



St. Joseph's Hamilton Joint Boards of Governors

May 2023

Open Agenda Package – Web Version

OUR
mission
vision
values



OUR MISSION //

Living the Legacy: Compassionate Care. Faith. Discovery.

OUR VISION //

On behalf of those we are privileged to serve, we will deliver an integrated, high quality care experience, pursue and share knowledge, and respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

OUR VALUES //

Dignity. Respect. Service. Justice. Responsibility. Enquiry.

St. Joseph's
Home  Care

St. Joseph's
Healthcare  Hamilton

St. Joseph's
Villa  Dundas

Enquiry – seeking knowledge

Definition

A dedicated approach to seeking knowledge empirically through a blended approach of tested practices and a focus on experimentation.

Behaviours

- Practices based on evidence and theory
- Ethical research practices
- A desire for new knowledge



St. Joseph's Hamilton Joint Boards of Governors – Open Agenda

Thursday, May 25, 2023

1530 hours

Via Zoom

Elected Members Ms. Lynn McNeil (Chair), Dr. Naresh Agarwal, Mr. Rod Dobson, Mrs. Barb Beaudoin, Mrs. Catherine Olsiak, Dr. Laura Harrington, Mr. Leo Perri, Mr. William Koornstra, Ms. Rose Vespa, Mr. Peter Szota, Mr. Martin Powell, Mr. Toks Olaoluwa, Mr. Mark Abradjian, Mr. Christopher Yendt.

Ex-Officio Members Dr. Wael Hanna, Dr. Cheryl Williams, Dr. Sarah Jarmain, Dr. Paul O'Byrne, Mr. John Aldis, Ms. Elizabeth Buller.

Senior Management Team Resource Mr. John Woods, Dr. Greg Rutledge, Ms. Carrie Beltzner.
Mrs. Stephanie Trowbridge, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Mr. Don Davidson, Ms. Mieke Ewen.

VALUES: D = dignity, R1 = respect, S = service, J = justice, R2 = responsibility, E = enquiry

Time	Item	Topic	Values	Lead	Page
1530	1.0	Call to Order		L. McNeil	
	1.1	Opening Prayer, Reflection on Land Acknowledgement and Reflection on ENQUIRY	R2		
	1.2	Introduction of Guests	R2		
1535	2.0	Consent Agenda Part "A" (Motions Listed) <i>(Note: Any JBG Member can ask for removal of any item from Consent Agenda for discussion)</i>			
	2.1	Approval of Agenda <u>JBG Voting Members</u> THAT THE AGENDA FOR THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED AS CIRCULATED	R2	All	
	2.2	Declaration of Conflict of Interest <u>JBG Voting Members</u> THAT THERE IS NO CONFLICT OF INTEREST NOTED			
	2.3	Approval of Minutes of the JBG Meeting <u>JBG Voting Members</u> THAT THE MINUTES OF THE OPEN SESSION OF THE MEETING OF THE ST. JOSEPH'S HAMILTON JOINT			

		BOARDS OF GOVERNORS HELD MARCH 30, 2023 BE APPROVED			
1540	3.0	Generative Discussion			
		Rapidly Changing Health Human Resources - Please see e-materials	E	C. Fletcher	
1610	4.0	Business (Motions Listed)			
	4.1	Quality Committee <u>JBG Voting Members</u> THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF MAY 9, 2023 BE ACCEPTED FOR INFORMATION	R2	C. Olsiak	
	4.2	Strategic Plan – Research <u>SJHH Voting Members</u> THAT THE RESEARCH ST. JOSEPH’S STRATEGIC PLAN BE ACCEPTED FOR INFORMATION	R2	L. Thabane/S. Howe	
1630	5.0	Reports			
		THE FOLLOWING REPORTS ARE PROVIDED FOR INFORMATION:			
	5.1	Governance Committee Summary Report	R2	B. Beaudoin	blotter
	5.2	Treasurer’s Report from Resource and Audit Committee	R2	L. Perri	
	5.3	HR Committee Summary Report	R2	L.Harrington	
	5.4	Chair’s Remarks	R2	L. McNeil	
	5.5	Report of Presidents	R2	J. Aldis/J. Woods/C.Beltzner	
	5.6	Report of the EVP and Chief Nursing Executive	R2	C. Williams	
	5.7	Report of Chief of Staff	R2	S. Jarman	
	5.8	Report of SJHS President and CEO	R2	E. Buller	
	5.9	Report of the President, Medical Staff Association	R2	W. Hanna	
	5.10	Report of the Dean, Faculty of Health Sciences	R2	P. O’Byrne	
1650	6.0	Consent Agenda Part “B” (Motions Listed) <i>(Note: Any JBG Member can ask for removal of any item from Consent Agenda for discussion)</i>			
	6.1	Governance, Mission and Values Committee <u>JBG Voting Members</u> THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF MAY 2, 2023 BE ACCEPTED FOR INFORMATION	R2	B. Beaudoin	

		<p><u>SJHH AND SJVD Voting Members</u> THAT THE JBG APPROVE FOR SIGNATURE THE MOU'S BETWEEN ST. JOSEPH'S VILLA DUNDAS AND ST. JOSEPH'S VILLA FOUNDATION & ST. JOSEPH'S HEALTHCARE HAMILTON AND ST. JOSEPH'S HEALTHCARE FOUNDATION</p>			
	6.2	<p>Resource and Audit Committee <u>SJHH Voting Members</u> THAT THE SJHH AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2023 BE APPROVED</p> <p><u>SJHC Voting Members</u> THAT THE SJHC AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2023 BE APPROVED</p> <p><u>SJVD Voting Members</u> THAT THE MARGARET'S PLACE HOSPICE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2023 BE APPROVED</p> <p><u>SJVD Voting Members</u> THAT THE 2023-2024 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT BE APPROVED</p> <p><u>SJHH Voting Members</u> THAT THE RETENTION OF GUARDIAN PARTNERS INC AS INVESTMENT ADVISOR FOR SJHH BE APPROVED</p>	R2	L. Perri	blotter
	6.3	<p>Human Resource Committee <u>JBG Voting Members</u> THAT THE MINUTES OF THE HUMAN RESOURCE COMMITTEE OF APRIL 12, 2023 BE ACCEPTED FOR INFORMATION</p>	R2	L.Harrington	
1700	7.0	Information Items			
	7.1	Reports from Foundations	R2	S. Filice-Armenio/ D. Davidson	
	7.2	Quality Council Executive Visit Schedule			

	8.0	Adjournment		L. McNeil	

St. Joseph's Healthcare Hamilton
50 Charlton Avenue East
Hamilton, ON, L8N 4A6
905-522-1155

St. Joseph's Villa Dundas
56 Governor's Road
Dundas, ON, L9H 5G7
905-627-3541

St. Joseph's Home Care
170 Ogilvie Street
Dundas, ON, L9H 0C6
905-522-6887

Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION Date: March 30, 2023
Called to order at: 1530 hours Adjourned: 1715 hours

St. Joseph's Healthcare Hamilton Voting Members:

Ms. L. McNeil, Ms. B. Beaudoin, Mr. L. Perri, Dr. L. Harrington, Mr. M. Powell, Mr. R. Dobson, Ms. C. Olsiak, Mr. Wm. Koornstra, Mr. P. Szota, Ms. R. Vespa.

St. Joseph's Villa Dundas Voting Members:

Ms. L. McNeil, Ms. B. Beaudoin, Mr. L. Perri, Dr. L. Harrington, Mr. M. Abradjian, Ms. C. Olsiak, Mr. C. Yendt.

St. Joseph's Homecare Hamilton Voting Members:

Ms. L. McNeil, Ms. B. Beaudoin, Mr. L. Perri, Mr. T. Olaoluwa, Dr. N. Agarwal, Ms. R. Vespa, Mr. P. Szota.

Location: Via Zoom

Present: Ms. L. McNeil, Chair, Mr. M. Abradjian, Mrs. B. Beaudoin, Dr. L. Harrington, Mr. L. Perri, Ms. M. Farrell, Mr. C. Yendt, Dr. S. Jarman, Ms. R. Vespa, Mr. P. Szota, Mr. T. Olaoluwa, Dr. C. Williams, Mrs. C. Olsiak, Mr. M. Powell, Mr. Wm. Koornstra, Dr. P. O'Byrne, Mr. R. Dobson, Dr. N. Agarwal.

Regrets: Ms. E. Buller, Dr. W. Hanna.

Resource Staff: Ms. F. Voogd, Mr. J. Woods, Ms. S. Trowbridge, Mr. J. Aldis, Ms. S. Filice-Armenio, Ms. C. Fletcher, Ms. K. Langstaff, Ms. F. Vavaroutsos.

Guests Open: Mr. S. Clark, Mr. A. Weatherston, Mr. P. Longo.

Guests In-Camera: Ms. W. Lawrence, Ms. A. Bongers.

NEXT MEETING May 25, 2023

Subject	Discussion
PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by L. McNeil.
1.1 OPENING PRAYER	M. Powell opened the meeting with a prayer. There was personal reflection with respect to the land acknowledgement and reflection with respect to the value of DIGNITY . L. McNeil provided a further reflection with respect to the land acknowledgement.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced and welcomed.
2.0 CONSENT AGENDA PART "A"	<p>The following motions were approved:</p> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p>THAT THE AGENDA FOR THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED AS CIRCULATED</p> <p>NO CONFLICT OF INTEREST WAS NOTED</p> <p>THAT THE MINUTES OF THE OPEN SESSION OF THE MEETING OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS HELD JANUARY 26, 2022 BE APPROVED</p>
3.0 GENERATIVE DISCUSSION	<ul style="list-style-type: none"> • R. Dobson and F. Vavaroutsos declared a conflict of interest. • A generative discussion was held on the supply management chain and evolving issues. Presenters included J. Aldis, J. Woods, S. Clark, A. Weatherston and P. Longo. J. Aldis presented some opening remarks. The teams who were involved were recognized for their tremendous efforts, particularly over the last few years amid the pandemic. • Sourcing and logistics services teams, key partners, PPE demand through the

pandemic, supply chain strategies, pandemic initial impacts and current state JBG member organizations, and financial impacts were highlighted.

Questions for consideration:

- Questions for consideration to start the discussion included the following:
- ***How have organizations you work in been impacted by supply chain challenges and what strategies did you use to overcome these which might work in our environment?***
- ***Do you have insights you can share about the potential future evolution of supply chain management over the next 5-10 years?***

Commentary:

- It seems like there were a lot of lessons learned during the pandemic.
- One of the challenges noted were that certain items could only be purchased by hospitals during the pandemic. This provided a challenge for non-healthcare sectors. It was noted that all PPE/stockpiles will be available throughout the country and there is a sense of being much better prepared.
- There have been many innovative and creative processes created as the situation evolved in an extremely rapid manner.
- The collaboration with infection control teams was very effective and teams were given the opportunity to be creative and empowered. Growth and innovation were realized, and new and unique ways of carrying out tasks were created. The collaboration and partnerships which were forged, even if not perfect, were a very positive experience for our teams and this overall is seen as a change for the better in the organization. The approaches used now to more rapidly assess and deploy products will definitely be more helpful in the long run.
- Discussion with respect to access to research during this time was discussed. Much of the clinical research that was occurring abruptly ceased, other than research directly related to Covid-19 itself. This had an impact on individuals who were already on treatments. Noted that both hospital partners really stepped up with respect to this issue and patients who were already involved in clinical trials were brought back into the process as soon as it was possible.
- The "just in the time approach" has worked well with the industry and has achieved its objectives in terms of efficiency and cost. Partners have done a great job. The pandemic has highlighted risks when things do disrupt externally and this has caused the hospitals to reflect on this including revisiting stock levels to minimize disruptions, review stockpiles which have a shelf life, etc. The approach being taken as a sector relying on not just distant manufacturing but also local manufacturing capacity spawned through the pandemic has provided a boost.
- With respect to OHTs, an announcement indicating the intention to create a back-office service supplier was made. SJHH is interested in this and has engaged with the OHT on back office services. SJHH believes that it has something valuable to offer.
- Discussion occurred with respect to the launch of OHT Connect. SJHH has been the sponsor organization for the Greater Hamilton Haldimand Network, and is assisting smaller organizations in the GHHN with the program.
- Discussion occurred with respect to the Oakville warehouse. In response to a question, it was noted that there are diverse partners that can be relied upon in case something happens to the warehouse. Need to ensure a disaster recovery plan is available.
- The pandemic has brought the conversation to a different level.

Subject	Discussion
<p>4.0 BUSINESS</p> <p>4.1 QUALITY COMMITTEE</p>	<ul style="list-style-type: none"> • The Quality Committee report was highlighted. Agenda has been streamlined with respect to the open and in camera sessions. Updates on the multidemic and accreditation at the three JBG organizations were highlighted. • Discussion also occurred with respect to the 2023/2024 Quality Improvement Plans for the three JBG organizations. • An update on the EPIC lab integration with HHS was provided. <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p>THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF MARCH 21 , 2023 BE ACCEPTED FOR INFORMATION</p> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p>THAT THE 2023-2024 QUALITY IMPROVEMENT PLAN SUBMISSION FOR SJHH, SJVD AND SJHC BE APPROVED</p>
<p>5.0 REPORTS</p>	<p>THE FOLLOWING REPORTS WERE RECEIVED FOR INFORMATION:</p> <p>GOVERNANCE COMMITTEE SUMMARY REPORT</p> <ul style="list-style-type: none"> • An update on SJHS, Greater Hamilton Health Network, SJVD Strategic Scorecard indicators and MOUs were provided. • An update on the activities of the Nominating Committee which included discussion on board officer succession planning and recruitment update was provided. <p>TREASURER'S REPORT FROM THE RESOURCE AND AUDIT COMMITTEE</p> <ul style="list-style-type: none"> • The audited statements and audit findings for SJVD, Estates and Seniors Centre were highlighted. • An update on the Investment Monitoring Committee was provided. • An update on the Master Plan was provided. The Hospital Capital Planning Process (Revised), Master Plan for West 5th, King, and Charlton Campus, Special Care Nursery Pre Capital Submission, Acute Mental Health Beds, LTC submission highlights and next steps were overviewed. • There was discussion with respect to the property located at SJVD. It was noted that the issue of strategy with respect to land is being explored at the SJHS level. <p>HR COMMITTEE SUMMARY REPORT</p> <ul style="list-style-type: none"> • Emerging issues for JBG organizations were highlighted. Target programs and sick time for all three organizations were also overviewed. • It was noted that the Engagement Survey for SJHH launched on March 20th and will close on April 7th. • Discussion occurred with respect to quality improvement targets. • Lots of complexity in the environment at this time.

CHAIR'S REMARKS

- The recent passing of Dr. A. Kapoor was acknowledged.
- Thanks were extended to all JBG members who participated in various activities such as A Mental Health Morning, the Around the Bay Road Race. Thanks were extended to the co-captains of the JBG Team. The friendly competition between the hospital and foundation boards – the title was relinquished to the Foundation Board this year!
- On behalf of the JBG, the Chair extended gratitude and thanks to M. Farrell as she readies to depart SJHH for a new role at Halton Healthcare. Deep appreciation was extended in particular for providing stellar oversight of the hospital during the pandemic. A drop in will be held on May 17th in the afternoon so board and community members can convey their thanks.
- Thanks were extended to the senior team who are stepping up to additional interim leadership roles in addition to their portfolios at this time.

REPORT OF PRESIDENTS**SJHC**

- A situational update was provided. Updates were also provided on priorities and planning, team culture and resilience, mission, milestones and growth.
- SJHC completed a 3 month pilot at the First Place Transitional Bed Program to see if the addition of nursing staff to this PSW Program would increase occupancy. Occupancy increased from approximately 60% to 88% and funding has been extended for an additional 12 months.

SJVD

- A situational update was provided. Updates were also provided on priorities and planning, team culture and resilience, mission, milestones and growth.
- J. Woods has been seconded to St. Joseph's Health Centre Guelph.

SJHH

- A situational update was provided. Updates were also provided on priorities and planning, team culture and resilience, mission, milestones and growth.
- M. Farrell noted that the team at SJHH is an incredible team and thanked the JBG for their tremendous support over the years. It has been an honour and a privilege.
- The Provincial Budget has been released. Noted that there was sizeable health related increase. There are some great supportive elements within the budget such as support for homelessness, mental health, health human resource strategies. Funding that has been committed previously for Home Care has now been front loaded. Resources will also be realized for Family Health Teams. There has been almost no commentary about hospitals nor on the capital side.
- All the guidance received from an IPAC perspective has been dramatically changed. Rules around healthcare worker testing, contract tracing, symptom definition, etc have changed. This is consistent with the government officially confirming that we no longer need to keep the Testing and Assessment Centres open. Approach towards Covid-19 and communicable diseases is being shifted.

REPORT OF THE EVP AND CHIEF NURSING EXECUTIVE

- An update on Ministry initiatives was provided – Enhanced Extern Program/Supervised Practice Experience Program and Community Commitment Program was provided. In response to a question, discussions occurred with respect to the opportunities available to the externs. The extern retention rate has been very successful.
- An update on the introduction of a Chief Clinical Information Officer at SJHH was highlighted. It was noted that the role of CCIO will be linked to the current Director of Critical Care and Nursing Professional Practice.

Subject

Discussion

**6.0 CONSENT AGENDA
PART "B"**

**6.1 GOVERNANCE,
MISSION AND VALUES
COMMITTEE**

REPORT OF CHIEF OF STAFF

- Pediatric staffing will be discussed the in camera session.
- A session was held this week with respect to data related to length of stay and innovative approaches.
- An update on informatics was provided. It will be important to move forward with a data informed approach and how to use data and technology in a different manner. Excellent work from the Innovation Committee at this time as well as partnering with McMaster, Mohawk and others to work differently.
- Physicians are expressing concerns with respect to workloads and quality of life issues. Dialogue and conversations will continue with Chiefs and the University with respect to physician workload, expectations, HR planning, examining unique aspects of physician wellbeing, etc.

REPORT OF SJHS PRESIDENT AND CEO

- Updates on the strategic planning process for the SJHS was provided. The SJHS Strategic Plan will be presented to the SJHS board on April 13th. Further updates and information will be provided to the member organizations.
- SJHS System Day will be held on May 1st.
- OH has requested a meeting with SJHS to discuss integrated care. This meeting will be held on April 4th with Matt Anderson, CEO, Ontario Health.

REPORT OF THE PRESIDENT, MEDICAL STAFF ASSOCIATION

- The next Medical Staff Association Quarterly Meeting will feature presentations on Fatigue Management and planning for Physician Wellness initiatives.

REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES

- Accreditation is occurring this week for the Medical School. The evaluation and the results will be provided to the University in May.
- The Premier along with the Ministers of Health and Finance were at McMaster today to make an announcement. \$33M over three years has been earmarked to expand Ontario medical schools. Another 100 undergraduate medical school seats and 154 postgraduate medical training seats beginning in 2024. The spots are prioritized for Ontario residents. There will be also be changes with respect to foreign medical and nursing graduates wishing to train in Ontario.
- Thanked M. Farrell for her tremendous contributions over the past several years.
- Various members of the senior administrative team of the Faculty of Health Sciences are retiring and Search Committees will be struck shortly.


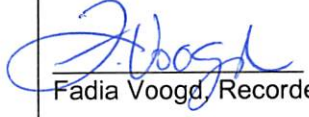
Noted there were no requests to remove items and therefore the following motions were approved:

All JBG Voting Members

ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:

THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF MARCH 7, 2023 BE ACCEPTED FOR INFORMATION

Subject	Discussion
	<p style="text-align: center;"><u>SJVD Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p>THAT THE UPDATED SJVD STRATEGY SCORECARD BE APPROVED</p>
<p>6.2 RESOURCE AND AUDIT COMMITTEE</p>	<p style="text-align: center;"><u>SJVD Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p>THAT THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2022 FOR SJVD AND THE REVIEW ENGAGEMENT FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2022 FOR ST. JOSEPH'S ESTATES BE APPROVED</p>
<p>6.3 HUMAN RESOURCE COMMITTEE</p>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p>THAT THE MINUTES OF THE HUMAN RESOURCE COMMITTEE OF FEBRUARY 8, 2023 BE ACCEPTED FOR INFORMATION</p>
<p>7.0 INFORMATION ITEMS</p>	
<p>7.1 REPORTS FROM FOUNDATIONS</p>	<p>SJHH Foundation</p> <ul style="list-style-type: none"> • An update on the fiscal year end was provided. • An update on various fundraising events and grateful donor gift received today was provided. • Thanks to M. Farrell for her tremendous support of philanthropy and recognizing its strategic importance. • Thanks were extended to Team JBG for their participation at this year's Around the Bay Road Race. • A refresh of the Foundation's Grateful Patient Program is nearly complete with a series of new posters and elevator wraps heading to production by the end of the month. <p>SJVD Foundation</p> <ul style="list-style-type: none"> • Various upcoming Foundation events for 2023 were highlighted. It was noted that this past year saw a return to in person events. • End of year financial results for 2022/2023 were highlighted. It was noted that the fundraising messaging will continue to emphasize campus support rather than specifically LTC or Hospice to ensure long term support for both entities on campus.
<p>7.2 WALKABOUT AND COUNCIL MEETING SCHEDULES</p>	<ul style="list-style-type: none"> • The Walkabout and Council Meeting schedule was circulated.

Subject	Discussion
8.0 ADJOURNMENT	<ul style="list-style-type: none"><li data-bbox="560 159 1299 191">• There was no further business and the meeting adjourned. <p data-bbox="511 404 738 436">_____ Lynn McNeil, Chair</p>  <p data-bbox="511 563 820 595">_____ Melissa Farrell, Secretary</p>  <p data-bbox="511 712 787 744">_____ Fadia Voogd, Recorder</p>