



Meeting of the Board of Directors

Monday, September 29, 2025

Parkwood Institute, Main Building, Room A2-109A/B

MINUTES

The Chair called the meeting to order at 3:31 p.m. She welcomed members from the community and provided an overview of the rules relating to order and decorum for the meeting.

A Commissioning Ceremony of the Board was led by Dale Nikkel, Manager Spiritual Care.

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

The Chair provided an explanation of the purpose of using a Consent Agenda and the fact that clarifying questions can be asked of items on the Consent Agenda without removing them from the Consent Agenda as well as items can be requested to be removed from the Consent Agenda which would then be addressed on the main agenda. Asking clarifying questions or requesting an item be moved from the Consent Agenda to main agenda can be done in advance of the meeting or during the meeting prior to the adoption of the Consent Agenda.

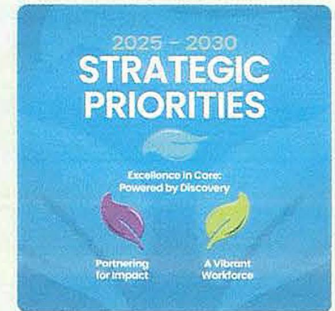
It was MOVED and SECONDED that the Consent Agenda for the September 29, 2025 Board meeting, consisting of the recommendations and reports found in Appendix 1, be approved and/or received for information by St. Joseph's Board of Directors. CARRIED.

2. Reports

2.1 Board Chair Remarks

(a) Schedule for 2025/26 Board Reflections

Reference was made to the proposed schedule for who will provide the Reflection at an upcoming Board meeting. A reflection is common practice at both Board and Committee of the Board



2025/26 Membership

VOTING

Donna Ladouceur (Chair)
Mary Gillett, FCPA, FCA (VC)
Jonathan Batch
Stephen Bolton, ICD.D, MBA
Peter Cassidy
Lesley Cornelius, ICD.D
Paul Dugsin, MBA (R)
Joan Hubert
Lynne Livingstone
Stephanie Marentette (R)
Joshua Melchers, CPA, CA, CFP
Victoria Smye, PhD
Nawaz Tahir
Janet Tufts, MBA

EX-OFFICIO NON-VOTING

Abhijit Biswas, MD (R)
Shaun Boe, PhD
Roy Butler, PhD
Christopher Hansebout, MD, FRCPC
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

VC = Vice-Chair

meetings and is an opportunity to pause and set our minds and intentions to what is before us. It is a non-judgmental way of perceiving in which we become more present, or mindful to our experience. A reflection may incorporate a poem, story, paragraph, a personal experience, etc. Members are requested to review the schedule and connect with the Executive Assistant Board Governance if a conflict arises.

(b) Schedule for 2025/26 Board Representatives attending Medical Advisory Committee (MAC) meetings

St. Joseph's Board has set a priority to maintain close relationships with the MAC and the Credentialed Professional Staff (CPS). Over the last number of years it has proven useful for members of the Board to attend MAC meetings, as an observer. It is both an educational opportunity for the Board Member and maintains linkage and commitment to the CPS that the Board is sincerely interested and engaged in their business. Board Members are requested to review the proposed schedule of representatives and connect with the Executive Assistant Board Governance if a conflict arises.

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:

- St. Joseph's new strategic plan was approved by the Board late spring and rolled out over the summer. There are 18 annual aims for 2025/26 balanced between the three strategic directions. 90-day plans have been developed by all leaders. The corporate performance reporting template has also been developed;
- In collaboration with the City of London and the Homes For Heroes Foundation, St. Joseph's leased land at Parkwood Institute on Western Counties Road for the project. A design unveiling and construction kickoff took place on July 30;
- Three-year funding has been received for the creation of a Trauma and Violence Specialized Primary Care Clinic from the Ministry of Children, Community and Social Services. St. Joseph's is working through finding space to provide this necessary service in the community;
- St. Joseph's has been involved in a number of environmental stewardship activities: through the Nourish program, crops have been grown on site and this food is used in the kitchens to prepare meals for patients and residents at Parkwood Institute; LED retrofits are replacing lighting; St. Joseph's is participating in the Canadian Coalition for Green Health Care's Green Hospital Scorecard which is a comprehensive health care environmental performance benchmarking tool in Canada measuring energy conservation, water conservation, waste management and recycling, corporate commitment and pollution prevention;
- Research involving dogs stopped in August and Western's Animal Care Committee took over responsibility for the eight dogs. All eight dogs will transfer to a fully accredited organization on a pathway to adoption. Six dogs were transferred September 10th and the two remaining dogs will be transferred soon;
- Recognitions were provided to Sandy Jansen who is the new Chair of Fanshawe College's Board of Directors, Jodi Younger for her leadership in the Health and Homelessness Strategic Leadership project and Israa Youssef who is this year's United Way sponsored employee.

(b) 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 highlighted

one requirement relating to the Electricity Act which had been a gap but is now caught up and compliant as of today.

Question arose with respect to the Broader Public Sector Accountability Act and whether this is actively being reviewed by Government. It was suggested the language on the dashboard may need amending to reflect current status.

ACTION: Governance Office to review the BPSA language on the dashboard.

(c) 2025/26 Q1 Corporate Performance Report

R. Butler referenced the first quarter corporate performance report which displays that many key performance indicators (KPI) are green or trending toward being green. There are three KPIs currently below target and strategies are in place to move those indicators toward green. He highlighted that a modification is required to the colouring on the financial indicators.

2.3 Medical Advisory Committee (MAC) Chair

L. Lyons, Chair of MAC, reported that the MAC has reviewed and endorsed its 2025/26 Work Plan and has also reviewed all of the MAC Subcommittee Work Plans. She then provided an overview of the existing Subcommittees, some of which are St. Joseph's only and some of which are city-wide with London Health Sciences Centre (LHSC). She expressed that there is good collaboration happening at the city-wide Subcommittees.

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. R. Butler, President & CEO shared a few stories from within the last three weeks where individuals had reached out to talk to him about their experience at St. Joseph's. The commonality between these stories related to the importance of doing the small things well and how that had a positive impact on the individuals' experience at St. Joseph's.

(b) 2025/26 Q1 Quality Results

P. Cassidy, Chair of Quality Committee, informed the Quality Committee of the Board received and reviewed all quality indicators at its September meeting, as is their mandate. He confirmed the quality improvement plan indicators and a number of others are reportable to various external agencies as well as to the community. There are no areas of concern at this time.

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

A. Campos Reales advised that as he has now taken on the role of Chair of the Foundation Board, a new Foundation Board representative will be appointed to the standing guest role. This will be ratified by the Foundation Board shortly and the individual plans to attend the October meeting.

2.6 Lawson Research Institute (Lawson)

J. Batch, Chair of Lawson Board of Directors, referenced the strategic plan update and Lawson LEADS September newsletter which were circulated in the agenda package. He highlighted the Lawson Board has approved a new five-year strategic plan and that this is being shared to the Member for information. He summarized how the plan was developed and the consultations conducted with stakeholders. The

result is Lawson has adopted the hospital's three strategic goals of "Excellence in Care, Powered by Discovery", "Vibrant Workforce" and "Partnering for Impact" and that rather than develop a new purpose statement, Lawson will continue to use its tagline "Discovery-driven, Patient-focused". Lawson has developed separate goal areas and "by 2030" statements. J. Batch concluded by reporting that the annual aims are yet to be developed and approved by the Lawson Board.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Medical Advisory Committee Recommendations:

(a) Revised Credentialing Forms

L. Lyons recalled to Directors that in February, both LHSC and St. Joseph's launched the new Clinician Management and Reappointment System (CMaRS) online application platform for Credentialed Professional Staff (CPS) at both hospitals to complete their reappointment application. This was well-received by CPS and the next step was to consolidate all forms between LHSC and St. Joseph's. She confirmed there has been a high level of oversight into revising these forms as the MAC looked at best practices across the province and undertook other external consultations. Revising the forms has been a large undertaking.

It was MOVED and SECONDED that St. Joseph's Board of Directors approve the revisions to the Initial Application Form, Appointment Support Form, Appointment Change Support Form, and Reference Form. CARRIED.

(b) Revised Delineation of Privileges

L. Lyons recalled to Directors that a number of revised delineation of privileges were brought forward for Board approval in the spring and that this is the remainder of them. She explained that delineations are extra privileges that physicians/dentists have above and beyond based on their training. The proposed revisions were reviewed and endorsed by the Credentialing Committee at their September 9, 2025 meeting and subsequently at the MAC meeting on September 10, 2025 and again the CPS By-Law outlines that changes to delineation of privileges requires Board approval.

A Director congratulated the MAC and Medical Affairs team on this work as it ensures consistent wording across departments and cleans the documents up.

It was MOVED and SECONDED that St. Joseph's Board of Directors approve the revisions to the delineations for each clinical department as presented. CARRIED.

4.2 Resource Planning & Audit Committee (RPAC) Recommendation – Q1 Financial Results

J. Melchers, Chair of RPAC, informed that St. Joseph's ended the first quarter of 2025/26 with a \$4.8 million deficit compared to a planned deficit of \$3.6 million. The \$1.2 million unfavorable to budget is due to a late adjustment related to Pathology and Laboratory Services. St. Joseph's did receive some WSIB rebates to offset the deficit and some of the deficit was mitigated by investment income. He raised for awareness the \$2.5 million unfavourable variance in the prescription shop driven by a reduction in the sale of eye injection medications to physicians within the hospital. Pharmacy

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leadership is engaging with appropriate stakeholders to review the root cause of the sales reduction and will be taking appropriate actions based on those findings. It is expected that the Prescription Shop will be in a balanced position come year end.

St. Joseph's working capital remains strong.

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 June 30, 2025.

R. Bulter informed the Board that Michelle Campbell, President & CEO of the Foundation, is becoming a member of the Hall of Honour by the Association for Healthcare Philanthropy which recognizes individuals who have made tremendous contributions to the field of healthcare philanthropy.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:23 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 of Directors reviewed its meeting evaluation results of the meeting held June 19, 2025.

6. Termination of Meeting

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


Donna Ladouceur, Chair


Roy Butler, Secretary