

Meeting of the Board of Directors

Monday, January 27, 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 Nawaz Tahir.

Education Session

K. Perkin and R. Butler led members through a presentation outlining updates to the Care Partnership initiative. Some successes to date include:

- Development of a care resource binder which is given at admission and updated during the patient's stay. Upon discharge, the binder acts as a portable resource and record of the patient's journey for on-going care needs;
- Launch of the Family Presence policy, June 2019, which removed traditional visiting hours;
- The establishment of patient, resident and family councils at St. Joseph's sites;
- The development of recruitment materials for patient/family partners;
- Provider learning modules which focus on the importance of engaging and communicating with caregivers. Coming February 5th there will be a mandatory module for all staff; and
- St. Joseph's receiving both national and international recognition for the work around Care Partnership.

Items in progress include:

- The involvement of care partners in leader/staff recruitment – this is being piloted in recruitment at Veterans Care;
- The development of a Care Partnership Leadership Toolkit;
- The implementation of a Care Partnership Office which will oversee the continued development and implementation of ongoing strategies that evolves and supports the Care Partnership Framework;
- Recruitment for a Coordinator of the Care Partnership Office is under way; and
- A celebration and leadership development event is scheduled for April 22nd with guest speaker Julie Drury. The Board of Directors has received an invitation and RSVP is requested.

Discussion ensued and the following comments recorded:

- Care partnership is a progressive step. Are other hospitals taking this approach? Reply was given other hospitals are doing care partnership work however St. Joseph's is a little more advanced than others. St. Joseph's is proud of its achievements related to care partnership work and willing to share with other centres. St. Joseph's experience from attending conferences is that other centres are interested in its approach.



2019/20 Membership

VOTING

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

NON-VOTING

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

Guests

St. Joseph's Senior Leaders

LHSC

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

Recorder

Terri-Lynn Cook
R = regrets
A = absent

- As patients and families are more involved and engaged in care is there any outcome/data on what impact this may have on the clinical experience (i.e. shorter length of stay, patient outcomes). St. Joseph's is currently not tracking these data points directly, but can confirm it is having impact on discharge as provider feedback is confirming it is helping patients. Readmission rates are not tracked against participation in this program. It was suggested that this would be a good news story to tell if the data supports it.
- Are there links with this program to community-based agencies? Yes, St. Joseph's has a community advisory council. The council shares practices and looks at connection points. They are extremely engaged and committed to continuing with this work.

K. Perkin and R. Butler were thanked for the update.

1. Full Agenda / Consent Agenda

1.1 Adoption of Full Agenda

N. Tahir declared a conflict with agenda item #3.1.

It was MOVED and SECONDED the agenda be adopted as circulated.

CARRIED.

1.2 Approval of Consent Agenda

Members thanked the Medical Advisory Committee for the extra detail provided on the new appointments for Professional Staff recommendation.

It was MOVED and SECONDED that the Consent Agenda for the January 27, 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) 2019/20 Attendance Roster

Best practice indicators show that attendance is one of the principle ways of determining whether board and committee members are engaged and participating in the governance of an organization. Updated attendance logs for all meetings are reviewed by the Governance Committee and action is taken if there are any areas of concern. The attendance roster is shared with the full Board for information.

b) January 20th Ontario Health Team (OHT) Governance Session update

J. Batch and N. Tahir attended the January 20th session and reported:

- Anne Corbett gave historical background of health care in Ontario up to and including the transformation of OHT's;
- OHT's are evolution of healthcare;
- At this point in time OHTs are the start of service integration, not governance integration – however that does not mean providers should not be thinking about governance;
- The provision of services (primary objective);
- The Connecting Care Act mandates system integration.

It was confirmed there are no steps for the Board to take at this time; Governance Committee will continue to monitor the development of OHTs from a governance perspective and address it with the full Board when appropriate.

Legacy of Caring Module

H. Rundle recalled to Members the Board approved the "Legacy of Caring" online learning module as a mandatory learning requirement at onboarding of committee members however question arose whether it should be mandated as a refresh at some point during a committee/director's term. Board members were to complete the module and share with the governance office their thoughts related to frequency. The replies to date do not

account for quorum therefore it is suggested remaining members complete this module over the next couple weeks to allow for final discussion at the February meeting.

ACTION: Governance Office will connect with Board Members who need to complete and provide comment on the Legacy of Caring learning module and bring this item back to the February Board meeting.

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:

- Dr. John Yoo has been appointed the new Dean of Schulich School of Medicine & Dentistry effective May 1st for a five-year term;
- the Canadian Mental Health Association Elgin and Canadian Mental Health Association Middlesex will be officially amalgamated on January 31, 2020. Effective February 1, the new organization will be known as the Canadian Mental Health Association Elgin Middlesex. Beth Mitchell, Chief Executive Officer, will continue to provide strong leadership to the new organization;
- As of today there have been over 80 deaths in China and over 3000 confirmed cases of the Coronavirus. There are two confirmed cases in Toronto. St. Joseph's Incident Management System has been activated (was developed following SARS in 2003). St. Joseph's has accelerated its N95 fit-testing for staff and physicians and is working very closely with LHSC;
- The Ontario Hospital Association (OHA) is focused on pre-budget advocacy. They are also exploring a benefit plan for members (a provincial plan for all hospitals).

2.3 Medical Advisory Committee (MAC) Chair

B. Rotenberg advised the Board of Directors of the following:

- *Immunization:* Vaccination is intended to protect the patients served by the professional staff, and not just the staff themselves who may be fit and healthy and less susceptible to symptomatic infection. As of January 17, 2020 influenza vaccination rates are at 65.9% for professional staff and 43.4% for resident physicians. Effective immunization needs a ~95% rate for what is considered "herd immunity" meaning enough people are vaccinated such that it is protective for those even that are not. The MAC recently approved a motion whereby professional staff re-appointment will be conditional on either showing evidence of influenza vaccination OR providing an attestation form demonstrating a medical exemption (religious or moral exemptions not accepted). The attestation form is already approved and in use. MAC is currently working on modifying Policies and Procedures to enable this policy change, and looking to bring it in force for the 2021 re-appointment cycle. Appropriate stakeholder communication will take place before then. London hospitals would then be the first in Ontario to require influenza vaccination as a condition for professional staff re-appointment.
- *College of Physicians & Surgeons (CPSO) Transition in Care Policy:* In September 2019 the CPSO approved a new Transitions in Care Policy, meant to ensure seamless communication about important check points in patient care such as new referrals and discharge summaries. The new referrals piece in particular has been a dramatic change. Whereas in the past the specialist would notify the referring physician who in turn notifies the patient, now the specialist is required to also notify the patient themselves in addition to referring physician, and do this within two weeks of receipt of referral. This has proven a challenge for many reasons including large volume referrals, long wait times, extra work for administrative assistants, and the realization that faxing infrastructure currently is severely outdated for this purpose. The MAC has tasked the City-Wide Health Information Management Committee with finding a solution that increases efficiency, with end result intending to be a mindful transition away from faxes.
- *Wellbeing Task Force:* Physician burnout is estimated at 30-40% in major academic organizations in North America, and this carries simultaneous risks for physician health and patient quality of care. In fall 2019 the MAC struck a Physician Task Force on Wellbeing to perform an environmental scan of the London physician work force and identify areas of wellbeing challenges that would benefit from an

increased focus. A survey was conducted via collaboration with the Professional Staff Organization, using an Ontario Health Association validated survey. The survey just closed on Jan 21, and analysis is being performed. B. Rotenberg will report back to the Board on the results of this survey at the next meeting.

H. Rundle, on behalf of the full Board, commended the MAC for these three initiatives.

2.4 Quality Report

(a) Patient, Resident, Caregiver story

As part of the Board's focus on Quality, Karen Stone, Vice President, Human Resources & Facilities, shared with Members the news that St. Joseph's is a finalist in the London Chamber of Business Achievement Awards and how this nomination has a direct link to patient care.

B. Rotenberg left the meeting at 4:45 pm.

2.5 London Health Sciences Centre (LHSC)

M. Wilson reported the LHSC Board:

- Has approved investment in the CT/MRI fleet to ensure best quality of care is provided to the community;
- Is involved in reviewing regional activities of the Children's Hospital;
- Is continuing with LEAN processes throughout the organization and looking at long term sustainability; and
- Like St. Joseph's is monitoring the monitoring the Coronavirus issue and evaluating its potential impact on LHSC.

P. Woods expanded on M. Wilson's comments by thanking the LHSC Board for their decision to replace MRI/CTs and the accelerated implementation timeline. Related to the Coronavirus, LHSC has transitioned from an incident management team to pandemic management team as of today. P. Woods then informed LHSC has been recognized as a Level 3 Choosing Wisely organization.

3. New Business / Recommendations

3.1 Governance Committee – Second Vice-Chair, Board of Directors

N. Tahir declared a conflict of interest and exited the room at 4:53 pm. Reference was made to the recommendation which included background information to satisfy the Board process was adhered to.

It was MOVED and SECONDED St. Joseph's Board of Directors endorse Nawaz Tahir for appointment as Second Vice-Chair, Board of Directors effective June 11, 2020, and further that this recommendation be forwarded to St. Joseph's Health Care Society for approval. CARRIED.

N. Tahir rejoined the meeting at 5:55 pm.

4. Other Business Arising

4.1 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Governance Committee

J. Batch invited questions or comments to the report submitted by Governance Committee. No questions/comments arose.

(b) Stoplight Report from Medical Advisory Committee (MAC)

On behalf of B. Rotenberg G. Kernaghan spoke to the talent management indicator. There have been leadership changes which has affected the progress of the indicator however all leadership changes are finalized and MAC is expecting to see positive gains for this indicator.

- (c) Stoplight Report from People & Mission Committee
N. Tahir invited questions or comments to the report submitted by the People & Mission Committee. No questions/comments arose.
- (d) Stoplight Report from Quality Committee
B. Lewis highlighted the one area assigned as a caution for the Board but stated the Quality Committee is actively addressing it. It was confirmed the commitment to the committee members is being balanced with the legislated requirements of the committee.
- (e) Stoplight Report from Resource Planning & Audit Committee (RPAC)
M. Knowles stated everything is running smoothly for RPAC. No further questions/comments arose.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:00 pm.
CARRIED.**

The regular meeting of the Board of Directors resumed at 6:20 pm.

6. Adjournment

The Chair declared the meeting adjourned at 6:22 pm.

Howard Rundle, PhD, Chair

Dr. Gillian Kernaghan, Secretary