





St. Joseph's Hamilton Joint Boards of Governors

June 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.







Service - it is an honour to serve

Definition

Striving to meet the needs of those we serve with the highest level of quality, integrity and effective communication possible. Building trust with and taking ownership of the needs of those being served.

Behaviours

- · Communicates effectively
- · Is service focused
- · Has integrity











St. Joseph's Hamilton Joint Boards of Governors – Open Agenda Thursday, June 29, 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. Rahima Nenshi, Dr. Cheryl Williams, Dr. Sarah Jarmain, Dr. Paul O'Byrne,

Mr. John Aldis, Ms. Elizabeth Buller.

Senior Management Team Mr. John Woods, Dr. Greg Rutledge, Ms. Carrie Beltzner.

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	R2		
		Reflection on SERVICE			
	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	R2	All	
		APPROVED:			
	_				
	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 MAY 25, 2023 BE APPROVED			

-	3.0	Generative Discussion		
		There is no generative discussion this month		
1540	4.0	Business (Motions Listed)		
	4.1	Quality Committee Note: There was no Quality Committee meeting this month. Caring: Semi Annual Strategic Scorecard (for information)	R2	C. Olsiak
	4.2	Staff Engagement Survey Update	R2	C. Fletcher
	4.3	Strategic Planning Annual Report Update	R2	J. Aldis/J. Woods/C. Beltzner/A. Rombough
1640	5.0	Reports		
		THE FOLLOWING REPORTS ARE PROVIDED FOR INFORMATION:		
	5.1 5.2 5.3 5.4 5.5	Governance Committee Summary Report Treasurer's Report from Resource and Audit Committee HR Committee Summary Report Chair's Remarks Report of Presidents	R2 R2 R2 R2 R2	B. Beaudoin L. Perri L.Harrington L. McNeil J. Woods/ C. Beltzner/
	5.6 5.7 5.8 5.9 5.10	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 Report of the Dean, Faculty of Health Sciences	R2 R2 R2 R2 R2	J. Aldis C. Williams S. Jarmain E. Buller R. Nenshi P. O'Byrne
1705	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 JBG Voting Members THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF JUNE 6, 2023 BE ACCEPTED FOR INFORMATION	R2	B. Beaudoin

Resource and Audit Committee 6.2 R2 L. Perri **JBG Voting Members** THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE MEETING OF JUNE 21, 2023 BE ACCEPTED **FOR INFORMATION** SJHH Voting Members THAT THE SJHH DECLARATION OF COMPLIANCE FOR THE MSAA FOR THE PERIOD OF APRIL 1, 2022 TO MARCH 31, 2023 BE APPROVED SJHC Voting Members THAT THE SJHC DECLARATION OF COMPLIANCE FOR THE MSAA FOR THE PERIOD OF APRIL 1, 2022 TO MARCH 31, 2023 BE APPROVED SJVD Voting Members THAT THE SJVD DECLARATION OF COMPLIANCE FOR THE MSAA FOR THE PERIOD OF APRIL 1, 2022 TO MARCH 31, 2023 BE APPROVED SJHH Voting Members THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR SJHH FOR THE YEAR ENDING MARCH 31, 2024 BE **APPROVED SJHC Voting Members** THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR SJHC FOR THE YEAR ENDING MARCH 31, 2024 BE **APPROVED** SJVD Voting Members THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR SJVD FOR THE YEAR ENDING DECEMBER 31, 2023 BE **APPROVED** SJVD Voting Members THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR MARGARET'S PLACE HOSPICE FOR THE YEAR ENDING MARCH 31, 2024 BE APPROVED

	6.3	SJHH Voting Members THAT THE SJHH ATTESTATION FOR THE PERIOD OF APRIL 1, 2022-MARCH 31, 2023, PREPARED IN ACCORDANCE WITH SECTION 15 OF THE BROADER PUBLIC SECTOR ACCOUNTABILITY ACT (BPSAA) BE APPROVED Human Resource Committee JBG Voting Members THAT THE MINUTES OF THE HUMAN RESOURCE COMMITTEE MEETING OF JUNE 8, 2023 BE ACCEPTED FOR INFORMATION	R2	L.Harrington	
1705	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	







Committee:

St. Joseph's Hamilton Joint Boards of Governors - OPEN SESSION Date: May 25, 2023

Called to order at:

1530 hours

Adjourned: 1700 hours

St. Joseph's Healthcare Hamilton Voting Members:

Ms. L. McNeil, 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, Dr. L. Harrington, Mr. L. Perri, Mr. J. Aldis, Mr. C. Yendt, Ms. R.

Vespa, Mr. P. Szota, Dr. C. Williams, Mrs. C. Olsiak, Mr. M. Powell, Mr. Wm. Koornstra, Ms. E. Buller, Mr.

R. Dobson, Dr. N. Agarwal, Dr. G. Rutledge.

Regrets:

Dr. S. Jarmain, Ms. B. Beaudoin, Mr. T. Olaoluwa, Dr. W. Hanna, Dr. P. O'Byrne.

Resource Staff:

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

F. Vavaroutsos, Ms. M. Ewen.

Guests Open:

Dr. L. Thabane, Ms. S. Howe.

Guests In-Camera:

Ms. W. Lawrence. - 20 2022

NEXT MEETING June 29, 2	023
Subject	Discussion
PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by L. McNeil.
1.1 OPENING PRAYER	C. Olsiak opened the meeting with a prayer. There was deep personal reflection with respect to the land acknowledgement. Reflection occurred with respect to the value of ENQUIRY.
	It was noted that the agenda would be re-ordered due to a timing request.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced.
2.0 CONSENT AGENDA PART "A"	The following motions were approved:
TAN 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 MARCH 30, 2022 BE APPROVED
3.0 GENERATIVE DISCUSSION	 A generative discussion was held on rapidly changing health human resources and current evolving issues. C. Fletcher lead and presented the discussion. Input into the presentation was also provided by K. Campbell, J. Turner and S. Jarmain. Setting the stage including political, union, generations in the workforce, data,

- and new ways of thinking were highlighted. Generative discussion questions were presented as follows:
- what assumptions do we need to challenge in terms of "who does what work". "how healthcare workers work"?
- beyond our St. Joe's Mission, Vision and Values, what other factors do we need to consider for our value proposition?

Commentary:

- Two things come to mind 1) the opportunity to leverage the broader relationship with the SJHS and 2) what individual staff value is personal control and the ability to have an impact on how the work gets done
- Is there a deeper dive on the data with respect to the generations and turnover rates? There is a whole new HR dashboard that has been created to "slice and dice" data.
- It was noted that many highly experienced nurses retired who were close to the end of their working careers. This has created challenges with respect to who would be available to mentor new nurses. With respect to younger nurses, there is concern as some are leaving before the three-year mark and this speaks to a generational issue. The younger generation is not as tied to one organization, will look at new opportunities and are not adverse to moving around. The programs with the highest staff turnover are also being reviewed.
- It was noted that many industries are facing these pressures. There is an old adage of "people don't quit jobs, they quit managers". Need to ensure that the more seasoned managers are being trained to adapt to the thinking of younger generations and ensuring this occurs would also assist in the retention of younger staff.
- Noted that there is also a high level of turnover of managers. There is also focus
 on leadership development and a leadership development framework has been
 developed to assist. Previously it was a "command and control" world and this is
 now not the case.
- We need to ensure different generations are understood and have the proper competencies, tools and motivation to do their jobs.
- It was noted per literature that individuals graduating now will have six or seven different careers in the span of their working lives.
- It was noted that colleges have done a great job in creating non traditional roles, etc. and the local colleges have been very keen to listen to employers and have reached out to discuss solutions.
- The two words that keep coming up for those leaving the workforce is "finding purpose" or "finding meaning" in their work.
- Need to look at opportunities across the SJHS to assist in growing and developing one's career.
- The role of managers is changing and evolving and new leaders are being supported. It was noted that the performance review process is being revised.
- The new landscape necessitates providing more and more support "in the moment".
- Advancing the three priorities work and doing deeper dives to determine what additional supports are needed in certain areas is occurring.
- Need to ensure proper training and eliminating certain requirements which are seen as barriers.
- SJHC nurses are choosing to work for the organization due to flexibility and hourly wages, among other benefits. It does remain difficult to attract staff.
- What are the barriers to semi-retired staff re-entering the workforce? There are some barriers with respect to HOOPP pension requirements, but dialogue is ongoing with respect to this issue. Some individuals have moved onto different streams of work. Now that there is more "human" face to face connection this may be an opportune time to bring some folks back.
- There is an intense need to get feedback in the moment. The idea of an annual performance review is stale. Coaching is very important as well.
- · Scheduling infrastructure has had a tremendous impact on morale and

Subject	Discussion		
	 engagement of staff. Having the ability to manage schedules is very important and would be positive for staff. Everyone was thanked for their participation. Please provide any further ideas, 		
	 Everyone was thanked for their participation. Please provide any further ideas, comments or feedback to C. Fletcher. 		
4.0 BUSINESS			
4.1 QUALITY COMMITTEE	 The Quality Committee report was highlighted. Touchpoints were provided on the Caring strategic direction, Health Quality Ontario ED return visits, quarterly quality report for the three JBG organizations and various accreditation highlights. There was discussion with respect to the EPIC lab issue. The Quality Improvement Plan 2022/2023 final reports for the JBG organizations were also highlighted. 		
	All JBG Voting Members		
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:		
	THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF MAY 9, 2023 BE ACCEPTED FOR INFORMATION		
4.2 RESEARCH ST. JOSEPH'S STRATEGIC PLAN	 The Research St. Joseph's Strategic Plan was highlighted for information. Health and Humanity for All: Committed to Excellence, Dedicated to Discovery – The Research Institute of St. Joseph's Strategic Plan 2023-2028. Highlights included touchpoints on shaping strategy, timeline, purpose, values, expanding research, building capacity, telling our stories, innovating and partnering, and supporting our research and innovation community. Further updates will be provided as roll out progresses. Noted that the Research Institute was established in 2014. Over the course of the last year over thirty-four consultations were undertaken with internal and external stakeholders. 		
	On March 16th the Strategic Plan was endorsed by the Research Board It will be launched with an implementation plan and a celebration in the Fall.		
	SJHH Voting Members		
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:		
	THAT THE RESEARCH ST. JOSEPH'S STRATEGIC PLAN BE ACCEPTED FOR INFORMATION		
5.0 REPORTS	THE FOLLOWING REPORTS WERE RECEIVED FOR INFORMATION:		
	 GOVERNANCE COMMITTEE SUMMARY REPORT An update was provided on the SJHS, Greater Hamilton Health Network, SJHS Centre for Integrated Care, Annual Board Self Evaluation Survey and SJHH and SJVD and Foundation MOUs. The Sustainability Plan was very detailed and congratulations were extended to K. Langstaff and team in the preparation of this plan. All JBG members were thanked for participating in the various OHA surveys. 		
	 TREASURER'S REPORT FROM THE RESOURCE AND AUDIT COMMITTEE Audited financial statements and audit findings, detailed financial reports and other financial updates for all three JBG organizations were highlighted. Discussion occurred with respect to the Q4 results. The LSAA related to the SJVD was highlighted. 		

Subject

Discussion

Very positive feedback from the auditors was received with respect to the audit.

HR COMMITTEE SUMMARY REPORT

- A summary report was provided. Leadership development strategies were highlighted and discussed.
- Quality targets were also discussed.
- Scorecard report initiatives for the 3 JBG organizations were highlighted.
- Target performance for WSIB and workplace violence were also highlighted.

CHAIR'S REMARKS

- C. Beltzner was welcomed to her first meeting as Interim President St. Joseph's Home Care.
- J. Aldis was welcomed to his first meeting as Interim President St. Joseph's Healthcare.
- Thanked L. Buller and the SJHS for hosting SJHS Day on May 1st.
- Chair attended the OHA Annual Summit. An incredible event and it is evident that healthcare globally is undergoing extreme challenges at this time.
- Thanked all JBG members who participated in Nursing Week.
- Noted that M. Farrell's President's Review occurred.
- Thanked all who attended M. Farrell's goodbye/drop in.
- The JBG Hike for Hospice Team has officially been formed and all members are welcomed to attend and participate.

REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES

There was no report.

REPORT OF PRESIDENTS

SJHC

- An update on Wellington Terrace supportive housing was provided. SJHC has successfully secured this contract since 1995 and pleased to report that the proposed form of agreement is moving forward. Further updates will be provided as they become available.
- Discussion with respect to EMR occurred. Noted that there are some additional modules that could be added from Dovetale and as part of the review, SJHC is working with the DS Team at SJHH to ensure that SJHC is optimizing wherever possible.

SJVD

- Accreditation is currently underway.
- The Best Practice Spotlight Organization noted that this team was the first team of its kind to receive this recognition. A huge achievement!
- The House of Providence picnic will be held next week and promises to be an amazing event.
- Bill C275 continues to make its way through the legislative process and lobbying is occurring at both the provincial and federal level at this time.

SJHH

- Noted that we are now full flight post pandemic with capacity challenges, including HHR challenges. Pandemic related volumes are very low and we continue to catch up on work that had not occurred during the height of the pandemic.
- Phasing out of masking has occurred.
- Four regional ORs that were activated last year are still going strong and continued advocacy for these four ORs will continue.
- Discussion occurred with respect to the Mental Health Program and it was noted that this is a huge focus for SJHH. There is extreme pressure on the system and it was noted that recently there was a loss of community support services for high intensity patients in the community who are on community treatment orders (CTOs). There is also a shortage of psychiatrists in the community as well as

Discussion

- very long wait times to be seen. SJHH has stepped up and active work is underway to develop and support this high intensity patient population.
- Discussion also occurred with respect to PES virtual care and it was noted that this has been very helpful for certain patients.

REPORT OF THE EVP AND CHIEF NURSING EXECUTIVE

- A Professional Practice Committee update was provided. Encouraged all to view the Professional Advisory Committee Annual Report. Link was provided in the report.
- With respect to the Hospital News Nursing Hero Award, it was noted that A.
 Bialachowski is the third place winner, being recognized for consistently
 championing excellence in evidence informed care and practice in the area of
 Infection Prevention and Control. A. Walzak was also recognized by the Nursing
 Hero Awards, receiving honourable mention for her contributions in the field of
 nursing. Congrats to both!

REPORT OF CHIEF OF STAFF

- Doctor's Day was celebrated at the beginning of May.
- Focus continues on succession and leadership planning at the physician leader and staff level. Discussion has also occurred at the OHA with respect to this issue as well as engaging our hospital partners.

REPORT OF SJHS PRESIDENT AND CEO

- Congratulations were extended to G. Rutledge on his appointment as Chief of Staff at William Osler Health Centre.
- The passing of M. Juravinski was acknowledged, and it was noted that the legacy of the Juravinskis will be felt in this community for generations to come.
- Encouraged all to attend the House of Providence picnic next week.
- The Selection Committee for SJHH President has been formed and the committee will also include a community representative. Further communications will be provided next week.
- J. Aldis was thanked for stepping into the role of Interim President SJHH.
- Chapel reopening at St. Mary's General will occur in June.

REPORT OF THE PRESIDENT, MEDICAL STAFF ASSOCIATION

• There was no update.

REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES

• There was no update.

6.0 CONSENT AGENDA PART "B"

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

6.1 GOVERNANCE, MISSION AND VALUES COMMITTEE

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 MAY 2, 2023 BE ACCEPTED FOR INFORMATION

All SJHH AND SJVD Voting Members

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

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

Subject	Discussion
6.2 RESOURCE AND AUDIT COMMITTEE	SJHH Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE SJHH AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2023 BE APPROVED
	SJHC Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE SJHC AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2023 BE APPROVED
	SJVD Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE MARGARET'S PLACE HOSPICE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2023 BE APPROVED
	SJVD Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE 2023-2024 LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT BE APPROVED
	SJHH Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE RETENTION OF GUARDIAN PARTNERS INC AS INVESTMENT ADVISOR FOR SJHH 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 APRIL 12, 2023 BE ACCEPTED FOR INFORMATION
7.0 INFORMATION ITEMS	
7.1 REPORTS FROM FOUNDATIONS	 SJHH Foundation Various updates were provided, included honouring the memory of M. Juravinski, who passed away earlier this month. Various media updates were provided, as well as a touchpoint on major gifts. A number of fundraising initiatives were highlighted. An open house for the new Foundation Offices will be held on June 6th. The Redevelopment Team did an amazing job on the building renovation.

Subject	Discussion
	 SJVD Foundation An update on the House of Providence Picnic, which will be occurring on May 31st at SJVD was provided. An update on LTC support was provided.
7.2 WALKABOUT AND COUNCIL MEETING SCHEDULES	The Walkabout and Council Meeting schedule was circulated.
8.0 ADJOURNMENT	There was no further business and the meeting adjourned.
	Lynn McNeil, Chair
	John Aldis, Secretary
	Fadia Voogd, Recorder