





St. Joseph's Hamilton Joint Boards of Governors

January 2023

Open Agenda Package - Web Version

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.







Justice - for all in need

Definition

Justice is synonymous with such words as fairness, fair-mindedness, even-handedness, and impartiality.
In order to be just, one has to be able to serve everyone who needs health care while being free of bias, prejudice, or preferring the benefit to one person over another for improper reasons.

Behaviours

- Consistency in promoting justice and preventing injustice
- · Is fair in practice
- · Demonstrate impartiality











St. Joseph's Hamilton Joint Boards of Governors – Open Agenda Thursday, January 26, 2023 1530 hours

Dofasco Boardroom - T2215

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,

Ms. Melissa Farrell, Ms. Elizabeth Buller.

Senior Management Team Mr. John Woods, Dr. Greg Rutledge.

Resource 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 <i>JUSTICE</i>	R2		
	1.2	Introduction of Guests	R2		
1535	2.0	Consent Agenda Part "A" (Motions Listed) (Note: Any JBG Member can ask for removal of any item from Consent Agenda for discussion)			
		THAT THE FOLLOWING RECOMMENDATIONS BE APPROVED:	R2	All	
	2.1	Approval of Agenda JBG Voting Members THAT THE AGENDA FOR THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED AS CIRCULATED			
	2.2	Declaration of Conflict of Interest JBG Voting Members THAT THERE IS NO CONFLICT OF INTEREST NOTED			
	2.3	Approval of Minutes of the JBG Meeting JBG Voting Members THAT THE MINUTES OF THE OPEN SESSION OF THE MEETING OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS HELD NOVEMBER 24, 2022 BE APPROVED			

4540					
1540	3.0	Generative Discussion			
		Truth, Reconciliation and Healing Within Catholic	_		
		Healthcare	E		
		1. Paul Francis- Director Indigenous Relations (St.			
		Joseph's Care Group) – Thunder Bay			
		2. Bill Hill – Director of Indigenous Mental Wellness			
		(St. Joseph's Health Care) – London			
1610	4.0	Business (Motions Listed)			
	4.1	Quality Committee	R2	C. Olsiak	
		JBG Voting Members			
		THAT THE MINUTES OF THE QUALITY COMMITTEE			
		MEETING OF JANUARY 10, 2023 BE ACCEPTED FOR			
		INFORMATION			
	4.2	Other			
1620	5.0	Reports			
		THE FOLLOWING REPORTS ARE PROVIDED FOR			
		INFORMATION:			
	5.1	Governance Committee Summary Report	R2	B. Beaudoin	
	5.2	Treasurer's Report from Resource and Audit Committee	R2	L. Perri	BLOTTER
	5.3	HR Committee Summary Report	R2	L.Harrington	
	5.4	Chair's Remarks	R2	L. McNeil	
	5.5	Report of Presidents	R2	M.Farrell/J.	
				Woods	
	5.6	Report of the EVP and Chief Nursing Executive	R2	C. Williams	
	5.7	Report of Chief of Staff	R2	S. Jarmain	
	5.8	Report of SJHS President and CEO	R2	E. Buller	
	5.9	Report of the President, Medical Staff Association	R2	W. Hanna	
1655	6.0	Consent Agenda Part "B" (Motions Listed)			
		(Note: Any JBG Member can ask for removal of any item from			
		Consent Agenda for discussion)			
	6.1	Governance, Mission and Values Committee	R2	B. Beaudoin	
		JBG Voting Members			
		THAT THE MINUTES OF THE GOVERNANCE, MISSION AND			
		VALUES COMMITTEE MEETING OF JANUARY 3, 2023 BE			
		ACCEPTED FOR INFORMATION			
		JBG Voting Members			
		THAT THE MINUTES OF THE NOMINATING COMMITTEE			
		MEETING OF NOVEMBER 29 [™] BE ACCEPTED FOR			
1		INFORMATION			
1655	5.2 5.3 5.4 5.5 5.6 5.7 5.8 5.9 6.0	Treasurer's Report from Resource and Audit Committee HR Committee Summary Report Chair's Remarks Report of Presidents Report of the EVP and Chief Nursing Executive Report of Chief of Staff Report of SJHS President and CEO Report of the President, Medical Staff Association Consent Agenda Part "B" (Motions Listed) (Note: Any JBG Member can ask for removal of any item from Consent Agenda for discussion) Governance, Mission and Values Committee JBG Voting Members THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF JANUARY 3, 2023 BE ACCEPTED FOR INFORMATION JBG Voting Members THAT THE MINUTES OF THE NOMINATING COMMITTEE MEETING OF NOVEMBER 29 TH BE ACCEPTED FOR	R2 R2 R2 R2 R2 R2 R2 R2 R2	L. Perri L.Harrington L. McNeil M.Farrell/J. Woods C. Williams S. Jarmain E. Buller W. Hanna	BLOTTE

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		JBG Voting Members THAT THE NOMINATING COMMITTEE TERMS OF REFERENCE BE APPROVED JBG Voting Members THAT REVISIONS TO POLICY 019-JBG CHIEF OF STAFF EVALUATION BE APPROVED			
	6.2	Resource and Audit Committee SJVD Voting Members THAT THE SJVD DECLARATION OF COMPLIANCE FOR THE LONG TERM CARE HOME SERVICE ACCOUNTABILITY AGREEMENT (LSAA) FOR THE PERIOD OF JANUARY 1, 2022-DECEMBER 31, 2022 BE APPROVED SJHH Voting Members THAT THE AMENDED INVESTMENT POLICY STATEMENT BE APPROVED SJHH Voting Members	R2	L. Perri	BLOTTER
		THAT THE LIQUIDATION OF BEUTEL GOODMAN, DYNAMIC ALPHA, EDGEPOINT AND TDAM STRATEGIES, THE ADDITION OF NORTHLEAF, HAMILTON LANE, WARATAH AESG, CONVERIUM AND I3 CANADIAN EQUITY INVESTMENT STRATEGIES, THE INCREASE TO CANSO HIGH YIELD AND FIERA INVESTMENT STRATEGIES AND THE REDUCTION OF CANSO INVESTMENT STRATEGIES BE APPROVED			
	6.3	Human Resource Committee JBG Voting Members THAT THE MINUTES OF THE HR COMMITTEE OF DECEMBER 15, 2022 BE ACCEPTED FOR INFORMATION	R2	L.Harrington	
1700	7.0	Information Items			
	7.1	Reports from Foundations Ouglity Council Executive Visit Schedule	R2	S. Filice- Armenio/ D. Davidson	
	7.2	Quality Council Executive Visit Schedule		1 04-01-11	
	8.0	Adjournment		L. McNeil	







Committee:

St. Joseph's Hamilton Joint Boards of Governors - OPEN SESSION Date: November 24, 2022

Called to order at:

1530 hours

Adjourned: 1735 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:

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. Jarmain, Ms. R. Vespa, Mr. P. Szota, Mr. T. Olaoluwa, Dr. C. Williams, Mrs. C. Olsiak, Mr.

M. Powell, Mr. Wm. Koornstra, Ms. E. Buller, Dr. P. O'Byrne.

Regrets:

Mr. R. Dobson, Dr. W. Hanna, Dr. N. Agarwal.

Resource Staff:

Ms. F. Voogd, Mr. J. Woods, Ms. S. Trowbridge, Ms. F Vavaroutsos, Ms. S. Filice-Armenio, Ms. C. Fletcher,

Dr. G. Rutledge, Ms. M. Ewen.

Guests Open:

Dr. A. Gangji, Mr. A. Guy, Ms. J. Davies.

Guests In-Camera:

Ms. W. Lawrence.

NEXT MEETING January 26	5, 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. Abradjian opened the meeting with a prayer. There was personal reflection with respect to the land acknowledgement and reflection with respect to the value of RESPONSIBILITY.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced.
2.0 CONSENT AGENDA	The following motions were approved:
PART "A"	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE AGENDA FOR THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED AS CIRCULATED
	THAT NO CONFLICT OF INTEREST WAS NOTED
	THAT THE MINUTES OF THE OPEN SESSION OF THE MEETING OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS HELD SEPTEMBER 29, 2022 BE APPROVED
3.0 GENERATIVE DISCUSSION	 A. Gangji led a generative discussion on Education and Learning: Simulation Centre.
	 Generative discussion questions included the following: How can we use simulation and our simulation centre as an incubator for
	 innovation and collaboration? What are some novel ways to use simulation to benefit our patients, staff and learners in 2023?

Subject Discussion How can we use the simulation centre and upcoming St. Joe's Education Research Centre to highlight our role as an academic health science centre and further strengthen our partnership with our academic partners? A video link was shared with JBG members. It was noted that this has been modelled to work closely with other system partners as well. Simulation can be used in a number of different ways for learning. Commentary: It was noted that it would be interesting to know how this could potentially work with respect to engagement with the Patient and Family Council, donor outreach, Merit at McMaster University etc. It was also noted that a simulation centre is being developed at SJVD and the hope is to hire a simulation technician at the SJVD which will also benefit SJHC and then integrate with SJHH. It was noted that perhaps simulations could also be used in promotional material. Is there also an opportunity to educate patients/families with respect to addressing concerns about certain procedures, etc? It was noted that simulation could also be used with respect to high school students to raise awareness and pique interest in a career in the healthcare field. Communication within the team in a crisis situation was discussed. Can you simulate and act out what occurred with respect to a critical incident and what was needed to ensure that this would not happen again? Noted that this would be excellent material to use in quality orientation. Discussion occurred with respect to possible opportunities to utilize simulation in

the areas of virtual care and outreach programs. Next step is to explore how this simulation technique would work with our

- Next step is to explore now this simulation technique would work with our academic partners, Mohawk and McMaster. The simulation centre tends to be quite focused towards medical and clinical students, etc. Need to look at interdisciplinary process feels this is a real opportunity. Also noted that it would be useful to explore negotiation and conflict skills.
- What about the non-academic partners who are involved in OHTs? Is there a
 way to broaden it out a bit more rather than just academic partners? Are there
 also opportunities to include family physicians and allied health professionals?
- It was noted that the SIMs are also being developed across departments in the organization.
- A. Gangji and the group was thanked for all the effort and work around SIMs. It
 was noted that it is an opportunity to pull many groups together in SIMs and work
 towards breaking down silos and engage the expertise of the various groups
 involved.

4.0 BUSINESS

4.1 QUALITY COMMITTEE

- The Quality Committee report was highlighted. Updates on the strategic direction of Caring was provided for all three organizations.
- Covid updates for all three organizations were provided.
- Updates on the quarterly quality report, accreditation for SJHC and SJVD, Bill 7 and resolution of lab process were provided.

All JBG Voting Members

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

THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF NOVEMBER 8, 2022 BE ACCEPTED FOR INFORMATION

4.2 GOVERNANCE,	STRATEGY SCORECARD
MISSION AND VALUES	An update and proposed changes to the strategy scorecard was provided.
COMMITTEE	 Background, high level changes for all three organizations were highlighted.
	It was important to ensure that progress to date has been accurately reflected and that it reflects the recent strategic plan refresh.
	 and that it reflects the recent strategic plan refresh. There were some questions related to a SJVD revised indicator and target to
	deliver better care at SJVD - "how do we measure better care?" It was noted that there is ongoing fine tuning to the indicators and a revised version will be shared at an upcoming Governance, Mission and Values Committee. Removal of indicator on resident satisfaction score and staff engagement was also discussed and where these metrics would be reported through. It was noted that
	these metrics are all open for revisiting.
	 Noted that metrics are reported in a number of different forums and committees. It was suggested that it would be useful to receive a summary of all these metrics in one document.
	ACTION: This will be discussed at an upcoming meeting of the Governance, Mission, and Values Committee.
	 The rationale for changing the reporting cycle to bi-yearly (January and June) was outlined. Noted that there is an opportunity for leadership to provide verbal updates in January as well. Extensive discussion ensued.
	Extensive discussion ensued.
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE UPDATED STRATEGY SCORECARD INDICATORS AND REPORTING CYCLE BE APPROVED
5.0 REPORTS	THE FOLLOWING REPORTS WERE RECEIVED FOR INFORMATION:
	GOVERNANCE COMMITTEE SUMMARY REPORT
	 Updates were provided on the JBG committee workplan. The Enterprise Risk Management Report will be reviewed in the in camera minutes.
	 TREASURER'S REPORT FROM THE RESOURCE AND AUDIT COMMITTEE Updates were provided on the SJVD audit plan and letter of engagement, detailed financial reports for SJHC, SJVD, Margaret's Place, and SJHH. Touchpoints were provided on the investment monitoring committee and investment policy statement.
	 Various other updates from the Resource and Audit Committee were provided.
	 CHAIR'S REMARKS Thanks were extended to all JBG members who participated in the accreditation
	process for SJHC and SJVD.
	 Chair attended the Mission Legacy Awards at SJHH on November 23rd. An excellent and inspiring event.
	Thanks were extended to all JBG members who attended the recent SJHC Staff Pecceptition Dinner.

Recognition Dinner.

REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES

Gairdner Awards were recently held and attended by members of the FHS. The Canadian Gairdner Award was given to D. Cook. It was noted that this is only the

A new Chair, Department of Psychiatry has been recruited. Dr. K. Neufeld will

fourth time that a McMaster faculty member has received this award.

Subject

Discussion

Subject

Discussion

- be the new Chair of the Department of Psychiatry and it was noted that the appointment is going through the Senate Committee at this time. Dr. Neufeld will be starting in January 2023.
- It was noted that teaching and research assistants at McMaster are currently and strike. No picketing will occur in front of hospitals.
- McMaster is undergoing accreditation for it's undergraduate and postgraduate programs and it was noted that these are extraordinarily rigorous processes.
 The University is working with hospital partners in preparation for this upcoming accreditation.

REPORT OF PRESIDENTS

SJHC

 It was noted that positive commentary was recently received from Accreditation Canada with respect to the recent accreditation. All those who participated were thanked. Leadership is very grateful for the work and participation of SJHC staff. The final report is expected just before Christmas.

SJVD

 It was noted that commentary was recently received from Accreditation Canada and this was shared with the JBG. It was noted that there is nothing quantitative to share at this point and the second phase of accreditation will occur in May.

SJHH

- All the Mission Legacy Award recipients 2022 were highlighted. The awards ceremony was held yesterday. Congratulations to all winners were extended!
- An update on preparedness planning was provided and it was noted that
 fulsome guidance from the Ministry has been received as planning continues. It
 was noted that the IMS Command Centre has been reinstated and is meeting on
 a weekly basis at this time to review data, etc. Staffing preparation for the
 upcoming Christmas break is also underway. An update on the pediatric
 hospital situation, and how SJHH is assisting to support the pediatric patient
 population as needed during this time was provided.
- A Cold and Flu Clinic will be opening at West 5th next week, with the hope of reducing volumes of visits to ER and UCC. Direction to primary care is also coming through the Ontario Health Teams.
- An update on the Convalescent Care Program was provided.

REPORT OF THE EVP AND CHIEF NURSING EXECUTIVE

- The Professional Practice Report was highlighted. An update on the emergency nursing workload was provided. It was noted that a professional practice specialist has been appointed by ONA central to help facilitate discussions with the goal of finding mutual resolution that satisfies the expressed workload concerns.
- An update on labour relations was provided.
- An update on the integrated team based models of care was provided. Noted that SJHH is actively reviewing care delivery models to ensure that we are maximizing role scope for all disciplines.
- Mission moments and milestones were highlighted. It was noted that the Professional Advisory Committee Health Professional Excellence in Practice Awards was held on November 1st. Various health professionals were nominated and a summary of all winners were provided. Congratulations to all winners!

REPORT OF CHIEF OF STAFF

- Thanks were extended to all those involved in making the Learning Pillar Week, held the week of November 7th, a great success.
- The first in person Medical Staff Association meeting was held recently. The medical staff partnership organization framework was presented.
- Lots of work is underway in the Chief of Staff Office to review and ensure

Subject Discussion planning and processes are up to date. It was noted that revised e-learning modules were recently released. This will be a platform that can be used for key learnings and demonstrated that professional staff have gone through those learning modules on an annual and biannual basis. Streamlining of physician impact analysis assessments and identifying key information is currently under review and work continues. Work is continuing on a more robust human resource planning process. Working to get ahead of potential shortages in key areas, which is particularly important in some smaller service areas. The Search Committee for the Chief of Surgery is ongoing. Other upcoming search committees for various medical leadership positions were highlighted. A Planning Day in the Medical Affairs portfolio is currently being organized. Thanks were extended to H. Abdelhalim for her efforts. Ontario Health West has announced its new regional clinical leads. G. Rutledge has been named as a regional clinical lead for Emergency Medicine. Congratulations Greg! REPORT OF SJHS PRESIDENT AND CEO Excellent generative discussion today. Very intriguing and forward thinking and looking forward to exploring opportunities to broaden this out to other SJHS organizations. Meetings have been held with the leadership of the Research Institute and again looking forward to exploring opportunities with the other SJHS organizations. J. Woods and the entire staff at SJVD and SJHC were thanked for all their fulsome preparations leading up to accreditation. Thanks were extended to all the award recipients at the Mission Legacy Awards 2022. A truly awe-inspiring group. Attended the SJH Foundation Gala on November 5th. A truly inspiring event. The new President and CEO of St. Mary's General Hospital is M. Fam, which will begin his new position in early February. Work continues on the SJHS Strategic Plan. It is hoped that it will be completed by the end of March 2023. Thanks to all who have continued to support the Nuvanut Program. REPORT OF THE PRESIDENT, MEDICAL STAFF ASSOCIATION There was no report. Noted there were no requests to remove items and therefore the following motions were 6.0 CONSENT AGENDA approved: PART "B" All JBG Voting Members 6.1 GOVERNANCE. MISSION AND VALUES ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS COMMITTEE WERE PASSED:

THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF NOVEMBER 1, 2022 BE ACCEPTED FOR INFORMATION

All JBG Voting Members

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

THAT THE JBG ACCEPT FOR INFORMATION THE WORK PLANS FOR ALL STANDING COMMITTEES OF THE BOARD BE APPROVED

C. Li.	D:
Subject	Discussion
6.2 RESOURCE AND AUDIT COMMITTEE	All JBG Voting Members
AGDIT COMMITTEE	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE REVISED INVESTMENT POLICY STATEMENT BE APPROVED
	SJVD Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE CHANGES IN AUDIT SCOPE FOR (i) ST. JOSEPH'S ESTATES FROM AN AUDIT TO A REVIEW ENGAGEMENT AND (ii) REMOVAL OF THE AUDIT REQUIREMENT FOR ST. JOSEPH'S SENIOR CENTRE, FOR THE YEAR ENDING DECEMBER 31, 2022 BE APPROVED
6.3 HUMAN RESOURCE	All JBG Voting Members
COMMITTEE	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE MINUTES OF THE HUMAN RESOURCE COMMITTEE OF OCTOBER 18, 2022 BE ACCEPTED FOR INFORMATION
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE 2022-2023 HR COMMITTEE WORKPLAN BE APPROVED
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE REVISED HR COMMITTEE 2022-2023 TERMS OF REFERENCE BE APPROVED
7.0 INFORMATION ITEMS	
7.1 REPORTS FROM FOUNDATIONS	 SJHH Foundation Major gifts to support breast diagnostics, mental health mobile van, thoracic robotic research as well as surgical education were highlighted. The St. Joe's Gala was held on November 5th and was an all around extraordinary success. A Mental Health Morning will be held on February 2nd. Jesse Thistle has been confirmed as the guest speaker. Work continues at this time on the Foundation's Strategic Plan. The Foundation's 2021-2022 Donor Impact Report was released in October.
	 SJVD Foundation An update on the Anne and Neil McArthur Memorial Golf Tournament was provided. It was noted that record revenue was realized at the event. The Holiday Handbags event will be held on November 30th at Liuna Station.

Subject	Discussion
	The event has now been sold out! A new gift has been received to support kitchen upgrades at SJVD.
7.2 WALKABOUT AND COUNCIL MEETING SCHEDULES	The Walkabout and Council Meeting schedule was circulated.
8.0 ADJOURNMENT	All those who are signing off from the Open Session – best wishes for a Merry Christmas and Happy Holiday Season! There was no further business and the meeting adjourned. Lynn McNeil, Chair Melissa Farrell, Secretary Fadia Voogd, Recorder