





### St. Joseph's Hamilton Joint Boards of Governors

November 2022

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.







# Responsibility – stewardship

### Definition

Being a supportive and positive example for other team members. Being committed to meeting a high work standard. Continual learning and responsible use of time, human, financial and other resources directed to the common good.

### Behaviours

- Is a leader
- Demonstrate resource consciousness
- Demonstrates a commitment to continual learning
- Fosters teamwork by supporting team decisions and building trust



re-new the promise







### St. Joseph's Hamilton Joint Boards of Governors – Open Agenda Thursday, November 24, 2022 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, Ms. Melissa Farrell, Ms. Elizabeth Buller.
Senior Management Team	Mr. John Woods, Dr. Greg Rutledge.
Semon wianagement ream	
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	ltem	Торіс	Values	Lead	Page
1530	1.0	Call to Order		L. McNeil	
	1.1	Opening Prayer, Reflection on Land Acknowledgement and	R2		
		Reflection on <b>RESPONSIBILITY</b>			
	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			
	2.2	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 SEPTEMBER 29, 2022 BE APPROVED			

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

1540	3.0	Generative Discussion		
		Education and Learning: Simulation Centre	E	A.Gangji
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 NOVEMBER 8, 2022 BE ACCEPTED FOR		
		INFORMATION		
	4.2	Governance, Mission and Values Committee	R2	B. Beaudoin
		Strategy Discussion – A. Guy		
		JBG Voting Members		
		THAT THE UPDATED STRATEGY SCORECARD INDICATORS		
		AND REPORTING CYCLE BE APPROVED		
1630	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
	5.3	Chair's Remarks	R2	L. McNeil
	5.4	Report of Presidents		M.Farrell/J.
				Woods
	5.5	Report of the EVP and Chief Nursing Executive	R2	C. Williams
	5.6	Report of Chief of Staff	R2	S. Jarmain
	5.7	Report of SJHS President and CEO	R2	E. Buller
	5.7 5.8	Report of SJHS President and CEO Report of the President, Medical Staff Association		
1650	5.7	Report of SJHS President and CEO Report of the President, Medical Staff Association Consent Agenda Part "B" (Motions Listed)	R2	E. Buller
1650	5.7 5.8	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	R2	E. Buller
1650	5.7 5.8 <b>6.0</b>	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)	R2 R2	E. Buller W. Hanna
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	6.2	JBG Voting Members         THAT THE JBG ACCEPT FOR INFORMATION THE WORK         PLANS FOR ALL STANDING COMMITTEES OF THE BOARD         BE APPROVED         Resource and Audit Committee         JBG Voting Members         THAT THE REVISED INVESTMENT POLICY STATEMENT BE         APPROVED	R2	L. Perri	
		SJVD Voting Members 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 CommitteeJBG Voting MembersTHAT THE MINUTES OF THE HUMAN RESOURCECOMMITTEE OF OCTOBER 18, 2022 BE ACCEPTED FORINFORMATION	R2	L. Harrington	
		JBG Voting Members THAT THE 2022-2023 HR COMMITTEE WORKPLAN BE APPROVED			
		JBG Voting Members THAT THE REVISED HR COMMITTEE 2022-2023 TERMS OF REFERENCE BE APPROVED			
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	

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Called to order at: 1530 ho St. Joseph's Healthcare Hamil Ms. L. McNeil, Ms. B. Beaudoi Mr. Wm. Koornstra, Mr. P. Szo St. Joseph's Villa Dundas Voti Ms. L. McNeil, Ms. B. Beaudoi St. Joseph's Homecare Hamilt Ms. L. McNeil, Ms. B. Beaudoi Location: Dofasco Present: Ms. L. M Mr. L. Pe C. Willia Regrets: Mr. Wm. Resource Staff: Ms. F. Vi Guests Open: Dr. J. Ro Guests In-Camera: Ms. W. L	<ul> <li>ton Voting Members:</li> <li>n, Mr. L. Perri, Dr. L. Harrington, Mr. M. Powell, Mr. R. Dobson, Ms. C. Olsiak,</li> <li>ta, Ms. R. Vespa.</li> <li>ng Members:</li> <li>n, Mr. L. Perri, Dr. L. Harrington, Mr. M. Abradjian, Ms. C. Olsiak, Mr. C. Yendt.</li> <li>on Voting Members:</li> <li>n, Mr. L. Perri, Mr. T. Olaoluwa, Dr. N. Agarwal, Ms. R. Vespa, Mr. P. Szota.</li> <li>Boardroom</li> <li>cNeil, Chair, Mr. R. Dobson, Mr. M. Abradjian, Dr. N. Agarwal, Mrs. B. Beaudoin, Dr. L. Harrington,</li> <li>rri, Ms. M. Farrell, Mr. C. Yendt, Dr. S. Jarmain, Ms. R. Vespa, Mr. P. Szota, Mr. T. Olaoluwa, Dr.</li> <li>ns, Mrs. C. Olsiak, Mr. M. Powell,.</li> <li>Koornstra, Ms. E. Buller, Dr. P. O'Byrne.</li> <li>bogd, Mr. J. Woods, Ms. S. Trowbridge, Mr. J. Aldis, Mr. D. Davidson, Ms. C. Fletcher.</li> </ul>
Subject	Discussion
PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by L. McNeil.
1.1 OPENING PRAYER	L. Perri opened the meeting with a prayer. There was personal reflection with respect to the land acknowledgement and reflection with respect to the value of RESPECT.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced. C. Yendt and M. Abradjian were welcomed to their first meeting of the board.
2.0 CONSENT AGENDA PART "A"	The minutes of the meeting of June 28, 2022 were edited to note that the meeting was held in person at the DVGCC - Dundas.
	With this amendment, the following motions were approved:
	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 JUNE 28, 2022 BE APPROVED
3.0 GENERATIVE DISCUSSION	<ul> <li>C. Williams, J. Robertson and J. Woods led a generative discussion on Approaching MAiD informed by our Catholic Mission.</li> <li>An overview was provided which included the framework for our discussion YODA (You-Observe-Deliberate-Act), main features of MaiD guidelines at</li> </ul>

Subject	Discussion
	SJHH and SJVD, some figures on MaiD in Canada, and implications of our
	Catholic Mission re: MaiD.
	<ul> <li>Some questions were posed for consideration during the generative discussion:</li> </ul>
	<ul> <li>What do you still need to know about MaiD in our organization or in</li> </ul>
	broader society? What are your reflections on the challenges that we need to navigate in order to respond to MaiD in a way that is consistent
	with our organizational values? What do you hope or imagine we
	should do? What are your reflections on the opportunities to be
	ambitious that were outlined? Did any speak to you? Can you think of others?
	<ul> <li>Our organizations are committed to walking alongside our patients/clients</li> </ul>
	and will not be a barrier to patients/clients making their own decisions.
	<ul> <li>We respond to inquiries about medical assistance in dying with a focus on the unique care needs of each person we serve.</li> </ul>
	<ul> <li>Pathways to MaiD was outlined – the first tract is where the death is</li> </ul>
	reasonably foreseeable and the second tract is with patients whose deaths are not foreseeable, however are in a process of decline.
	<ul> <li>Discussion re: eligibility/clinical assessments occurred.</li> </ul>
	<ul> <li>MAiD assessors act as independent practitioners and therefore neither represent the organizational views of St. Joseph's Healthcare Hamilton nor</li> </ul>
	act on behalf of St. Joseph's Healthcare Hamilton.
	<ul> <li>Extensive work has occurred to standardize the process and approaches</li> </ul>
	<ul> <li>with respect to MaiD.</li> <li>Requests are not frequent at this time.</li> </ul>
	<ul> <li>It was noted that Catholic Healthcare is a leader in building and operating</li> </ul>
	new hospices across Canada. For example, SJHS has built two. The Catholic Health Care sponsor in London has built two and is building a 3 <sup>rd</sup> in
	St. Thomas. At SJVD the Margaret's Place Hospice provides an opportunity
	to bring palliative care best practices into long term care. MAiD in the SJHC
	<ul> <li>setting was also discussed.</li> <li>There has to be proper exploration of all options available to patients/clients</li> </ul>
	per legislative requirements. Noted that MaiD is constantly evolving and
	<ul> <li>changing.</li> <li>Extensive discussion ensued.</li> </ul>
4.0 BUSINESS	
	<ul> <li>The Quality Committee report was highlighted.</li> </ul>
4.1 QUALITY COMMITTEE	<ul> <li>Covid 19 updates were provided for all three JBG organizations.</li> </ul>
	<ul> <li>Quarterly quality reports Q1 for all three JBG organizations were highlighted.</li> </ul>
	<ul> <li>Accreditation updates were provided.</li> <li>An update on Bill 7 impacts for all three JBG organizations was provided.</li> </ul>
	Discussion on this important topic will continue at future meetings.
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS
	WERE PASSED:
	THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF SEPTEMBER 13, 2022 BE ACCEPTED FOR INFORMATION
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:

Subject	Discussion
	THAT THE QUALITY COMMITTEE OF THE JBG TERMS OF REFERENCE FOR 2022- 2023 BE APPROVED
4.2 OTHER	
5.0 REPORTS	THE FOLLOWING REPORTS WERE RECEIVED FOR INFORMATION:
	<ul> <li>GOVERNANCE COMMITTEE SUMMARY REPORT</li> <li>Touchpoints on accreditation, JBG annual orientation, terms of reference, policy review, new mentor policy, fixing LTC act compliance update, annual OHA board self-assessment survey, strategic scorecard review and update, quarterly report strategic scorecard leading and learning were provided.</li> </ul>
	<ul> <li>TREASURER'S REPORT FROM THE RESOURCE AND AUDIT COMMITTEE <ul> <li>Revised terms of reference and workplans were overviewed.</li> <li>An update on the reappointment of external auditors were provided.</li> <li>Detailed financial reports for Q1 were highlighted.</li> <li>Updates on the internal audit report for remote work and virtual care, Business Transformation Project, redevelopment dashboard for MOH funded projects were provided.</li> <li>Discussion occurred with respect to the internal audit report for remote work and virtual care health check. All reports will be presented at the SJHS Finance and Audit Committee and it was also noted that information should be brought forward to the HR Committee.</li> </ul> </li> </ul>
	<ul> <li>CHAIR'S REMARKS <ul> <li>It was reported that board members will be required to complete a vulnerable sector check under enhanced legislation for volunteers. A package of information outlining requirements will be distributed to JBG members tomorrow.</li> <li>The SJHS Strategic Planning Day held on September 21<sup>st</sup> was a great success.</li> <li>Thanked JBG for supporting the Hike the Valley event, staff bbq's and other staff events. These events have been a morale booster for staff and the presence of JBG members is appreciated.</li> <li>SJHC and SJVD is undergoing accreditation this year and all trustees were thanked for their participation in the preparatory sessions.</li> </ul> </li> <li>REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES <ul> <li>There was no report.</li> </ul> </li> </ul>
	<ul> <li>REPORT OF PRESIDENTS</li> <li>SJHC         <ul> <li>There was discussion with respect to vacancy rates. Rates vary across Visiting Nursing, Integrated Care, Community Support Services and other programs, by far the highest is in visiting nursing which has lost half of its volume since the start of the pandemic. It is difficult to get comparative data but we do know that not for profit home care struggles more than for profit home care because of the wage restraint created by Bill 124. Thanked JBG for their visits with frontline staff and leaders at SJV and SJHC. JBG members who did the individual visits across SJHC will have an opportunity to share experiences at the upcoming SJHC accreditation orientation session.</li> </ul> </li> <li>SJVD         <ul> <li>There was no further report.</li> </ul> </li> <li>There was no further report.</li> </ul>

Subject	Discussion
	<ul> <li>In response to a question with respect to the increase in the use of volunteers, clinical teams have welcomed and are grateful to have volunteers available to support patients with tasks.</li> </ul>
	<ul> <li>REPORT OF THE EVP AND CHIEF NURSING EXECUTIVE</li> <li>The Professional Practice Report was highlighted. Touchpoints included updates on situation updates with respect to health human resources, priorities and planning and mission moments, milestones and growth.</li> <li>Further discussion occurred with respect to health human resources.</li> </ul>
	<ul> <li>REPORT OF CHIEF OF STAFF</li> <li>An update on HR planning for the professional staff was provided, and in particular for smaller services where it can be challenging to maintain coverage. Options are being explored and a plan is under development to address future challenges for these areas.</li> <li>A number of upcoming changes related to Chiefs was highlighted. A process to identify an Interim Chief of Family Medicine has been initiated and also the Search for a new Chief of Surgery has begun. An upcoming Search for a Conjoint Chief of Nuclear Medicine will also be occurring in the near future.</li> <li>Discussions will occur with the Medical Staff Executive to explore orientation and additional supports for physician wellbeing.</li> <li>Discussion occurred with respect to timely access to care in the mental health program.</li> </ul>
	<ul> <li>REPORT OF SJHS PRESIDENT AND CEO</li> <li>L. Buller has undertaken a large number of visits and walkabouts in all of the System organizations over the last few months.</li> <li>The SJHS Strategic Planning Day was held on September 21<sup>st</sup> and was a well attended and informative event. Detailed updates will be provided at the November JBG meeting.</li> </ul>
	<ul> <li>REPORT OF THE PRESIDENT, MEDICAL STAFF ASSOCIATION <ul> <li>The theme for the medical staff this year is learning how to live with the new realities of this new disease and the challenges that it brings. It was noted that work is ongoing with physicians and allied health professionals to address this issue.</li> <li>Regular touchpoints will occur with medical leadership.</li> <li>In response to a question, there is not a formal mentoring program at this time. This is something that will be formalized when onboarding new hires to orient them to the organization and the culture of the organization. It was noted that much of the recruitment process is through the University and therefore senior leadership and the medical staff executive will work with the University to revamp communications and more visibility will occur to proactively engage new hires.</li> <li>Leadership modules are also being explored.</li> </ul> </li> </ul>
6.0 CONSENT AGENDA PART "B"	Noted there were no requests to remove items and therefore the following motions were
6.1 GOVERNANCE, MISSION AND VALUES COMMITTEE	approved: <u>All JBG Voting Members</u>
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE

Subject	Discussion
	MEETING OF SEPTEMBER 7, 2022 BE ACCEPTED FOR INFORMATION
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE REVISED ST. JOSEPH'S JOINT BOARDS OF GOVERNORS POLICIES AS PRESENTED BE APPROVED
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE GOVERNANCE, MISSION AND VALUES COMMITTEE TERMS OF REFERENCE BE APPROVED
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE NEW 027-JBG MENTOR POLICY BE APPROVED
6.2 RESOURCE AND	All JBG Voting Members
AUDIT COMMITTEE	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE 2022-2023 RESOURCE AND AUDIT COMMITTEE TERMS OF REFERENCE AND WORK PLAN BE APPROVED
	All JBG Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE 2022-2023 INVESTMENT MONITORING COMMITTEE TERMS OF REFERENCE AND WORK PLAN BE APPROVED -
7.0 INFORMATION ITEMS	
7.1 REPORTS FROM FOUNDATIONS	<ul> <li>SJHH Foundation <ul> <li>An update on various major gifts for a number of different areas was provided.</li> <li>The Mental Health Morning event has been postponed and will now be held in early 2023.</li> <li>The Annual St. Joe's Golf Tournament was held on September 8<sup>th</sup> and was a great success!</li> <li>The Silver Bells Anniversary Gala will be held on Saturday November 5<sup>th</sup>. It will be in person this year.</li> <li>Various other fundraising events were highlighted.</li> </ul> </li> </ul>
	The Anne and Neil McArthur Memorial Golf Tournament will be held on October 4 <sup>th</sup> . It is a sold out event.

Subject	Discussion
7.2 WALKABOUT AND COUNCIL MEETING SCHEDULES 8.0 ADJOURNMENT	<ul> <li>The Event "Holiday Handbags" will take place at Liuna Station on November 30<sup>th</sup>.</li> <li>The one year anniversary of Margaret's Place Hospice occurred last week and was a well attended event with many donors in attendance. Powerful impact stories were shared.</li> <li>SJVD fundraising at this time will be focused on kitchen equipment replenishment.</li> <li>Discussion occurred with respect to donors by age demographic.</li> <li>The Walkabout and Council Meeting schedule was circulated.</li> <li>Discussion occurred with respect to a need to explore re-instating more walkabouts and quality council meetings.</li> <li>There was no further business and the meeting adjourned.</li> </ul>