

## Meeting of the Board of Directors

Monday, September 27, 2021

3:30 pm start time

Via WebEx Video/Tele-conference

# MINUTES

Call to Order – Jonathan Batch

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

## 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 27, 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.**

D. Drosdowech joined the meeting at 4:22 pm.

## 2. Reports

### 2.1 Board Chair Remarks

#### *Schedule for 2021/22 Board Reflections*

J. Batch 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 2021/22. 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 (physicians, dentists and midwives). 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.



## 2021/22 Membership

### VOTING

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

### NON-VOTING

\*Lulu Bursztyn, MD  
 \*Roy Butler, PhD  
 \*Richard Corneil (R)  
 \*Darren Drosdowech, MD  
 Jayne Garland, PhD  
 \*Karen Perkin, RN, MScN  
 \*Brian Rotenberg, MD  
 \*John Yoo, MD  
 \*ex-officio

### Guests

St. Joseph's Senior Leaders

### LHSC

Jackie Schleifer Taylor, PhD, Interim President & CEO (R)  
 Jim Brock, Second Vice-Chair  
 Jeff Wright, Lawson Board Chair (A)

### Recorder

Terri-Lynn Cook  
 A = absent  
 R = regrets

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

R. Butler responded to questions raised from the written report that had been pre-circulated. He also welcomes the Board's feedback regarding the format and content being shared in his report. In addition, he highlighted areas of current developments and issues, which included the following:

- Pandemic – there is a flattening of total number of cases over the last week as compared to some of the predictions and this is a similar story with respect to hospitalizations across the province. Modeling projections are wide in terms of worst/best case scenarios. There are health human resource and capacity challenges across the region. These are not necessarily COVID-related but are having impact on the system. Work is under way across the province to develop paediatric pathways as children are not fully vaccinated. Regional Incident Management Teams are ramping up. COVID expenses both on the hospital side and long-term care side will be covered for Q1 and Q2;
- As new CEO, R. Butler has been busy with onboarding and orientations; meeting with key both stakeholders internally and externally;
- Recruitment for the role previously held by R. Butler, Vice-President, Patient Care and Risk Management, is under way. There is a short list of candidates and second interviews are being arranged;
- At a virtual gala event in celebration of the 100<sup>th</sup> anniversary of the School of Nursing at Western, held September 25<sup>th</sup>, Karen Perkin received a Legacy 2020 Centenary Award of Distinction. This award is presented to Western nursing alumni who have demonstrated outstanding achievements in the nursing profession and healthcare in the domains of clinical practice, education, research and/or policy and the profession of nursing more broadly, including community enrichment/service locally, provincially, nationally, and/or internationally;
- This Thursday is the first National Day for Truth and Reconciliation which recognizes that Indigenous peoples have unduly suffered under colonial and post-colonial policies and institutions. St. Joseph's is encouraging staff to wear orange as a sign of solidarity. A statement is expected to come from the Catholic Bishops of Canada as well as the Catholic Health Alliance of Canada.

### *COVID-19 Vaccination update*

R. Butler reported 88% of staff and physicians at St. Joseph's are fully vaccinated and 90% have received their first dose of the vaccination. A third dose booster is being administered to Mount Hope and Veterans residents.

### *2021/22 Communications and Public Affairs Strategy*

Reference was made to the proposed communications strategy for 2021/22. This document would normally be presented to the Board for review and approval in May/June, however was deferred to the September meeting so that it could be developed after the Board had approved the refreshed strategic plan which occurred the end of June. R. Butler acknowledged P. Hoffer, Chief Communications Officer, for the development of the strategy. P. Hoffer highlighted this plan balances priorities of the organization along with COVID response. It also focuses on raising the profile and engagement of the new CEO.

**It was MOVED and SECONDED St. Joseph's Board of Directors approves the Annual Communications and Public Affairs Strategy 2021/22, as presented. CARRIED.**

### *Enterprise Risk Management*

A briefing note was circulated providing an update to the Board on the approved risk categories. St. Joseph's Senior Leadership Team (SLT) has reviewed the risk categories and confirmed they remain the most prevalent risks. It was highlighted the COVID-19 pandemic has had significant impact worldwide including on the Canadian Health Care System. SLT revised the risk profiles and controls of each risk category with this in mind.

Question arose related to the level of risk assigned to cyber security. Reply was given that through the implementation of various strategies is how St. Joseph's SLT risk owner categorized this as yellow.

The Board received the update to the Enterprise Risk Management as presented.

### 2.3 Medical Advisory Committee Chair

B. Rotenberg, provided the following updates to the Board:

- MAC held discussion related to the elimination of hand-written prescriptions to reduce transcription errors, keep medication history up-to-date and decrease risk of diversion of controlled drugs. This is a work in progress and B. Rotenberg will continue to provide updates on this initiative;
- COVID vaccinations for physicians – B. Rotenberg recalled the MAC made influenza vaccinations mandatory for reappointment. He shared there is discussion and intention to move forward with the same process for COVID vaccinations. It is in the best interest of the physicians and patients being served. This will come back to MAC for approval in the next couple months;

With respect to providing the Board with a quarterly update on the goals set for the MAC Chair and Vice-Chair, he reported the following:

- *Medication Reconciliation* – several meetings have been held with V. Capewell and S. Jarmain. It is recognized the pandemic and virtual care are having impact on achievement of this target. Work continues on this target;
- *Discharge Summary within 48 hours* - completion of discharge summaries continues to be a focus for the MAC. Monthly updates/statistics are provided to Department Chiefs. Code 10 has been rolled out. Improvements are being seen;
- *Advance quality and appropriate virtual care* – the virtual care team meets with MAC on a regular basis. Starting to see a trend to make virtual care less prominent than it was at the beginning of COVID as some physicians do not find it as effective however there is also desire to maintain quality virtual care where applicable;
- *Enhance physician wellness* – this is a challenging area as there is not a one-size fits all type answer. Wellness was identified as an area of focus pre-COVID and has heightened since the pandemic. The Ontario Hospital Association conducted a wellness survey pre-COVID and a second survey has been done recently. The data is just being released on this and comparisons of the survey results will be reviewed.

On a final note, B. Rotenberg echoed J. Batch's invitation for Board members to attend MAC meetings.

#### *Expedited Credentialing Process Update*

B. Rotenberg referenced the update circulated in the agenda package. He highlighted the expedited process was used in wave 3 of the pandemic to rapid credential and onboard physicians and was found extremely helpful. With the onset of wave 4 of and the unknown direction of the pandemic, there is potential of using the expedited process again.

Question arose whether the Board's approval of the process was time-limited. Members recalled there was a regular reporting requirement as part of the approval.

**ACTION: T. Cook to review the Board's approval of the expedited credentialing process to confirm whether it was time limited or not.**

### 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, shared a story from a patient in St. Joseph's Post-Acute COVID-19 Program who is living with symptoms having had COVID-19.

(b) Q1 Corporate Scorecard

D. Ladouceur, Chair of Quality Committee, shared the Committee was pleased to see many of the indicators in the green considering the impact COVID-19 is having on staff and operations. There is recognition that some initiatives were paused or altered due to COVID-19 and the Committee is monitoring the resumption of these items. The Committee is also confident there are significant strategies in play to see improvement in medication reconciliation throughout the remainder of the fiscal. No further questions arose.

2.5 St. Joseph's Health Care Foundation (Foundation)

P. Dugsin shared the Foundation remains active although they have not been able to host their regular public events. Tribute will not be held this Fall however a new virtual event is being offered. On Nov. 4, from 7 to 8:15 pm, the Foundation is hosting Coming Together for Diabetes, a virtual event with emcee and moderator Jeff Macoun, President and CEO, Canada | Canada Life. The event features keynote speaker Kaleb Dahlgren, a survivor of the Humboldt Broncos bus crash who has lived with type 1 diabetes since the age of four. He will share his inspiring story of perseverance and resiliency in the wake of life-altering obstacles. The event will be launched publicly later this week.

P. Dugsin further reported in follow-up to the newly adopted Memorandum of Understanding between the hospital and Foundation, the two Board Chairs have connected to discuss relationship management and will continue with this work.

2.6 Lawson Health Research Institute

No update at this time.

2.7 London Health Sciences Centre

J. Brock advised LHSC's annual meeting occurred August 25<sup>th</sup> where new Directors and Committee Members were formally appointed. Throughout the month of September, many orientation sessions have been held. LHSC Board will hold its first meeting of 2021/22 on Wednesday September 29<sup>th</sup>.

2.8 Western University

J. Yoo, Dean Schulich School of Medicine & Dentistry, advised the strategies the University put in place related to the pandemic has made it a safe environment for faculty and students. He acknowledged those across the city involved in emergency response planning for the unsanctioned homecoming which by and large was uneventful. He offered his congratulations to K. Perkin for receiving the Legacy 2020 Centenary Award of Distinction from the Arthur Labatt Family School of Nursing at Western.

J. Garland, Dean Faculty of Health Sciences (FHS), shared there is focus on making lasting changes to the culture at Western in response to the multiple acts of violence, sexual assault and unfortunate death of a Kinesiology student. FOHS has hired a new Assistant Professor in Physical Therapy who will join two others located at Parkwood Institute in the Gray Centre for Mobility and Activity. J. Garland reported that 98% of learners in FHS are fully vaccinated. She further highlighted several recent research successes from FHS.

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### 3. Business Arising

Standing agenda item, no business arose.

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### 4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendation – 2021/22 Q1 Financial Statements

D. MacDonald, Chair of RPAC, reported St. Joseph's is currently in a surplus position, which is mostly driven by investment income and funding from the Ministry. Although Mount Hope is tracking a negative variance it is lower

than expected mainly due to the fact that the Ministry put in a directive that allows St. Joseph's to recognize revenues if occupancy is below 97%. It was stated St. Joseph's continues to advocate with the Ministry in regards to long-term care funding.

Question arose related to the year-end projections and assumptions made related to a fourth wave of the pandemic and reimbursement for pandemic costs. Reply was given that considering the new information was released immediately following the drafting of the year-end projection and these assumptions will be amended accordingly.

**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, 2021. CARRIED.**

4.2 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Executive Committee of the Board

J. Batch referenced the report from the Executive Committee which outlined for the full Board the business the Executive Committee attended to on its behalf over the summer months. No further discussion was held.

(b) Stoplight Report from Governance Committee of the Board

N. Tahir referenced the report and highlighted the dashboard provides the Board with a balance between legislation that calls on Directors to be responsible for certain things without diving into operations. No questions arose.

(c) Stoplight Report from Quality Committee of the Board

From the Quality Committee Stoplight Report, D. Ladouceur shared the committee engaged with the new CEO and furthered their understanding of the vision for quality at St. Joseph's.

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**5. In-Camera Meeting**

**It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:37 pm. CARRIED.**

The regular meeting of the Board of Directors resumed at 6:49 pm.

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

- the Board approved the 2021/22 developmental goals for the MAC Vice-Chair;
- the Board approved a performance plan for new CEO, R. Butler, for the period August 3, 2021 to March 31, 2022;
- the Board approved Past CEO, G. Kernaghan, has achieved 87.5% of her established goals for the period April 1 to August 2, 2021 which will be paid out at the end of the fiscal year when the current CEO's performance review is complete as there is a shared pool of funds aligned with Executive Compensation legislation; and,
- the Board endorsed Senior Leadership Team's decision to implement a mandatory COVID-19 vaccination policy for staff, physicians, dentists and affiliates with exception only for those for which there is a medical contraindication or exemption.

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**6. Adjournment**

The Chair declared the meeting adjourned at 6:50 pm.

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Jonathan Batch, Chair

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Roy Butler, Secretary