



Meeting of the Board of Directors

Monday, September 26, 2022

3:30 pm start time

St. Joseph's Hospital – Adams Boardroom A2-041

MINUTES

Call to Order – Jonathan Batch

Welcomes and roundtable introductions occurred. The Board then engaged in a Commissioning Ceremony, "Grounded in Gratitude", led by H. Vanderstelt.

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 26, 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

a) Schedule for 2022/23 Board Reflections

The Board adopts a reflection schedule so that individuals know in advance when they will be providing the reflection. A reflection is an opportunity to pause and set our minds and intentions to what is before us. Circulated in the agenda package was the proposed schedule for 2022/23. Members were invited to review the schedule and connect with T. Cook if a conflict arises.

b) Schedule for Board representatives attending 2022/23 MAC meetings

St. Joseph's Board has set a priority to maintain close relationships with the Medical Advisory Committee (MAC) and the Professional Staff. 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 MAC and Professional Staff that the Board is

2022/23 Membership

VOTING

Jonathan Batch (Chair)
Nawaz Tahir (Vice-Chair)
Peter Cassidy
Lesley Cornelius, ICD.D
Brandon de Vries (R)
Joan Hubert
Mary Gillett, FCPA, FCA
Margaret Kellow, PhD
Donna Ladouceur
Don MacDonald, FCPA, FCA
Stephanie Marentette
*Theresa Mikula
Fr. Frank O'Connor
Robert Raymond
Howard Rundle, PhD
Victoria Smye, PhD (R)

NON-VOTING

*Abhijit Biswas, MD (R)
*Lulu Bursztyn, MD
*Roy Butler, PhD
*Richard Corneil
Jayne Garland, PhD
*Karen Perkin, RN, MScN
*Brian Rotenberg, MD (R)
*John Yoo, MD
*ex-officios

Guests

St. Joseph's Senior Leaders
Heather Vanderstelt

LHSC

Jackie Schleifer Taylor, PhD,
President & CEO (A)

Recorder

Terri-Lynn Cook
A = absent
R = regrets

interested and engaged in their business. 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.

In-person/virtual meetings

J. Batch explained St. Joseph's COVID-19 Risk-based Response Framework which is meant to be a one-stop resource providing the organization, leaders, physicians and staff with a framework to the pandemic response that can be applied to everyday operations. The COVID-19 Risk-Based Response Plan identifies, through a series of metrics and associated risks, an overall approach to risk in the form of red (high response), yellow (intermediate response) and green (low response). The framework breaks down each element of the COVID-19 response and provides infection prevention and control recommendations based on the risk status. In the spirit of the framework and to protect volunteers, staff and those St. Joseph's serves, those present at the virtual Committee Chair Orientation session held September 8th agreed that if St. Joseph's is in green status in-person meetings can be held, but that yellow or red status would mean meetings will be held virtually. J. Batch confirmed an email communication will be sent to Committee Chairs, Senior Leader support personnel and Administrative support personal following the meeting.

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:

- On September 21st further provisions of the Bill 7, More Beds, Better Care Act, came into effect. This included amendments to the Fixing Long-Term Care Act and results in changes to:
 - An ALC patient can now be authorized for admission to a long-term care (LTC) home without their consent as long as reasonable efforts have been made to obtain consent, and
 - Patients can be admitted to a LTC home that is available and not their preferred choice while they wait for their preferred choice to become available (70 km radius of their preferred location/150 km if in North East and North West regions of the province);
- Further amendments were made to the Public Hospitals Act which now mandates hospitals to charge a fee of \$400 for each day a discharged patient remains in hospital. This takes effect November 20th;
- There are a number of regional and local partner agencies coming together to collectively address homelessness;
- Emergency departments are having staffing issues, wait time issues, etc. which has forced some interim closures. The South West Regional CEO's, CNEs and Physician Leaders have been very involved in looking at new strategies to reduce demand/diversion, create efficiencies, expand space and capacity and delivery models. Both short (3-6 months) and long-term (1 year+) strategies are being explored;
- The Bivalent booster is now available and St. Joseph's is strongly encouraging all staff and physicians to get the booster in the community. Internally, St. Joseph's has started to provide this booster to Residents at Mount Hope and Parkwood Institute;
- Screening of patients and visitors continues actively at the door, but regionally there are talks about starting to look at scaling that back. St. Joseph's is mindful about managing this transition which will start to unfold over the next month;
- Work is being done to clarify and standardize return to work guidelines for staff who have had COVID-19/tested positive/had an exposure.

R. Butler informed the Board of "Collaborative Benefits" which is a provincial benefits strategy for the hospital sector in Ontario. Collaborative Benefits aims to secure a benefit provider for the entire hospital sector. Its values proposition includes: being a made for healthcare solution, improved

employee experience, efficiency and financial security. Collaborative Benefits are ready to go to RFP but want to determine sector interest prior to issuing the RFP. They have drafted and circulated participation agreements to all Ontario hospitals and the deadline to sign the agreement is October 17th. Signing the agreement commits the hospital to coming onboard until 2027 as long as the outcome of the RFP shows “value present”. Due to the dollar figure at play, Board approval to sign the agreement is required.

Discussion was held and it was suggested this piece of business be delegated to the Executive Committee of the Board as there may be need to call a meeting prior to October 17th.

It was MOVED and SECONDED St. Joseph’s Board of Directors delegates to the Executive Committee of the Board authority to meet, discuss and make decision around St. Joseph’s Health Care London’s participation in Collaborative Benefits. CARRIED.

a) Dashboard for Reporting Compliance

Reference was made to the dashboard which as of September reflected St. Joseph’s compliance status as it relates to legislated reporting requirements. There are no instances of non-compliance and no areas of concern.

J. Batch added that this document was also reviewed by the Governance Committee.

b) Enterprise Risk Management (ERM)

R. Butler referenced the briefing note circulated in the agenda package which provided the Board with an update to St. Joseph’s ERM categories. He stated that although there are changes in controls and planned controls, there remains no material change in the risk ratings. Health human resources are woven into some of the risk categories however the Senior Leadership Team (SLT) sees this as a new gap and will be developing it as its own risk category.

R. Butler highlighted the ERM program will be refreshed in the coming year with the support of an external vendor through a competitive procurement.

c) 2022/23 Q1 Corporate Scorecard

R. Butler provided a high-level overview of the first quarter’s corporate metrics. He affirmed the Board that various Committees of the Board such as Quality, People & Mission and Resource Planning & Audit Committee go through thorough analysis of the metrics that fall within their purview.

He highlighted human resource (HR) indicators are in red, particularly around absenteeism, overtime and number of position vacancies. SLT is reviewing the HR indicators and targets to ensure they are robust and meaningful. With respect to Patient/ Resident Experience and Family Experience indicators there is some lag time in the reporting as some are one-time survey that may not have occurred this quarter.

MRI/CT wait time is red and it is anticipated this will not see improvement next quarter as there is equipment repairs needed.

R. Butler reminded Members September 30th is the National Day of Truth and Reconciliation. In recognition, St. Joseph's offered to pay for staff to purchase an orange shirt from Atlohsa Family Healing Services. Leadership is pleased that over 1200 staff signed up for a shirt and will wear these in recognition that, "every child matters" and in commitment to not repeat the tragedies of the past.

2.3 Medical Advisory Committee Chair

J. Batch invited Members to connect with B. Rotenberg offline if they had any questions with regards to the draft minutes shared in the consent agenda.

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, began by sharing data about homelessness and how St. Joseph's is supporting patients to safely return to the community. With permission from the patient, a patient's success story was shared about how she has a new meaning of "home" thanks to Indwell who is one of St. Joseph's partners in housing.

(b) 2022/23 Q1 Quality Results

L. Cornelius, Chair of Quality Committee, stated at the first meeting of the Quality Committee they received a presentation on accreditation and the preparation work that has begun. Quality Committee looks forward to monitoring the accreditation work over the next year. She also confirmed Quality Committee reviewed all red scorecard indicators and noted it is typical to see red flags early in the year which demonstrates improvement targets were set appropriately.

L. Bursztyn left the meeting at 4:55 p.m.

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

T. Mikula, Chair of the Foundation, shared donors in the community continue to generously support the work at St. Joseph's and the Foundation is grateful for all support. She informed the Foundation Board approved a new strategic plan in May in addition to updating its Mission, Vision and Values.

Request was made to present the details of the Foundation's strategic plan at a future meeting of the hospital Board.

2.6 Lawson Health Research Institute (Lawson)

D. MacDonald, Chair of Lawson Board, confirmed the 2021/22 annual meeting was held last week wrapping up the 2021/22 year. He confirmed the Lawson Board membership for 2022/23 was approved to continue during the transition period for the restructuring of each separate research institute and that KPMG have been appointed the auditors for the upcoming year.

2.7 London Health Sciences Centre

No update as LHSC representative not in attendance.

3. Business Arising

Standing agenda item, no business arose.

4. New Business

4.1 Resource Planning & Audit Committee (RPAC) Recommendation – 2022/23 Q1 Financial Report
M. Gillett thanked L. Higgs, D. Ross and the Finance Team for preparing the materials to be presented to RPAC and the Board. She then recalled for Members St. Joseph's was planning for a first quarter deficit of \$2.4 million however a few unanticipated gains ended the first quarter in a surplus position.

Contributors were:

- Investment income gains;
- A WSIB rebate;
- Ministry of Health funding of pandemic expenses for Q1 and an inflationary growth funding increase of 1.95% which will carry through the entire year.

St. Joseph's continues to have strong working capital and liquidity position with the current ratio being 1.52.

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 June 30, 2022. CARRIED.

4.2 Chair updates - Standing Committees of the Board

(a) Stoplight Report from Quality Committee of the Board

Reference was made to the report submitted by Quality Committee. No questions arose.

(b) Stoplight Report from Resource Planning & Audit Committee of the Board

Reference was made to the report submitted by RPAC. No questions arose.

5. In-Camera Meeting

It was MOVED and SECONDED the meeting of the Board of Directors move in-camera at 5:18 p.m. CARRIED.

The Chair of the Board recorded the regular meeting of the Board of Directors resumed at 7:56 pm, for inclusion in the minutes of the meeting.

Rising from the in-camera meeting, the Chair reported St. Joseph's Board approved to engage Compensation Governance Partners to conduct an executive compensation review.

6. Termination of Meeting

There being no further business, the Chair declared the meeting terminated at 7:58 pm.

Meeting of the Board of Directors – Minutes

Monday, September 26, 2022



Jonathan Batch, Chair

Roy Butler, Secretary