

Meeting of the Board of Directors

Monday, April 28, 2025

St. Joseph's Hospital – Adams Boardroom A2-041

MINUTES

The Chair called the meeting to order at 3:31 p.m. He paused to recognize the passing of His Holiness, Pope Francis.

The reflection was provided by J. Batch.

Education Session

Academic Role: Supporting Learners at St. Joseph's Health Care London
N. Tahir introduced K. Perkin, A. Dukelow, J. Yoo, V. Smye who provided an overview of the academic mandate and how St. Joseph's supports learners across the organization.

The Chair thanked the presenters for this information.

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 April 28, 2025 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) Save the Date: Board-Committee Orientation – Thursday September 4, 2025

The date has been chosen for the next Board-Committee Orientation and will follow a similar format to last year's orientation. A hold will be sent to Directors' calendars and more information will be shared as the details are finalized.



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
Stephanie Marentette
Joshua Melchers, CPA, CA, CFP
Fr. Frank O'Connor (R)
Robert Raymond
Howard Rundle, PhD
Victoria Smye, PhD
Janet Tufts, MBA

EX-OFFICIO NON-VOTING

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

Standing Guests

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

Recorder

Terri-Lynn Cook

A = absent
R = regrets
V = virtual

(b) Save the Date: Board Retreat – Tuesday November 4, 2025

In addition to the Board's strategic planning retreat held in January, a date has been chosen for a Fall Board retreat to explore areas related to the Board's structures to support the new strategic plan. A hold will be sent to Directors' calendars and more information will be shared as the details are finalized.

N. Tahir further informed there is one more special event to be scheduled which is the Board Recognition event which is being planned for October. The date and venue will be communicated once determined.

N. Tahir recalled that one of the changes the Ontario Not-for-Profit Act imposed on Directors is that the annual declaration forms have to be completed "ahead" of the annual meeting / "ahead" of Directors being appointed/reappointed. A request for Directors to complete this declaration will be issued in May.

The Chair reported having participated in two Ontario Hospital Association (OHA) Member calls: the first was to discuss survey results of perceptions of hospitals in Ontario; the second was related to hospital finances.

2.2 President and Chief Executive Officer

(a) Monthly Report to Board

R. Butler shared a reflection from Sister Mary Haddad regarding the late Pope Francis.

R. Butler then 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 federal election is today;
- There has been no current impact to St. Joseph's supplies as a result of the tariffs but the matter continues to be monitored;
- Supply Ontario is providing provincial leadership in response to tariffs;
- An Ontario procurement policy was introduced since the last Board meeting. This limits public sector buyers from procuring from US businesses and relates to procurements April 4, 2025 forward. Less than 3% of St. Joseph's vendors meet the definition of "US business";
- Financially, the Ontario hospital sector is in a worse state than in previous years with the average deficit budget being at 6%. Hospital budgets for 2025/26 are yet to be released and expected mid-to-late May. Hospitals are anticipating a significant funding gap. It is a very fluid situation as there have been recent requests for information from the Ministry outside of typical process;
- Jane Philpott, Primary Care Action Team, announced the first call for proposals due May 2. The Ontario Health Teams are to take a lead on these submissions;
- Protect Ontario Through Free Trade Within Canada Act aims to reduce barriers of workers moving across provinces allowing regulated workers to work immediately;
- When the Members (hospitals) of the OHA completed their annual evaluation, the OHA invited voluntary participation in a diversity in hospital leadership survey. It was suggested that St. Joseph's Board and Senior Leadership Team (SLT) participate. If a 60% response rate is achieved, St. Joseph's will receive their results and comparator results from others who also participated in the survey;
- OHA Leadership Summit for Board Chairs and CEO's is April 30 to May 3 and will be reported on at next meeting;

- The Capital Master Planning 1.2 submission was submitted following Board approval last month. St. Joseph's gave a presentation to the Ministry and Ontario Health which was well-received;
- The WSIB funding schedule was finalized for 2025/26 and 2026/27;
- There are rollout plans for the Mission, Vision Values and Strategic Plan;
- Recognition of Patricia Hoffer who is receiving an honorary diploma from Fanshawe;
- Recognition of Dahlia Reich who is retiring in May. D. Reich has supported the CEO's communications including the CEO's monthly report to the Board for approximately 15 years.

(b) St. Joseph's Statement of Patient, Resident and Family Values (SPRFV)

P. Hoffer affirmed the Care Partnership Office, with support from Quality Transformation and Innovation, led the process to review, refresh and renew the SPRFV for St. Joseph's. This work was aligned with the hospital's Mission, Vision, Values and strategic plan work. The environmental scan data compiled by the external consultant, Santis, was informed by and validated the engagement for the SPRFV. The Care Partnership Office has now turned its focus to review the care partner framework. Once the SPRFV is approved by the Board, it will be socialized within St. Joseph's and to the community.

It was MOVED and SECONDED that St. Joseph's Board of Directors approve the revised Statement of Patient, Resident and Family Values, as presented. CARRIED.

(c) Dashboard for Reporting Compliance

R. Butler recalled that this is a tool the Board uses to track its reporting compliance. The report is presented to the Board for information twice a year. The Senior Leadership Team (SLT) reviewed the update at a meeting earlier this month and supports the content. He confirmed St. Joseph's is compliant with the various Acts and reporting requirements.

2.3 Medical Advisory Committee (MAC) Chair

L. Lyons reported on the following work being undertaken by the MAC:

- An amalgamation of the three physician leader hats: Department Head, Department Chief and Department Chair;
- Review and revision of the Credentialed Professional Staff By-Law (CPS By-Law) which will be coming to the Board for approval;
- Review of the MAC Subcommittees and their terms of reference.

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. Adam Dukelow, Integrated Vice President Medical & Academic Affairs, shared examples how a hospital's policy/practice related to opioid agonist prescribing could negatively impact mental health patients and how St. Joseph's has responded and changed some of its practices to reduce risk to patients.

2.5 St. Joseph's Health Care Foundation

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

- The Foundation's Tribute Dinner is scheduled for October 9, 2025 and will focus a spotlight on the research of Lawson Research Institute (Lawson). The keynote speaker will be announced shortly along with this year's honourees for their contributions to St. Joseph's and the London community;
- The Foundation is working with Lawson to identify key projects/opportunities that might be developed into a limited and targeted campaign to build key strategic resources;
- Just this past Friday, the Foundation received a \$1.3M gift to enable the molecular imaging and theranostics team to accelerate their research work which will ultimately have impact on clinical care.

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

A. Biswas, President of St. Joseph's PSO informed the Board of:

- recent and upcoming activities the PSO is involved in;
- a list of recipients that the PSO has sponsored for leadership development programs in 2025;
- a list of applicants the PSO sponsored to attend the Canadian Conference on Physician Leadership;
- details on how the PSO plans to recognize Doctor's Day: May 1; and
- details about the upcoming call for nominations to the Recognition and Reward Award which recognizes the performance of individuals who promote the purpose of the PSO.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Chair updates - Standing Committees of the Board

(a) Spotlight Report from Quality Committee of the Board

The report informed the Board about the successes of an ongoing project, The Capacity Optimization Project, which is a quality improvement initiative aimed to maximize resources and services in order to meet the evolving needs of patients designated as Alternative Level of Care within the system.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:02 p.m. CARRIED.

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

Rising from the in-camera meeting, the Chair reported the Board approved:

- a Director entering a second 3-year term: Joan Hubert;
- a Director for a 1-year extension pursuant to By-Law Article 4.9(b)(i): Jonathan Batch;
- a Director for a 1-year extension pursuant to By-Law Article 4.9(b)(ii): Mary Gillett;

- New Directors entering a first 3-year term: Stephen Bolton and Lynne Livingstone; and,
- a 1-year extension of its representative on the London Hospital Linen Services Board of Directors: Paul Kiteley.

6. Termination of Meeting

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

Nawaz Tahir, Chair

Roy Butler, Secretary