





St. Joseph's Hamilton Joint Boards of Governors

September 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.







Respect – Mind, Body & Spirit of the whole person

Definition

Places high emphasis on the well being and quality of life by responding to the needs of the whole person: body, mind and spirit. Appreciates the viewpoint and circumstances of others and recognizing the value of the individual.

Behaviours

- · Provides positive interpersonal relations
- · Is focused on the quality of life
- · Is concerned with diversity











St. Joseph's Hamilton Joint Boards of Governors – Open Agenda Thursday, September 28, 2023 1530 hours

Dofasco Boardroom T2215

Elected Members Barbara Beaudoin (Chair), Naresh Agarwal, Rod Dobson, Lynn McNeil, Catherine

Olsiak, Laura Harrington, Leo Perri, William Koornstra, Rose Vespa, Peter Szota, Martin Powell, Toks Olaoluwa, Mark Abradjian, Christopher Yendt, Anthony

Macaluso, Patrice Valeriano, Kim Watkins, Barry Duffey.

Ex-Officio Members Rahima Nenshi, Cheryl Williams, Sarah Jarmain, Paul O'Byrne,

John Aldis, Elizabeth Buller.

Senior Management Team John Woods, Carrie Beltzner.

Resource Stephanie Trowbridge, Fadia Voogd, Sera Filice-Armenio, Don Davidson, Mieke

Ewen, Anita Rombough.

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		B. Beaudoin	
	1.1	Opening Prayer, Reflection on Land Acknowledgement and Reflection on <i>RESPECT</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 JUNE 29, 2023 BE APPROVED			

1540	3.0	Generative Discussion			
		JBG – New Trustee Introductions and Meet and Greet	E		
1610	4.0	Business (Motions Listed)			
	4.1	Quality Committee	R2	R. Vespa	
		JBG Voting Members THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF SEPTEMBER 12, 2023 BE ACCEPTED FOR INFORMATION JBG Voting Members THAT THE 2023-2024 QUALITY COMMITTEE TERMS OF REFERENCE (TOR) BE APPROVED			
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	4.2	Other			
1630	5.0	Reports			
		THE FOLLOWING REPORTS ARE PROVIDED FOR INFORMATION:			
		INTORIVATION.			
	5.1	Governance Committee Summary Report	R2	P. Szota	
	5.2	Treasurer's Report from Resource and Audit Committee	R2	L. Perri	
	5.3	HR Committee Summary Report	R2	M. Powell	
	5.4	Chair's Remarks	R2	B. Beaudoin	
	5.5	Report of Presidents	R2	J. Woods/C.	
				Beltzner/J.	
				Aldis	
	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 5.10	Report of the President, Medical Staff Association Report of the Dean, Faculty of Health Sciences	R2 R2	R. Nenshi P. O'Byrne	
1650	6.0	Consent Agenda Part "B" (Motions Listed)	NΖ	r. O byrne	
1030	0.0	(Note: Any JBG Member can ask for removal of any item from			
		Consent Agenda for discussion)			
	6.1	Governance, Mission and Values Committee	R2	P. Szota	
		JBG Voting Members			
		THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF SEPTEMBER 6, 2023 BE			

	1		ı	
		ACCEPTED FOR INFORMATION		
	6.2	Resource and Audit Committee	R2	L. Perri
		JBG Voting Members		
		THAT THE MINUTES OF THE RESOURCE AND AUDIT		
		COMMITTEE MEETING OF SEPTEMBER 20, 2023 BE		
		ACCEPTED FOR INFORMATION		
		JBG Voting Members		
		THAT THE 2023-2024 RESOURCE AND AUDIT COMMITTEE		
		TERMS OF REFERENCE (TOR) BE APPROVED		
		JBG Voting Members		
		THAT THE 2023-2024 INVESTMENT MONITORING		
		COMMITTEE TERMS OF REFERENCE (TOR) BE APPROVED		
	6.3	Human Resource Committee	R2	M. Powell
		There was no HR Committee meeting this month		
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		B. Beaudoin







Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION Date: June 29, 2023

Called to order at: 1530 hours Adjourned: 1720 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: Dofasco Boardroom

Present: Ms. L. McNeil, Chair, Mr. M. Abradjian, Mrs. B. Beaudoin, Mr. L. Perri, Mr. J. Aldis, Mr. C. Yendt, Dr. S.

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

Buller, Mr. R. Dobson, Dr. R. Nenshi, Dr. N. Agarwal, Dr. G. Rutledge.

Regrets: Mr. W. Koornstra, Dr. P. O'Byrne, Dr. L. Harrington.

Resource Staff: Ms. F. Voogd, Mr. J. Woods, Ms. S. Trowbridge, Mr. D. Davidson, Ms. C. Fletcher, Ms. C. Beltzner, Ms. F.

Vavaroutsos, Ms. M. Ewen.

Guests Open: Ms. C. Copithorn, Mr. A. Tillich, Ms. A. Rombough.

Guests In-Camera: Ms. T. Coxon NEXT MEETING September 28, 2023

Subject	Discussion
PROTOCOL	C. Copithorn, Chair, St. Joseph's Healthcare Foundation was present to congratulate
	team JBG and present them with the Cupcake Trophy!
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by L. McNeil.
1.1 OPENING PRAYER	N. Agarwal opened the meeting with a prayer. C. Olsiak provided reflection with respect to the land acknowledgement and discussed legislation and how do we embrace the traditions of the indigenous community in healthcare. It was suggested that an education session with respect to this important issue at a future meeting would be welcome. Reflection occurred with respect to the value of SERVICE.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced.
2.0 CONSENT AGENDA PART "A"	The following motions were approved:
FART	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 MAY 25, 2023 BE APPROVED
3.0 GENERATIVE DISCUSSION	There was no generative discussion this month.

Subject	Discussion
4.0 BUSINESS	
4.1 QUALITY COMMITTEE	 There was no Quality Committee meeting this month. The "Caring" Strategic Plan item was presented for information, accompanied by a briefing note and powerpoint presentation.
4.2 STAFF ENGAGEMENT SURVEY	 C. Fletcher provided an update on the staff engagement results. The seven-step process (eighth is take the action), linking engagement to business outcomes, survey results and summary of the employee engagement report was highlighted. The proposed report cascade and action planning was also overviewed. Confidentiality is key. That is always the number one concern from staff. Small teams (ten staff or less) will see results rolled up with larger areas. There was a 47% response rate.
	 In response to a question it was noted that awareness of the survey was carried out with communication to staff through print posters for elevators, screensavers, senior leadership meeting staff at hospital entrances, etc. Noted that staff are survey fatigued and that some staff felt skeptical that filling out a survey would yield in increased staff complements and increased wages. Noted that it is a requirement from Accreditation Canada that surveys be carried out every two years. It was noted that a shift to a better practice would be to go to a shorter survey with increased frequency. In response to a question, there are approximately 800-900 staff who attend town halls. The "neutral" bar is wider than has been seen in recent years. This is likely linked to the turnover in staff over the past two years and for newer staff "the jury is out" at this point. Team engagement scores are high. Query as to whether a review of whether staff are leaving for non-health care positions would be beneficial and this can be explored. Various other metrics, including heatmaps by union were highlighted. Next steps were also discussed including the development of team action plans. Further updates will be provided in the Fall.
4.3 STRATEGIC PLANNING ANNUAL REPORT UPDATE	 A comprehensive update on the Strategic Planning Annual Report 2022-23 was provided and showcases the progress that the three JBG organizations have made to date. Each JBG President (SJHH, SJHC and SJVD) provided an overview of year four goals. Noted that work will be aligned with SJHS Strategic Plan. In response to a question, highlights from a recent three wishes request at SJHC was provided. In response to a question, discussion occurred with respect to a SJVD plan to use software to proactively ensure compliance. The software did not meet data storage requirements in Canada and was not used. There was discussion with respect to lean training. Noted that lean has been used in varying degrees in hospital settings. It may be difficult to make a full on significant investment but noted that SJHH is using lean tools at this time and is also exploring using a mixture of tools in the toolbox that can be applied to give management teams the "just in time" support that is required.
5.0 REPORTS	THE FOLLOWING REPORTS WERE RECEIVED FOR INFORMATION:
	OVERNANCE COMMITTEE SUMMARY REPORT Touchpoints were provided on the Annual Ethics Report, ethical decision-making framework YODA, Strategic Plan and Strategic Plan Annual Report, Annual JBG orientation and the JBG year end survey. The Nominating Report

Discussion

was approved by the SJHS Board of Directors on June 22nd.

TREASURER'S REPORT FROM THE RESOURCE AND AUDIT COMMITTEE

- An update was provided with respect to Multi Sector Accountability Agreement declaration of compliance for all three JBG organizations. The reappointment of auditors and the Broader Public Sector Accountability Act attestation of compliance was highlighted.
- Noted that F. Vavaroutsos and R. Dobson were in conflict with respect to the Mohawk Medbuy discussion. A Mohawk Medbuy update was also provided and discussion ensued.

HR COMMITTEE SUMMARY REPORT

An update on semi-annual strategic plan reporting was provided for the three
JBG organizations with respect to the building pillar. An Equity, Diversity and
Inclusion Strategy update was highlighted and engagement survey results were
discussed.

CHAIR'S REMARKS

- Thanks were extended to G. Rutledge for his tremendous service to SJHH.
- A welcome was extended to R. Nenshi as the new President Medical Staff Association.
- Thanks were extended to JBG members who attended the Providence Picnic and the Hike the Valley event. Both events were a great success.
- L. McNeil thanked the JBG for their support during her time as Chair. To see the changes and growth that has occurred over the past several years has been an amazing experience.

REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES

• There was no report.

REPORT OF PRESIDENTS

SJVD

- Noted that masking policies are now in line with other health care sectors.
- It was noted that SJVD received accreditation with commendation. Surveyors were very complimentary of the team.
- Noted that J. Morritt has been named as the new Manager, Margaret's Place Hospice.

SJHC

- Engagement with Ontario Health continues. A number of conversations have been held and are progressing well. Messaging is to work with OHT leadership here in Hamilton and some opportunities will be brought back in the next few months.
- It was noted that West Lincoln is re-joining the ICC Program.
- Various research opportunities were discussed.
- SJHC Information System replacement work is ongoing with the Digital Solutions group at SJHH; high-level timeline established, RFP early Fall. SJHC continues to work with other SJHS partners to see if there is any infrastructure that can be leveraged.

SJHH

• It was noted that a delegation from SJHH and HHS appeared before the General Issues Committee of Hamilton City Council with respect to concerns about aging hospital buildings in Hamilton and the need to rebuild them in the coming years and decades. It was requested that the City work with hospital leaders to discuss planning for the redevelopment of hospital facilities and to examine opportunities for municipal contributions to the local share of funding required for the project. It was noted that the Committee voted in favour of creating a joint working group to undertake the necessary work. Since that time, City Council

Discussion

- approved the motion and a meeting of the working group will be held shortly.
- Neonatal and pediatric services renovation work is beginning. Capital has been received and continuing to pursue confirmation of operating funding.
- Staff BBQs held this week at all three campuses were very successful and very well received with ELT members attending in full force welcoming and mingling with staff.
- Accreditation preparations well underway and no major issues anticipated with compliance at this time.
- An update was provided on various media stories included St. Joe's Mobile Mental Health Clinic and Jessica's Story.
- It was noted that very positive feedback on social media was received with respect to Jessica's Story and feedback was shared with the JBG.

REPORT OF THE EVP AND CHIEF NURSING EXECUTIVE

- A Professional Practice Committee update was provided. It was noted that
 health professional disciplines continue to advance their practices and enhance
 patient care within SJHH by working to their full scope of practice and identifying
 opportunities to enhance workflow and efficiency and support professional
 development skills, expertise and expanded scope of practice.
- An update on Mission moments, milestones and growth was highlighted. Noted that Pat Ford, NP has been awarded the Inaugural 2023 Clinical Excellence Award. Congratulations Pat!
- It was noted that the Ministry of Health is providing SJHH with funding for 4.0 FTEs to support the new Clinical Scholar Program.
- In response to a question, it was noted that there is a reach out underway with respect to bringing back retired nurses to the workforce.

REPORT OF CHIEF OF STAFF

- Noted that incredible work occurred with respect to the recent PGME
 accreditation and R. Nenshi was thanked for leading the PGME team. Thanks
 were extended to all those who worked to make this a success. It was noted that
 UGME accreditation also occurred recently.
- G. Rutledge was thanked for his tremendous service during his time as Deputy Chief of Staff. Thank you Greg!
- An overview of the Chief of Staff Office was provided. A triad model with two
 interim medical directors has been put in place to cover off the needs of the
 organization and this will be a one year opportunity to see how this works and a
 recommendation will then occur. Noted that the Manager of Medical Affairs has
 now been re-classified as Director of Medical Affairs, in recognition of the
 complexity of this role.
- It was noted that Search Committees for Chiefs in Anesthesia, Critical Care, and Nuclear Medicine are currently underway and Diagnostic Imaging will begin this summer. A search committee will be struck in the Fall for the Chief of Family Medicine.
- An all physician leadership session was held last week to review the physician engagement results and look at priority areas and provide an opportunity for engagement with respect to the leadership curriculum. Some great ideas have materialized.

REPORT OF SJHS PRESIDENT AND CEO

- An update on recruitment was provided. The Selection Committee has been struck for the recruitment of the next President, SJHH. The role description and ad should be finalized next week.
- An update on other recruitment for SJHS leadership positions was also provided.
- Noted that J. Robertson, Ethicist, has tendered her resignation to take up a new position in Alberta. Noted that these positions are contracted by the Centre for Clinical Ethics. It was also noted that a fellow has been recruited to work with SJHS.

Subject	Discussion
	 An update on community care was provided. Noted that this is a very important issue and a business case is currently being prepared. Recruitment and retention will be very critical to the success of the SJHS as we move into the future. Updates were provided on the Nunavut Program and International Outreach Program. Work continues and relationships continue to be strengthened in these two very important programs. An update on the SJHS Strategic Plan was provided.
	 REPORT OF THE PRESIDENT, MEDICAL STAFF ASSOCIATION N. Renshi gave her first report as President MSA. Noted that a successful gala was held on June 16th. Very well attended and a great evening had by all. The MSA will be returning to in person events in the Fall. It was noted that membership fees will now be automated.
6.0 CONSENT AGENDA PART "B"	Noted there were no requests to remove items and therefore the following motions were approved:
6.1 GOVERNANCE,	All JBG Voting Members
MISSION AND VALUES COMMITTEE	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF JUNE 6, 2023 BE ACCEPTED FOR INFORMATION
6.2 RESOURCE AND	All JBG Voting Members
AUDIT COMMITTEE	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE MEETING OF JUNE 21, 2023 BE ACCEPTED FOR INFORMATION
	SJHH Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	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
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	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
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:

Subject	Discussion
	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
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR SJHH FOR THE YEAR ENDING MARCH 31, 2024 BE APPROVED
	SJHC Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR SJHC FOR THE YEAR ENDING MARCH 31, 2024 BE APPROVED
	SJVD Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR SJVD FOR THE YEAR ENDING DECEMBER 31, 2023 BE APPROVED
	SJVD Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	THAT THE APPOINTMENT OF KPMG LLP AS AUDITORS FOR MARGARET'S PLACE HOSPICE FOR THE YEAR ENDING MARCH 31, 2024 BE APPROVED
	SJHH Voting Members
	ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:
	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
6.3 HUMAN RESOURCE COMMITTEE	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 JUNE 8, 2023 BE ACCEPTED FOR INFORMATION
7.0 INFORMATION ITEMS	
7.1 REPORTS FROM	
FOUNDATIONS	SJHH Foundation C. Copithorn thanked the JBG for their tremendous contributions to assist the Foundation in their fundraising endeavours for the Hospital.

Subject	Discussion
	 An update on a number of major gifts was provided. The Shopper's Drug Mart Run for Women took place this past Saturday and was a huge success. Various other upcoming events were highlighted. It was noted that the 50/50 Community Lottery has returned!
	 SJVD Foundation An update was provided on the House of Providence Picnic, which was held on May 31st and was a resounding success. The 2nd Annual Hike the Valley Event will be held on June 27th at the Dundas Valley Golf and Curling Club. A thousand unique donors attended the event. A very successful event and close to \$100K was raised. Emphasized compassionate care in our community. As a System we wish to broaden and expand our efforts. An update on various fundraising initiatives was provided.
7.2 WALKABOUT AND COUNCIL MEETING SCHEDULES	• -
8.0 ADJOURNMENT	 There was no further business and the meeting adjourned.
	John Aldis, Secretary Fadia Voogd Recorder