

Meeting of the Board of Directors

Monday, November 25, 2024

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

MINUTES

The Chair called the meeting to order at 3:32 p.m.

The reflection was provided by Joan Hubert.

Education / Engagement Session

N. Tahir welcomed and introduced M. Pavia and T. Reynolds (internal) along with external guests from Stantec: Leah Dingman, Tim Eastwood, Trent Hunter and from Resource Planning Group: Brigitte Lacoste, Melanie Potvin.

T. Reynolds informed that this engagement session with the Board is meant to provide an overview of the project process to date, and describe the recommended long-term redevelopment approach (i.e., the Master Plan) for the various care settings that constitute the broader St. Joseph's campus. She confirmed the project is on track for the level 1.2 Submission to Ministry in March.

T. Eastwood then explained the project is currently at the "Options Assessment" stage which dives into space projections - how much space is needed to support the future Clinical Services Plan at all six care settings within St. Joseph's. He provided a review of the evaluation process which has led to preferred redevelopment options for all sites. An overview of the preferred redevelopment was provided.

It was confirmed the next step is to present to the Ministry the model of care and the long term development approach (approval and funding) following which St. Joseph's would then determine where to start and seek approval from the Ministry. Six sites mean a lot of phases of development and there are a number of inputs to inform the decision making. A preview of the work to occur over the next few months was given with the final milestone to come back to the Board for approval in March.

Discussion took place and the following questions/comments arose:

- The current plan would require land acquisition on Commissioners Road frontage;
- For mental health, there are active conversations about transfers of services;



2024/25 Membership

VOTING

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

EX-OFFICIO NON-VOTING

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

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

- Phasing is highly important on this project;
- In response to parking concerns, the current strategy is to replace the Grosvenor parking garage as soon as possible and the redevelopment teams is already looking into this. The new garage would be built south of its current location and needs to be functional before the current garage is decommissioned
- Around Grosvenor Street, the way the current option is drawn, it shows a bridge and tunnel connections between the buildings north and south of Grosvenor. In addition, there is thought of acquiring Grosvenor Street, so it is no longer a through way, which is conceptually the same;
- Research has been planned at all campuses, not as a separate facility but integrated into clinical spaces. At the Grosvenor site there will be a significant research footprint;
- There are opportunities to explore the empty Platt's Lane site if the Family Medical Centre moves;
- There is opportunity to look at existing vacant spaces within the community. Leasing, renovating and building new are options. It is more about finding the right space/right size with hesitancy of splitting apart clinical programs;
- The plan does take into consideration changes in service delivery, but these are only projections;
- LHSC's plan has been shared with St. Joseph's and a detailed cross-walk between the two plans has been done. The Ministry expects London hospitals to land on a collective decision before final submission to the Ministry (i.e. around mental health services). The Ministry wants a plan that makes sense for the London community. Teams between LHSC and St. Joseph's are meeting regularly.

The Chair thanked the team for their work and the update.

M. Pavia, T. Reynolds, L. Dingman, T. Eastwood, T. Hunter, B. Lacoste and M. Potvin left the meeting at 4:27 p.m.

1. Full Agenda / Consent Agenda

1.1 Adoption of Full Agenda

Request was made for item B3 on the Consent Agenda to be moved to the main agenda. The Chair added this as New Business item #4.3.

It was MOVED and SECONDED the agenda be adopted with the amendment of item B3 on the Consent Agenda being moved to the Main Agenda as New Business item #4.3. CARRIED.

1.2 Approval of Consent Agenda

The following clarifying questions arose:

- While it is outlined in the Credentialed Professional Staff (CPS) By-Law, request was made to clarify whether there is legislation driving the need for the Board's approval of the forms for appointment/reappointment of CPS.
- Related to the approval of Interim Department Chiefs of Anesthesia and Otolaryngology, the selection committee searches have been in limbo, but now just restarted with confirmation that they will be tripartite searches (LHSC, Schulich and St. Joseph's).

It was MOVED and SECONDED that the Consent Agenda for the November 25, 2024 Board meeting, consisting of the recommendations and reports found in Appendix 1, with removal of item B3, be approved and/or received for information by St. Joseph's Board of Directors. CARRIED.

2. Reports

2.1 Board Chair Remarks

N. Tahir shared that he attended two events this past month bringing greetings from the Board: Cheers to the Years and the Evening of Celebration, both of which are staff service recognition events. He highlighted that this year's event recognized one staff member who has been with St. Joseph's for 50 years! D. Ladouceur also attended these events.

N. Tahir also participated in the November 11th, Remembrance Day service at Parkwood Institute.

He congratulated Lawson Research Institute on its launch event, which was well received by the community.

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 Ontario Fall Economic Statement was received and projects a \$6.6B deficit for 2024/25;
- With respect to funding, the Ministry has confirmed funding related to Bill 124 will be received in Q3 and Q4. For St. Joseph's this equates to ~72 cents on the dollar. Most hospitals are running a deficit. The Ontario Hospital Association submitted a letter to the Ministry talking about the deficit. Advocacy is ramping up provincially trying to get resolution for 2024/25 and also on a go forward basis;
- Matthew Anderson attended St. Joseph's Leadership Development Series held November 5th and talked about system transformation both in local context and provincially;
- St. Joseph's celebrated a milestone November 19-21 with the Registered Nurses' Association of Ontario (RNAO) as 15 years ago St. Joseph's was designated an RNAO Best Practice Spotlight Organization. This prestigious indicator of excellence reflects St. Joseph's commitment to implementing and sustaining evidence-based practices and integrating RNAO's Best Practice Guidelines covering patient care, leadership and workplace culture;
- Early November Mount Hope received a proactive compliance inspection. There were four inspectors who reviewed 12 different areas in the span of eight days. St. Joseph's received a 100% compliance rate!

(b) 2024/25 Q2 Strategic Indicators and Strategic Plan Update

Reference was made to the second quarter strategic indicator results. Financially, St. Joseph's is on track to the budgeted deficit; Our People indicators are being met as it relates to staff turnover; the Quality and Safety indicators show a mix of hitting targets, improvement toward target and some not met. All of the H-SAA's are being met.

Reference was made to the strategic plan objectives scorecard which now shows all of the objectives are either yellow or green. The Empower People pillar is where there are tactics that are not yet where they should be according to the timeline. It was confirmed the tactics are still the right work to be doing and there is continued monitoring of the timeline and end points.

2.3 Medical Advisory Committee (MAC) Chair

L. Lyons referenced the new CPS appointments recommendation to highlight the new physicians joining St. Joseph's. She reconfirmed the need to extend current Interim Department Chief appointments to allow for the searches to resume as tripartite searches.

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 the story of how staff in the palliative care unit are taking a holistic approach to care, responding to the physical, psychological and social needs of one particular patient by bringing the zoo to her!

(b) 2024/25 Q2 Quality Results

P. Cassidy, Chair of Quality Committee, stated the Committee conducted a thorough review of the quality results at its last meeting, specifically focusing on areas where St. Joseph's is not yet meeting its target. There was ample time allotted for the Committee to engage and ask questions.

2.5 St. Joseph's Health Care Foundation (Foundation)

A. Campos Reales provided the following updates from the Foundation:

- The Breakfast of Champions program has been scheduled for May 8, 2025 at RBC Place. The keynote speaker will be announced shortly however the theme is around trauma recovery and resilience;
- An anonymous gift for \$2M was given to the Foundation. The gift is unrestricted which means it can go to the highest priority need. The only condition is it will be parted out over the next 10 years;
- The Foundation has entered its 34th Season of Celebration program which is a campaign that raises funds for critical patient care and comfort items. Members were invited to consider making a gift to the program.

2.6 St. Joseph's Professional Staff Organization (PSO)

A. Biswas shared the following information:

- the PSO continues to meet joint with LHSC PSO;
- the PSO have developed a schedule of events for 2024/25 and their next general meeting is a presentation from the Ontario Medical Association on binding arbitration with focus on process, timelines, impact to physicians, and anticipated challenges in the next few years;
- The PSO sponsors a Leadership Development award which has allocated funds for disbursement to applicants applying for leadership development courses in 2025. The maximum award per percipient is \$5000 and recipients are required to attend the PSO's Annual General meeting to present the value gained by attending the course/program/event;
- Following consultation with other PSO's in the province, many act like that of a union with a strategic plan and vision. After learning of this, the PSO is working on a proposal of a strategic plan and vision. The vision will foster an environment of trust and dignity, create an open and safe system for concerns, encourage and enhance participation and engagement and support recruitment and retention. To achieve this, they wish to create a collaborative team consisting of representatives from the PSO), Medical Affairs, Academic Affairs, and Wellness with the aim to create a unified approach that strengthens the professional environment within the hospital, ultimately leading to improved trust, engagement, and retention of valued medical staff and members;
- The PSO dues were set a number of years ago, have not seen an increase and do not cover all of the outputs of the PSO. As such, an environmental scan was carried out and has led to a recommendation that will be presented at the November 2024 general meeting. The

recommendation will see due set at 25\$ for Active and Modified Active PSO per hospital (both LHSC and St. Joseph's) and that this payment will be mandatory.

A. Biswaz will bring forward another update from the PSO in the Spring.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Resource Planning & Audit Committee Recommendation

(a) 2024/25 Q2 Financial Results

M. Gillett provided the following highlights from the financial results as at September 30th:

- The second quarter ended with a \$10.9M deficit compared to a planned deficit of \$9.8M
- Components impacting the increased deficit position are investment income, 2024/25 funding above plan and net portfolio variances
- Unrealized capital gains on the investment portfolio are not included in the figures as they are reported separately on the statement of remeasurement gains and losses;
- A new impact relates to endoscopy procedures in that with every scope done is money lost. This is mainly due to the fact that funding for these procedures has been frozen since 2014;
- Another significant contributor is salaries and benefits expenses being over budget relate to higher compensation costs associated with the portfolios trending over budget and the increasing trend of sick time. The finance team is looking into this to see if there is an explanation for the increase in benefit costs;
- Working capital continues to be healthy;
- Early projections for year-end give a range of a deficit position between \$9.3 and \$23.1M. As it is only halfway through the year, this large spread is normal. The continuation of funding related to Bill 124 for Q3 and Q4 was known in preparing the year end projections.

**It was MOVED and SECONDED that St. Joseph's Board of Directors approve the financial statements of St. Joseph's Health Care London for the quarter ended September 30, 2024.
CARRIED.**

4.2 Chair updates - Standing Committees of the Board

(a) Spotlight Report from Quality Committee of the Board

No discussion was held.

4.3 Changes to Credentialed Professional Staff Appointments – November 2024

In summary, the MAC endorsed a change in CPS category for a physician from Active to Term at its November 13th meeting but now this is no longer needed. L. Lyons explained that Dr. Stuart Smith was planning to retire and had requested to maintain a Term appointment so that he could continue to assist with clinical care if needed. Unfortunately, the department has not been successful in recruiting a replacement for Dr. Smith, and therefore Dr. Smith has agreed to continue working within the full scope of the position for another year, which would mean that Dr. Smith needs to maintain the Active appointment category already in place.

It was MOVED and SECONDED that St. Joseph's Board of Directors approve the Credentialed Professional Staff appointment changes report of November 2024 with the removal of Dr. Stuart Smith's name.
CARRIED.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:13 p.m.
CARRIED.

The regular meeting of the Board of Directors resumed at 6:55 p.m.

Rising from the in-camera meeting, the Chair reported the Board received a second quarter status report on the CEO's performance goals as set by the Board.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 6:56 p.m.

Nawaz Tahir, Chair

Roy Butler, Secretary