



IWK BOARD OF DIRECTORS MEETING
Tuesday December 6, 2022
9:00 am -1:00pm

Director's present: Catherine Woodman, Thane Stevens, Christopher Fowles, Aldea Landry, Justin Ghosn, Sheila Woodcock, Ashwin Kutty, Gina Kinsman, Ron Smith, Sonya Fraser, Wendy Griffin, Cheryl Stewart-Walsh, Lois Scott, Mike Morris, Monica Foster

Ex-Officio (nonvoting) Directors: Dr. Krista Jangaard, President and CEO, Dr. Theresa Fortuna, Dr. Scott Drysdale

Regrets: Tracey Cutcliffe, John Sylliboy, Julia Donahue, Lindsay Hawker, David Lavigne

Executive present: Steve Ashton, VP, People, Gina Connell, Chief Communications and Public Relations, Jen Feron, General Counsel, Annette Elliott Rose VP Clinical, Amanda Whitewood, Chief Operating Officer, Dr. Frank MacMaster, VP Research and Innovation, Matthew Campbell, Executive Lead Planning and Performance

Staff present: Penny Skidmore, Executive Assistant to President and CEO

1. Opening Remarks and Land Acknowledgment

1.1 Call to Order/Confirmation

1.2 Declaration of Conflict of Interests

2. In Camera – ended at 9:05am – no motions

3. Patient Story

4. Approval of the Agenda

Motion to approve the agenda Sonya Fraser seconded by Thane Stevens

APPROVED

5. Consent Agenda

APPROVED

Motion to approve the consent agenda and motions included therein Thane Stevens seconded by Sonya Fraser

5.1 Approval of September 23, 2022, Minutes

MOTION: THAT, the Board approve the September 23, 2022 minutes

5.2 Privileges and Credentialing

MOTION: THAT, the Board approve the privileges and credentialing reports included in the meeting package.

5.3 Report from MAC

Included for information

5.4 Board Chair Report

Included for information

5.5 F22-23 Q2 Financial Update & Fiscal Forecast – Operations & Capital

Included for acceptance by the Board

5.6 Approval of GN&HR terms of reference

MOTION: THAT, the Board approve the Governance, Nominating and Human Resource committee terms of reference.

5.7 Compliance Report

Included for acceptance by the Board

6. Strategy

6.1 Strategy Q2 Results

Of the 13 strategic priorities in the 2022-23 implementation plan, at the end of Q2 11 are on track to achieve target, one initiative (infrastructure plan) is at risk but a recovery plan is in place and one initiative (research and innovation) is with new VP for revision.

6.2 Accountability Agreement

The accountability agreement was included for the Board for information and oversight. The available 2022-23 accountability framework agreement and key performance indicators results for Q1 and Q2 were reviewed.

7. CEO Report

Report was included in the meeting package.

8. Foundation Report

The Board of Trustees and the team at the IWK Foundation recognizes the intense pressures the IWK and all pediatric hospitals across the country are facing in their Emergency Departments and throughout their inpatient units. Thank you for always going above and beyond for patients and families.

Regular meetings have restarted with the Executive Leadership Teams for both the IWK Foundation and IWK Health Centre to plan, strategize and update each other – both short and long term – ensuring alignment with IWK priorities and donor funding. We also continue to have regular meetings with the Board Chair and CEOs of both organizations. These are important and essential touch points.

November 16, 2022 was truly a special day as we celebrated the inspirational gift from Irving Oil, the Arthur L. Irving Family Foundation and Arthur, Sandra and Sarah Irving for the redevelopment of the IWK Emergency Department.

Yearend campaigns are in progress and going well. The Great Big Dig raised over \$500,000. Reminder email to be sent to the Board regarding annual giving.

9. Committee Updates

9.1 Governance Nominating and Human Resources

MOTION: THAT the governance policy be approved

APPROVED

Chris Fowles seconded by Ashwin Kutty

MOTION: THAT the committee membership for the Digital Transformation committee be approved.

Lois Scott seconded by Chris Fowles

APPROVED

MOTION: THAT Sheila Woodcock be appointed to the Research committee

Chris Fowles seconded by Sonya Fraser

APPROVED

HR scorecard was reviewed. Keys were finding and keeping staff. While it is worrisome that absences are up, it indicates that people are staying home when

sick. TOR for the GN&HR committee was approved at the committee meeting. FA&RM TOR will be sent back for changes.

Attendance is important at Board meetings and is tracked. Directors should notify Catherine when unable to attend Board or committee meetings. Annual agreement will come to the Board for signature in January.

The Board only requires one new director in the upcoming year and will be looking for a director from PEI. The most pressing need is for a director that can sit on the FA&RM committee. Community members are also important to fill roles on committees. If any current director has any possibilities, please bring forward to the Board chair.

Governance relations plan was presented to the committee. Planning is underway to meet with counterparts in government and other health authorities in New Brunswick and PEI.

9.2 Finance Audit and Risk Management

Motion: To accept the 2023-24 Business plan

Gina Kinsman seconded by Mike Morris

APPROVED

The draft business plan focused on moving the priorities of the health centre and provincial strategy forward has been submitted. Fifteen business cases aligned with both the IWK Health strategy and Action for Health were included. In-year funding 2022-2023 was included focused on requesting what the health centre can complete in fourth quarter. Although the business plan is not a balanced request, significant work was done by teams to mitigate the gap, which was reduced from \$18M to \$11M, primarily related to inflationary pressures and increased utilization. The initiatives within Action for Health and the performance data from the accountability agreement support the financial requests.

The committee met with internal and external audit. Internal audit is working well and beginning to work more with the OAG. For our annual financial audit where previously with had 5 deficiencies we are down to 2 which we are addressing.

MOTION: Approve the OAG audit plan

APPROVED

Gina Kinsman seconded by Cheryl Stewart-Walsh.

9.3 Building and Infrastructure

There has been another flood affecting three floors in the health centre caused when a \$12 part malfunctioned. Repairs should be complete by January 2023. incidences like this underline the importance of implementing our preventive maintenance program. The Heli deck has been closed to complete the ongoing upgrades and the alternative landing site continues to be utilized. IWK Health has been given additional infrastructure budget which creates more work and more stress on staff. Many projects cannot fit in a one- year period so planning is ongoing with the finance team.

There is increasing concern of availability of human resources within the health centre to support the work required in facilities. The team have posted jobs multiple times without successfully filling in large part as wages are not competitive in the market. Most staff are unionized so the gap between IWK Health and NS Health is not as much of an issue, however this is not the same for management non-union positions. Public sector has moved ahead of health care wages. HANS has agreed to review the framework. The Board Chair and CEO are meeting with minister and DM to stress this issue.

Matt Campbell is leading environmental sustainability within the health centre. The new ED is progressing, scheduled to be opening in 2025.

9.4 Quality

We continued with a strong Q2 performance overall, however we have not made significant decreases with long waiters and will not meet our goal for this year. While complex children waiting for dental surgery are part of our mandate, the largest number of patients in the dental clinic, are kids that require sedation for dental procedures. Some of these children could be seen elsewhere if resources were provided to family dentists in the regional centers. At present over 30% of scheduled OR time is dental. Scotia surgery pilot which includes dentistry is still ongoing, but they are unable to provide care for children under the age of six. IWK Health has trained a number community dentists to provided peditric care and we continue to work with DHW to develop solutions that will support regional care.. A question was brought forward about the impact of the new

federal dental benefit. In NS we already have a comprehensive provincial government plan for those under 14 years of age but with the new dental benefit there may be upward of 20,000 more families that will be looking for dental care.

The patient experience feedback line at IWK Health is experiencing capacity issues as it is receiving an increased number of calls as a result of the increased demand for services. People are concerned about access to care, staff attitudes, and wait times particularly in ED, birth unit and outpatient mental health. Occupational health is very involved in providing supports for employees that are answering calls and the closure of the COVID hotline has helped decrease the call volume. In response to the increased pressures of the respiratory season ongoing supporting the ED is occurring.

9.5 Research

Research committee met yesterday. Dr Isobel Smith shared research on autism and how to support the kids be more interactive in their lives. Committee is going to create a document to share with the Board explaining what is going on in research. Penny to send out strategy documents to the full Board.

9.6 Digital Transformation Committee

Still waiting for news from the government on OPOR – one patient one record. The committee reviewed the TOR and clarified that they would focus on Cyber security of the new systems instead of the whole system. The draft work plan was also reviewed and will requires further revisions once the OPOR starts. The committee membership needs augmentation and would like a member with change management experience. It was felt that that the addition of a community member might be able to meet this need.

10. Education Session – Accreditation Canada: Board Role, results of survey and next steps

Chantal LeBlanc and Doug Sinclair presented to the Board. The IWK onsite Accreditation survey will take place in December 2023. Accreditation Canada programs assess organizations against standards developed by Health Standards Organization among others. Measurement of performance to this work-class standards enable organization to provide the highest achievable quality for patients. Governing bodies are accountable for the quality of care provided by the organization. The Board completed

a Governance functioning tool survey, the results were included in the meeting package. The Board will complete the governance self-assessment survey early in the new year. The requirements from the Board for accreditation are:

- Be engaged and involved in IWK activities, particularly, quality, safety, and promoting culture of client/family/people-centered care
- Work with IWK leadership to meet Leadership Standards
- Ask questions, seek to understand
- Participate as needed during on-site visit
- Complete Survey

The IWK will host an orientation session in the new year for directors who missed the September session.

11. In Camera – No motions. Topics included CEO Performance and Investment in system transformation

Motion to adjourn – Thane Stevens

Meeting adjourned

Respectfully Submitted,



Catherine Woodman
Board Chair