being Strategies
- Recognition
- Mission Leadership - due to timing did not complete.

#### Indicator results

- Finance: green
- People: yellow – HHR turnover and vacancies and overtime continue to move in right direction.
- Quality and Safety: yellow
- HSAA Volumes green

#### 2.3 Medical Advisory Committee (MAC) Chair

S. Northcott thanked the board members who attended the MAC meeting on February 14. Starting in April, MAC meetings will no longer be joint. They will occur on the same night and will rotate who meets first and will have a joint session in-between. A meeting is occurring next week to finalize the logistics of this. MAC Executive will cease to meet as of April. N. Tahir thanked P. Cassidy, D. Ladouceur and L. Cornelius for attending the MAC meeting.

Discussion took place. S. Northcott responded to questions on the corporate risks for MAC meeting jointly. Past votes may have been held that could affect the other organization. N. Tahir advised that meetings continue with the LHSC Board Chair.

S. Northcott recalled the Board approved the appointment of Dr. Viraj Mehta as Chief of Psychiatry for three-month term and that this needs to extend to allow for continued review on the future model for the department.

**It was MOVED and SECONDED that the Board of Directors review and endorse the MAC recommendation for the appointment of Dr. Viraj Mehta as Interim Chief of Psychiatry, St. Joseph's until December 31, 2024. CARRIED.**

#### 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. Patricia Hoffer, Vice President External Relations and Chief Communications Officer, shared a story of the volunteer assistant program which is being promoted within the organization.

##### (b) 2023/24 Q3 Quality Results

L. Cornelius, Chair of Quality Committee, presented the Q3 quality results. R. Butler advised members that St. Joseph's exceeded target in two areas in regards to the survey of Residents at Mount Hope and Veterans at Parkwood Institute. A. Davidson provided an update on the high staff turnover rates.

Victoria Smye joined the meeting at 4:28 p.m.

#### 2.5 St. Joseph's Health Care Foundation

T. Mikula provided a Foundation report stating that this past year marks the 20<sup>th</sup> anniversary of the merger of the two former legacy foundations. A number of staff are still working in the Foundation that were a part of the merger.

Presently, work is under way to review the Memorandum of Understanding between the Hospital and the Foundation. The Foundation is nearing the end of the fiscal year and have had three banner years and have normalized levels like pre-Covid. From a granting point of view, the Foundation Board approved the hospital's request for \$1.25 million to support the acquisition for the new DaVinci robot.

The Foundation's future discussions relate to alignment with the Hospital's Capital Master Planning process. The Foundation is working on campaign readiness to anticipate the call of the hospital coming out of the process. A robust review of resources in the Foundation will occur to determine what support they will require to ensure success of the campaign. More details to follow. Also announced the return of DocTalks on March 21 at 7pm in the Shuttleworth at St. Joseph's Hospital. Breakfast of Champion tickets for May 7 are on sale now.

#### 2.6 Lawson Research Institute

D. MacDonald advised a Management meeting occurred on February 9 and another is scheduled for February 27. Reviewed 2024/25 budget planning process and draft budget coming tomorrow. Reviewed changes to a detailed transition plan with a September effective date. One change is that

each research institute will take control of vivarium services and clinical support leadership will be contracted through London Health Sciences Research Institute.

N. Tahir added from a governance perspective, this Board will receive next steps for a new research institute in April or May. A membership will be required for this committee/new structure.

## 2.7 Western University

J. Garland provided the following updates:

- Dr. Pavlos Bobos, Assistant Professor in Physical Therapy, received a CIHR operating grant entitled “Pursuing reduction in fatigue after COVID via exercise and rehabilitation: a randomized feasibility trial. This grant is being done with collaborators in the Gray Center for Mobility and Activity and physiotherapists at St. Joseph’s Parkwood site. It is very gratifying to see the Gray Centre attracting prestigious funding in partnership with FHS.
- The formation of the Brescia School of Food and Nutrition Sciences passed unanimously in our Faculty Council this month. It will go to Senate in March, pending the successful merger of Brescia and Western on May 1, 2024. This will include two undergraduate programs – Food & Nutrition, and Family Studies & Human Development. At the graduate level, the School will house the Master of Science in Food and Nutrition program, the Diploma in Dietetic Education and Practical Training, and partner with the Department of Chemical and Biochemical Engineering to offer the Master of Engineering in Food Processing. This is requiring an extraordinary amount of effort as this new School and its activities represents almost 40% of all of Brescia. We are looking forward to exciting new opportunities for collaboration that will enhance our Faculty.
- In Nursing, there is a tenure track, a teaching scholar, and a clinician scientist joint with LHSC at various stages in the recruitment process. In Physical Therapy, there is a tenure track, a teaching scholar and two limited term teaching positions posted. In Occupational Therapy, there is recruitment for two limited term teaching positions. Communication Sciences and Disorders has finished interviews for a tenure track position in Speech Language Pathology. There is also a joint position with the Faculty of Information and Media Studies to support our joint Health Information Sciences graduate program. Plus three tenure track and an Endowed Chair in Kinesiology to replace retirements and resignations. 14 faculty hires in total. As academic hires typically start July 1, the push is on to get these filled.

## 3. Business Arising

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Standing agenda item, no business arose.

## 4. New Business

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### 4.1 Resource Planning & Audit Committee Recommendation – 2023/24 Q3 Financial Statements

M. Gillett presented the 2023/24 Q3 Financial Statements. St. Joseph’s ended Q3 2023/24 with a \$6.3 million deficit compared to a planned deficit of \$14.2 million. This was primarily due to investment income and unexpected Bill 124 money of \$4.9 million. Mount Hope continues to create a variance of \$5.2 million due to health human resource and facility aging challenges.

At Q3 2023/24, St. Joseph’s is projecting that year-end financial performance could range from a deficit of \$22.1 million to a surplus of \$16.6 million. A summary of the projection was presented, which remains

highly dependent on Ministry Bill 124 funding decisions in Q4. L. Higgs highlighted that St. Joseph's accrued \$12 million for Bill 124 expenses at year end 2022/23 so this is funding for last year's expenses.

**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, 2023. CARRIED.**

4.2 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Nominating Subcommittee of the Board

D. Ladouceur referenced the stoplight report included in the package. No discussion was held.

**5. In-Camera Meeting**

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**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:49 pm. CARRIED.**

The regular meeting of the Board of Directors resumed at 6:18 pm.

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

- the Board approved reappointment of Dr. DiCecco and Dr. Puentes to Active status;
- the Board approved St. Joseph's 2024/25 Operating Budget; and
- the Board received a report from the CEO as to his Q3 accomplishments toward his 2023/24 performance goals.

**6. Termination of Meeting**

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There being no further business, the Chair declared the meeting terminated at 6:19 pm.

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Nawaz Tahir, Chair

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Roy Butler, Secretary