



Meeting of the Board of Directors

Monday, February 28, 2022

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Karen Perkin.

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 February 28, 2022 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

The Chair informed Members the meeting may go slightly overtime due to the priority items on the agenda.

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 gave recognition to Dr. Brian Rotenberg for being awarded the Canadian Certified Executive (CCPE) credential from the Canadian Society of Physician Leaders. B. Rotenberg has met the program requirements and demonstrated the leadership capabilities described in the "LEADS in a Caring Environment Framework". All CCPE credential recipients will be recognized at the in-person Canadian Conference on Physician Leadership May 6-7, 2022;



2021/22 Membership

VOTING

- Jonathan Batch (Chair)
- Nawaz Tahir (Vice-Chair)
- Peter Cassidy
- Lesley Cornelius (R)
- 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 (R)
- Fr. Frank O'Connor
- Howard Rundle, PhD
- Victoria Smye, PhD
- Gary West, CMA, CPA

NON-VOTING

- *Lulu Bursztyn, MD (R)
- *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

- The Board of Directors received written communication of Karen Stone's retirement scheduled for September 2nd. R. Butler formally gave recognition to K. Stone;
- Current state of the pandemic is optimistic as current COVID modelling is showing some declines; however, this is still dependent on a variety of assumptions;
- There are currently no COVID outbreaks at St. Joseph's. There are 47 staff and 1 Resident reported positive with COVID;
- St. Joseph's is currently in phase 2 out of 4 phases for resumption of services;
- St. Joseph's has submitted a formal request to proceed above 70% of surgical volumes which can be done even before the whole province moves to phase 3. A reply is pending and St. Joseph's is hopeful to hear by end of this week;
- Third dose vaccination is still mandatory for those in long-term care (LTC) facilities. The deadline for all staff/physicians in LTC is March 14th. 95% of staff and physicians have reported receipt of the third dose which leaves approximately 20 people who have not yet confirmed a third dose.

(b) L-SAA Declaration of Compliance

L. Higgs reminded the Board this annual attestation is required to confirm from both a finance and clinical perspective that St. Joseph's is compliant with all requirements of the agreement. St. Joseph's is reporting compliance with two exceptions:

- i. Due to the ongoing challenges with funding for LTC, St. Joseph's is not compliant with achieving a balanced budget for the L-SAA Declaration of Compliance reporting period from January 1, 2021 to December 31, 2021; and
- ii. the hospital is subject to procurement provisions of the BPSAA, and must abide by all directives and guidelines issued by the Management Board of Cabinet. St. Joseph's compliance attestation with reference to BPSAA for procurement is identical to the compliance statement provided at March 31, 2021 in relation to its H-SAA which is compliant with all directives with the exception of tendering all contracts >\$100,000.

It was MOVED and SECONDED St. Joseph's Board of Directors approve and provide the CEO authorization to sign and submit the 2021/22 Declaration of Compliance on its behalf pursuant to the Long-Term Care Service Accountability Agreement for Mount Hope Centre for Long Term Care. CARRIED.

(c) 2021/22 Q3 Corporate Scorecard

R. Butler reminded the Board various Committees of the Board such as Quality Committee, People & Mission, and Resource Planning & Audit go through detailed analysis of the corporate metrics. He then presented the high-level third quarter results for the following indicator groupings:

- Financial;
- Human Resources;
- Patient and Resident Experience;
- Family Experience;
- Safety Indicators; and,
- Discharge Summaries.

(d) 2021/22 Transitional Priorities Q3 Performance

R. Butler provided an update on the third quarter results for the Board Strategic Priorities under the pillars of: Reaching Out, Connecting Care, Innovating Together, Leveraging Technology and Empowering People.

2.3 Medical Advisory Committee Chair

B. Rotenberg reminded the Board that one of the MAC Chair's accountabilities to the Board is related to enhancing virtual care. There are a number of projects under way that tie in to virtual care and at the MAC meeting of February 9th updates were provided on: eRefferals, Prescribelt (electronic prescribing built into Cerner), and, email enhancements to leverage patient communication and Video Visits whereby virtual visits through WebEx can now be offered as part of Cerner scheduling appointments for the patients. He credited the Information Technology Team for helping move these initiatives forward.

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. Glen Kearns, IVP Diagnostic Services and Chief Information Officer, shared a story of a patient who came to Parkwood Institute Mental Health (PIMH) from a group home situation and how the team at PIMH attended to the wholeness of this patient while providing care for the patient's mental health.

(b) 2021/22 Q3 Quality Results

D. Ladouceur echoed the comments provided by R. Butler as it relates to the corporate scorecard results. She confirmed it is also an actual reflection St. Joseph's quality results and of the efforts to advance quality of care.

2.5 St. Joseph's Health Care Foundation

P. Dugsin shared the following updates on behalf of the Foundation Board of Directors:

- The Foundation and Hospital Board representatives met last week to continue strengthening their relationship;
- The Foundation is very engaged in its planning cycle for the new fiscal year which begins April 1st. Some of that planning includes a resumption of the Foundation's strategic planning process;
- In the last several months, the Foundation has worked closely with several clinical groups to create some innovative new opportunities that fund St. Joseph's tripartite mission of care, teaching and research including:
 - i) The creation of a new Ivey Eye Institute Studentship in Retinal Diseases and Epidemiology. This new Studentship, awarded annually, will both support clinical work and enable promising investigators to have dedicated time to conduct research related to the care of patients with retinal diseases. It is the first studentship of its kind for Ivey;
 - ii) Funding a pilot to support a series of fellowships in St. Joseph's surgical specialties of breast care, hand and upper limb, urology, ophthalmology and otolaryngology. Such Fellowship opportunities can attract Fellows who can come from across Canada, or from around the world, to participate in a clinical educational experience. The advantage for the organization is that these Fellows can also:
 - help with research in collaboration with faculty and trainees;
 - provide education and supervision of more junior trainees; and,
 - add critical manpower to the frontline of patient care.

Such a fellowship program can also increase the global presence of St. Joseph's surgical program, and enhance international outreach efforts in education and research. This year,

the Foundation will be funding 7, one-year fellowships at a cost of approximately \$68,000 each across the identified surgical specialties;

- iii) The creation of The Dr. Robert Teasell Fellowship in Stroke Rehabilitation Care & Research. This Fellowship honours the long and distinguished clinical and research career of current physician, Dr. Bob Teasell, and will help to support the work of a promising new researcher whose work will be dedicated to stroke care and recovery. The inaugural candidate for this Fellowship will be announced publicly and within the organization later this spring.

2.6 Lawson Health Research Institute

J. Wright informed that Lawson Board, at its next meeting, will hold discussion related to a fiscal recovery plan, the 2022/23 budget and its third quarter results. A challenge for Lawson lies within its investment portfolio which many other organizations are also experiencing. There is a Lawson structure meeting with hospital CEOs and Board Chairs on March 10th to finalize a structure for Lawson going forward. This will enable Lawson to contemplate senior hiring.

D. Hill added the success investigators have had in bringing in research funds to LHSC and St. Joseph's noting that external research funds committed in January and February alone totaled \$19.5M.

2.7 London Health Sciences Centre

J. Schleifer Taylor informed St. Joseph's Board of Directors that LHSC has adopted a transition plan for the next 13 months. LHSC Board of Directors has approved the transition plan and will be realigning their work to support this plan.

2.8 Western University

J. Garland, Dean Faculty of Health Sciences (FHS) provided the following updates to St. Joseph's Board of Directors:

- Faculty research enrichment plan – During the 2019-20 academic year, the FHS Leadership Committee agreed to expend the Faculty's carry forward funds on enhancing research, and that a Research Enrichment Plan for leveraging those funds would be developed with Faculty-wide input. In the Fall of 2020, FHS conducted member surveys and focus groups to generate big ideas for strategic research funding. The cross-cutting theme of health equity emerged, but it was not the only one and it became clear that a further process was needed to decide upon themes for major investment. With \$3 million available for one-time investment in BIG IDEAS over the next four years, the Research Enrichment Plan Advisory Group and Steering Committee have been working hard to develop a process, making a concerted effort to emphasize inclusion, blue sky thinking, and co-development of the BIG IDEAS. The application phase is now closed and the Concept Pitch phase will begin;
- Funding has been announced for the Musculoskeletal innovation factory. It is a research incubator that facilitates inclusion and co-development for better musculoskeletal health care for patients post pandemic;
- Ready to Care – is a community model for health care, codesigned with community partners, for older adults forming a bridge between home and long-term care;
- Health Ethics, Law and Policy – aims to develop a program of research in these areas that moves consideration aspects of research to a pre-position; and,
- Siobhan Schabrun, PhD, the inaugural Chair for the Gray Centre for Mobility & Activity arrived January 28th and started her position.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendation – 2021/22 Q3 Financial Statements
D. MacDonald summarized St. Joseph's is currently in a budget surplus position and it is forecasted to end 2021/22 in a surplus position. Part of this relates to investment income realized and one-time funding.

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 December 31, 2021. CARRIED.

4.2 Governance Committee Recommendation – Renewing Board Policy: Recruitment of President & CEO
N. Tahir recognized H. Rundle for keeping notes as the policy was used for the first time upon the announcement of Dr. Gillian Kernaghan's retirement. He also recognized Karen Stone for her assistance to Governance Committee as it worked to compare the policy in action with proposed policy revisions.

N. Tahir noted the track-changes version presented also provides additional rationale for the amendment. Discussion took place and it was confirmed that the majority of members on the search committee are to be made up of voting members of the Board. This particular point has been discussed many times as it is challenge to balance the size of a committee with equitable representation.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the amendments to the Board Policy: "Recruitment of President/Chief Executive Officer" as presented. CARRIED.

4.3 Chair updates - Standing Committees of the Board

The following Committees of the Board submitted spotlight reports for the Board's information:

- Health Care Ethics Committee;
- People & Mission Committee; and,
- Quality Committee.

No questions arose from the reports.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:02 pm. CARRIED.

The regular meeting of the Board of Directors resumed at 6:58 pm.

Rising from the in-camera meeting, the Chair reported

- The Board was debriefed on evaluation results from the meeting of last month as well as this year's Director self-evaluation results and the Board as a whole evaluation results;
- The Board received the Q3 CEO performance report; and,
- The Board engaged in discussion around the strategic plan as well as a proposed framework for the development of the CEO's goals for 2022/23.

6. Adjournment

The Chair declared the meeting adjourned at 6:59 pm.

Jonathan Batch, Chair

Roy Butler, Secretary