



---

**IWK BOARD OF DIRECTORS MEETING**  
**Tuesday March 28, 2023**  
**12:30 – 4:30pm**

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

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

**Regrets:** Aldea Landry, Justin Ghosn, Lindsay Hawker, 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. Frank MacMaster, VP Research and Innovation, Stacy Burgess, Acting VP Clinical Care, Matthew Campbell, Executive Lead Planning and Performance, Mary Lynn VanTassel, Acting COO

**Staff present:** Penny Skidmore, Executive Assistant to 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 12:33pm – no motions**

**3. Patient Story – Lilly's Story**

**4. Approval of the Agenda**

Motion to approve the agenda

**APPROVED**

Ashwin Kutty seconded by John Sylliboy

**5. Consent Agenda**

Motion to approve the consent agenda and motions included therein.

**APPROVED**

Lois Scott seconded by Mike Morris

**5.1 Approval of December 6, 2022, Minutes**

## **5.2 Privileges and Credentialing**

Included

## **5.3 Report from MAC**

Included for information

## **5.4 Appointment of Dr. Jennifer Foster to Chief, Department of Pediatric Critical Care**

## **5.5 Q3 2022-23 Compliance Report**

## **6. Board Chair Report**

Your Board chair has attended regular meetings with the IWK CEO, Foundation Chair and CEO. The Chair also attended the Foundation Board meeting, brought greetings from the Board at the IWK celebration awarding the Queens Jubilee medals, attended a meeting with the Nova Scotia Minister of Health. A meeting is scheduled to meet with the Premier of New Brunswick, thank-you to Lois Smith for arranging. Amanda Whitewood will be leaving the IWK, wishing her the best, leaving in June 2023. Penny will be reaching out to book 1:1 meeting with the chair, 30 min meetings.

## **7. Strategy**

### **7.1 Q3 Results: Strategy and Accountability Agreement**

Of the 13 strategic priorities in the 2022-23 implementation plan, at the end of Q3 eleven are on track to achieve annual goals, one initiative (infrastructure plan) was at risk, but a recovery plan is in place and one initiative (improve access for surgeries) was at risk with plans for extension into 23-24 supported as transformation initiative with business case support.

The IWK Provincial Accountability Agreement – Performance for most indicators remained steady from Q2 with ongoing challenges noted in meeting surgical wait times targets, access to non-urgent mental health and selective health care provider retention/turnover. It is anticipated that there will be an effect on time to discharge in the ED, data not yet complete. Positive changes were seen with the slowing of the growth of the surgical wait list and the access to urgent mental healthcare. Further refinement of the IWK Accountability schedule is underway with partners at NSHealth and DHW to streamline reporting, focus and alignment.

Plans to get emergency staff are able to get vacation time this summer including protecting approved vacation for permanent staff and , redeploying staff from other areas to provide core numbers was discussed. Positive results for the emergency department nursing group secondary to the retention bonus have been seen with three nurses who had previously been considering departure staying. The Birth Unit has also made inroads in filling vacancies with fifteen new nurses hired.

## **7.2 Proposed 2023-2024 Strategic Priorities & Objectives**

The road forward 2021-2024 outlines the strategy IWK will undertake to move forward the important initiatives identified for woman, children, youth, and families. The proposal for FY2023-2024 consisting of eleven strategic priorities supported by fifteen objectives was brought forward for discussion and endorsement to move to the next phase for development of Key Results/ targets. New for next year are: three priorities with objectives in the Research and Innovation theme; two objectives in the System Leadership, Partnership and Advocacy theme; and one objective in the Achieving as a HRO theme. In addition, the articulation of Environmental Impact as a separate priority within the responsible stewardship theme. Other remaining priorities carried over with the articulation of the annual objectives for the next phase of activity.

## **8. CEO Report**

Report was included in the package. Thank you to Board for supporting the professional development education programming. The final course was completed earlier in the March and the Certificate in Management Excellence was obtained. Discussion of the learnings and planning for utilization of “lessons learned” at IWK Health will continue with members of the Executive Leadership Team.

## **9. Foundation Report**

Communication between the foundation and IWK has been ongoing to move forward strategic items. This year Radio-a-thon raised \$280,000. The Foundation recently had a meeting with NB Premier and members of his government. The Foundation will be travelling to PEI after the election for a similar meeting.

## **10. Committee Updates/ Quarterly Reporting**

**10.1 Quality** – QIP was reviewed. One SSE which will be presented in more detail in-camera. The introduction of the “Safety Two” concept, – when things go right, what can we learn? was introduced at the committee as an additional, but positive way to support safety culture. A pilot project examining Wayfinding will be starting soon and more information will come to the Board when data is available.

**10.2 FARM** – Internal audit updates were reviewed, and all are tracking well. The credit card program was reviewed and as there were suggestions for improvement it will come back to the committee in May for another review. The committee approved the leasing agreement at Mic Mac Mall for space for the Mental Health and Addictions programming. The following motion was brought forth to the board for consideration:

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

**Gina Kinsman seconded Cheryl Stewart-Walsh                      APPROVED**

**10.3 Building and Infrastructure** – The budget has doubled for capital grants; projects are moving at the volume that is possible with the staffing pressures that exist. The ED redevelopment is progressing well. Space projects are ongoing. The committee listened to the safety call.

**10.4 Governance, Nominating and Human Resource** - Annual Agreement for directors was provided at the board meeting for completion. The Accreditation Canada board survey results were reviewed. We had a 79% response rate and have made progress from the last survey. This time we have zero red flags and the yellow flags have also decreased. Committee will review the red and yellow flags and bring back recommendations for addressing them. Director recruitment to fill our upcoming vacancies is ongoing. The committee reviewed the submitted applications and interviews are being scheduled. An update on collective bargaining was received. The following motion was brought forth to the board for consideration:

**Motion: THAT, the amendments to the Medical Staff Rules and Regulations be approved.**

**Tracey Cutcliffe seconded by Lois Scott                                      APPROVED**

**10.5 Research** – Education was provided to the committee on the department and how research and innovation at IWK Health is focused on health outcomes. Funding comes from multiple sources. Canada investment in research is \$20 per capita. Innovation doesn't have to be something big, small achievements make a difference.

**10.6 Digital Transformation** – The meeting focused ground-setting information of the current digital environment for Health in the province. A review of the OPOR project including that it is a 48-month program, currently in month 2. The first “go-live” is

planned for month 24 at Dartmouth, Cobequid and the new Bayer's Lake facility. IWK Health is planned as the second launch in month 27. Clarification that OPOR is primarily inclusive of acute, facility-based care, and is not intended to replace family physicians records. All physicians will have access to and can read information in the OPOR system, but office practices outside the hospital-run system will not be able to input information. Future possibilities exist for linking to office electronic records, of which there are two approved in the province.

## **11. Education**

### **11.1 Governance- Credentialing and Privileging: Process and Oversight**

Dr Doug Sinclair provided an overview of the process of establishing the relationship with physicians by means of reviewing credentials and granting privileges as they are not employees of the health centre. We have a very good process in place which is outlined in Bylaws. The process is in place to protect patients from fraudulent unqualified or incompetent providers, the organization from malpractice allegations, and to satisfy regulatory and legal requirements. All Initial appointments are for three years with annual checks to confirm ongoing licensure, CMPA (malpractice insurance) coverage and to reaffirm competence. Reappointments require the same detailed process of the initial appointment. The Board approves all appointments and reappointments. The news that Atlantic licensure is soon to be launched is a welcome announce for our physicians providing care in the other provinces.

**11.2 Research and Innovation: Strategy to Action** – Dr Frank MacMaster presented an update on the development of the priorities and objectives as we implement our Research and Innovation Strategy. The mission of the Research Department at the IWK is to support research excellence in clinical, population health, health systems and biomedical sciences to advance health outcomes for patients, families, communities, and our work force. The research strategy has been endorsed by the Board. The strategy has 5 priorities and 18 goals. The plan to move the strategy to impact three keys; people, platforms and projects. Three priorities are being proposed to begin in FY 2023-2024:

**Accelerate Research Culture-** Expand research activity aimed at improving outcomes for the populations we serve;

**Build Innovation Capacity-** Build capacity to develop, implement, and evaluate change to create value for the populations we serve; and

**Inclusive Excellence** Enhance equity, diversity, inclusion, and reconciliation in research and innovation. Inclusive excellence has to cut across everything.

Build innovation capacity is changing the way we do care. ***I Wonder*** – whatever makes me say “isn’t there a better way to do this during my day, ***What if*** – what are the moon shots we need to better serve woman, children and youth into the future. ***Knowledge Transfer*** – putting science to work to serve women, children and youth.

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

Motion to adjourn –. Meeting adjourned at 4:30 pm

Respectfully Submitted,



---

Catherine Woodman  
Board Chair