

Meeting of the Board of Directors

Monday, September 28, 2020

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Howard Rundle

Welcomes and roundtable introductions occurred. The Board then engaged in a Commissioning Ceremony.

Education Session

System Design and Transformation update

G. Kernaghan led Members through a PowerPoint presentation providing an overview of the current health care system. The presentation covered details on;

- the leaders at Ministry of Health and Ministry of Long Term Care;
- the quadruple aim framework;
- what was the Local Health Integration Networks (LHINs);
- the creation of Ontario Health – a single agency that aims to implement transformation across the province in a way that is coordinated and connected; treating people as a whole not as a disease or condition;
- Ontario Health regions and their functions;
- Ontario Health Teams - under this model, a group of health care providers would partner together and supported to work as one coordinated team for their patients. For instance, a team could be comprised of primary care, hospital services mental health, home care and long-term care; and
- The status of Western Ontario Health Team which was formally approved in March and announced in August.

G. Kernaghan confirmed this topic is a standing item in her monthly report to the Board.

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 September 28, 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.



2020/21 Membership

VOTING

Howard Rundle, PhD (Chair)
Jonathan Batch (Vice-Chair)
Michael Cooney
Lesley Cornelius
*Paul Dugsin, MBA
Mary Gillett
Phil Griffin, CPA, CA
Hanny Hassan
Margaret Kellow, PhD
Maria Knowles
Donna Ladouceur
Don MacDonald, FCPA, FCA
Stephanie Marentette – di Battista
Fr. Frank O'Connor
Nawaz Tahir
Gary West, CPA

NON-VOTING

*Lulu Bursztyn, MD
*Richard Corneil
*Darren Drosdowech, MD
*Gillian Kernaghan, MD
*Karen Perkin
*Brian Rotenberg, MD (R)
*John Yoo, MD
*ex-officios

Guests

St. Joseph's Senior Leaders

LHSC

Paul Woods, MD, President & CEO
Matthew Wilson, Vice-Chair
Jeff Wright, Lawson Board Chair

Recorder

Terri-Lynn Cook
R = regrets
A = absent

2. Reports

2.1 Board Chair Remarks

Schedule for 2020/21 Board Reflections

H. Rundle advised St. Joseph's has a tradition of providing a reflection at the start of each Board/Committee meeting. A reflection is an opportunity to pause and set our minds and intentions to what is before us. A reflection may incorporate a poem, story, paragraph, a personal experience, etc. The Board adopts a reflection schedule so that individuals know in advance when they will be providing the reflection. Circulated in the agenda package was the proposed schedule for 2020/21. Members were requested to review the schedule and connect with T. Cook if a conflict arises.

Schedule for Board representative attending 2020/21 MAC meetings

St. Joseph's Board has set a priority to maintain close relationships with the Medical Advisory Committee (MAC) and the Professional Staff. Over the last number of years it has proven useful for members of the Board to attend MAC meetings, as an observer. It is both an educational opportunity for the Board Member and sends a message to the Professional Staff that the Board is interested and engaged in their business. Board Members are requested to review the MAC's meeting schedule and volunteer for a date that works for them by connecting with T. Cook.

2.2 President and Chief Executive Officer

G. Kernaghan responded to questions raised from the written report that had been pre-circulated. In addition, she highlighted the change in the delivery of adolescent mental health services found on page two of the report. She further confirmed the COVID Assessment centres are now run by the Thames Valley Family Health Team.

French Language Services Plan

G. Kernaghan informed the 2020 plan is to be received for information by the Board. Developing a French Language Services Plan is a requirement under the hospital accountability agreement. London is a designated a French speaking city. The Ministry requires hospitals to support the francophone population and where possible offer services in French. P. Hoffer and her team take the lead to develop the plan based on the capabilities St. Joseph's has to provide services in French. Through an internal survey of staff, St. Joseph's identifies staff fluent in French and those individuals wear a button or special lanyard to identify themselves as French speaking.

Members questioned to know what the most requested interpretation service is. Reply was given it is Arabic. Interestingly, French ranks outside the top 10; however, this is still a requirement for St. Joseph's to provide French language services.

No additional questions or discussion arose.

Annual Communications and Public Affairs Strategy

Reference was made to the proposed communications strategy for 2020/21. This document would normally be before the Board for review and approval in May/June, however due to the pandemic it was deferred to the September meeting. G. Kernaghan acknowledged P. Hoffer, Chief Communications Officer, for the development of the strategy.

Question arose whether the plan requires Board approval as it is operational in nature. It was confirmed receiving and approving the strategy is outlined on the Board's Work Plan for 2020/21. It was suggested that it be referred to Governance Committee to determine whether future approval of the strategy is required.

It was MOVED and SECONDED St. Joseph's Board of Directors approves the Annual Communications and Public Affairs Strategy 2020/21, as presented. CARRIED.

ACTION: Governance Committee to discuss whether approval of the Communications and Public Affairs Strategy, by the Board, is required going forward. To bring back to the Board a recommendation on same.

Enterprise Risk Management (ERM)

A briefing note was circulated providing an update to the Board on proposed changes to St. Joseph's current ERM priorities in light of and in response to the COVID-19 Pandemic. St. Joseph's Senior Leadership Team (SLT) has reviewed the risk categories to confirm whether these are still the most prevalent risks given the current environment. SLT is suggesting revised ERM categories and the Board's endorsement of same so that SLT can expand on the details within each risk category including the mitigation strategies to present back at the November Board meeting for approval.

It was MOVED and SECONDED St. Joseph's Board of Directors approves the revised Enterprise Risk Management categories, as presented. CARRIED.

2.3 Medical Advisory Committee Chair

B. Rotenberg provided regrets to the meeting however did provide the Board with a written update regarding the expedited credentialing process in response to the pandemic. Members were invited to connect with B. Rotenberg with any further questions they may have.

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. Dr. David Hill, IVP Research Scientific Director, Lawson Health Research Institute, shared a story of a patient seen in the Operational Stress Injury clinic at Parkwood Institute who found value in participating in research to advance care for others.

P. Woods left the meeting at 4:30pm.

2.5 London Health Sciences Centre

M. Wilson explained LHSC Board meets the last Wednesday of the month which typically follows the St. Joseph's Board meeting. As this is the case this month, his update reflected insight as to what LHSC Board has on deck which includes following up on COVID-related matters and conducting similar business to what St. Joseph's Board has done today such as LHSC's communication plan and credentialing education to Board Members.

On behalf of P. Woods, M. Wilson advised LHSC is well down the path for Wave 2 preparations. LHSC is hard-wiring pandemic operations into standards of work for leaders and staff. He thanked both CEO's for their leadership in the pandemic. He concluded by informing there was a realignment of LHSC's executive portfolios over the summer and revised organizational structures can be found on LHSC's website.

G. West joined the meeting.

2.6 Western University

J. Yoo stated school has begun for Western. The year-one and year-two medical student curriculum is mostly online with some face-to-face for the year twos.

He announced there is an anti-racism retreat happening this Wednesday which was initiated by the students, not faculty. The retreat will cover social, political and health care-related issues. There are over 130 participants registered for the retreat with broad representation from all hospital departments.

J. Yoo acknowledged the participation of Board Members in Chair/Chief Selection Committees and confirmed their participation and perspectives makes for a more wholesome review.

In conclusion, J. Yoo referenced the upcoming edition of the Rapport magazine. Rapport is an annual magazine published by the Schulich School of Medicine & Dentistry. Stories are selected in consultation with the Dean and Senior Academic and Administrative Leaders at the Schulich School of Medicine & Dentistry, Western University. He informed the 2020 edition highlights the strong relationship between Western and the hospitals through an article on the new Gray Centre for Mobility and Activity. Rapport can be viewed online.

3. New Business / Recommendations

3.1 Governance Committee Recommendation – Revised St. Joseph’s-Western Affiliation Agreement

J. Batch referenced the revised agreement as circulated in the agenda package. He highlighted:

- This agreement defines St. Joseph’s relationship with Western;
- There is a mirror agreement with LHSC and the two agreements are aligned;
- The agreement is due for review/renewal by the end of September 2020; however, the pandemic has made it difficult for the numerous stakeholders who normally contribute to the refinement of this agreement, from doing so in a timely and effective manner;
- The main parties to the agreement are therefore recommending a one-year extension of the current agreement with three minor amendments which create clarity to their respective sections to carry through the extension;
- The extension will allow the parties additional time to conduct a fulsome review of the Agreement by September 2021;
- Governance Committee has earmarked a few minor details to bring forward as suggested amendments in the next iteration.

It was MOVED and SECONDED St. Joseph’s Board of Directors approves the revised St. Joseph’s-Western Affiliation Agreement for the period October 1, 2020 to September 30, 2021. CARRIED.

P. Woods rejoined the meeting at 4:55pm.

3.2 Resource Planning & Audit Committee (RPAC) Recommendation – 2020/21 Q1 Financial Statements

D. MacDonald, Chair of RPAC, referenced the first quarter financial statements as circulated in the agenda package. He confirmed COVID has had impact on St. Joseph’s financials. While there are some expenditures expected to be reimbursed by the Government, no reimbursement has been received to date. There has been a loss of revenue because there are procedures that were not able to be done during COVID. He commented that had the pandemic not occurred, St. Joseph’s would be in a surplus position which is reflective of the efficient management of funds.

It was MOVED and SECONDED St. Joseph’s Board of Directors approves the financial statements of St. Joseph’s Health Care London for the quarter ended June 30, 2020. CARRIED.

4. Other Business Arising

4.1 Chair updates - Standing Committees of the Board

4.1 Chair Updates from Standing Committees of the Board

(a) Stoplight Report from Executive Committee of the Board – July 2020

H. Rundle referenced the stoplight report from the Executive Committee. He invited questions related to the report. No discussion was held.

(b) Stoplight Report from Quality Committee of the Board

D. Ladouceur, Chair of Quality, spoke to the details in the stoplight report from Quality Committee. It brings to the Board’s attention concerns about patient and staff experiences with the expanded

reintroduction of services in the pandemic environment. She stressed St. Joseph's operational leads have good plans in place however it is something the Quality Committee is monitoring.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:16 pm.
CARRIED.**

The regular meeting of the Board of Directors resumed at 6:38 pm. There was no report from the in-camera meeting.

Prior to concluding the meeting, H. Rundle informed Members there will be an electronic evaluation of today's board meeting. The purpose of the evaluation is to ensure the effective operation of board meetings and/or identify opportunities to create efficiencies. He stated feedback is most appreciate particularly as the board is operating in a new virtual environment for the foreseeable future. He reiterated that all Members (voting, non-voting and ex-officio) are invited to complete the evaluation.

6. Adjournment

The Chair declared the meeting adjourned at 6:40 pm.

Howard Rundle, PhD, Chair

Dr. Gillian Kernaghan, Secretary