

Meeting of the Board of Directors

Monday, January 26, 2026

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

Via MS Teams video-conference

MINUTES

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

The reflection was provided by S. Marentette.

Education Session

A) Nourish Initiative Pecha Kucha

L. Higgs informed that 5 years have passed with the Nourish Project and the Steering Committee had its final meeting a few weeks ago. An updated Pecha Kucha captures the entirety of the project and includes key priorities from cohort #2. She introduced Michelle Stranges and Lindsay Botnick and shared that M. Stranges has won the 2025 Nourish Anchor Leadership Award, a national recognition that celebrates changemakers and emergent voices in food-health transformation. M. Stranges supported the Food and Nutrition Services team in advancing St. Joseph's sustainability commitments through the Coolfood Pledge, engaging staff in plant-based cooking initiatives, waste reduction strategies, organizing farm tours and expanding partnerships with local growers.

M. Stranges presented the updated Pecha Kucha. Following the presentation the Board was informed that although Nourish is coming to an end there is work that will continue (i.e. garden continues to grow, local procurement, plant-based recipes) and that there are plans to upscale a new project related to food prescribing.

On behalf of the Board, the Chair congratulated the team on their successes. M. Stranges and L. Botnick left the meeting at 3:50 p.m.

B) Accreditation / Governance Survey

Biju Mathai, Interim Director, Strategic, Organizational and Leadership Development, and Karen Masters, Consultant, Quality, Transformation and Innovation, led the Board through a presentation explaining the need for the Board to complete the Governing Body Assessment survey which is a requirement related to the continuous accreditation cycle. They then provided the Board with additional context related to some questions on the



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 Dugins, MBA
 Joan Hubert
 Lynne Livingstone
 Stephanie Marentette
 Joshua Melchers, CPA, CA, CFP
 Victoria Smye, PhD (V)
 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 (V)

Standing Guests

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

Recorder

Terri-Lynn Cook

A = absent

R = regrets

V = virtual

VC = Vice-Chair

Meeting of the Board of Directors – Minutes

Monday, January 26, 2026

survey. They confirmed the survey results are anonymous and will be presented to the Executive Committee of the Board who will develop an action plan.

A comment was offered that it may be worthwhile doing this survey again, closer to accreditation, to see if any gaps identified now have been closed.

ACTION: Governance Office will issue the Governing Body Assessment survey to Directors on February 2nd.

B. Mathai and K. Masters left the meeting at 4:05 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

The Chair declared J. Tufts, L. Livingstone, L. Cornelius and P. Cassidy in conflict of interest with item C2 on the Consent Agenda and left the meeting at 4:09 p.m.

It was MOVED and SECONDED that the Consent Agenda for the January 26, 2026 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.

J. Tufts, L. Livingstone, L. Cornelius and P. Cassidy rejoined the meeting at 4:10 p.m.

2. Reports

2.1 Board Chair Remarks

(a) Attendance Report – Board and Committee meetings 2025/26

Best practice indicators show that attendance is one of the principle ways of determining whether board and committee members are engaged in the governance of an organization. Updated attendance logs for all meetings are shared for information and transparency. Governance Committee reviewed the latest report and stated it is one of the best they have seen. The Board Chair congratulated Directors and Committee members for their commitment.

The Chair reminded Directors of the upcoming retreat where Directors will be reviewing the Board's governance structure in support of the 2025-2030 strategic plan.

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 case in British Columbia challenging the right of publicly funded, faith-based hospitals, to refuse to provide medical assistance in dying on their premises. A ruling is expected in the Fall. St. Joseph's is following this case and working with partners to develop key messages;

Meeting of the Board of Directors – Minutes

Monday, January 26, 2026

- A new report from Research InfoSource shows that Lawson ranked number one as the most researcher-intensive institution among mid-sized hospital-based research centres in Canada. It also ranked 20th among Canada's Top 40 Research Hospitals for 2025;
- The 1% provincial funding that was held back by the Ministry of Health was distributed in December to select hospitals. St. Joseph's was not selected/did not receive funds;
- Hospital Sector Stabilization Plan work continues. There is a meeting of the South West region this Wednesday to receive direction on next steps. Both at the regional and provincial level, ideas have been put forward for efficiencies that may be able to be attained by working together (i.e. patient flow, access, etc.);
- Project Tyche has launched at St. Joseph's which aims to find internal efficiencies. There are work streams, working groups, and various pieces of work well under way;
- The Senior Leadership Team (SLT) and other leaders at St. Joseph's have a full day meeting next week where they will work on identifying strategic priorities for next year. That list will then be finalized by SLT and final recommendations will come to the Board in March;
- SLT has approved a number of capital renovations to enhance care in the areas of breast care, violence and specialized primary care, and labs;
- St. Joseph's has adopted a new Social Media policy. This policy would apply to Board and Committee Members as "affiliates" of St. Joseph's. A copy has been posted to the Board portal;
- There have been several government relations activities including a visit from the CEO of HealthCareCAN, a visit from MP Kurt Holman, and visit from MPP Rob Flack;
- Together Richard Corneil and R. Butler presented to the King's College senior team about Mission in the organization and the mission leadership program at St. Joseph's.

Question was raised regarding the equity, diversity, inclusion and belonging education that has been rolled out to staff and whether this will be extended to Board/Committee Members. Reply was given that it is yet to be determined whether these modules are the right education for the Board/Committee Members or if it is something different. Board input on these modules is needed to help determine this.

2.3 Medical Advisory Committee (MAC) Chair

L. Lyons provided the following updates:

- There are several active recruitments for Department Heads under way;
- Medical Affairs is soon to launch the reappointment process which will be the second year using the new system;
- OneChart Phase 2 is active. In response to expressions of anxiety from physicians, particularly in high volume clinics, additional training and townhalls were offered along with opportunities on MAC meeting agendas for Department Heads to voice concerns. Further to this, the physician wellness lead is incorporating wellness into the launch of this new platform;
- The professional leadership development series continues - the next session is February 5/6.

D. Ladouceur thanked L. Lyons for the update and commented on the success of the collaboration of the Department Heads working through various issues at MAC meetings.

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. S. Jansen, Vice President Patient Care and Risk Management, shared a story of a risk assessment and privacy breach investigation that were conducted following the death of a patient in the acquired brain injury rehabilitation program at Parkwood Institute. The investigation led to the acknowledgement of morale distress in staff. Greater education is now

Meeting of the Board of Directors – Minutes

Monday, January 26, 2026

being provided to staff on morale distress and is now part of the debriefing of staff in future events of distress.

2.5 St. Joseph's Health Care Foundation

J. Nash referenced the written report circulated in the agenda package which highlighted the success of the 2025 Season of Celebration campaign which raised funds for two important patient needs: therapeutic programming and patient care equipment. He also shared the news of the acquisition of two pieces of equipment: Tri-Modality Pre-Clinical SPECT/CT/PET Scanner in December and a new PET/MRI: coming in March.

J. Nash stated that plans for Breakfast of Champions are well under way and that corporate sponsorship is already at 60%. The event is scheduled for May 8th and tickets will be on sale in March.

From a financial perspective, the Foundation had an exceptional 2025 and exceeded their cash goal for the year two months early with \$39.1M raised. In the last month the Foundation received the following gifts:

- \$660,000 for approved hospital-capital needs;
- \$75,000 for highest priority needs for Mount Hope by a grateful family; and,
- \$300,000 to complete a donor's commitment to the acquisition of the Tri-Modality scanner (total gift: \$800,000).

He concluded his report by informing the hospital Board that over the last several months, the Foundation has worked with research and hospital leadership to devise a significant case for giving that would help to advance the new Lawson Research Institute and its strategic pillars. At the next Foundation Board meeting, the Foundation will present an overview of the research projects to which the Foundation has committed that form the priorities to take to the community over the next year.

2.6 Lawson Research Institute

J. Batch informed that the Lawson Board continues to have discussions about its foundational governance pieces which include Lawson's relationship with the hospital. He announced that there will be a portion of the hospital Board retreat dedicated to discussing the reserve powers of the hospital as the sole Member of Lawson. Echoing part of the Foundation's report, the Foundation has been instrumental in recent research successes. On behalf of the Lawson Board, he thanked the Foundation for their support. J. Batch concluded his report by referencing the February Lawson LEADS Newsletter and encouraged Directors to read it.

2.7 Western University - Dean Schulich School of Medicine & Dentistry

J. Yoo provided the following updates:

- The Canada Impact+ Research Chairs program is a federal initiative launched on December 9, 2025, designed to support Canadian institutions in attracting internationally recognized researchers. The program emphasizes both research excellence and tangible impact, focusing on areas of strategic importance to Canada. Following a highly competitive selection process, the program awards successful applicants and their teams either \$8 million or \$4 million over eight years to establish ambitious research programs at the nominating university, with a potential for a four-year extension at 50 per cent of the initial per annum award value. Western's allotment is 9 positions;
- Construction has begun on a new research centre that will position London as a national leader in the understanding, prevention and treatment of infectious diseases. A first in Canada, and one of only a few in the world, the \$44-million Pathogen Research Centre will bring real-world

Meeting of the Board of Directors – Minutes

Monday, January 26, 2026

testing environments, advanced containment and manufacturing of therapeutics for clinical trials under one roof. This centre is expected to open in 2027;

- Schulich has embarked on its post-graduate medical accreditation process by the Royal College and College of Family Physicians of Canada. A first visit by the Royal College occurred today and they commented positively on the Affiliation Agreement as an exemplary model of collaboration between the university and hospitals;
- Supervised by physicians and working as physician extenders, Physician Assistants provide patient care in a range of settings as members of inter-professional health care teams. Physician Assistants help decrease wait times and improve patient access to services in high need areas. Schulich will have the first Masters program for Physician Assistants starting September 2026;
- The province is investing up to \$8 million to plan and expand 16 new primary care teaching clinics, expected to serve 300,000 more people and provide future clinicians with hands-on training in real-world, team-based settings. These facilities, established in partnership with Ontario's leading medical schools, will not only serve the community but also act as real-time classrooms for family medicine residents, nurse practitioners, physician assistants, and other health professionals. Western has been appointed three of the 16 sites: London East, Woodstock, Sarnia; and,
- Western has had a record year of research funding to the tune of \$315M. Health care research is a large part of that research and Western is grateful for the partnership with hospitals.

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 Governance Committee of the Board

M. Gillett reported that in addition to the routine governance work, additional work has been undertaken to align with the Ontario Hospital Association's newest edition of the Guide to Good Governance. In summary, St. Joseph's Board is well-aligned with only a few gaps that are being addressed.

(b) Spotlight Report from Nominating Subcommittee of the Governance Committee of the Board

M. Gillett highlighted the following:

- Four (4) Director vacancies are anticipated and recruitment is under way. Candidates being sought are individuals with CPA designations, those with legal/corporate governance background, individuals who have an understanding of construction & project management, and those with a working understanding of information technology systems;
- There are a number of Committee Member vacancies and these vacancies are advertised both internally and externally;
- To aid in the work of Nominating Subcommittee, Directors were reminded to complete their self-evaluation by the end of the month;
- The selection process for the appointment of a Second Vice-Chair of the Board is being initiated and will conclude with a recommendation to the Society in June.

Meeting of the Board of Directors – Minutes

Monday, January 26, 2026

- (c) Stoplight Report from People & Mission Committee of the Board
V. Smye stated the People & Mission Committee reviewed the Health Human Resource second quarter results and had robust discussion on the first-year turnover indicator. It was confirmed that St. Joseph's is drilling down further into the drivers behind these results.

- (d) Stoplight Report from Quality Committee of the Board
P. Cassidy affirmed that the Quality Committee dove into the details on progress being made related to two clinical performance indicators - falls prevention and worsening pressure injury.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:19 p.m.
CARRIED.**

The regular meeting of the Board of Directors resumed at 6:59 p.m.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:00 p.m.