

Meeting of the Board of Directors

Monday, February 24, 2025

3:30 pm start time

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

MINUTES

The Chair called the meeting to order at 3:30 p.m.

The reflection was provided by P. Dugsin.

Education Session

Strategic Planning & Mission, Vision, Values update

D. Carbin and A. Piccolo joined the meeting virtually; B. Mathai joined in person at 3:30 p.m. N. Tahir welcomed the guests.

Santis led the Board through a presentation providing an update on process since the Board Retreat January 13th and the evolution of the strategic plan and Mission, Vision and Values statements based on the total sum of feedback received. No discussion was held.

The Chair thanked Santis for their work, for the update and proposed that if Directors have any significant feedback, comments or questions, that it be sent offline via email to B. Mathai.

ACTION: T. Cook to share B. Mathai's email address with Directors post the meeting.

D. Carbin, A. Piccolo and B. Mathai left the meeting at 3:56 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 February 24, 2025 Board meeting, consisting of the



2024/25 Membership

VOTING

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

EX-OFFICIO NON-VOTING

Abhijit Biswas, MD (V)
Roy Butler, PhD
Jayne Garland, PhD
Samira Jeimy, MD (A)
Laura Lyons, MD (R)
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

Guests

Dan Carbin, Santis (V)
Trent Hunter (V)
Biju Mathai
Manny Paiva
Alexia Piccolo, Santis (V)
Theresa Reynolds (V)

Recorder

Terri-Lynn Cook
A = absent
R = regrets
V = virtual

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

No report was provided.

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:

- There is a lot of political uncertainty both federally and provincially. Tariffs could have impact on St. Joseph's and work is already under way to understand this potential impact. Based on what St. Joseph's imported last year, 2% of St. Joseph's spend could be affected by tariffs ~\$15,000 USD. There is hope that medical devices, medical supplies and pharmacy items may be exempt but food and nutrition may not be exempt;
- The provincial election is this Thursday and as such it is not known when a provincial budget would be released which does mean delays to hospital allocations;
- There has been a surge in the respiratory season over the last few weeks. Influenza and RSV are higher than predicted causing lots of pressure on the system and this is widespread across the province. Parkwood institute is running over capacity to try to relieve pressures;
- National Catholic Health Care Week ran February 2 to 8. This year's theme was "Caring for our Common Home" and encouraged individuals to reflect on how their health is interconnected with the health of the planet. The Catholic Health Alliance of Canada hosted a free webinar with three guest presenters. Among these included members from St. Joseph's presenting on the Nourish Project.

R. Butler concluded his update with the following recognitions:

- Jodi Younger, Vice President of Patient Care & Quality, had the opportunity to join the Longwoods Breakfast Series as a panel speaker showcasing the recent Projected Patterns of Illness in Ontario study, followed by a panel discussion on the path forward in Ontario;
- The Board's own Stephanie Marentette is part of London's 20 Under 40 Class of 2024 along with two St. Joseph's physicians: Dr. Jamie Fleet and Dr. Jeffrey Campbell; and,
- Two members of the St. Joseph's family, Dr. Susan McNair and Lynne Livingstone, are among the 2025 YMCA Women of Excellence honourees.

(a) 2024/25 Q3 Corporate Scorecard and Strategic Plan Update

R. Butler drew attention to the third quarter results on the corporate scorecard. He highlighted that financially, St. Joseph's is on target and explained that this is primarily driven by investment income. He further informed most of the "People" metrics are heading in right direction with the exception of absenteeism which is showing an increase from last quarter as a result of the influenza season. R. Butler informed the results of the employee survey were received. There were 2000 respondents equating to a 40% response rate. Although this is a new survey, there were areas similar to the previous survey and in those areas St. Joseph's has improved. A debrief on the results will come through internal hospital committees and also to the Board.

(b) L-SAA Declaration for Compliance 2024/25

Reference was made to the annual attestation which is required to confirm from both a finance and clinical perspective that St. Joseph's is compliant with all requirements of the agreement. St. Joseph's is reporting compliance with one exception which is an exception that has been reported in the same manner for a number of years. There have not been any implications to reporting this exception in past.

It was MOVED and SECONDED that St. Joseph's Board of Directors approve and provide the CEO authorization to sign and submit the 2024/25 Declaration of Compliance on its behalf pursuant to the Long-Term Care Service Accountability Agreement for Mount Hope Centre for Long Term Care.
CARRIED.

2.3 Medical Advisory Committee (MAC) Chair

On behalf of L. Lyons, A. Dukelow reported on the following:

- The MACs held their second combined meeting;
- The MAC meetings will rotate their opening remarks between a St. Joseph's reflection and an LHSC land acknowledgement;
- The MACs recognize and thank Board Members for attending MAC meetings;
- Last year there was a major review and re-write of the Credentialed Professional Staff By-Law (CPS By-Law) and annually it is looked at to determine whether updates are required. Using the same legal counsel as last year, that review has been initiated and at first glance there appears to be no substantive changes. There is discussion about changing leadership titles, in particular the Department Chief title. Medical Affairs will also be raising with legal the questions raised by the Board around the Board's approval being required for certain documents such as CPS application form and MAC Subcommittee Terms of Reference;
- For the CPS application renewal process this year, Medical Affairs will be using a new system called CMaRS which is a web based system. There are also new fees for reapplication. The reapplication process is launched;
 - Department leader recruitment is under way for the following departments: Anesthesia & Perioperative Medicine, Medicine, Obstetrics & Gynaecology and Surgery.

2.4 Quality Report – 2024/25 Q3 Quality Results

P. Cassidy, Chair of Quality Committee, referenced the quality results and shared there were no concerns raised by the Committee. Clarification was provided with respect to the "Percentage of Reported Workplace Violence Events Reported as Lost Time or Healthcare with Completed Root Cause Analysis QIP" metric in that the goal of this metric is for an increase in "completion" of a root cause analysis. As such, a higher percentage is better in this case.

2.5 St. Joseph's Health Care Foundation

N. Tahir referenced the Foundation's monthly report in the agenda package and invited comments/questions from Members. A. Campos Reales shared there is lots of work happening within the Foundation related to the WSIB grant and the first payment which is anticipated early spring. He then highlighted DocTalks which is an event that showcases work of St. Joseph's. He encouraged Directors to attend and bring guests, when there is a topic of interest to them.

2.6 Lawson Research Institute

J. Batch, Chair of Lawson Board of Directors, confirmed that Lawson Board continues to meet on a regular basis. Their present focus is on defining the governance structure. There has also been good discussion related to Lawson financials and the Board's understanding of them. He highlighted that Lawson received a \$7.2 million grant for the first-of-its-kind in Canada research to advance the detection and treatment of Alzheimer's disease and to personalize cancer care.

Discussion took place as Directors inquired to understand the role of the Research Executive and questioned whether there is an opportunity for individuals from other health disciplines to give input into research. L. Porter informed that a variety of individuals were selected from different parts of research to form the Research Executive. The Research Executive has various bodies reporting to it and it in turn supports the Vice President Research. Members further requested an update on the status of Lawson Health Research Institute, the joint venture with LHSC. It was confirmed the joint entity still exists as work continues to wind down all matters. The two research institutes' investments are separate. There remains a joint back office for administration operations.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendations:

(a) 2024/25 Q3 Financial Statements

M. Gillett informed that St. Joseph's ended Q3 2024/25 with a \$12.1 million surplus compared to a planned deficit of \$7.9 million. Components of the \$12.1 million surplus include investment income; 2024/25 Ministry funding above what was planned; WSIB credit for the years 2021 to 2024; and net portfolio variances. The current ratio speaks to St. Joseph's ability to meet short term obligations and there are no concerns from RPAC at this time as this is tied to the timing of receipt of certain payments. St. Joseph's is running a negative operating variance due to expenses but this is in line with last year's run rate. St. Joseph's financial projection to March 31, 2025 ranges from a deficit of \$0.9 million to a surplus of \$11.9 million.

**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 December 31, 2024.
CARRIED.**

(b) Capital Master Plan

M. Gillett stated the recommendation is coming through RPAC because there are associated cost estimates tied to the proposed Master Plan developed.

T. Hunter and T. Reynolds joined the meeting virtually; M. Paiva joined in person at 4:36 p.m. J. Younger introduced the team and set the stage by confirming to the Board the hospital is preparing to submit a Stage 1.2 Proposal to the Ministry of Health (Ministry) at the end of March 2025. The purpose of this submission is to outline future clinical services spanning 30 years, provide the space requirements needed to deliver those services and include building plans indicating how current infrastructure can accommodate the future services, where renovations will be needed and where new building construction may be required.

T. Hunter provided an overview of the Ministry's submission process along with details about the stage 1.2 Proposal. He then led the Board through a presentation outlining the proposed Master Plan overview for all of St. Joseph's sites and their associated costs. He then explained the facility development plan and the considerations influencing the prioritization of redevelopment. Members were reminded that the long term care capital redevelopment process is separate and distinct from the Capital Master Planning Submission.

Discussion ensued and the following questions/comments arose:

- It was confirmed there are a few sources of funding the hospital has at its disposal and the Foundation has committed to raising some funds. Given the economic climate right now, some hospitals and municipalities are pushing back on the local share amount thus making it unclear as to how it will be fully funded;
- Within the last 1-2 months, St. Joseph's has done a line-by-line review between St. Joseph's and LHSC's plan to identify where the organizations are complementary and where there is overlap. The largest area of overlap is with mental health and the Ministry is aware there is overlap here. St. Joseph's and LHSC are working together to sort through the overlap but that does not halt St. Joseph's from submitting now;
- The recent WSIB announcement which increases the research footprint has not been incorporated into any of this work;
- All the space in the Clinical Master Plan was driven by the growth anticipated in the clinical care plan.

It was MOVED and SECONDED that St. Joseph's Board of Directors approve the Stage 1.2 submission including all associated cost estimates based on the proposed Master Plan developed for each care setting and the 10-year Facility Development Plan.

CARRIED.

The Chair thanked the team for the extensive work on preparing the submission and to RPAC for its due diligence review of the associated costs.

T. Hunter, T. Reynolds and M. Paiva left the meeting at 5:12 p.m.

4.2 Chair updates - Standing Committees of the Board

(a) Spotlight Report from Quality Committee of the Board

Reference was made to the spotlight report highlighting successes related to cataract centralized waitlist management which consists of three work streams aimed at reducing wait times for clinical referrals. No questions arose.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:14 p.m.
CARRIED.

The regular meeting of the Board of Directors resumed at 7:01 p.m.

Rising from the in-camera meeting, the Chair reported the Board received a report from the CEO as to his Q3 accomplishments toward his 2024/25 performance goals.

6. Termination of Meeting

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

Nawaz Tahir, Chair

Roy Butler, Secretary