



## Meeting of the Board of Directors

Monday, January 31, 2022

3:30 pm start time

Via WebEx Video/Tele-conference

# MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Stephanie Marentette.

## 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

N. Tahir declared a conflict of interest with item D8 in the Consent Agenda and abstained from voting on the approval of the Consent Agenda.

Request was made to remove item D5 “Reappointment of Professional Staff Appointments” from the Consent Agenda. The Chair placed this item on the Main Agenda, under New Business” as new item #4.2

**It was MOVED and SECONDED that the Consent Agenda for the January 31, 2022 Board meeting, consisting of the recommendations and reports found in Appendix 1, having removed item D5 “Reappointment of Professional Staff Appointments”, be approved and/or received for information by St. Joseph’s Board of Directors. CARRIED.**

## 2. Reports

### 2.1 Board Chair Remarks

#### a) Follow-up on action assigned at last meeting re: Chair/Chief Recommendations

J. Batch confirmed this action has been completed and reiterated the Hospital Board appoints Chief of Departments and the University appoints the Chairs. At the request of St. Joseph’s Board, the recommendations related to Chiefs of Departments will now clarify



## 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

### 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
- Jim Brock, Second Vice-Chair
- Jeff Wright, Lawson Board Chair

### Recorder

- Terri-Lynn Cook
- A = absent
- R = regrets

whether the incumbent is fulfilling both roles or not. He highlighted there are good examples of the clarifying statement in use in today's Consent Agenda.

b) 2021/22 Attendance Roster

Best practice indicators show that attendance is one of the principle ways of determining whether board and committee members are engaged and participating in the governance of an organization. The updated attendance roster for all meetings to date is being shared for transparency to the full Board. Governance Committee has held a discussion related to same and actions will be taken if there are any areas of concern.

J. Batch informed Members there will be a post-meeting evaluation, circulated via email, following today's meeting. He encouraged Members to complete the evaluation as it provides helpful information to planning future agendas as well as identify efficiency opportunities.

J. Batch recognized St. Joseph's for ranking on Forbes list of top Canadian employers. St. Joseph's ranked 102nd among all employers and was eighth among Canadian hospital organizations that made the list. He quoted from R. Butler's announcement to the organization that "while this recognition shines a spotlight on employers, in reality it is a testament to everyone working in every role across St. Joseph's and on our teams in the community – leaders, staff, physicians, volunteers and students." He stated the Board is proud of St. Joseph's 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 introduced Sandy Jansen, VP of Patient Care and Risk Management, who joined St. Joseph's Senior Leadership Team (SLT) early January;
- He offered congratulations to Patricia Hoffer, Chief Communications Officer at St. Joseph's, who is one of 11 individuals named to the annual Mayor's New Year's Honour List celebrating members of the London community who have made outstanding contributions to the city in various categories;
- Both LHSC and St. Joseph's were named in Forbes top 300 Canadian Employees; both in the top 150 and in the top 10 for health sector. The hospitals prepared a joint public statement along with individual internal communications. He congratulated LHSC for their achievement;
- The Omicron wave of the pandemic has unique features such as: speed of onset, high transmissibility, widespread community impact, significant health human resource impacts and a record number of hospitalizations. Provincially and regionally there are high occupancy levels in hospitals and ICUs. There are also significantly higher number of outbreaks in hospitals and LTC. He provided statistics for St. Joseph's at the peak of the wave and details related to St. Joseph's response to this wave;
- It has been mandated for staff in Long-Term Care settings to receive a third vaccination. The deadline was January 28<sup>th</sup> however on January 27<sup>th</sup> a new notification was received extending the deadline to March 14<sup>th</sup>. As at January 28<sup>th</sup>, St. Joseph's had approximately 25-30 staff not reported whether they received the third dose. St. Joseph's focus is on connecting with those staff and ensuring all eligible have their third dose;
- R. Butler acknowledged the teamwork of St. Joseph's SLT throughout the Omicron wave of the pandemic;
- The Ministry's Directive #2 is loosening and a staged reintroduction approach was suggested. Further direction regarding changes to Directive #2 is expected today. Until this is received, St. Joseph's is maintaining with Directive #2;

Question was raised related to the recent round of staff redeployment being non-voluntary and how staff received this and whether any long-term repercussions from redeployment are expected? R. Butler responded by confirming recent redeployment was not voluntary however St. Joseph's did its best to match people's skills to where they could be useful. It is obviously stressful both for the staff being redeployed and also the area they are being redeployed to. St. Joseph's leaders have been hearing positive feedback throughout the organization that staff have been helpful to those redeployed.

### 2.3 Medical Advisory Committee (MAC) Chair

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

- *Discharge Summary within 48 hours* – this corporate quality metric is currently green and continues to move along in the right direction;
- *Medication Reconciliation* - remains a challenge and it has been impacted by the pandemic. There are ongoing meetings to work toward achieving the corporate target;
- *Advance quality and appropriate virtual care* – St. Joseph's recently moved to virtual care e-prescriptions. Professional Staff can now use the PowerChart system to fax a prescription to a patient's pharmacy in tandem with the patient's virtual consult. This is a good innovation.
- *Enhance Physician Wellness* – fatigue and burnout in Professional Staff is the highest it has ever been. There is enormous backlog of investigations and surgical care and this remains a concern.

B. Rotenberg also acknowledged St. Joseph's for being ranked in Forbes top 300 Canadian Employers and reminded the Board that Lawson Health Research Institute (Lawson) also ranks in the top 10 for Canada's Top 40 Research Hospitals List.

With respect to an update on the expedited credentialing process, while it has not been enacted to date, there is concern by the MAC it may be enacted to meet patient needs. This current pandemic environment is the closest the MAC has ever been to using the expedited credentialing process. He stated it is important to keep this process as an option for the duration of the pandemic.

### 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. L. Higgs, Vice-President Clinical Support and Chief Financial Officer, shared a story portraying how staff contribute to earning complete confidence and meeting the needs of a whole person.

### 2.5 London Health Sciences Centre

J. Schleifer Taylor informed that LHSC has eight leaders active in the regional and provincial tables with respect to the pandemic. This heavy involvement means that LHSC has to be mindful for what the transition of the organization will be in relation to the region and province post pandemic. She and LHSC Board are engaged with respect to a transition plan. These plans have been reviewed at a high level with St. Joseph's CEO as there are opportunities where these transitions will intersect. She further reported an email has just been received, to hospital leadership from the OHA, for an urgent meeting tomorrow related to Directive #2. More will be known following that meeting.

J. Brock informed St. Joseph's Board that Dr. Scott McKay has resigned as Chair of the MAC to take on the Chief of Family Medicine role. Dr. Rob Dinniwel has agreed to step in for the remainder of the

MAC Chair's term (6 months). He further advised there have been a couple new Director appointments endorsed by Board. From a governance perspective, LHSC Board is evaluating the experience a community member has had as part of the Board/Committees of the Board. They are seeking their feedback on their experience and discussing future participation.

## 2.6 Western University

J. Yoo, Dean Schulich School of Medicine & Dentistry shared the following:

- Over the last few months Western has been engaged in various activities celebrating 100 years of Insulin and London's part in that discovery. The media campaign around this garnered a lot of traffic with more than 100k hits over multiple social media outlets. Some of the insulin stories highlight St. Joseph's;
- The University's is continuing its commitment to support health and health research with some key recruitments to the city. First is the successful recruitment of a marquee full professor in neurological diatherapeutics. The University acknowledged Lawson's support in this recruitment. The second is a neurosurgeon.
- Bioconvergence Centre – is a multi-faculty, interdisciplinary signature building for Western that incorporates Faculty of Health Science, Engineering, Science, and Schulich. This is another example of Western's commitment to health research and education.

## 3. Business Arising

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Standing agenda item, no business arose.

## 4. New Business

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### 4.1 Chair updates - Standing Committees of the Board

#### (a) Stoplight Report from Governance Committee of the Board

N. Tahir referenced the stoplight report which identified the commencement of this year's nominating cycle. No discussion was held.

#### (b) Stoplight Report from Quality Committee of the Board

D. Ladoucier referenced the stoplight report which provided highlights from a presentation the committee received regarding the advancements in virtual care. No discussion was held.

### 4.2 Added item: D5 from Consent Agenda "Changes to Professional Staff Appointments"

B. Rotenberg explained the report quotes that "The members listed below have been recommended by the Chief of their department for reappointment...having completed their outstanding elearning modules." Upon review of the report one individual on the list does not fall into that category. The individual had "other" reasons for not being reappointed during the annual reappointment cycle. The individual should be listed under an "other" category rather than the "e-learning" section. The report overall is correct as the individual is eligible for reappointment now however the reason for the delay needed to be clarified for the Board.

**It was MOVED and SECONDED St. Joseph's Board of Directors approve the Professional Staff Reappointments report of January 2022. CARRIED.**

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## 5. In-Camera Meeting

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It was **MOVED** and **SECONDED** the meeting of the Board of Directors move in-camera at 4:45 pm.  
**CARRIED.**

The regular meeting of the Board of Directors resumed at 6:01 pm.

Rising from the in-camera meeting, the Chair reported St. Joseph's Board of Directors endorsed and made further recommendation to St. Joseph's Health Care Society for approval of:

- i) The external auditors who will begin fiscal 2022/23 (name of firm is protected under the Request for Proposal Process and cannot be released until the process concludes); and
- ii) Donna Ladouceur as Second Vice-Chair, St. Joseph's Board of Directors, beginning June 2022.

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## 6. Adjournment

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The Chair declared the meeting adjourned at 6:00 pm.

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Jonathan Batch, Chair

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Roy Butler, Secretary