

Meeting of the Board of Directors

Monday, April 26, 2021

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Howard Rundle

The reflection was provided by Maria Knowles.

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 April 26, 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

No update at this time.

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:

- Wave 3 is consuming leaders'/staffs' time;
- Wave 1 hit the long-term care sector very hard and Wave 3 is impacting hospitals hard especially intensive care units (ICUs);
- In the South West region, there are 59 COVID patients in ICU;
- London has been transferred sick medicine patients from Toronto; most with COVID. There is a process to determine which hospitals are able to receive patients;
- There is work under way regionally to contribute to capacity and take the load off acute bed hospitals;
- The outbreak at Parkwood Institute Mental Health has resolved;
- St. Joseph's has reduced urgent/emergent surgery as well as endoscopy;
- Recent developments in long-term care include a change in isolation requirements on admission depending on vaccination status. Fully



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 (A)
*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
Matthew Wilson, Vice-Chair
Jeff Wright, Lawson Board Chair

Recorder

Terri-Lynn Cook

vaccinated is defined as having had both shots and 14 days since second shot. Quarantine on admission to LTC is not required if fully vaccinated and a negative COVID test. In addition, fully vaccinated staff can work in more than one health care facility;

- Base funding has been received for Biigajijskaan, for the continuation of this initiative.

Question asked around staff redeployment and implications on staff. To date have been using staff who have volunteered for redeployment. Trying to prepare for what the reality might need to be as now a directive has come out saying staff can be redeployed anywhere in the region. We will try to keep people as local as we can, but the reality is we don't know what the calls for support will be. Unions and registered bodies are being supportive.

Dashboard for Reporting Compliance

G. Kernaghan recalled for Members there is an incredible number of reports hospitals are required to submit based on regulation and Ministry requirements. The Ontario Hospital Association created a tool kit for hospitals to use and from that St. Joseph's Governance Committee made a condensed dashboard.

G. Kernaghan reported there is nothing out of compliance at this time and highlighted some requirements that have been delayed or deferred, by the Ministry, due to the pandemic. With respect to items coming due soon (i.e. May or June 2021), she confirmed inquiries have been made and all on target to be met. The only item that is questionable is the French Language submission as the Ministry has announced a new template for reporting, but has not provided it. St. Joseph's is however positioned to submit once the template is received.

2.3 Medical Advisory Committee (MAC) Chair

B. Rotenberg referenced the draft Minutes from the April 14th Joint MAC meeting and offered to answer any questions members had. He highlighted the following:

- April MAC meeting was shorter as Department Chiefs and administrative leads are busy with pandemic; however, assurance was provided the MAC continues to carry out its mandate;
- Redeployment of front-line staff will be happening with physicians as well. Phase 1 means within their department; Phase 2 means within the city; and Phase 3 means outside the city. Phase 1 is happening right now and a couple of requests have been received falling into the Phase 2 category;
- There has been great partnership with Nurse Practitioners for redeployment;
- Fourth year medical students who are almost finished their studies can work under a restricted license. Once activated, this will be most helpful to hospitals;
- The Emergency Standards of Care and Triage documents are separate and distinct. Working on educating staff on both;
- The Ministry issued Directive #2 April 20th which requires all non-emergent and non-urgent surgeries and procedures to cease, with the exception of surgeries and procedures performed in paediatric specialty hospitals. This has had a major impact of physician morale;

B. Rotenberg concluded by expressing gratitude for the partnership of hospital and the Board in supporting patient care.

(a) Recommendation: Vice-Chair Medical Advisory Committee

B. Rotenberg recalled for Members a recruitment process had been initiated by the Board for the position of St. Joseph's Medical Advisory Committee Vice-Chair. He advised a call for applications was issued and a number of candidates expressed interest. An interview process followed and resulted in a recommendation from the Selection Committee for St. Joseph's MAC to endorse. St. Joseph's MAC has endorsed Dr. Sandra Northcott for this role. B. Rotenberg then shared a bit of background about Dr. Northcott.

G. West joined the meeting at 4:05 pm.

It was MOVED and SECONDED St. Joseph's Board of Directors approves, upon receipt of a signed letter of offer, the appointment of Dr. Sandra Northcott as the Vice-Chair of the St. Joseph's Medical Advisory Committee, effective July 1, 2021 to June 30, 2023. CARRIED.

(b) Expedited Credentialing Process Update

B. Rotenberg referenced the briefing note circulated in the agenda package which details the expedited credentialing process has not needed to be used to this point. However, with the arrival of wave 3 of the COVID-19 pandemic, St. Joseph's is experiencing the highest strain on physician human resources and the potential need to implement the expedited credentialing process is real and imminent due to the surge of patients being cared for in London.

It was confirmed if implemented, St. Joseph's Board will receive a full report at its next meeting.

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. M. Campbell, President & CEO of St. Joseph's Health Care Foundation shared a story of a patient who was so inspired by the care he received in the Acquired Brain Injury program at Parkwood Institute that he developed an app for other patients to use to assist in achieving their recovery goals.

2.5 St. Joseph's Health Care Foundation

P. Dugsin provided an update on the unaudited financial position of the Foundation reporting that despite the challenges presented by the pandemic environment, the Foundation has had a successful year. Overall disbursements to St. Joseph's Hospital have been ~ \$8M to care, teaching and research. The Foundation's 2020/21 Community Impact Report will be shared with the Hospital Board once finalized.

He also reported the representatives from the Foundation Board and Hospital Board met early April to continue working on the Memorandum of Understanding. The representatives have determined to continue this work early June once Wave 3 of the pandemic is not impacting leaders' time.

2.6 London Health Sciences Centre

M. Wilson informed LHSC's next Board meeting is scheduled for Wednesday of this week where it will look to approve the budgets for the upcoming year. He stated the COVID pandemic has had significant impact on hospital finances.

J. Schleifer Taylor informed LHSC is in a state of recruitment, redeployment and retraining. Within the next 2.5 weeks, LHSC will be bringing on ~140 new nursing staff which is a large undertaking. She also informed, to date, ~90 staff have been redeployed.

2.7 Western University

J. Yoo voiced appreciation to the hospitals for their work related to the pandemic and from a faculty perspective shares B. Rotenberg's concern around physician and trainee stress and low morale at this time.

3. Business Arising

3.1 Board Acknowledgement of Staff / Professional Staff

H. Rundle recalled at the last Board meeting an action was assigned to St. Joseph's Senior Leadership Team (SLT) to come back with a proposal for the Board to acknowledge, in a meaningful way, the dedication all staff have shown during the pandemic.

G. Kernaghan explained after some deliberation, SLT suggests the Board create their own messages of appreciation on paper, hold them up and take a picture of themselves. Communications Team will then put the

messages in a video format and share the link with staff. This way staff can see the faces of the Board, create a connection with staff and share a “personal” message, all of which will be powerful and meaningful.

St. Joseph’s Board is supportive of proceeding with the suggestion. G. Kernaghan and P. Hoffer will develop the details and provide St. Joseph’s Board with direction in due course.

4. New Business

4.1 Chair updates - Standing Committees of the Board

(a) Spotlight Report from Health Care Ethics Committee of the Board

H. Hassan referenced the Committee’s report which alerts the Board to the progression in the law on assisted suicide and euthanasia. Discussion took place and the following comments shared:

- Should Communications prepare a proactive statement regarding the sacredness of human life; both from a faith and human nature perspective?
- The Catholic Health Alliance of Canada (CHAC) has taken a lead role in advocacy, from a national perspective, with regards to MAiD. The Catholic Health Association of Ontario is advocating provincially. These two groups are working to ensure there is a thoughtful and reflective process related to MAiD. Update on the work of these two groups can be brought to HCEC;
- There is a statement being prepared by CHAC to the Royal College of Physicians & Surgeons of Ontario and G. Kernaghan has requested permission to share the statement once prepared.

HCEC will continue to monitor legislative developments in light of the government’s rulings and bring recommendations forward as may be necessary.

(b) Spotlight Report from Quality Committee of the Board

D. Ladouceur referenced the Quality Committee’s report which highlighted two areas of success amidst the pandemic: Mount Hope and The Grey Centre for Mobility & Activity.

5. In-Camera Meeting

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 4:40 pm.
CARRIED.**

The regular meeting of the Board of Directors resumed at 6:11 pm.

Rising from the in-camera meeting, the Chair reported the Board of Directors:

- Endorsed three new Directors for 2021/22 and this recommendation will be forwarded to St. Joseph’s Health Care Society for approval;
- Approved all Director Assignments for 2021/22;
- Approved new Community Members on Committees of the Board for 2021/22; and
- Approved the substantive elements of the new CEO employment agreement.

6. Adjournment

The Chair declared the meeting adjourned at 6:13 pm.

Howard Rundle, PhD, Chair

Dr. Gillian Kernaghan, Secretary