



IWK BOARD OF DIRECTORS MEETING
Tuesday March 29, 2022
8:30 am -12:30pm

Director's present: Catherine Woodman, Sonya Fraser, Lois Scott, Thane Stevens, Christopher Fowles, Julia Inglis, Aldea Landry, Tracey Cutcliffe, Lindsay Hawker, Justin Ghosn, Sheila Woodcock, John Sylliboy, Dr. Paul Hong, Ashwin Kutty, Barry Mason, Cheryl Stewart-Walsh, Dr. Scott Drysdale, Gina Kinsman

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

Regrets: Paul Smith, Mike Morris, Mary Ann McMahon, Darrell White, Ron Smith

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. Doug Sinclair, VP Medicine

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

Catherine declared a conflict on the topic of recruitment of vice president of research and innovation.

2. Patient Story

3. Approval of the Agenda

Motion to approve the agenda Justin Ghosn seconded by Tracey Cutcliffe

APPROVED

4. Consent Agenda

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

APPROVED

4.1 Approval of February 8, 2022, Minutes

Motion: THAT the IWK Board of Directors approve the minutes of February 8, 2022

4.2 Capital Grant Envelopes

Motion: That the prioritized lists for Capital Medical Equipment (including Capital Leases), Repairs & Renewals, Capital Clinical Projects and Operating Leases be approved by the IWK Board of Directors.

4.3 Budget Adjustments

THAT the IWK Board of Directors approve the six budget adjustments which are in excess of \$1 million

4.4 IWK Department of Surgery Chief Appointment

Motion: THAT the IWK Board of Directors approve the appointment of the Chief of Surgery

5. Board Chair Report

The Board chair welcomed Gina Kinsman to her first IWK Board meeting. Dr. Paul Hong has completed his term as MDSAS President and this will be his last IWK Board meeting, Paul will be replaced by Dr. Teresa Fortuna. The Board chair thanked Paul for his contribution to the board and the Building and Infrastructure Committee over the past four years.

Catherine Woodman and Krista Jangaard took part in HIROC (Health Insurance Reciprocal of Canada) podcast on the relationship between Board and CEO and the role on strategy. The Board chair had meetings with the new Board members welcoming them to the IWK Board and supporting orientation as well as meetings with; the IWK Foundation Board, Minister of Health and Deputy Minister, Karen Oldfield, Interim CEO of NSH and regular meetings with the CEO. The Board chair thanked the Board for completing the Board evaluations. One on one meetings with the Board chair will be booked in May. The purpose of these meetings is ongoing improvement to the board, input on Board leadership and CEO performance.

5.1 May Board meeting

The Board Chair and the Board Vice Chair will be out of the country at the time of the May meeting. Ron Smith has agreed to chair this meeting.

Motion: As the Chair and Vice Chair of the Board will be absent for the May meeting of the Board, pursuant to 2.6.1.3 of the IWK Corporate Bylaws, the voting members of the Board elect Ron Smith to Chair the May meeting of the Board

Motioned by Julia Inglis and seconded by Ashwin Kutty

Approved

- 6. Strategy** - As part of the strategy our new Values were launched internally at the Health Centre and a copy was provided for each director. These Values which benefitted from significant input from frontline staff are the bedrock of how we work together and will be interwoven in many aspects of our work moving forward.

6.1 Strategy 2021-2022 Q3 Report

Prepared material was included in the meeting package. Overall, of our 13 planned initiatives four are complete and eight are tracking for completion by year-end. The next step of the Master Space Program will be to undertake a comprehensive space utilization study, and this will carry forward as a priority for 2022-23. We are very well situated moving into the next year. One highlight to note is that the reduction in our Serious Safety Rate has resulted in exceeding our goal, This achievement is in large part due to the work that health professionals do every day to make safety a priority.

Motion: That the Q3 report regarding 2021-22 priorities and performance measures be approved.

Tracey Cutcliffe seconded by Chris Fowles

APPROVED

6.2 Draft 2022-2023 priorities and initiatives

Krista Jangaard presented the 2022-23 strategic priorities and initiatives for input and insight from board members. Material included in the meeting package. Highlights include:

- Four strategic directions are unchanged,
- 10 strategic priorities proposed, increased by one,
- 13 strategic initiatives proposed, which is the same number as last year.

Strategic initiatives are aligned with provincial mandate priorities and health strategy priorities where appropriate. The directors reviewed the draft priorities and gave feedback.

System leadership, partnership and advocacy

An area of significant opportunity is IWK leadership of the woman's health agenda. There is a business case currently with DHW and collaboration is ongoing with the Foundation focused on woman's health. In the equity diversity inclusion and reconciliation direction it is prudent to add a new initiative this year. The Board would like to see something actionable, something the IWK will accomplish, that has not only a process goal but also a measurable outcome. Transitions of care and age mandate needs to be addressed; but background work needs to be completed before this can realistically become a stated initiative. A new priority is to advance integrated youth mental health and addictions services by working with community organizations to build capacity and access to mental health care in the community.

Research and innovation

One area that still need to be discussed was the innovation plan. Final direction will come from the new Vice President Research and Innovation, an update on this will come in May.

Achieving as a high reliability organization –

The Serious Safety Event rate will remain a goal to monitor and since we have met the target a new target will be defined. Actions supporting the safety program will also be outlined.

We will be focused on the priority support people to enable success as we emerge from pandemic. Directors provided input into what might be helpful and suggested that we focus on retention instead of solely on recruitment.

Optimize Capital Infrastructure

The four priorities listed: ED redevelopment, Space utilization study, protection of facilities/infrastructure and an environmental sustainability were supported with additional information to be brought forward in May

The importance of relationship with New Brunswick and PEI has been underscored as we set our new priorities was noted. Discussion of the government relations strategy we should undertake to build out and leverage the maritime mandate. One idea was to attend the maritime premiers' / Health Minister meetings.

7. Committee Updates

7.1 GN&HR

Workplace wellness and recruitment was the focus. In the areas of director recruitment, it was noted that Paul Smith will be leaving the Board in June and will need to replace him with another member from New Brunswick. Committee membership also will be looked at. An advertisement for new directors will be sent out the beginning of April, add will focus on the skills we are looking for. The ad will be sent to the whole Board. Internal recruitment, the VPRI search, is moving along well, first interviews have happened, second round will happen in the coming week. Position offer should be out by the end of April.

7.2 FARM

This was a busy committee meeting which included updates on financial results, as well as an update from internal audit. Several other audit and finance topics were discussed including progress on the control initiatives which are making great progress. An update on the progress of the external audit was also reviewed.

Motion: Recommend to the Board, that, the December 31st, 2021 financial results be accepted

Sonya Fraser seconded by Tracey Cutcliffe

APPROVED

7.3 BIC

Continuing strong support for capital grant envelopes from the government, usually \$3M total, this year \$16M. One of the priorities was the Pixis system (pharmacy system) which will be the number one priority. The IWK has created a leasing services team, the IWK has approximately 20 spaces off campus. Much of the mental health clinics are offsite. The IWK spends approximately \$3M a year on leases. Next steps for the master space program is the space utilization project, more information will come to the Board about this project.

7.4 Quality

Q2 2021/22 Serious Reportable Events and Serious Safety Events - 1 Serious Safety Event (5) in Q3 FY21/22 (not an SRE) level 5. Serious Safety Event Rate currently at 0.39, target was 0.7 for 21/22. IWK due for next on-site accreditation Canada site visit in 2023 – last one was in 2019. Our new insurer HIROC can provide the IWK with the top 30 risk profiles across Canada, and there's real benefit to participate in and see national

benchmarks for safety events, infection rates and other indicators, committee was excited to have this coming. The committee wanted to bring forward to the full board how impressed we continue to be with the level of detail, rigor AND ENTHUSIASM the teams at the IWK put into the work related to quality and safety at the IWK.

7.5 Research

Great education session with Dr. Janet Curran. She may be attending the Board meeting to the May for the education session. Policy was passed on research misconduct, just a refresh no substantive change. Great conversation about innovation. IWK research is engaged at the decision-making tables at NSH and Dal.

8. Foundation Report

100 hours for kids just completed, raised \$262K. Money raised will fund CO2 monitors and blood pressure monitors. IWK Foundation Telethon will be happening in June. A Thank-you to staff will be the focus of the telethon. Revenue projects have been met and exceeded. The work that is being done at the IWK is allowing the foundation to meet its goals. Physician giving campaign has started, looking for 100% participation. 100% Board donations is also a goal. Barry will bring back the stats of where the IWK Board donations stand and when the board will receive an invitation to give.

9. CEO Report

Included in the meeting package. Report from the ethics committee comes every year.

10. Health Systems Strategic Planning and Accountability

A number of summary documents were provided to the directors for review prior to the meeting including the mandate commitments for DHW, the high-level draft strategy for health for the province, draft accountability reporting and a comparison between the proposed IWK and provincial strategies. Dr Jangaard provided an overview of how the materials worked together and building on the earlier discussion in section 6.2 outlined areas where the IWK is working with partners versus opportunities for the IWK to provide provincial and regional leadership. The interest in ensuring appropriate profile and contribution of the IWK to the provincial health landscape was discussed. Directors reiterated the need to consider all three provinces we serve and to ensure that actions with measurable outcomes, not just process indicators be included in our plan. For the May meeting further details of the actions associated with the new and carried over priorities was requested.

11. In Camera

Court matters

Motion to adjourn – Thane Stevens

Meeting adjourned at 12:45PM

Respectfully Submitted,



Catherine J. Woodman

Board Chair