

Meeting of the Board of Directors

Monday, October 28, 2024

3:30 p.m. start time

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

MINUTES

N. Tahir called the meeting to order at 3:30 p.m.

The reflection was provided by Howard Rundle.

Education/Engagement Session

Introduction to Santis and Initial Engagement of Board in the Strategic Plan and Mission, Vision, Values Refresh

N. Tahir recalled the Board appointed Directors as participants to the request for proposal process which resulted in Santis Health being selected as the external consultant to lead the strategic plan work. He further recalled the Board has three appointees on the Strategic Plan Steering Committee (Steering Committee) and this group held its first meeting October 11th. He informed the Steering Committee's minutes are shared in the Consent Agenda for transparency. He then introduced Biju Mathai, Director, Strategic, Organizational and Leadership Development, and Ian Kirkwood, Quality Consultant Medical Affairs, who are St. Joseph's internal leads for the strategic plan and welcomed Santis Health members: Victoria Wiebe, Dan Carbin who are the external leads.

Santis Health provided an overview of the strategic planning process, confirmed the role of the Board and the key touchpoints across the plan development process and then engaged the Board in a discussion to gather Directors' perspectives on the following:

- i) What went well in terms of the process of the last plan / what should remain constant in the new strategic plan?
- ii) What might be done differently through this strategic plan?
- iii) What will a new strategic plan help St. Joseph's to overcome / accomplish; and,
- iv) What will success look like by the end of the strategic planning process?

Santis Health confirmed it will be summarizing the ideas from the discussion and integrate those into how they are developing the plan. They further confirmed that engagement is the core foci right. They plan to share high-level research and engagement findings in early December.



2024/25 Membership

VOTING

Nawaz Tahir (Chair)
 Donna Ladouceur (Vice-Chair)
 Jonathan Batch
 Peter Cassidy
 Lesley Cornelius, ICD.D
 Paul Dugsin, MBA
 Joan Hubert (R)
 Mary Gillett, FCPA, FCA (V)
 Stephanie Marentette
 Joshua Melchers, CPA, CA, CFP
 Fr. Frank O'Connor
 Robert Raymond
 Howard Rundle, PhD
 Victoria Smye, PhD
 Janet Tufts, MBA

EX-OFFICIO NON-VOTING

Abhijit Biswas, MD (R)
 Roy Butler, PhD
 Jayne Garland, PhD
 Samira Jeimy, MD (V)
 Scott McKay, MD
 Karen Perkin, RN, MScN
 John Yoo, MD (R)

Standing Guests

Alfonso Campos Reales,
 Foundation Representative
 Richard Corneil, C.Dir.,
 Board Observer
 St. Joseph's Senior Leaders

Recorder

Terri-Lynn Cook

A = absent
 R = regrets
 V = virtual

V. Wiebe, D. Carbin, B. Mathai and I. Kirkwood left the meeting at 4:24 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 October 28, 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

An introduction of those not present at September's meeting took place.

N. Tahir recognized St. Joseph's Health Care Foundation on the success of the Tribute Dinner event. He thanked the Directors who participated at the event.

N. Tahir referenced the proposed 2024/25 Board Education Session Schedule as circulated in the agenda package. In addition, he highlighted that a calendar appointment was sent today in relation to the scheduling of a strategic plan retreat for Board Directors and St. Joseph's Senior Leadership Team to be held January 13th.

N. Tahir concluded by recognizing Director participation in the following education offerings that have occurred this Fall and encouraged all Directors to consider participating in future offerings:

- The Catholic Health Association of Ontario's 2024 Annual (virtual) Conference was held October 17th. The topic was "Our Journey to Enhance Equity, Diversity, Inclusion and Belonging;
- KPMG's Healthcare Board Member Network launch was on September 10th. This first session was about: a Board's role in oversight of quality of care; and
- The Ontario Hospital Association (OHA) Governance Essentials for Directors held four separate sessions on the following topics: Hospital Legal Framework, Hospital Accountability within the Health System, Governance and Management Partnership and Hospital Funding and Accountability.

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:

- The OHA publicly released the *Projected Patterns of Illness in Ontario* report from the Dalla Lana School of Public Health which projects the burden of disease over the next 20 years, what this means in Ontario and explains the strain on the health system. Highlights from this report included:
 - There will be 3.1 million people with major illness by 2040 (1.8 million in 2020)
 - 1 in 4 adults over 30 will be living with major illness by 2040
 - Number of illnesses/person also increases notably

- There will be significant strain on the system and possible strategies are proposed in the report
- Dr. Jane Philpott is appointed as the Chair New Primary Care Action Team;
- There is commitment from government to training more family doctors. Some strategies are the learn and stay grants to help keep students local, no international medical students and that 95% of medical school undergraduate spots will be for Ontarians;
- The government announced a \$146M investment into the Life Sciences Sector;
- There are challenges being experienced with supply inventory-levels and distribution at Ontario Health atHome. They are working to stabilize supplies and deliveries, and remain in continuous contact with vendors and suppliers to review and address these issues;
- Ministry funding related to Bill 124 has not yet been confirmed for the third and fourth quarter of this fiscal. Announcements are to come by the end of October;
- St. Joseph's was engaged in advocacy with the new Minister of Long-Term Care, Natalia Kusendova-Bashta, who visited two weeks ago;
- R. Butler echoed N. Tahir's sentiment about the success of the Foundation's Tribute Dinner which saw close to 1000 in attendance;
- St. Joseph's launch of Lawson Research Institute was held October 16th. There was a great turnout with standing room only in the auditorium at Parkwood Institute;
- St. Joseph's Service Recognition event is scheduled for October 29th. This event recognizes staff for their 5-year milestones of service (e.g. 5 years, 10 years through to 50 years)! R. Butler offered recognition to T. Cook who has served 10 years and K. Perkin who has served 40 years with St. Joseph's.

2.3 Medical Advisory Committee (MAC) Chair

L. Lyons announced that eight new Credentialed Professional Staff will be starting with St. Joseph's on November first across a variety of clinical departments. She confirmed that Dr. Viraj Mehta has been extended as Interim Chief of Psychiatry at St. Joseph's to allow for the continued recruitment for a permanent Chief. L. Lyons confirmed the MAC has concluded its annual MAC Award process. There were six high quality nominees and through a vote, Dr. Susan McNair was chosen as the recipient of the 2024 St. Joseph's MAC Award. The St. Joseph's London Hospitals MAC Award went to Sarah Webb and Jodi Edwards.

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. Sandy Jansen, Vice President Patient Care and Risk Management, shared a story emphasizing the importance of clinical reasoning which is a vital competency for all health care professionals to support care in situations that are complex and/or unanticipated.

2.5 Western University

J. Garland, Dean Faculty of Health Sciences (FHS), provided the following updates to the Board:

- Two St. Joseph's employees were honoured by the FHS: Penny Welch West received the Speech Language Pathology Alumni of Distinction Award and Stephanie Cornell received the Physical Therapy Alumni of Distinction Award;
- Over the last month there has been strong grant success by FHS academics affiliated with St. Joseph's including two Canadian Institute for Health Research grants awarded to investigate pain. Grants were awarded to Siobhan Schabrun, Gail Teachman, Amanda McIntyre and Joy MacDermid;

- The School of Nursing received the WeRPN President's Award of the Year in recognition for pathways created for RPNs to become RNs in the compressed timeframe; and,
- FHS received two large philanthropic donations; one to establish a Continuing Award in Nursing and a Continuing Award in Occupational Therapy, which will support students in each program based on academic achievement, and the second to establish an award that will support undergraduate students in Nursing who have demonstrated financial need.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Chair updates - Standing Committees of the Board

(a) Spotlight Report #1 from Quality Committee of the Board

No discussion was held.

(b) Spotlight Report #2 from Quality Committee of the Board

P. Cassidy referenced the spotlight report which highlights the accomplishments of virtual care program. Although the program is technology-based, the key to its success is the result of people and their engagement.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:09 p.m. CARRIED.

The regular meeting of the Board of Directors resumed at 6:40 p.m.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 6:40 p.m.

Nawaz Tahir, Chair

Roy Butler, Secretary