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**IWK BOARD OF DIRECTORS MEETING**  
**Tuesday September 20, 2022**  
**9:00 am -1:00pm**

**Director's present:** Catherine Woodman, Thane Stevens, Christopher Fowles, Julia Inglis, Aldea Landry, Justin Ghosn, Sheila Woodcock, Ashwin Kutty, Gina Kinsman, Paul Smith, Ron Smith, Sonya Fraser, Lindsay Hawker, Barry Mason, Cheryl Stewart-Walsh, Lois Scott

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

**Regrets:** Mike Morris, Dr. Scott Drysdale, Tracey Cutcliffe, John Sylliboy

**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 – Sally's Story**

**4. Approval of the Agenda**

**APPROVED**

Motion to approve the agenda Julia Donahue seconded by Ashwin Kutty

**5. Consent Agenda**

**APPROVED**

Motion to approve the consent agenda and motions included therein Sheila Woodcock seconded by Barry Mason

**5.1 Approval of June 23, 2022, Minutes**

Motion: THAT the IWK Board of Directors approve the minutes of June 23, 2022

### **5.2 Privileges and Credentialing**

Motion: THAT the Board approve the privileges and credentialing reports for May 2022.

### **5.3 Report from MAC**

No motion, for review

### **5.4 Board Chair Report**

No motion, for review

### **5.5 Appointment of Chief Family Medicine, Maternal Newborn Care**

Motion: THAT the Board approve the appointment of the Chief of Family Medicine, Maternal Newborn Care.

### **5.6 Board Award Winners**

Approved by the Board via email.

## **6. Strategy**

### **6.1 Strategy Q1 Results**

Of the 13 strategic priorities in the 2022-23 implementation plan, 12 are on track to achieve target at the end of Q1, one initiative is at risk, but a recovery plan is in place. The preventative maintenance program needs the right people put in place, the IWK may need to change the target date to complete this work.

Completed activities and details of each priority are noted in the meeting material. Revisions to the reporting tool were made in response to feedback from directors to more clearly indicate the steps being taken to meet the established targets as well as the completion percentage.

Despite the competing activities due to the seventh wave of the pandemic, progress was made in Q1 on the 2022-2023 priorities approved at the May Board meeting. Many of the priorities are nested within the Action for Health provincial strategic plan which will also be the format used for presenting our business plan this year.

## 6.2 Accountability Agreement 2021–2022-year end results

The accountability agreement is approved by the Board on an annual basis. This year there is a strengthened focus on accountability and reporting by government and the 2022-23 Accountability Framework Agreement (AFA) KPI's are a continuation of 2021-22 AFA KPI's with minor revisions, including alignment with the Action for Health KPI's. The accountabilities in the proposed agreement are more focused and have more value making this a useful activity in monitoring and planning services.

In reviewing IWK Health performance, notable outliers were indicated as red and areas of concern as yellow in the documentation provided, Surgical wait time is in the red category, which is not different than most health centers across Canada. The target for patients to receive surgery within the appropriate wait time is 90%, there is a large gap, last year the IWK was 40-60%. Access and flow are being closely watched as it is noted as yellow, particularly for less urgent mental health and addictions care. Discussion had regarding tirage, wait time list management and services available while waiting. Currently there is a 30% higher demand for mental health services.

## 7. Committee Updates

### 7.1 Governance Nominating and Human Resources

Welcomed new members to the committee. Digital Transformation committee will be a special committee of the board, not a standing committee. The current vision is that we will populate the committee with a member from each committee.

**Motion:** To approve the Digital Transformation Committee Terms of Reference  
Chris Fowles/ Gina Kinsman **APPROVED**

**Motion:** To approve the chair of the Digital Transformation Committee – Mike Morris  
Chris Fowles/ Lois Scott **APPROVED**

Accreditation governance survey response rate was very high, 95%. Results were very good, 2 yellow, 1 red. Committee will work on action plans to address the yellow and red and will bring back to the December meeting. TOR from committees with changes will come to the December meeting for approval. Governance policy was reviewed and will come for approval at the December meeting. HR scorecard was presented to the committee and shared in the meeting material.

## **7.2 Finance Audit and Risk Management**

2022-23 accountability framework and KPI will be brought forward to the board for approval. No material changes at the meeting.

**Motion** – THAT the 2022-23 Accountability Framework Agreement key performance indicators be approved by the Board.

Gina Kinsman/Sonya Fraser

**APPROVED**

Revision to the investment policy, surplus of cash on hand that needs to be invested. Investment policy was included in the meeting package for review.

**Motion** – THAT the IWK Board of Directors approve the revised Investment policy as recommended by Finance Audit and Risk Management Committee

Gina Kinsman / Lois Scott

**APPROVED**

Financial results and compliance results were discussed. Internal Audit will attend the fall meeting of FA&RM

Welcomed new FA&RM members, Charlene Milner and David Lavigne.

## **7.3 Building and Infrastructure**

Lot of good work has been completed at the health centre, extra funding from the government helped with this however, the IWK building is old and maintenance needs to be planned. One example of ongoing improved planning is the approach to electrical problems where significant recent progress has been made but there remains more to do. Within the last 5 years there have been 37 power disruptions, only 5 of which were unplanned. Board members would be welcome to attend an EOC for a planned power outage to see how the system

works. There are HR shortages within the facilities department, wage parity in both other public and private sectors a large issue. The Emergency Department site preparation has started necessitating the closure of the driveway

#### **7.4 Quality**

The committee welcomed new Community member, Ryan Brothers.

There were no serious safety events or serious reportable events in the last quarter. The SSE rate is the lowest it has been since it started being tracked in 2017 and currently sits below the centre- line for the whole network, a testament for the ongoing attention to safety in the organization.

The Quality Improvement Plan (QIP) Q1 results were shared and good progress is being made, one area, long waiters, is being watched carefully and a multi-pronged approach is being taken to reach the target.

The onsite Accreditation Canada visits has been confirmed for early December 2023.

Krista Jangaard, Sonya Fraser, Jen Feron attended the SPS Board training session in Atlanta. Group was wide range of health care professionals and also Board members. Quality and safety is the key, not only for patients but also for staff. There is no competing on patient safety and the network focuses on all teach, all learn. IWK is leading in many practices.

#### **7.5 Research**

The research committee focused on how the committee will help to continue the research strategy at the IWK. Applied research, always looking to find new ways to do things and pass on the learnings to others around the world. The committee had a presentation from Ron El-Harwary on early onset scoliosis.

#### **8. Foundation Report**

IWK Foundation Barry Mason thanked the Board for welcoming Jennifer Gillivan, CEO of the IWK Foundation to the Board as an executive lead.

The IWK Foundation' AGM is next month and will highlight a strong funding year which exceeded projections. Telethon raised a record amount yet again.

Lessons from covid have led to new ways to raise money, some practices will continue. There will be a new Board Chair for the IWK Foundation after AGM. Recently Dairy Queen, Walm and Loblaws are running campaigns, which have been slightly lower then previous years. In person events have started, Dirty Nellys raised \$30K at a golf tournament. Great big dig is back this year. The IWK Foundation Board of Trustees approved \$26.5 million dollars of support for the Emergency Department redevelopment. The objective of the IWK Foundation is not to build the ED, but to make it special.

## **9. CEO Report**

The report was included in the meeting package. The draft agenda for our October strategy session was provided.

## **10. Education Session – Governance Education – Reporting Accountability: An Updated Summary**

Targets should be set from internal expertise – relying on HRO principles, community, Board and government directions, provincial and national partners. Benchmarking can be challenging. The IWK benchmarks clinical care, human resources, financial, research, risk. In depth reporting are at each committee. Reporting should ensure that areas of no progression are flagged for discussion. Recommendations are an addition of quarterly reporting of progress on DHW accountability agreement, committee scorecard.

Is this going to be helpful to the Board? The Board feels this will be helpful and the ability to keep an eye on issues at committees that they do not sit on.

How does the IWK make sure that we don't lose our way throughout the year? A presentation by Jason Tully, Acting Director of..... discussed the plan for staying on track throughout the year. The approach breaks up large aspirations into actionable goals and milestones, using current performance information, providing a framework that empowers the teams to the work done. This process is known as "OKR" – Objectives and key results. The OKR process helps turn good ideas into great execution. Objectives are the what, key results are the how. Quarterly planning of setting goals, monthly check ins, quarterly retrospective

and then report. Connecting OKR's to our performance which informs the Board quarterly. Next steps will be training and education, commitment at the executive level and will start flowing out to groups. Q3 quarterly planning by establishing Q3 OKR's for each strategic priority. January the IWK can have the first retrospective to see how it went. Board agrees that this will work well and link IWK staff to the strategy.

**11. In Camera – No motions**

Motion to adjourn – Thane Stevens

Meeting adjourned at 1:00PM

Respectfully Submitted,



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Catherine Woodman  
Board Chair