



Meeting of the Board of Directors

Monday, March 28, 2022

3:30 pm start time

Via WebEx Video/Tele-conference

MINUTES

Call to Order – Jonathan Batch

The reflection was provided by Peter Cassidy.

Education Session

Digital Health Update

G. Kearns, Integrated Vice-President Diagnostic Services and Chief Information Officer, provided an updated to the Board on St. Joseph's digital health strategy and the following areas:

- i. OneChart/Cerner;
- ii. Cyber Security, regional and provincial; and,
- iii. Digitization and weaving together the emerging health system.

The Board then participated in breakout sessions to engage in focused discussion on each of the topics.

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

L. Cornelius abstained from voting on the consent agenda.

It was MOVED and SECONDED that the Consent Agenda for the March 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.

STRATEGIC PRIORITIES

REACHING OUT

CONNECTING CARE

INNOVATING TOGETHER

LEVERAGING TECHNOLOGY

EMPOWERING PEOPLE

ST. JOSEPH'S HEALTH CARE LONDON

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

NON-VOTING

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

Recorder

Terri-Lynn Cook
 A = absent
 R = regrets

2. Reports

2.1 Board Chair Remarks

J. Batch noted the Foundation's Breakfast of Champions event is scheduled for Friday May 6th in-person! This event raises awareness and funds for mental health care in the region and this year's event features guest speaker Stéphane Grenier who is a retired Lieutenant Colonel, mental health advocate, innovator, and author. J. Batch encouraged Board Members to consider supporting this event.

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:

- COVID numbers in the province/region are on the low end of projections which is positive considering the return from March Break. St. Joseph's has seen an upswing of staff reporting positive with COVID however this was an expected result due to March Break;
- Just prior to the March 14 deadline, the Ministry reversed its direction on the requirement of a third dose of COVID vaccine for staff in long-term care settings. St. Joseph's decided to keep its organizational position at Mount Hope and require the third dose as it was left up to each organization to determine their stance.
- St. Joseph's was approved to move to 90% of its 2019 surgical volumes and is staffed and ready to return to 100% when OH West approves us to do so;
- St. Joseph's has been focused on staff and leader recognition as well as wellness this past month. Recognition packages have been distributed to leaders and a wellness box to all staff and physicians. Downtown London Business Association gift cards have been purchased and will be disseminated through a variety of staff activities over the next couple months to assist in local recovery;
- For the first time, the Foundation organized and executed all events related to St. Joseph's Day which occurred March 21st;
- A consultant from the Homewood family assistance program conducted focus-group sessions with leaders (Coordinators, Directors and the Senior Leadership Team (SLT)) which was a type of wellness check-in and also opportunity for one-to-one sessions. Over 90% of leaders participated in these sessions. Themes and next steps are coming back to SLT;
- St. Joseph's continues its advocacy and leadership in the following arenas: Healthcare CAN – Mental Health and Addictions, OHA Provincial Research and Innovation Strategic Plan, Financial: Mount Hope operating and capital, Mental Health funding, COVID long-hauler clinic and COAST model.

2.3 Medical Advisory Committee Chair

No update at this time.

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. Patricia Hoffer, Chief Communications Officer, shared the story of a Hand & Upper Limb patient who discovered they had type 2 diabetes and how the Diabetes Education Centre assisted in the patient's recovery and future well-being.

(b) 2022/23 Quality Improvement Plan

D. Ladouceur introduced Vivian Capewell, Director Quality Measurement & Clinical Decision Support, who provided background as to the process and the legislative requirements in the Excellent Care for All Act (ECFAA) around the annual development of a Quality Improvement Plan (QIP). She recalled for Members that publishing QIPs to the provincial portal has been interrupted throughout COVID however is now open and an extension for posting to the portal has been granted to June 30th. St. Joseph's has always adhered to the regular development and posting deadlines and is prepared to post to the portal by April 1st.

This year, there has been a recommendation from Ontario Health to include in the narrative, information about the impact the pandemic has had and initiatives to support quality during the pandemic.

V. Capewell highlighted the successes from 2021/22 QIP and then reviewed the proposed indicators and targets for the 2022/23 QIP. It was clarified there are 4 hospital and 4 long-term care (LTC) indicators as it is a requirement to have both.

D. Ladouceur, Chair of Quality Committee, commented on the discussion held at Quality Committee and how impressed Members were for the way in which St. Joseph's was able to maintain the 2021/22 indicators. She further confirmed Quality Committee's support of the QIP indicators for 2022/23.

Discussion was held as Members inquired to understand a number of the definitions to words within the QIP.

L. Burstzyn left the meeting at 5:00 pm.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the 2022-23 Quality Improvement Plan for St. Joseph's Health Care London and Mount Hope Centre for Long Term Care. CARRIED.

2.5 London Health Sciences Centre

J. Brock shared that due to the pandemic, LHSC has received an extension of its Accreditation with Exemplary status to February 2023. He further informed succession planning of the Board is under way as three Directors are departing the Board. LHSC continues with its focus on equity, diversity and belonging and has also reviewed the Indigenous Cultural Safety training and made the decision that all Board members will be required to complete this training.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Executive Committee Recommendation – 2022/23 Executive compensation tied to the Quality Improvement Plan

J. Batch stated the Excellence Care for All Act in Ontario (2010) requires that performance-based compensation for CEOs and Executives of St. Joseph's be linked to the performance improvement targets laid out in St. Joseph's Annual QIP achievement. This year, with the assistance of Karen Stone, Chief Human Resource Office, the Executive Committee, has separated this piece from the QIP piece to ensure appropriate distance from who establishes the performance-based executive compensation and the incumbents whom are eligible for receipt of this compensation. He referenced the recommendation sheet which detailed the four indicators proposed to be tied to executive compensation. K. Stone confirmed the indicators are all hospital-based indicators and all measured equally. She further stated there is a minor change in terms of how the indicators are allocated to VPs, IVPs, CEO, etc., which is described in the recommendation.

P. Dugsin left the meeting at 5:06 p.m.

Question arose regarding the right-hand column's title "85+% Target". A change in the column title will be made to accurately reflect that column and the values included in it.

Further question was raised to understand why no LTC targets were selected as LTC is a large portion of St. Joseph's business. Response was provided that historically broad-based indicators that can spread across the organization are chosen and executive compensation requirements are legislatively tied to hospital QIPs – not LTC. It was stated the Board could choose to assign a long-term care indicator or goal to form part of the CEO's compensation separate from the QIP. It was agreed performance at Mount Hope is important and this should be a point of discussion for the Executive Committee when it looks to set goals separate from the QIP.

It was MOVED and SECONDED St. Joseph's Board of Directors approve the 2022/23 Quality Improvement Plan metrics tied to executive compensation with added clarity to the "target" heading".
CARRIED.

4.2 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Governance Committee of the Board

Reference was made to the report circulated in the agenda package. Question was raised with respect to understanding how the matter of private practice referrals was resolved. It was confirmed there were no conflicts which led to Governance Committee's investigations; it was not in response to any issue. Governance Committee simply wanted to ensure policies and practices are in place to oversee these matters, and there are which is why Governance Committee considers the matter resolved.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:19 pm.
CARRIED.

The regular meeting of the Board of Directors resumed at 7:06 pm.

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

- The Board of Directors approved the 2022/23 Operating Budget;
- The Board received updates related to Lawson Board of Directors governance; and,
- Received an update on the work related to developing a new framework for the establishment of the CEO's goals for 2022/23.

6. Adjournment

The Chair declared the meeting adjourned at 7:12 pm.

Jonathan Batch, Chair

Roy Butler, Secretary