

Meeting of the Board of Directors

Monday, April 27, 2026

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 S. Boe.

Education Session

Trauma and Violence Specialized Primary Care Program (TVSPCP)
K. Perkin introduced Dr. Susan McNair, Cassandra Fisher and Mary Mueller from the primary care team.

Together, S. McNair and C. Fisher educated the Board about the program explaining that the TVSPCP provides care for individuals experiencing, or who have experienced, trauma, such as sexual assault, intimate partner violence, childhood abuse, exploitation or community violence. This program is a first-of-its-kind in North America and approaches care in a meaningful, compassionate and therapeutic way to address patient's physical, mental, social and spiritual needs.

TVSPCP was developed to fill a long-standing gap in care for people whose trauma has created barriers to accessing traditional primary care. Because trauma extends beyond a specific event or experience, profoundly disrupting a person's sense of safety, connection, and ability to function. This can become biologically embedded in the brain, shaping stress response, brain development and behaviour and lead to chronic illness and social vulnerability. TVSPCP at St. Joseph's recognizes that many adult health conditions are not random or disconnected, but understandable adaptations to early adversity.

Equity-oriented and trauma-informed care is offered by an interdisciplinary team (manager, nursing, medicine, social work, social service work, reception staff, research associate). The first patient was seen in October 2025. Statistics were shared summarizing the clinical activity to date. Quantitative metrics are being measured. Research and education are both embedded in the TVSPCP. St. Joseph's has the capacity to make this program a provincial scalable model, and beyond.

Discussion took place and the Board expressed appreciation for St. Joseph's addressing this gap and the positive impact this is having on a vulnerable population. It was confirmed 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 (R)
Paul Dugsin, MBA (V)
Joan Hubert
Lynne Livingstone
Stephanie Marentette (V)
Joshua Melchers, CPA, CA, CFP
Victoria Smye, PhD (R)
Nawaz Tahir (V)
Janet Tufts, MBA

EX-OFFICIO NON-VOTING

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

Standing Guests

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

Guests

Cassandra Fisher
Susan McNair
Mary Mueller
Amanda Thibeault

Recorder

Terri-Lynn Cook
A = absent
R = regrets
V = virtual
VC = Vice-Chair

program is located within the hospital and is integrating opportunities for learning to Resident medical school graduates.

On behalf of the Board, the Chair thanked the guests for the powerful presentation and stated that the Board would welcome an update on the TVSPCP, the research, and metrics at a future date.

C. Fisher, S. McNair and M. Mueller left the meeting at 4:10 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 shared that prior to today's meeting a request was received for an update on how the Health Care Ethics Committee (HCEC) reacted to the decision to elevate ethics across all Committees and the Board which resulted in the sunseting of HCEC. D. Ladouceur confirmed that she was present at the meeting where the information was shared and it was well received. The Committee members appreciated the opportunity to provide input on how to elevate and integrate ethics throughout the entire Board and Committee structure. J. Tufts, Chair of HCEC, had presented a first draft of recommendations for HCEC's discernment. A final report will be received by Governance Committee who will then put forward final recommendations to the Board.

It was MOVED and SECONDED that the Consent Agenda for the April 27, 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.

2. Reports

2.1 Board Chair Remarks

D. Ladouceur reminded Directors that tomorrow is the due date for them to complete a Board Chair evaluation. She invited Directors to complete the evaluation stating that the feedback will assist her as she enters her second year as Board Chair.

She then informed that there are two seats available for the Schulich Awards of Excellence being held May 13th. Directors were invited to connect with T. Cook offline if they are interested in attending.

D. Ladouceur introduced and welcomed Amanda Thibeault who is acting as a guest observer for today's meeting because as of May 1st, she will become a member of the Board in her new role as Vice President, Patient Care at Parkwood Institute Main Building and Mount Hope Centre for Long Term Care and Chief Nursing Executive. D. Ladouceur then proceeded to give special recognition to K. Perkin as she retires having served at St. Joseph's for over 40 years.

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:

- Hospitals have not received their funding letters but these are anticipated late May or early June;

- The Ontario Hospital Association (OHA) offered a two-part education session on the Fundamentals of Financial Oversight for Hospital Boards. R. Butler participated as did a few Directors from St. Joseph's Board;
- April 13, 2026, the Ontario Government introduced a Buy Ontario Procurement Directive. The key change is that the competitive bidding threshold will increase and preference will be provided to procuring from Ontario companies ;
- D. Ladouceur and R. Butler will be attending the OHA's Leadership Summit for Board Chairs and CEOs later this week, and will report back to the Board on the activities of the Summit;
- On April 9, in partnership with government and community organizations including St. Joseph's, Indwell opened Coves Landing, a 50-unit supportive housing development at 46 Elmwood Place in London. There are seven beds slated in a separate section within this building for individuals with dual diagnosis;
- Recognition was given to Sandy Jansen, Vice President Patient Care and Risk Management, as this is her last Board meeting due to her upcoming retirement. The Board was invited to join in a celebration of S. Jansen being held May 7th;
- In addition to the CEO's announcement about the hiring of A. Thibeault to the position of Vice President, Patient Care at Parkwood Institute Main Building and Mount Hope Centre for Long Term Care and Chief Nursing Executive, there was also another announcement about the hiring of Sarah-Jane Adams as Vice President, Patient Care at St. Joseph's Hospital effective June 1, 2026; and,
- This year's Breakfast of Champions fundraising event is 98% sold. He thanked St. Joseph's Health Care Foundation on their work to put together the event.

(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 reviewed the April update at a meeting earlier this month and supports the content which shows compliance in all areas.

2.3 Medical Advisory Committee (MAC) Chair

L. Lyons explained that the Practice Ontario initiative allows internationally trained family medical physicians into Ontario's healthcare system. These individuals are assessed and mentored on site for 12 weeks following which they can then practice medicine in rural and northern communities, ensuring that underserved areas have access to primary care.

She then shared that the MAC continues to support Credentialed Professional Staff (CPS) in the OneChart Phase II transition and extensive efforts have been made to inform staff about the discontinuation of transcription services coming June 30, 2026. The goal is to shift all CPS to front-end dictation with the support from Health Information Management and Information Technology Services.

L. Lyons confirmed there are several recruitments under way for Chair/Department Head positions. She thanked Directors for their participation in these search efforts.

To conclude her report, she stated that the annual CPS reappointment process has closed and the reappointment reports will be coming to the Board for approval at the June meeting.

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. A. Dukelow, Integrated Vice President Medical and Academic Affairs shared a story about a patient admitted to the Spinal Cord Injury (SCI) Rehabilitation Program at Parkwood Institute. This patient had acquired a stage 4 pressure injury at another site and A. Dukelow explained how the management of the pressure injury is paramount to ensure the patient does not develop additional complications, can heal in a timely manner, can participate in rehabilitation and can eventually transition to home. He shared how staff in the SCI Rehabilitation Program identified opportunities to improve care and successfully implemented strategies to better meet patients' needs.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

No new business arose.

5. In-Camera Meeting

It was **MOVED** and **SECONDED** the meeting of the Board of Directors move in-camera at 4:27 p.m.

Thank you for the kind words about St. Joseph's, and thank you for confirming you have read the document package in Step #1.

Your response has now prompted the next step in St. Joseph's nomination, selection and onboarding process. Step #2 involves the sharing of another set of documents for you to review. This includes learning more about the Board/Committee's governing documents (i.e. policies and By-Law) and the completion of a Criminal Records and Judicial Matters Check (CRJMC).

Via a separate email from SharePoint, you will receive an invitation/link to view the Board policy package. Upon your review of these policies you are asked to sign and return the following PDF-fillable forms, which are also found as part of the link provided above:

1. Annual Declaration and Consent; and,
2. Fixing Long-Term Care Act Disclosure and Declaration.

Kindly download the two “SIGN-BACK” files to your device. Then open them as these PDF-fillable forms allow you to type into, affix an electronic signature, save and email it back to me. Alternatively, you can print the form, fill it in manually and scan it and email it (or fax) back to me at terri Lynn.cook@sjhc.london.on.ca or fax 519-646-6054.

If you have any questions upon your review of these policies kindly connect with me.

In response to the Fixing Long-Term Care Act (FLTCA), we require a CRJMC. The CRJMC must be dated within the last six (6) months. The information released on a CRJMC includes:

- Criminal convictions from Canadian Police Information Centre and/or local police records
- Findings of guilt under the Youth Criminal Justice Act if allowed by law
- Absolute and conditional discharges
- Charges before the court or judicial order

CRJMC can be obtained through London Police Services or the Ontario Provincial Police. Your legal (residential) address dictates where you must submit your request for a CRJMC. You can initiate your application on-line, based on your legal address at either:

Ontario Provincial Police online Record Check Applications:

<https://www.opp.ca/index.php?id=147&lng=en>

City of London online Record Check Applications:

<https://www.londonpolice.ca/en/services/Criminal-Record-and-Judicial-Matters.aspx#Fee-and-payment>

Both websites walk you through the steps quite logically. If you require help on the site, please call me to help walk you through it (519-646-6100 x 64202). If you are unsure where to apply, the OPP website actually has a service where you can type in your address and it will confirm whether your application is through OPP or not. Please ensure you request a *Criminal Records and Judicial Matters Check* as there are three different types of records checks available. You may or may not need a letter from St. Joseph’s supporting your application which verifies you are a current volunteer with the Board/Committees of the Board – if you are prompted to provide this, please email me and I will supply you with the verification letter. Any cost associated with obtaining the check will be reimbursed by St. Joseph’s Health Care London, upon your request, and upon submission of proof of payment.

If there is a significant delay in receiving the CRJMC that is beyond the control of the candidate, at the discretion of the Board Chair and President and CEO, an offer to sit on the Committee may be extended contingent upon receipt of a CRJMC. The Committee Member may proceed with the nomination process, commence orientation and training and attend meetings in this circumstance.

The presence of an unclear CRJMC does not automatically disqualify a candidate from a position. If necessary, St. Joseph's reserves the right to request additional information and clarification from the candidate.

In the event a criminal record is disclosed, each situation will be assessed by the Governance Committee to determine to what extent the individual would pose a risk. Consideration will be given to the following factors:

- The nature of the offence(s) and the number of convictions;
- The sentence(s) received;
- The length of time since the most recent conviction;
- Any rehabilitative efforts made by the candidate;
- The specific duties and responsibilities of the position and the relevance of the particular criminal conviction to the position; and,
- Any other factors deemed relevant.

Individuals who fail to provide the criminal record check, having been requested to do so, will not qualify to serve on a Committee.

Further, it is the expectation of the Board and St. Joseph's that applicants and Committee Members discharge their ongoing disclosure obligations regarding criminal charges or convictions in a candid, honest, thorough and accurate manner. Failure to do so may constitute reasonable grounds to refuse an application for appointment or re-appointment, or removal from the Committee.

On behalf of the Nominating Subcommittee of the Governance Committee of the Board, I look forward to receiving your two (2) signed forms and a copy of your CRJMC once you receive same. I will then be able to confirm the final step in the nomination, selection and onboarding process.

Kind regards,

Terri-Lynn Cook,

Executive Assistant, Board Governance

St. Joseph's Board of Directors

519-646-6100 x 64202

We are collecting your personal information under the authority of the Public Hospitals Act R.S.O 1990, c. P.40. and will kept on file as part of our onboarding process. If you have questions about the collection of this information, contact St. Joseph's Health Care London, Executive Assistant to the Board of Directors, 268 Grosvenor Street, London, Ontario, N6A 4V2. [519-646-6100](tel:519-646-6100) ext. 64202.

CARRIED.

The regular meeting of the Board of Directors resumed at 7:10 p.m.

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

- Janet Tufts as a Director entering a second 3-year term;
- Donna Ladouceur and Mary Gillett as Directors with a 1-year extension pursuant to By-Law Article 4.9(b)(ii);
- Donna Ladouceur as Chair and Mary Gillett as Vice Chair, for a one-year term;
- Philip Griffin as its representative and Member of London Hospital Linen Services; and,
- The CEO's performance goals for 2026/27.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:12 p.m.