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## IWK BOARD OF DIRECTORS MEETING

Tuesday January 24, 2023

9:00 am -1:00pm

**Director's present:** Catherine Woodman, Dr. Alexa Bagnell, Ashwin Kutty, Cheryl Stewart-Walsh, Christopher Fowles, David Lavigne, Gina Kinsman, John Sylliboy, Julia Donahue, Justin Ghosn, Lindsay Hawker, Lois Scott, Mike Morris, Monica Foster, Ron Smith, Sheila Woodcock, Sonya Fraser, Thane Stevens, Tracey Cutcliffe, Wendy Griffin

**Ex-Officio (nonvoting) Directors:** Dr. Krista Jangaard, President and CEO

**Regrets:** Dr. Teresa Fortuna, Aldea Landry

**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, Stacy Burgess, Acting VP Clinical Care, Matthew Campbell, Executive Lead Planning and Performance, Jason Tully, Acting Director, Strategy, Jennifer Gillivan, President & CEO, IWK Foundation

**Staff present:** Glenda Hoskins, Executive Assistant to Chief Operating Officer

### 1. Opening Remarks and Land Acknowledgment

#### 1.1 Call to Order/Confirmation

#### 1.2 Declaration of Conflict of Interests

Dr. Alexa Bagnell, new Chair of the Medical Advisory Committee, was introduced and welcomed to the Committee.

### 2. In Camera – ended at 9:03 am – no motions

### 3. Patient Story

### 4. Approval of the Agenda

Motion to approve the agenda

**APPROVED**

Justin Ghosn seconded by Sheila Woodcock

### 5. Consent Agenda

Motion to approve the consent agenda and motions included therein, with the exception of the December 6, 2022, Board Minutes

**APPROVED**

Mike Morris seconded by Lois Scott

**5.1 Approval of December 6, 2022, Minutes** - Approval deferred to the next meeting pending amendments to section 9.1 (Digital Transformation motion to be corrected and wording of second last paragraph, last sentence).

**5.2 Privileges and Credentialing**  
Included

**5.3 Report from MAC**  
Included for information

**5.4 Board Chair Report**  
Catherine began by acknowledging the Foundation's December gift of \$100,000 dedicated to staff recognition. This unique and important grant is deeply valued.

Catherine spoke to the January 13 meeting with Minister and Deputy Minister of Health highlighting topics covered. In addition to updating on operational issues, the discussions were centered on the accelerated pace of change and on the IWK's contribution to the overarching transformation agenda.

The Minister is invited to attend the Health Centre's June AGM as an opportunity to speak directly to the IWK audience on this topic and to meet privately with the board. In referencing the GN&HR committee annual agreement relating to office of director which is under review - Catherine reminded fellow board members of our fiduciary duties. She expanded on the duty of loyalty as it pertains to our governance responsibilities as board members.

## **6. Committee Updates**

**6.1 Quality** – The update will be provided in Section 10.0 In Camera

**6.2 Governance, Nominating & Human Resources** – Chair, GN&HR reviewed the report included in the package and the proposed changes to the format of the Board meeting schedule. The proposed changes are as follows:

***Beginning in March 2023, the IWK Board of Directors revise the format of the current meeting schedule to schedule committee meetings on Day 1 and the morning of Day 2, with the Full Board meeting held in the afternoon of Day 2.***

**MOTION: THAT, The Board approve the 2-day format.**

Tracy Cutcliffe seconded by Lois Scott

**APPROVED**

The new schedule will allow time between Committee meetings for Leadership Rounding.

The Governance survey for Accreditation will be sent to the Board on January 30 and will remain open until February 19. A reminder to everyone of the importance of the survey and the goal of 100% participation. As the survey is anonymous and no formal method to track, Directors were asked to advise Penny once completed. She will send a reminder and monitor.

An update was provided on the Board recruitment process and skills matrix. Additional work is required on the process for community member engagement to ensure clarity of roles (community member versus board director). Media adds will be drafted for circulation for recruitment.

The Board will receive a similar Diversity survey that was created in partnership with KPMG for IWK Health. This will take place after the Accreditation survey.

An update on collective bargaining was provided.

## **7. Foundation Report**

Chair, IWK Foundation Board of Trustees provided the following report:

- The Board of Trustees was honored to approve the unique *Community Cares Grant* of \$100,000 to be directed for IWK Health employee wellness and recognition initiatives. The grant is a way to show how much the IWK Foundation and its community values and appreciates IWK Health staff and physicians and the challenges being faced during these difficult times in health care. Additional grants included 100 \$10 Visa Gift Cards, coloring books and stuffed animals donated to the ED, 66 IIHF World Junior Hockey Tickets. Feedback was heartwarming.
- *Physician Champions for the IWK* - an update was provided on the Physician Giving campaign and the goal to increase engagement and ultimately giving from our physician colleagues.
- *Year End Campaign Update* - This year's campaign focused on raising funds to purchase 10 new CO2 monitors for the NICU. It has been one of the most successful year-end campaigns in recent years. Bell & CTV were thanked for their tremendous support.
- The Campaign Effectives Survey will soon be launched. Its goal is to determine how the Foundation is comparing measuring against earlier metrics, brand reputation, likelihood to donate and grassroots fundraising. Results will be shared with IWK Health Communications team to keep both organizations informed and aligned.

- *IWK Care Catalogue* (Holiday Campaign) recently wrapped up its most successful campaign to date with Bruce Automotive that matched all donations made through the catalogue up to \$20,000.
- *Radiothon and Telethon* planning is underway for both fundraisers. The Radiothon is scheduled for March 24<sup>th</sup> with Bell Radio Atlantic. Planning for the 39<sup>th</sup> Telethon is underway and will take place again this year at CTV studios in Halifax.
- Equity, Diversity, Inclusion and Reconciliation (EDIR) strategy work continues to happen at both the Board and staff level.
- Fundraising for the IWK Emergency Department continues. The Foundation welcomes any prospects on donation leads and will support the appropriate conversations.

IWK Management extended a thank you to the Foundation for its support with IWK's Fellowship program and the Community Grant noted above.

## **8. CEO Report**

Report was included in the meeting package.

The All-Stars Recognition platform will be utilized to distribute the Foundation's gift. For communication purposes, the Foundation clarified that the community grant gift is from interest and not a donor. A four-week campaign will launch on January 30<sup>th</sup>. A summary was provided on a broader engagement with staff and physicians to seek guidance on recognition methods.

ED pressures have subsided from a patient point of view and acuity is being managed. Recruitment is the main challenge.

Action for Health Strategy was highlighted. On February 6<sup>th</sup>, a leadership forum is scheduled to focus on IWK service transformation.

## **9. Education and 2023-2024 Strategy Development Session**

### **9.1 Action for health: Provincial Priorities, Health Transformation & IWK Health**

Krista reviewed the presentation slides with the Committee. The six solutions for several specified areas of activity were highlighted with a link available to review the full plan. Alignment between Action for Health and The Road Forward was summarized. It was raised that connectivity nationally and with the federal agenda is important. Krista is Vice Chair of the Children's Health Canada Board of Directors, who are working with federal ministers to ensure the needs of children and youth are part of the larger discussion.

System transformation, mandate and digital transformation, and organization specific commitments were highlighted along with alignment to submitted business cases.

***Breakout discussion took place with two groups: What information would be helpful to ensure oversight and input?***

## **9.2 The Road forward 2022-2023: Where are we now?**

Strategic priorities and current statuses were reviewed.

## **9.3 The Road Forward 2023-2024: Where do we want to go next**

A high-level summary from the October Strategy session was provided to the Committee. The three key themes were *Transitions Age & Beyond*, *System Leadership* and *Health Human Resources*.

The draft strategic plan for 2023-24 was reviewed. Two new areas have placeholders: age mandate (provision of services to youth 16-19 years of age) and a quality focused indicator.

Several points were discussed that included the importance of aligning innovation with transformation and ensuring it is embedded into Research. A Research & Innovation presentation will be brought forward in March / May. Women's Health was also put forward as a future education session. The age mandate was noted as being a challenge for the broader system and one that should be consistent across mandates. There is a gap with service as some within this age group may not be comfortable in an adult setting. The right data collection methodology will be important.

***Breakout discussion took place with two groups: Have we captured the conversations from October? Have we missed something? Or is there something new to consider?***

Consultations will take place on the draft strategic plan internally in February, then brought forward to the Board in March for review and in May for final approval.

## **10. In Camera – No motions. Topics included Quality Committee update.**

Motion to adjourn – Dr. Alexa Bagnell. Meeting adjourned at 12:04 pm

Respectfully Submitted,



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Catherine Woodman  
Board Chair