

Meeting of the Board of Directors

Monday, February 24, 2020

3:30 pm start time

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

MINUTES

Call to Order – Howard Rundle

The reflection was provided by Paul Dugsin.

These minutes are presented in the order in which the agenda was distributed and may not be as discussed during the meeting.

Education Session

Digital Health Evolution by Glen Kearns, IVP Diagnostic Services and Chief Information Officer

G. Kearns led Members through a presentation outlining the vision for a digital strategy; a view of how technologies can enable patient care and overall hospital operations.

Highlights from the presentation included:

- Five areas of focus include:
 - i) Advance patient-centered care;
 - ii) Optimize clinical support;
 - iii) Enable population health;
 - iv) Build infrastructure resilience; and
 - v) Innovate for our patients.
- The areas of focus align with the strategic plans of both St. Joseph's and LHSC as well as the direction of Ontario Ministry of Health;
- The vision supports current and future needs of patients and families;
- It is not just about seeing the adoption of the technologies it is achievement of outcomes. Outcomes have been determined for all five areas of focus;
- There will be various stages of the plan that will come to the Board for approval.

Conversation was held and the following recorded:

- A digital health strategy allows us to proactively move forward;
- There is clear integration in the system;
- Currently in Ontario there are approximately 13 different electronic solutions. This makes information sharing challenging but not impossible;
- Standardization of technology is needed;
- Advocacy with the government is happening;
- St. Joseph's needs to remain nimble enough to stay in the forefront with the pace of technology change;
- The interim Dean of Schulich reported there is excitement at Western, Ivey and Schulich for artificial intelligence;
- The Board of Directors can support the move toward electronic solutions by:



2019/20 Membership

VOTING

Howard Rundle, PhD (Chair)
Jonathan Batch (Vice-Chair) (R)
*Paul Dugsin, MBA
Mary Gillett (R)
Phil Griffin, CPA, CA (R)
Hanny Hassan, C.M., PEng
Margaret Kellow, PhD
Maria Knowles
Donna Ladouceur
Brenda Lewis (CC)
Don MacDonald, FCPA, FCA
Fr. Frank O'Connor (R)
Nawaz Tahir
Gary West, CPA
Bill Wilkinson, FCMC
Susan Wolnik

NON-VOTING

*Davy Cheng, MD
*Richard Corneil
*Darren Drosdowech, MD
*Gillian Kernaghan, MD
*Karen Perkin
*Brian Rotenberg, MD
*David Sommerfreund, MBBS (R)
*ex-officiis

Guests

St. Joseph's Senior Leaders

LHSC

Paul Woods, MD, President & CEO
Matthew Wilson, Vice-Chair

Recorder

Terri-Lynn Cook
R = regrets
A = absent
CC = conference call

- i) Advocating for artificial intelligence in the healthcare industry;
- ii) keep challenging St. Joseph's to be more than just four walls/bricks and mortar. Patients can receive care outside four walls and the more information we have about our patients (through electronic solutions) the better we can serve them;
- iii) having the awareness that investments in electronic solutions can be costly; however, it is the right way forward while supporting St. Joseph's mission and strategic plan.

1. Full Agenda / Consent Agenda

1.1 Adoption of Full Agenda

Request was made by B. Wilkinson, Chair of Lawson Board, to provide a verbal update on the outcome of Lawson's operational review. The Board Chair added this under "Other Business Arising" as agenda item 4.1.

It was MOVED and SECONDED the agenda be adopted with the addition of agenda item #4.1 as noted above in these minutes. CARRIED.

1.2 Approval of Consent Agenda

It was MOVED and SECONDED that the Consent Agenda for the February 24, 2020 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: Sisters of St. Joseph Awards – March 19, 2020
H. Rundle invited all Board members, if they are available, to attend the annual Sisters of St. Joseph Awards for Excellence being held at 2pm in the Auditorium at Parkwood Institute Main Building (A2-109), March 19th.
- b) Our Legacy of Caring online learning module
H. Rundle referenced the background information contained on the recommendation sheet. He invited discussion related to the motion and the following comments were noted:
 - the online learning module does not detract from the face-to-face course offered by St. Joseph's. Members are encouraged to take the face-to-face course when it is feasible for them to do so;
 - like other online learning offered by St. Joseph's the content is on a schedule to be updated. If there is any feedback on the content at this time, this can be submitted through T. Cook who will forward it on to Organizational Development and Learning Services.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the following schedule be applied for mandatory completion of the "St. Joseph's Our Legacy of Caring" online learning module:

- a) **At community member onboarding;**
- b) **In the first year of a Director's first 3-year term (i.e. year 1);**
- c) **In the first year of a Director's second 3-year term (i.e. year 4);**
- d) **That Directors be exempt from future mandatory requirements to complete the "St. Joseph's Our Legacy of Caring" online learning module upon successful completion of the in-person Mission Leadership course offered by St. Joseph's Health Care London; and**
- e) **The "St. Joseph's Our Legacy of Caring" online learning module web-link be made constantly available through the Board's secure governance website so that Directors/Community Members may access it at any time they self-determine a review of the material may be necessary. CARRIED.**

2.2 President and Chief Executive Officer

Dr. Kernaghan responded to questions raised from the written report that had been pre-circulated. In addition, she highlighted areas of current developments and issues, which included the following:

- “My St. Joseph’s” is a new external publication featuring compelling stories of care, compassion, innovation, discovery, dignity, community giving and spirit. Stories in the publication are stories of impact, excellence and inspiration that shed light on who we are, what we do, and our enduring legacy of care – body, mind and spirit. A copy of the first edition was circulated hard copy to Board Members;
- St. Joseph’s was recently recognized as one of two finalists up for a London Chamber of Commerce Business Achievement Award in the category of Excellence in Human Resources. G. Kernaghan acknowledged the team for this nomination;
- K. Perkin is the Incident Manager for COVID-19. Active screening is occurring in the Urgent Care Centre and the Family Medical Centre and passive screening can be seen at all entrances (i.e. visual signs for the public). St. Joseph’s continues to receive regular updates from the Ministry on the COVID-19 outbreak and is monitoring the situation closely;
- Western Ontario Health OHT completed its follow-up submission to the Ministry on February 12th. Currently waiting to hear back from the Ministry however have starting conversations with partners about shared support for funding of resources related to OHT work;
- Matt Anderson is the new CEO of Ontario Health;
- Legislation has been passed to establish a Centre of Excellence in Mental Health;
- Expert Advisory Committee has been established to review the number and types of staff needed in long term care homes with a plan to have implementation by end of 2020.
- There has been an initial initiative in Ottawa allowing palliative care patients to be cared for by paramedics in home or transported to other spaces than emergency departments. The initiative may be expanding and St. Joseph’s is watching for calls for applications for the London area.

Question arose related to the details in the CEO’s report around demolition on Alma Street. Plans for the properties form part of Master Planning. Resource Planning & Audit Committee (RPAC) is aware St. Joseph’s owns these properties however it was proposed RPAC continue to be regularly informed as to the status of the properties.

Long-Term Care Services Accountability Agreement – Declaration of Compliance for 2019/20

Annually, a declaration of compliance is required to be submitted to the LHIN as part of the Long-Term Care Service Accountability Agreement (LSAA). The Board was provided the opportunity to make inquiries of the leadership team as it relates to the compliance report. Question was raised to explain the exemption related to bids over 100k. Explanation was given along with an example of an established relationship with a service provider such as Cerner.

It was MOVED and SECONDED the Board of Directors approve and provide the CEO authorization to sign and submit the 2019/20 Declaration of Compliance on its behalf pursuant to the Long-Term Care Service Accountability Agreement for Mount Hope Centre for Long Term Care. CARRIED.

P. Dugsin left the meeting at 4:35 pm.

2.3 Medical Advisory Committee Chair

B. Rotenberg was pleased to report an important change unanimously supported by the MAC at its February meeting. The MAC passed an amendment to the Credentialed Professional Staff By-Law related to influenza vaccination for Professional Staff (PS). This means that for the July 1, 2020 reappointment process PS must have either been vaccinated or have opted out, by medical exemption only, by signing an attestation form. In addition, the PS Vaccination policies for both LHSC and St. Joseph’s have been amended to align with the By-Law change. This is a monumental step forward and shows the commitment of the MAC to increase vaccination rates for the safety of staff, PS, patients and visitors.

2.4 Quality Report

(a) Patient, Resident, Caregiver Story

As part of the Board's focus on Quality, R. Butler, Vice President Patient Care and Risk Management shared with Members a letter of recognition from the father of a patient in the rehab unit which speaks to the quality of care the patient received.

(b) 2019/20 Q3 Corporate Scorecard

Reference was made to the 2019/20 third quarter corporate scorecard results which were circulated in the agenda package. The Board Chair explained the package circulated provides the Board with expanded details on the yellow and red indicators. Green indicators and other information such as definitions have been removed from the package but are available upon request. This was done because the full package is reviewed in detail by the Quality Committee of the Board and with the intention to assist the Board in focusing its discussion at the board meeting.

Quality Committee Chair echoed the comments of the Board Chair and confirmed the Quality Committee conducts a fulsome review of all indicators and the additional data provided by decision support. Discussion was held and the following comments noted:

- Question was raised whether the target set for number of medication errors may need to be reviewed for future target setting. The concept of never events is something to strive toward even though achievement of this is difficult;
- There has been a dramatic positive jump in patient experience results related to Veterans Care. These results show how serious staff are addressing the impact of patient experience. A moderate positive increase is also seen at Mount Hope;
- With respect to the number of workplace violence incidents, it was clarified the indicator is about the "reporting" of these incidents. Members questioned when will it be the right time to change the indicator (i.e. when will we be confident we have good reporting in place) to "reduce" the number of violence incidents. For this year balancing indicators will be reported on the Corporate Scorecard to allow the Board to see the actual break down of the reporting. The Senior Leadership Team is currently having these conversations and may determine the indicator should be reflected differently in next year's corporate scorecard;
- Question was raised related to MRI wait times. The indicator has been red last three quarters and the percentage score is going the wrong way. Explanation was given the Ministry has reallocated some of St. Joseph's funding hours to other organizations and clinical indications for MRI has increased but Ministry funding has not kept pace. St. Joseph's has prioritized the time for MRI (i.e. breast care program) and those scores would look better but the data is for the totality of MRIs. St. Joseph's continues to look at the efficiency of how it uses the MRI hours allocated. St. Joseph's is the most efficient in the region. There is advocacy through the LHIN to increase funding. Members agreed that reallocating MRIs into the region is appropriate to create capacity in the region and is ultimately better for patient care.

It was confirmed a recommendation for the 2020/21 corporate scorecard for will be presented next month;

(c) 2019/20 Strategic Priorities Q3 Performance

G. Kernaghan referenced the one-page performance summary. She explained this is not metric driven but based on what the Senior Leadership Team committed to achieve each quarter as linked to the strategic plan. It was confirmed the right-hand column provides a list of the achievements this quarter that continue to move forward the year-two goals in the strategic plan; it is not a cumulative list of all achievements to date. She confirmed a greater deep dive occurs at the various corporate committees in regards to this performance. Board Members are pleased to see maintenance and/or improvement in the performance categories.

2.5 St. Joseph's Health Care Foundation

P. Dugsin informed the Breakfast of Champion (BoC) event scheduled for Friday May 8th is already 65% sold out. He referenced a promotional video produced by the Foundation called "Come Along for the Ride" which featured Dr. Gillian Kernaghan and event sponsors, Ryan Finch of Finch Auto Group and Dave Moore of Clintar Landscaping having a conversation about mental health care, and why the sponsors feel supporting it is an important thing for them to do.

The BoC event will feature David Scheff, author of Beautiful Boy, which chronicles Scheff's efforts to save his son from drug addiction, one that had an underlying mental illness that had gone undiagnosed. The book was also made into a major motion picture, starring Steve Carell and is available on Netflix. There will be a pre-event movie screening of the Beautiful Boy movie.

P. Dugsin announced that the Tribute Dinner will be held October 15th. For the year 2020, the Tribute Dinner will showcase the Ivey Eye Institute. A guest speaker has been secured and will be announced to the public at a later date.

P. Dugsin thanked the Board for their support of the Foundation's events.

2.6 London Health Sciences Centre

M. Wilson shared the LHSC Board approved additional med-surg beds to help improve patient quality and safety. In addition, the LHSC Board continues to work on its LEAN management initiative and is excited to see the quality improvements that can be achieved through LEAN. He further announced the LHSC Foundation's "Tastings" event is scheduled for Thursday June 4, 2020 at the London Hunt & Country Club and the Children's Health Foundation annual golf classic is scheduled for July 6 & 7, 2020 at Sunningdale Golf & Country Club.

P. Woods informed LHSC is also monitoring, very closely, developments with COVID-19. LHSC is also engaged in system transformation initiatives with regional partners.

3. New Business / Recommendations

3.1 Resource Planning & Audit Committee Recommendation: 2019/20 Q3 Financial Statements (period ending December 31, 2019)

D. MacDonald, Vice-Chair of RPAC stated the Q3 financial statements are a good news story. He invited L. Higgs, Chief Financial Officer, to provide a high-level overview of third quarter financial statements. She drew attention to two reconciliations that occurred in December: the investment portfolio distribution and WSIB reconciliation – both of which had positive impact.

Question arose related to the Mount Hope deficit and how St. Joseph's is trending as compared to this period last year? Response was given the trend is improving, but it is a slow and steady improvement. Further question arose related to the strategies being applied to address sick time and absenteeism. It was clarified these are two very different issues and they are being managed differently.

It was MOVED and SECONDED St. Joseph's Board of Directors approve of the financial statements of St. Joseph's Health Care London for the quarter ended December 31, 2019. CARRIED.

4. Other Business Arising

4.1 Lawson Operational Review update

B. Wilkinson, Chair of Lawson Board, provided an update on the work that has been done at Lawson since early November as follows:

- The final report from the operational review consultant was received;
- It was reviewed and approved by Lawson Board at its December meeting;

- Lawson is working toward implementing the recommendations from the final report;
- Four phases of work are going to be undertaken between now and June;
 - i. Strategic planning
 - ii. Operating model implementation
 - iii. Operations improvement
 - iv. Endorsement and socialization
- Lawson Board has established two working committees: one will oversee work related to getting resolution or improvements to specific operational issues and the other will provide oversight on a strategic planning process. Terms of Reference for these committees have recently been approved.

B. Wilkinson advised there will be opportunities for the hospital Boards to participate in the various processes as the committees work toward creating an operational model for the sustainability of Lawson. He concluded by stating he will have a more substantial update in April or May.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:30 pm.
CARRIED.**

The regular meeting of the Board of Directors resumed at 6:28 pm. There was no report from the in-camera meeting.

6. Adjournment

The Chair declared the meeting adjourned at 6:29 pm.

Howard Rundle, PhD, Chair

Dr. Gillian Kernaghan, Secretary