

Meeting of the Board of Directors

Monday, November 30, 2020

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Howard Rundle

The reflection was provided by Mary Gillett.

1. Full Agenda / Consent Agenda

1.1 Adoption of Full Agenda

Request was made by B. Rotenberg, Chair of St. Joseph's Medical Advisory Committee (MAC), to add an item for approval to the main agenda related to a recommendation for the Interim Chief of Dentistry. The Board Chair added this under the MAC Chair's Report as agenda item #2.3(a).

It was MOVED and SECONDED the agenda be adopted with the addition of agenda item #2.3(a) as noted above in these minutes. CARRIED.

1.2 Approval of Consent Agenda

It was MOVED and SECONDED that the Consent Agenda for the November 30, 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

H. Rundle commented this is the last meeting of St. Joseph's Board of Directors for 2020. He wished everyone well for the upcoming holidays.

2.2 President and Chief Executive Officer

Dr. Kernaghan referenced the written report that had been pre-circulated. In addition, she highlighted areas of current developments and issues, which included the following update on Western Ontario Health Team (WOHT):

- An organizational chart was shared to depict the decision-making structure of WOHT;
- The Coordinating Council will be represented by clusters in the health care system;
- WOHT does not have decision making authority to bind any of the partners. Those would have to go back to each organization's Board for approval;
- Conflicts of interest guidelines are being developed;



2020/21 Membership

VOTING

Howard Rundle, PhD (Chair)
Jonathan Batch (Vice-Chair)
Michael Cooney
Lesley Cornelius
*Paul Dugins, 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
*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

- The Ministry announced some funding health teams could apply for to assist in ramp-up work. WOHT has applied for funding;
- Up until now lead work has been supported through in-kind support;
- Amber Alpaugh-Bishop has been seconded as lead for one year until it is known how the funding unfolds. She reports to the Coordinating Council and will be hosted by the Thames Valley Family Health Team (TVFHT). Office space and the funds to pay her salary flow through TVFHT. Partners are contributing to the funding to allow this lead to be recruited.
- The Clinical group is working on year-one population;
- Another group is working on small g-governance;
- The Ministry did announce the approval of other health teams in the province and may look to approve up to 70 health teams in total.

G. Kernaghan invited R. Butler and K. Perkin to provide the Board with a pandemic update. They shared the following information as it relates to activities in St. Joseph's:

- Clarification on the definition of an outbreak both in hospital and in long term care;
- Veterans at Parkwood Institute internally is treated like a long term care facility to manage COVID risk;
- St. Joseph's response to the pandemic and confirmation Board/Committee Members receive the internal communications via email;
- Currently, outbreaks are considered resolved if no new cases emerge 14 days after the outbreak is declared, and all persons involved test negative.

They then provided a summary of the impact of outbreak at University Hospital (UH) to St. Joseph's:

- Last Friday, St. Joseph's implemented that any new admission to St. Joseph's will be COVID-tested on admission and they will be on 14-day droplet precaution. This change in practice will be reevaluated over the coming days;
- St. Joseph's continues to facilitate transfer of patients as it is able to;
- There are no changes to the visitors' policy at St. Joseph's main however caregivers coming to Mt. Hope now have to show proof that they are negative for COVID and have been tested in the last 14 days. If London-Middlesex moves to level orange COVID testing would be required every week.

Enterprise Risk Management (ERM)

G. Kernaghan recalled to Members of the Board, the Board approved the revised ERM categories, at its September meeting, in light of and in response to the COVID-19 pandemic. Following this approval, St. Joseph's Senior Leadership Team (SLT) proceeded to expand on the profiles within each risk category including the mitigation strategies. Reference was made to a briefing note and the expanded risk profiles which is being presented to the Board for approval.

It was noted there is no change to the cyber security risk profile and question was posed whether this requires further attention as cyber-attacks are continuing / increasing. Response was given there was always a strong category rating associated with cyber security. The level of risk has varied over the last 12 months however there remains a very constant effort by St. Joseph's to be vigilant and address concepts to its cyber security strategy. Members of the Board were satisfied with the explanation provided.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the revised risk profiles of the Enterprise Risk Management as presented. CARRIED.

2.3 Medical Advisory Committee Chair

B. Rotenberg reported there was an increase this year in the nominations for the MAC Awards. This made for interesting deliberations to select the Award Recipients and proves that even in dark times there is still a need to recognize the work of those who go above and beyond. The MAC Awards were presented on November 4th.

He further informed the MAC Subcommittee Leadership group met recently and the MAC Chairs heard themes related to virtual care from all Subcommittees. There is a desire to ensure there are robust processes in our

organizations related to virtual care. The MAC will be involved in the continued development of these processes and more information will be shared with the Board as this unfolds.

ADDED ITEM 2.3a: MAC Executive Committee Recommendation – Interim Chief of Dentistry

B. Rotenberg explained there were a number of different factors, including timing, behind the request for the Board to consider the recommendation from the Medical Advisory Executive Committee. He assured the Board the recommendation is backed by the usual due diligence of the MAC and the Integrated Vice-President Medical and Academic Affairs.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the continued appointment of Dr. Shawn Steele, as the Interim City-Wide Chief of Dentistry effective January 1, 2021 to June 30, 2021 or until such a time as a new Chief is appointed, whichever comes first. CARRIED.

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. Karen Perkin, Vice President Patient Care and Chief Nurse Executive, read a letter she received from a prostate surgery patient who confirms St. Joseph's is earning complete confidence, in surgery, in the midst of the COVID pandemic.

2.5 St. Joseph's Health Care Foundation

P. Dugsin stated the spirit of giving is ever important this time of year. The Foundation continues to see donations toward COVID-related initiatives. He reported on the generous community support resulting in the early sell-out of the Fall Dream Lottery. The winners will be announced mid-December, rather than in January, due to the early sell-out.

P. Dugsin announced the Foundation is hosting its 30th Season of Celebration campaign which is designed to provide comfort and joy to those in hospital over the holidays. The campaign YouTube video was shown. He invited Board Members to consider a year end gift to those we serve.

He concluded by informing, with unanimous support of the Foundation Board, Sara Cameron has been appointed acting CEO for an interim period covering M. Campbell's absence.

2.6 London Health Sciences Centre (LHSC)

P. Woods confirmed the COVID outbreak at UH is pressing on LHSC however he is impressed at leaders and staff in their efforts to respond to it. He stated LHSC has partnered with Middlesex London Health Unit in order to be able to cohort patients and staff to prevent spread. UH is not admitting to any of the medical units; admissions are being diverted to Victoria Hospital. St. Joseph's along with other regional partners have stepped forward to aid LHSC. The field hospital at Western Fair is still being held in case of a worsening event.

St. Joseph's Board provided assurance of its continued support to LHSC in this situation.

R. Corneil left the meeting at 4:39pm.

2.7 Western University

J. Yoo confirmed that Western has cancelled all nursing and medical learning placements at UH effective today. Western is working to ensure the affected learners can complete the required learning outcomes to progress in their programs of study as these are the health care providers of tomorrow.

3. New Business / Recommendations

3.1 Resource Planning & Audit Recommendation – Q2 2020-2021 Financial Statements

D. MacDonald, Chair of RPAC, referenced the executive summary that accompanied the RPAC recommendation. He summarized the drivers which have brought about a lower surplus than expected for the end of the second quarter. Despite the results not being as predicted, St. Joseph's is in reasonable shape and there is greater clarity from the Ministry related to pandemic reimbursements for September 2020.

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

3.2 Governance Committee Recommendation – Strategic Plan Refresh Steering Committee Members

J. Batch recalled for Members the Board agreed to proceed with a strategic plan refresh and not a full redo of the plan as the key priorities hold true. As this is one of the top priorities of the Board, Governance Committee deliberated as to whom from the Board would participate on the Strategic Plan Refresh Steering Committee. Governance Committee also discussed the need to proceed with the strategic plan refresh work in conjunction with the CEO recruitment work as the timing of both will come together and the new CEO will then be able to influence how the strategic plan refresh is rolled out.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the appointment of Nawaz Tahir (Board Lead) and Margaret Kellow (Board Member) as the Board's representatives on the Strategic Plan Refresh Steering Committee. CARRIED.

4. Other Business Arising

4.1 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Governance Committee of the Board

Reference was made to the stoplight report provided by the Governance Committee. No discussion was held.

(b) Stoplight Report from Quality Committee of the Board

D. Ladouceur raised for awareness to the Board there was full discussion at Quality Committee and continued monitoring around the medication reconciliation indicator. The Committee has full confidence in St. Joseph's leadership team they will bring this indicator in line with other medication reconciliation performance.

5. In-Camera Meeting

Prior to moving In-Camera, Board Chair sought the Board's endorsement to invite J. Younger participate in the In-Camera meeting until the conclusion of agenda item #2.1 and invite K. Stone to rejoin the In-Camera meeting for agenda items #6. The Board of Directors unanimously agreed.

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:54 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 6:50 pm.

Rising from the in-camera meeting, the Chair reported the following:

- St. Joseph's Board of Directors reviewed and updated the CEO role description;
- In accordance with the CEO Search Committee's Terms of Reference, St. Joseph's Board of Directors appointed the members of the CEO Search Committee as follows: H. Rundle, J. Batch, N. Tahir, D. Ladouceur, B. Rotenberg (a physician leader/Member of MAC) and M. Grail (representing St. Joseph's Health Care Society); and

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- St. Joseph's Board of Directors decided that the search should be both internal and external and thus a search firm should be retained to assist the CEO Search Committee as it relates to CEO recruitment.

6. Adjournment

The Chair declared the meeting adjourned at 6:52 pm.

Howard Rundle, PhD, Chair

Dr. Gillian Kernaghan, Secretary