



Meeting of the Board of Directors

Monday, June 28, 2021

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Gillian Kernaghan.

1. Approvals

1.1 Adoption of the Agenda

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

1.2 Minutes of the Regular 2020/21 Meeting of June 17, 2021

It was MOVED and SECONDED St. Joseph's Board of Directors approve the minutes of the regular 2020/21 meeting of June 17, 2021, as circulated. CARRIED.

1.3 Minutes of the Regular 2021/22 Meeting of June 17, 2021

It was MOVED and SECONDED St. Joseph's Board of Directors approve the minutes of the regular 2021/22 meeting of June 17, 2021, as circulated. CARRIED.

2. Chair's Remarks

J. Batch remarked on the format of the agenda highlighting while there are no formal reports from key stakeholders there is time assigned to "open forum" where Directors will be invited to share information.

J. Batch reminded all Directors of the Board, new and returning, voting and ex-officio, about the orientation session scheduled for tomorrow morning at 8am. He informed the orientation is being held virtually with guest speakers from Borden Ladner Gervais legal firm and The Change Foundation and topics focused on governance roles and responsibilities.

3. Business Arising

Standing agenda item, no business arose.



2021/22 Membership

VOTING

Jonathan Batch (Chair)
 Nawaz Tahir (Vice-Chair)
 Peter Cassidy (R)
 Lesley Cornelius
 Brandon de Vries
 *Paul Dugsin, MBA
 Mary Gillett
 Phil Griffin, CPA, CA
 Margaret Kellow, PhD
 Donna Ladouceur
 Don MacDonald, FCPA, FCA (R)
 Stephanie Marentette – di Battista
 Fr. Frank O'Connor
 Howard Rundle, PhD
 Victoria Smye
 Gary West, CPA

NON-VOTING

*Lulu Bursztyn, MD
 *Richard Corneil (R)
 *Darren Drosdowech, MD
 Jayne Garland, PhD
 *Gillian Kernaghan, MD
 *Karen Perkin, RN, MScN
 *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 (A)
 Jeff Wright, Lawson Board Chair (A)

Recorder

Terri-Lynn Cook
 A = absent
 R = regrets

4. New Business

4.1 St. Joseph's Strategic Plan 2021-2025

N. Tahir, Co-Chair of the Strategic Plan Steering Committee recalled for Members he and M. Kellow were the Board of Directors representatives to the strategic planning refresh project. He recognized the commitment and dedication of St. Joseph's senior leaders to be able to present to the Board the proposed plan for 2021-2025 amidst other priorities including pandemic response.

For the benefit of new Directors, G. Kernaghan provided a brief history related to the current strategic. She then recalled for Directors it was the decision of the Board that the five key strategic goals still stand true and at direction of the Board only a refresh was to be done. She then shared the following highlights from the strategic plan refresh work:

- There were close to 1300 touch-points engaging staff, physicians, key partners;
- From those voices, we heard St. Joseph's has made progress in the five strategic goals but there were consistent themes appearing as we look toward St. Joseph's future

B. Rotenberg joined at 3:44 pm.

- The themes were separated into four strategy hive topics to conduct the deep dives;
- Post hives the feedback was synthesized and the input then aligned to the five key goals;
- St. Joseph's Senior Leadership Team (SLT) met to craft the "by 2025" statements and the specific goals for 2021/22. She gave recognition to P. Hoffer for the final development of the wording in the proposed plan;
- It was explained the refreshed strategic plan is proposed to run to 2025 as this year would be considered a transitional year being post-pandemic and in consideration of both a new CEO and new Board Chair stepping in.

L. Bursztyn joined at 3:54 pm.

Discussion was held and the following questions/comments noted:

- N. Tahir thanked those on the steering committee, those who supported the hives, and those who facilitated the hives;
- M. Kellow echoed her appreciation for the support the Steering Committee received;
- J. Batch expressed thanks for the Steering Committee and SLT pressing through in light of other demands;
- Question arose related to the potential long-term effects of COVID and how is St. Joseph's is positioned to respond to this? It was confirmed the proposed strategic plan does address post-pandemic plans in two of the key goals: Empowering Staff and Connecting Care to Support Body, Mind and Spirit;
- J. Yoo was pleased to see "Comprehensive Alternate Funding Plan for Clinical Academics" imbedded into the strategic plan. He stated this is a great initiative to improve academic standing and productivity;
- It was clarified, the last bullet under "Empowering People" for the goals 2021/22 is a physician-focused initiative that was put on hold and will be picked back up. St. Joseph's is focused on wellness for all staff, however this is a specific piece of work that needs to conclude;
- Much of the transitional year, 2021/22 is focused on initiatives that were in flight and paused; it is about re-initiating those and bringing them to conclusion;
- Members were pleased to see many statements about equity throughout the document. Response was given this is not specifically in response to anything but rather equity has always been a focus for St. Joseph's;
- It was clarified the practice has not been to draft annual goals for each year of the strategic plan as it is difficult to do so as healthcare is so fluid in addition to many multi-year initiatives. SLT does have an intentional annual planning cycle and in Q4 they will be setting up the annual plan for the coming year which will be presented to the Board for approval;
- Comment was received the plan is derived from collective wisdom and there is collective commitment to move it forward.

It was **MOVED** and **SECONDED** St. Joseph's Board of Directors approves the Strategic Plan for 2021–2025, as presented. **CARRIED.**

It was **MOVED** and **SECONDED** St. Joseph's Board of Directors approve the Strategic Initiatives for the transitional year 2021/2022, as presented. **CARRIED.**

5. Open Forum

G. Kernaghan shared with the Board a letter was received from the Ministry of Health providing indemnification to Boards and leaders who stepped up to help during the pandemic. This letter has been filed in the Privacy and Risk office.

6. For Information

6.1 Joint Collaboration Committee (JCC) Minutes of May 27, 2021

The draft minutes of JCC were circulate for information. Question arose whether there is something the Board should be undertaking to continue to strengthen the relationship with LHSC. J. Batch assured the Board there is work under way related to this and offered to report back to the Board in the Fall.

6. Adjournment

The Chair declared the meeting adjourned at 4:22 pm.

Jonathan Batch, Chair

Gillian Kernaghan, Secretary