

## Meeting of the Board of Directors

Monday, October 27, 2025

Parkwood Institute, Main Building, Room C2-108 (Boardroom)

Via MS Teams video-conference

# MINUTES

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

The reflection was provided by P. Cassidy.

## 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 27, 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

D. Ladouceur introduced and welcomed Jay Nash who is the appointee from St. Joseph's Health Care Foundation (Foundation) Board of Directors replacing Alfonso Campos Reales at the hospital Board of Director meetings.

D. Ladouceur reported that she has had the opportunity to attend at least one meeting of all of the Board's Standing Committees. In addition, she has had one-on-one meetings with the senior leaders who support the Standing Committees of the Board. These opportunities have contributed to her learning and development as the new Chair of the Board.

### 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:



## 2025/26 Membership

### VOTING

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

### EX-OFFICIO NON-VOTING

Abhijit Biswas, MD  
Shaun Boe, PhD  
Roy Butler, PhD  
Christopher Hansebout, MD, FRPCP  
Laura Lyons, MD  
Karen Perkin, RN, MScN  
John Yoo, MD (R)

### **Standing Guests**

Jay Nash, Foundation Representative  
Richard Corneil, C.Dir.,  
Board Observer  
St. Joseph's Senior Leaders

### **Guests**

Kent Lewis, Clinical Director  
Forensics

### **Recorder**

Terri-Lynn Cook

A = absent

R = regrets

V = virtual

VC = Vice-Chair

- The Ontario Hospital Association (OHA) released a media statement, October 3, 2025, speaking to the financial challenges in the sector;
- The Ministry's Health Sector Governance and Oversight Office (HSGO) issued a sector-wide survey to gain an understanding of governance practices. We completed the survey, and it is now closed.
- The Financial Accountability Office of Ontario released the Ontario Health Sector 2025 Spending Plan Review on October 23, 2025. The report outlines levels of funding and projections and paints a difficult picture going forward without significant funding injections into the health care sector.
- Bill 56 "Building a More Competitive Economy Act" has a key piece related to health care called "As of Right" framework. This change allows health professionals from 16 additional regulated professions to work as-of-right in Ontario while applying for registration with the Provincial Regulatory College;
- Lawson Research Institute (Lawson) celebrated its first anniversary on October 16<sup>th</sup> with open house drop-in sessions held at all St. Joseph's sites. These were well attended. In addition, Lawson launched its 5-year strategic plan setting the stage for purposeful, sustainable growth in specific areas of research;
- The Catholic Health Association of Ontario held their annual conference October 15-16, 2025 with a focus on "Promoting our Value in System Transformation". R. Butler was one of three participants in a panel discussion on the topic of "demonstrating our value to system transformation";
- The Foundation's Tribute Dinner held October 9<sup>th</sup>, was well attended and a success;
- The Excellence in Professional Practice Awards which occur annually, were held October 1<sup>st</sup>. This event recognizes both nursing and other allied health discipline staff who are at the heart of patient and resident care at St. Joseph's. Bursary applications are also accepted each year, creating an opportunity for nursing and professional practice staff to apply for funds to support their studies. Congratulations to all award and bursary recipients.

### 2.3 Medical Advisory Committee (MAC) Chair

L. Lyons reported the MAC received an update on the scope and timelines for the MyCarePortal implementation which is part of the OneChart Phase II project. The MyCarePortal aligns with the provincial ConnectMyHealth patient portal. MyCarePortal was created because the province's portal is a unidirectional portal and is not interactive for patients. MyCarePortal will allow patients to see pathology, lab and imaging results, discharge summaries, upcoming appointments, educational material, histories and medications. St. Joseph's patients will start to enroll when St. Joseph's goes live in January 2026 and LHSC will follow.

She also informed that the first two sessions in a series of educational sessions for physician leadership occurred in September. This learning is being put on by the Physician Leadership Institute in partnership with the Canadian Medical Association. Patrick Hawkins, lawyer, was the presenter at the first session and educated participants about their responsibilities under the Public Hospitals Act. The second session focused on engaging others. There has been positive feedback about these offerings and the next session is scheduled for November.

### 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. Kent Lewis, Clinical Director Forensics, presented a patient story of

harm from the Southwest Centre for Forensic Mental Health Care site related to gender affirming care.

The Board commended the effort of staff and the integrated process.

K. Lewis left the meeting at 4:00 p.m.

## 2.5 St. Joseph's Professional Staff Organization (PSO)

A. Biswas recalled to the Board that hospitals are legislated to have a PSO but that there is much discretion as to “what” a PSO can do. He provided an overview of the events planned for the upcoming year including: three general meetings, an annual meeting, issuing of the leadership development award, sponsoring physicians to attend the Canadian Conference on Physician Leadership and celebrations planned for Doctors Day. In addition to this, the PSO will be involved with the MAC's review of By-Laws and policies.

In collaboration with the LHSC PSO, there is work being done to improve the PSO's presence through improvements to the PSO website and the creation of a strategic plan.

The Chair thanked the PSO for their report and the work they are undertaking.

## 2.6 Western University

S. Boe, Dean Faculty of Health Sciences (FHS), led the Board through a presentation providing information on who FHS is, who it partners with, how it is involved in research and future opportunities. Highlights from the presentation include:

- FHS is home to 7 schools, the newest being Food and Nutritional Sciences;
- FHS is home to 5 research centres;
- In 2024/25 there were a total of 1772 placements at St. Joseph's and LHSC. To date for 2025/26 there have been a total of 814 placements;
- FHS has 6 Canada Research Chairs and 5 local Research Chairs;
- Research focus is around “health across the lifespan”, “healthcare systems & delivery”, “active living & health promotion”, “health equity”, “physical rehab & mobility”, and “social & behavioural health”. There is opportunity to expand research collaborations;
- There are intersections between FHS and both St. Joseph's and Lawson's strategic plans;
- FHS is in process of developing a new strategic plan and is currently in the engaging stakeholder phase;
- FHS is in the planning process for a new FHS building that will support interprofessional and interdisciplinary experiences across the faculty.

The Chair thanked S. Boe for the update.

## 3. Business Arising

Standing agenda item, no business arose.

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#### 4. New Business

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##### 4.1 Governance Committee Recommendations:

###### (a) New Board Policy – Director Removal

M. Gillett informed that part of the mandate of the Governance Committee is to routinely review all existing Board policies for alignment with the Corporate By-Law and with a view to considering best practices as outlined in the OHA's Guide to Good Governance. As part of the Committee's review, a gap was identified in the Board policies in that St. Joseph's Board does not have a policy/ process that addresses the potential need for considering removal of a Director.

She stated that as this topic is sensitive in nature, legal advice was sought from Borden Ladner Gervais who assisted in drafting the proposed policy/process so that St. Joseph's Board of Directors could be assured there is alignment with existing Board policies and legislation and the rights of the Member, St. Joseph's Health Care Society.

**It was MOVED and SECONDED that St. Joseph's Board of Directors approve the new Board policy "Director Removal".** **CARRIED.**

###### (b) Revised Credentialed Professional Staff Rules

M. Gillett invited L. Lyons to speak to the process and highlight key changes to the rules. L. Lyons stated it is part of the MAC's work plan to annually review the Rules and it is a supporting document to the Credentialed Professional Staff (CPS) By-Law. She further stated the proposed edits are minor and most relate to professional title changes such as Department Chief changing to Department Head. She confirmed that Midwives were removed from St. Joseph's CPS Rules because there are no Midwives that work at St. Joseph's.

A. Dukelow added that LHSC is in process of reviewing their By-Law and Rules and that there are options such that Rules can be their own document or become policies. He advised that the MAC will be making a decision on whether to keep Rules as a standalone document or make Rules into policies.

**It was MOVED and SECONDED that St. Joseph's Board of Directors approve the revised Credentialed Professional Staff Rules.** **CARRIED.**

##### 4.2 Health Care Ethics Committee Recommendation: Revised Corporate Policy – Responding to a Request for Intentional Termination of Life (assisted suicide and/or euthanasia, also known as Medical Assistance in Dying, "MAiD")

J. Tufts referenced the document package and outlined the process that was taken to bring the proposed amendments to the Board. No discussion was held.

**It was MOVED and SECONDED that St. Joseph's Board of Directors approve the revised policy "Responding to a Request for Intentional Termination of Life (assisted suicide and/or euthanasia, also known as Medical Assistance in Dying, "MAiD")".** **CARRIED.**

##### 4.3 Medical Advisory Committee Recommendation: Medical Director Long-Term Care

L. Lyons referenced the recommendation cover sheet which provided details on the selection process the MAC and Head of the Department of Family Medicine undertook to recommend a new Medical Director Long-Term Care. She provided a summary of the incumbent's qualifications.

**It was MOVED and SECONDED that St. Joseph's Board of Directors approve:**

- (a) upon receipt of a signed letter of offer, the continued appointment of Dr. Ganesh Persaud as Medical Director, Long-Term Care, effective October 22, 2025 to October 31, 2025; and,**
  - (b) upon receipt of a signed letter of offer, the appointment of Dr. Seema Luke as Medical Director, Long-Term Care, for a four-year term effective November 1, 2025 to October 31, 2029.**
- CARRIED.**

**4.4 Chair Updates from Standing Committees of the Board:**

**(a) Stoplight Report from People & Mission Committee of the Board**

On behalf of the People and Mission Committee, V. Smye apprised the Board of the current trending data on workplace violence incidents at St. Joseph's and the work underway to address issues and concerns. She then highlighted the successes of Volunteer Services.

**(b) Stoplight Report from Quality Committee of the Board**

P. Cassidy highlighted the Registered Nurses' Association of Ontario's Best Practice Spotlight Organization Program of which St. Joseph's has been a designate since 2009. These are nurse led deliverables and accountabilities and truly recognize and promotes the nurse as a leader in the health care system.

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**5. In-Camera Meeting**

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:30 p.m.**  
**CARRIED.**

The regular meeting of the Board of Directors resumed at 6:49 p.m.

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**6. Termination of Meeting**

There being no further business, the Chair declared the meeting terminated at 6:50 p.m.