

Meeting of the Board of Directors

Monday, March 29, 2021

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Howard Rundle

The reflection was provided by Don MacDonald.

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 March 29, 2021 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 advised Members of the Board a meeting evaluation will be conducting following today's meeting. He encouraged Members to complete the evaluation as it assists in identifying strengths and opportunities for development around governance practices.

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:

- An overview of the provincial funding announcements was provided by L. Higgs. With respect to the \$1.2B announcement, she confirmed St. Joseph's did not receive any of the Working Capital revenue as this only applied to hospitals with working capital ratio less than 0.8:1. St. Joseph's will be receiving funds related to COVID lost revenues however eligibility criteria has not been communicated along with the timing for this to be reviewed. It is understood this will be paid in fiscal 2021/22. With respect to the 2021 budget, it is an overall 3.4% base allocation to hospitals, but this does not mean all hospitals will get 3.4%. Ministry of Health (MOH) is still determining how the total funding allocation will be split across all hospitals and will depend on growth in various regions



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
*John Yoo, MD
*ex-officios

Guests

St. Joseph's Senior Leaders

LHSC

Jackie Schleifer Taylor, PhD, Interim President & CEO (R)
Matthew Wilson, Vice-Chair (R)
Jeff Wright, Lawson Board Chair

Recorder

Terri-Lynn Cook
R = regrets
A = absent

and other factors. MOH confirmed hospitals will not get funding letters for at least two months;

- Western Ontario Health Team has developed a purpose statement and a summary of their achievements to date were shared. Six individuals have been appointed to the Operations Team and an overall structure determined.

2.3 Medical Advisory Committee (MAC) Chair

B. Rotenberg referenced draft minutes from last MAC meeting. He stated there was a presentation and good discussion around virtual care. This was fairly non-existent pre-pandemic and now is a huge part of clinical practice. This is an achievement to be proud of and LHSC/St. Joseph's are viewed as leaders in virtual care, in the region. Another achievement is St. Joseph's medical surgical volumes have remained strong throughout the pandemic.

B. Rotenberg reported that physician COVID vaccination rates are low. This may be in part due to the lack of self-reporting and because physicians in general have strong opinions around vaccination. J. Younger added that corporately a working group has been struck for a Vaccine Confidence campaign that will unfold in the next couple of weeks. This was initiated following the announcement that all staff working at St. Joseph's have the opportunity to receive the COVID vaccination.

V. Capewell joined the meeting at 3:50pm.

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. Glen Kearns, Integrated Vice President Diagnostic Services and Chief Information Officer, shared how COVID laboratory testing results moved from being a paper-based system to digital system which aided in getting test results faster which was particularly important for Mount Hope Residents. This was achievable through collaboration of core teams.

J. Yoo left the meeting at 4:00 pm.

(b) 2021/22 Quality Improvement Plan (QIP)

D. Ladouceur introduced V. Capewell who spoke to the development of the 2021/22 QIP. Members took a moment to recognize achievements from current year's plan and that despite the shifting and changing priorities throughout 2020/21, four indicators in the 2020/21 QIP hospital workplan and one indicator in the long-term care workplan did reach 2020/21 targets.

V. Capewell advised Ontario Health has paused the QIP submission process which means hospitals are not required to submit, but encouraged to do so. Therefore, St. Joseph's has developed a QIP and will post this on its public internet website. When Ontario Health opens the QIP submission process St. Joseph's will proceed to submit its plan.

St. Joseph's 2021/22 QIP indicators have a focus on building on 2020/21 achievements, continuing current quality initiatives, and re-starting initiatives that were impacted and had changes interrupted due to the pandemic. The Hospital Workplan includes seven indicators that are continuing from the 2020/21 QIP with targets for two indicators being increased for 2021/22. The Long-Term Care Workplan has four indicators that are a continuation of Ontario Health's Priority indicators from 2020-21.

In the narrative, this is the opportunity for St. Joseph's to highlight strategic initiatives supporting quality and safety in patient care. Accomplishments for two strategic initiatives that involve collaboration with other healthcare organizations and support system-wide improvement are included. These are:

- One Chart implementation of key milestones; and
- Virtual care adoption.

V. Capewell led Members through each of the Hospital and Long-Term Care indicators that make up the 2021/22 QIP. Members of the Board commented some of the targets are aggressive, but no more so than in

previous years. It was noted one target around ambulatory care was reduced due to the impact of the pandemic.

It was MOVED and SECONDED St. Joseph's Board of Directors approves the 2021/22 Quality Improvement Plan for St. Joseph's Health Care London and Mount Hope Centre for Long Term Care, as presented. CARRIED.

V. Capewell left the meeting at 4:15pm.

2.5 London Health Sciences Centre
No report at this time.

2.6 Western University

Following the Board's return from in-camera to regular meeting at 6:31 pm, J. Yoo provided the following highlights as he rejoined the Board in-camera meeting at 4:28 pm:

- Schulich is appreciative of being engaged in St. Joseph's strategic planning process;
- There have been rumblings related to the quality of education students have received over the last year. J. Yoo reassured the Board the students are doing quite well and, in fact, the last examination they wrote the medical students had a 100% pass rate! These examination results are required to be made public;
- Monitoring and evaluation on medical student clinical rotations continues to occur;
- Medical students are going to receive an extra clinical experience which they do not normally have in their fourth year;
- First and second year students are allowed to have Observerships and continued to be allowed in hospitals for these;
- Western recently announced a new MD plus program. This is an opportunity for students to obtain a masters degree or diploma in a broad spectrum of areas together with their MD. It is the first of its kind in Canada;
- Equity, diversity and inclusion is a critical priority for Western faculty. Recruitment is under way for an Associate Dean and hopefully this individual will be in place by the end of this academic year.

3. Business Arising

(standing item for business being carried forward from past meetings / business the board has address before and needs to readdress)

4. New Business

4.1 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Governance Committee of the Board

J. Batch referenced the stoplight report from the Governance Committee. He invited questions related to the report. No discussion was held.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:16 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 6:31 pm.

L. Cornelius, M. Cooney left at 6:35 pm.

Meeting of the Board of Directors – Minutes

Monday, March 29, 2021



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

- i) The Board of Directors approved the CEO's 2021/22 performance goals;
- ii) The Board of Directors determined it would not conduct a 360-evaluation survey as part of the CEO's 2020/21 performance evaluation due to the CEO's forthcoming retirement;
- iii) The Board of Directors passed the following motion related to the 2021/22 budget submission:

It was MOVED and SECONDED St. Joseph's Board of Directors approve the 2021/22 budget submission and related accountability agreements (H-SAA, L-SAA and M-SAAs), as presented. CARRIED.

Highlights from the budget include:

- St. Joseph's has planned for a balanced operating budget for 2021/22;
- St. Joseph's will invest \$18.6 million in capital equipment and facility improvements across all sites;
- St. Joseph's assumes it will receive a 1% increase on provincial funding sources to support expected increases in expenses and that pandemic expenses will continue to be funded by the Ministry of Health and Ministry of Long-Term Care;
- A key focus of the budget plan this year was to identify opportunities within existing budgets, without impacting clinical and support operations, to help close gaps between funding and expenses. The plan also considered the significant demands placed on everyone as part of our pandemic response.
- St. Joseph's Operational Improvement 365 (Oi365) program continues to support reviews of program structures and models of care; these reviews are ongoing throughout the year to identify performance improvement and savings opportunities. These reviews continue as a regular part of St. Joseph's business and the outcomes of those reviews are communicated as they are completed through the year.

6. Adjournment

The Chair declared the meeting adjourned at 6:38 pm.

Howard Rundle, PhD, Chair

Dr. Gillian Kernaghan, Secretary
