



Meeting of the Board of Directors

Monday, November 29, 2021

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by John Yoo.

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 November 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

On behalf of St. Joseph's Board, J. Batch offered congratulations to Dr. Jackie Schleifer Taylor on her appointment as LHSC's new President and CEO.

J. Batch reminded Directors, St. Joseph's Board is scheduled to participate in a half day of learning and discovery on "Enabling Cultural Fluency" December 9th.

J. Batch participated virtually in St. Joseph's Service Recognition Program which occurs annually in October. He recalled for Directors it is a celebration of the dedication and commitment of staff, physicians and volunteers who have reached milestones of 5, to 45 years of service in 5-year increments. This year St. Joseph's recognized more than 700 recipients who have given up to 45 years of service. He shared one of the recipients is St. Joseph's President & CEO, Roy Butler, who celebrated 25 years with St. Joseph's.

STRATEGIC PRIORITIES

REACHING OUT

CONNECTING CARE

INNOVATING TOGETHER

LEVERAGING TECHNOLOGY

EMPOWERING PEOPLE



EARNING COMPLETE CONFIDENCE

2021/22 Membership

VOTING

Jonathan Batch (Chair)
Nawaz Tahir (Vice-Chair)
Peter Cassidy
Lesley Cornelius
Brandon de Vries
*Paul Dugsin, MBA
Mary Gillett, FCPA, FCA
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 (A)

NON-VOTING

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

Guests

St. Joseph's Senior Leaders

LHSC

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

Recorder

Terri-Lynn Cook
A = absent
R = regrets

He concluded his remarks by recognizing John Paul II Catholic Secondary School in London. The school has become the first in Canada to become energy self-sufficient and carbon neutral. He congratulated Principal P. Cassidy for this achievement.

2.2 President and Chief Executive Officer

R. Butler responded to questions raised from the written report that had been pre-circulated. In addition, he highlighted areas of current developments and issues, which included the following:

- He also extended congratulations to Dr. Schleifer Taylor on her appointment as LHSC's President and CEO and to LHSC Board for its work leading to this appointment;
- Provincially, since last meeting, COVID cases have grown. This is in pockets across the province but not the entire province. Hospitalizations and ICU cases have remained fairly flat, however, predictions are that this will grow over the winter months. Local COVID cases are increasing;
- Prior to the Premier's decision on mandatory vaccination, hospitals were asked to complete a survey providing their stance on the subject. The Ontario Hospital Association (OHA) replied on behalf of all hospitals but individual hospitals also had the option to reply separately. St. Joseph's participated both ways in support of mandatory vaccination;
- St. Joseph's mandatory COVID vaccination policy comes into effect tomorrow;
- COVID booster vaccines are approved and St. Joseph's is encouraging eligible healthcare workers to receive it however it is not mandatory right now. St. Joseph's is also asking those who receive the booster to report this to occupational health;
- COVID vaccination has now been approved for children ages 5-11 years;
- Omicron is the new COVID variant surfaced out of Africa. There have been at least two cases in Ottawa over the last 48 hours and as of today there are potential cases in Hamilton. It is too early to know what the impact of this variant will be. It does raise the question of vaccine distribution across the world and access to vaccine if there is going to be impact on the pandemic;
- Separate from COVID, provincially and locally there is much hospital activity – ER visits are up, hospitalization is up, and there are health human resource impacts. St. Joseph's is feeling these impacts as well. St. Joseph's has 26 net new beds at Parkwood Institute Main and is funded to go to 32 beds however there are staffing challenges to opening up all 32. Parkwood Institute Mental Health has opened 4 beds of 12 newly funded beds with human resources the constraint on opening the remaining beds
- Supply chain continues to be challenging on many fronts. Healthcare Materials Management Services (HMMS) along with clinical leaders are sourcing alternative vendors. This is an issue provincially and globally. No service impacts are being felt at present;
- New long-term care legislation was introduced that if passed would repeal the current Long-Term Care Homes Act, 2007. The new legislation focuses on three areas: increased staffing, accountability enforcement and transparency, and building more beds;
- The City's Indigenous-led winter shelter on River Road was set on fire forcing Atlohsa Family Health Services to explore other solutions. St. Joseph's responded to the need for a location for the shelter by offering grounds at Parkwood Institute. K. Stone provided additional details related to inner workings of the shelter which will go live December 1st. It was confirmed the City of London is providing the funding. The Board Chair shared the Board's sentiment on how proud it was to hear of St. Joseph's response for the Indigenous-led winter shelter;
- November 11th was Remembrance Day and a ceremony was held at Parkwood Institute honouring all Veterans for their service;
- Referencing the year three (2020/-21) accomplishments from the 2018-2021 Strategic Plan, R. Butler highlighted that even in a pandemic environment St. Joseph's achieved many accomplishments which is of great tribute to the leaders at St. Joseph's.

R. Butler recalled the recent attack on electronic health records in Newfoundland. He advised a more detailed cyber security update will be presented to the Board in the new year but for the interim asked G. Kearns to speak to what is known about the Newfoundland event and reinforce to the Board the strategies in place at St. Joseph's. G. Kearns shared the following:

- The situation in Newfoundland was very similar to what the Board may recall happened to Listowell-Wingham hospitals, only on a larger scale;
- It was very specifically targeted at information solutions related to providing care to patients;
- St. Joseph's is seeking additional information about the incident to continue to learn from it;
- Incidents like this continue to reinforce the level of sophistication and length people are going to using cyber-attacks to disrupt business;
- Cyber security is a team sport – it takes all levels of players (government, leadership, end users) to help fight against cyber security attacks;
- St. Joseph's continues to provide training and communication with its users;
- There is need to continually invest in cyber security measures;
- There is interest at the Ministry level in developing a provincial model / functions and services for cyber security. This model has been defined and is now in the process of implementation;
- Last week, news was received regarding the submission LHSC/St. Joseph's had made on behalf of the region toward cyber security solutions. LHSC/St. Joseph's have been granted \$3M toward a cyber security solution pooling strategies and resources to optimize our collective response.

2.3 Medical Advisory Committee (MAC) Chair

B. Rotenberg shared at the November MAC meeting colleagues celebrated this year's recipients of the MAC Awards. He also commented on the number of nominations received this year which speaks to the quality of mission of the hospital.

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:

- *Discharge Summary within 48 hours* – it is evident in the corporate quality metrics this indicator is moving in the right direction;
- *Medication Reconciliation* - remains a persistent challenge. Several meetings are scheduled before and post the holidays to continue focusing on this indicator;
- *Advance quality and appropriate virtual care* - there have been recent surveys conducted related to how physicians are using virtual care (i.e. via telephone or via video). The results show the majority are doing virtual care via telephone. It is not clear whether telephone was the intended direction for virtual care however it is an option as not all patients have access to video technology;
- *Enhance physician wellness* – The Ontario Hospital Association's survey results on physician wellness have been circulated. A debrief meeting to review the results is scheduled and B. Rotenberg committed to sharing any learnings with the Board at a future 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. Jodi Younger, Vice-President Patient Care and Quality shared a story about the bridge that was built between the mental health team and stroke rehabilitation team to meet this patient's complex needs.

(b) Q2 Corporate Scorecard

D. Ladouceur, Chair of Quality Committee, referenced the scorecard and stated upon Quality Committee's review of the details the Committee remains confident there is a lot of work happening/initiatives in play to move the medication reconciliation target. She further confirmed the pandemic continues to have impact on some of the indicators despite the teams' efforts.

Question arose related to the Urgent Care indicator and why it may be trending downward. Reply was given Urgent Care is experiencing a significant increase in volumes. Patients are lining up outside to receive care and there has been an increase in code blues at this entrance. St. Joseph's has investigated how to respond to these impacts and many changes have been put in place including the opening of a decant waiting area inside the hospital. It was added there was a significant influx of extra patients presenting to Urgent Care who would normally be seen by their optometrists. This is because the optometrists were on strike from September 1 till November 25. Since November 25th, Urgent Care's volumes have improved.

2.5 St. Joseph's Health Care Foundation

P. Dugsin referenced the Foundation Board's report circulated in the agenda package. He confirmed the Foundation has been extremely active this past quarter; that this is the Foundation's busiest quarter. He thanked those who participated in the Coming Together for Diabetes virtual event which raised close to \$200k for diabetes research at St. Joseph's.

The Foundation has launched its Season of Celebration which runs to December 31. This year's campaign goal is to raise \$400k to meet the need to provide specialty mattresses and bed needs for inpatient care across all St. Joseph's sites. To date, the campaign is exceeding its benchmarks.

P. Dugsin shared the news of a transformational gift the Foundation has secured of ~ \$1.35M from a local couple for the Operational Stress Injury (OSI) research centre at Parkwood. They are also providing an additional quarter million for care and comfort of Veterans in the Veterans Care Program at Parkwood Institute Main, for a total donation of ~\$1.785M. A formal communication plan and public announcement will be made shortly.

He also shared a second donation of ~\$300k has been made from another local family and those funds are earmarked for care and comfort of Veterans and refurbishing the dining room on the dementia care unit in the Veterans Care Program.

B. Rotenberg left the meeting at 4:40 pm.

2.6 St. Joseph's Professional Staff Organization (PSO)

D. Drosdowech, President of the PSO, provided the Board with an overview of that the PSO is and a summary of the events and actions undertaken by the PSO. He reviewed the PSO's current priorities for 2021/22 and future strategic plans of the PSO.

2.7 London Health Sciences Centre

No update at this time.

3. Business Arising

3.1 Health Care Ethics Committee (HCEC) Recommendation – revised MAiD Policy

J. Batch recalled for Members a recommendation from HCEC was presented at the October meeting related to revisions to the MAiD policy and that the motion, which was moved and seconded, was postponed to this meeting so that the Board could view a track-changes version of the policy. He invited M. Kellow, Chair of HCEC, to provide further information.

M. Kellow stated that immediately following the October Board meeting a track-changes version of the policy was circulated. She further stated a special meeting of individuals occurred on November 23rd which provided an opportunity to have a deeper conversation around MAiD and how St. Joseph's navigates the external environment while keeping in alignment with Catholic health care principles. One of the items arising from this discussion was an opportunity to deepen our grounding in Catholic teachings as well as give recognition to St. Joseph's staff who have had to navigate the evolving environment around MAiD. She confirmed the document in today's Board package is not new - it is the same as what was presented at last meeting only track-changes are showing.

M. Kellow then requested the Board consider a small amendment to the pending motion from "as presented" to include the addition of the list of references, found in the briefing note (page 101 of the board agenda package), at the end of the MAiD policy.

Discussion was held and Father O'Connor shared a number of Catholic teachings relevant to the MAiD discussion and further shared his concerns about the MAiD policy. He requested the Board consider continuous monitoring and evaluating of the policy's use along with planning to hold greater discussion related to the future legislated change extending euthanasia to those with mental illness because of St. Joseph's service to those with mental health issues. He suggested this occur April/May of 2022 because it is understood the government will be releasing a report in around April/May 2022 related to the legislation and impacts to those with mental health. He also encouraged the Board Chair and Vice-Chair to visit the Bishop and talk about the implications of this legislation and other Catholic health care matters.

M. Kellow agreed with Father O'Connor of the importance to begin conversations around the mental health piece to well-position St. Joseph's. She confirmed that monitoring all developments related to MAiD is front and centre for HCEC and the committee will provide updates to the Board where appropriate.

The Board Chair affirmed HCEC to review the government's report in April/May, when available, and continue its monitoring of the MAiD policy. He further affirmed the expectation that MAiD come back to the full Board when further discussion needs to occur.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the updated policy titled Responding to a request for intentional termination of life (assisted suicide and/or euthanasia, also known as Medical Assistance in Dying "MAiD") with the addition of a list of references at the end of the MAiD policy. CARRIED.

Father O'Connor abstained from the motion.

ACTION: Board Chair and Vice-Chair will reach out to request a meeting with the Bishop to discuss Catholic health care issues at heart.

M. Van Laethem left the meeting 5:25pm.

4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendations:

(a) Q2 2021/22 Financial Statements

D. MacDonald, Chair of RPAC, presented the second-quarter results confirming St. Joseph's is slightly favourable to budget at \$1M. The key favourable variance relates to revenue. There are some negative variances in investments however RPAC is not concerned as investments are not yet realized.

L. Higgs added the current year end projection is for a surplus position however highlighted there are several variables that could materially change the financial results including:

- the amount of Ministry of Health pandemic funding committed to St. Joseph's for hospital operations,
- whether St. Joseph's will access the provincial stockpile for personal protective equipment,
- the amount of pandemic funding allocated within our labs joint venture, and;
- whether new one-time funding for 12 adult mental health beds will be subject to reconciliation by the Ministry.

It was noted a correction is needed on page 5 of the Financial Analysis document to change the title "Total Projected 2020/21 Surplus" to "Total Projected 2021/22 Surplus."

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, 2021. CARRIED.

(b) 2021/22 Internal Audit Plan

D. MacDonald recalled as of October 1, 2021, St. Joseph's changed its model of Internal Audit services to move from an "in-house" employee model to an outsourced (external) provider. This change is aligned to the model that is most predominant in other academic hospitals of similar size in the province. One of the benefits of moving to an outsourced model includes greater accessibility to experts in the health care sector that have access to benchmarking and trends from having a large client base in internal audit.

He shared in the fall/winter of fiscal 2021/22 RPAC is initiating a Request for Proposal (RFP) for external audit services as St. Joseph's current contract with its auditor expires next year. From a sequencing perspective, it is important to first complete the RFP for external audit services before going to market for a longer-term contract for internal audit services. RPAC therefore plans to do the RFP for internal audit services in the spring/summer of 2022.

For the interim, St. Joseph's Senior Leadership (SLT) has identified two projects having the highest importance requiring support from an external audit provider. It was confirmed although the two projects are separate, they are inter-related. Discussion took place related to the proposed timeline and although it is aggressive, St. Joseph's is hopeful it is achievable.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the internal audit plan for 2021/22, as presented. CARRIED.

4.2 Chair Updates from Standing Committees of the Board

(a) Stoplight Report from Governance Committee of the Board

N. Tahir referenced the stoplight report initiating the call for nominations to the role of Second Vice-Chair of the Board. He clarification if Directors intend to nominate someone they personally do not need to seek that Nominee out first as that will be part of the work of the Governance Committee.

(b) Stoplight Report from Quality Committee of the Board

D. Ladouceur referenced the stoplight report and encouraged Directors to view two videos linked in the report related to the Nourish Health Project as they tie nicely back to J. Yoo's reflection of today on partnerships.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:42 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 6:41 pm.

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

- St. Joseph's Board of Directors approved the 2022/23 capital budget; and
- St. Joseph's Board of Directors approved to disband the auxiliaries as a result of a review conducted of the Parkwood and St. Joseph's/Mount Hope Auxiliaries to ensure compliance with Board By-Laws. At conception, and prior to the development of a Volunteer Services Department, the Auxiliaries provided financial support to programs and patient care areas across the organization, using revenue generated from the stores, lottery booth, special events and other fundraising endeavours. The review found that the Auxiliaries were non-compliant with Administrative By-Law, their constitution, and the Canada Not for Profit Corporation Act. Over the course of several meetings and consultation with Auxiliary members, the Auxiliaries were provided with the option to either maintain their status by ensuring ongoing compliance with administrative and legislative requirements or officially disband. The members recommended that they be formally disbanded pending approval from the Board of Directors. The Volunteer Services department will work with the St. Joseph's Health Care Foundation to ensure the long standing legacy of the Auxiliaries' philanthropic support is fully recognized.

6. Adjournment

The Chair declared the meeting adjourned at 6:44 pm.

Jonathan Batch, Chair

Roy Butler, Secretary