



IWK BOARD OF DIRECTORS
MINUTES

September 24, 2024, 2024 @ 12:30 p.m.
Classrooms B & C

Directors Present:

Julia Donahue	Chris Fowles	Gina Kinsman	Cheryl Paynter (Teams)
Monica Foster	Justin Ghosn	Aldéa Landry	Sheila Woodcock
Chalene Milner	Wendy Griffin	David Lavigne	Catherine Woodman (Teams)
Jane McKay-Nesbitt	Lindsay Hawker (Teams)	Mike Morris	Kirstin Weerdenburg
Ryan Brothers		John Muir	Sara Piracha-McLean

Regrets: Alexa Bagnell David Anderson Janet Dunphy

Ex-Officio(non-voting) Directors: Krista Jangaard, President & CEO

Executive Leadership Present: Steve Ashton, Mary Lynn VanTassel, Frank MacMaster, LeeAnn Larocque, Jean du Plessis, Jen Feron

Staff Present: Nicole Geddes, Board Coordinator & Executive Assistant to CEO

1.0 **IN CAMERA:** N/A

2.0 **STANDING ITEMS:**

2.1 **Chair’s Remarks & Call to Order:** The meeting was called to order at 12:30 p.m.

2.1.1 **Land Acknowledgement:** Chris Fowles gave the land acknowledgement.

2.1.2 **Introduction of New Board Members & ELT member:** The following Board members were welcomed and introduced to the group: Charlene Milner (FA&RM), Jane McKay-Nesbitt (Research), Ryan Brothers (Quality), Dr. Kirstin Weerdenburg (BIC), Sara Piracha-McLean (GNHR chair). Dr. Anderson was introduced but unable to join today’s meeting. Jean du Plessis was introduced to the Board as the new VP Corporate Programs & CFO, and Mary Lynn VanTassel was introduced as Executive Lead, Health System Sustainability.

2.1.3 **Confirmation of Quorum:** Confirmed.

2.1.4 Declaration of Conflict of Interest: None to declare.

3.0 **PATIENT STORY**: Julia Donahue introduced the patient story. Leah Whitehead submitted a video highlighting her personal story. Leah is currently one of the co-leads of the Parent Partner Program which is in its 10th year.

4.0 **APPROVAL OF AGENDA**: The agenda was approved as circulated. Motioned by Mike Morris; seconded by Monica Foster. All in favor.

APPROVED

5.0 **CONSENT AGENDA**:

5.1 Approval of June 20, 2024, Minutes

5.2 Privileges and Credentialing

5.3 Report from MAC

5.4 Committee Work Plans

5.5 Compliance Report

5.6 Fiscal 2024-25 Financial Update & Fiscal Forecast - Operations

5.7 Executive Committee ToR

MOTION: That the consent agenda be approved, including motions therein. Motioned by Sheila Woodcock; seconded by Sara Piracha-McLean. All in favour.

APPROVED

6.0 **BOARD CHAIR REPORT (Chris Fowles)**: Chris thanked all board directors acknowledging that a lot of time goes into preparing and participating in meetings. He also thanked ELT and administrative staff for the work that goes into preparation of committee materials. Chris had an opportunity to meet with each director over the summer to discuss ideas. We have new GN&HR and Research Committee chairs and will be working towards making Digital Transformation a standing committee of the Board. Updates will be provided throughout the year.

7.0 **STRATEGY (Krista Jangaard)**:

7.1 Review progress of Q1 strategic performance- 2024-2025 Priorities, Objectives and Key Results. Dr. Jangaard provided a review of IWK Health's Q1 strategy performance progress. The overall analysis is that progress was made in all areas; better definition of objectives and key results as compared to last year have improved the process; and regular review and updates at the executive table with feedback to initiative sponsors has increased visibility of priorities.

7.2 Review progress for Provincial Accountability Agreement targets 2024-2025: Dr. Jangaard provided a Provincial Action for Health update. Within the briefing note, IWK-specific graphs were provided (blue indicates meeting or exceeding, and orange is not meeting target performance). Additional information regarding how we as a province are faring, can be found on the Nova Scotia Action for Health website. We continue to do well on many priorities; however, we have significant opportunities for improvement in surgical access, decreased wait times, and access to less urgent Mental Health and Addictions services. Areas for improvement are integrated into our transformation

activities and our IWK Strategy. Further discussion/explanation regarding surgery wait times with surgical staff or as a topic at a future education session would be beneficial. Board members indicated an interest in receiving IWK stats from Action for Health on a regular basis.

8.0 **EDUCATION SESSION:**

Education Session – “IWK Health - The Who, What & How of an Academic Health Organization” (Dr. Krista Jangaard): In Dr. Doug Sinclair and LeeAnn Larocque’s absence, Dr. Jangaard provided the Board with a refresher on IWK Health’s mandate, values, facilities, and clinical services. The slide deck from the session has been posted to DiliTrust under “Documentation/IWK Board of Directors/Committee PowerPoint Presentations/Introduction to IWK Health”.

The IWK continues to have a good and collaborative relationships with PEI and NB. It was suggested that a future board education session includes patient stories from PEI or NB as they have different experiences from those living in NS.

Dr. Frank MacMaster followed with a discussion regarding IWK Health’s Academic/Education mandate. IWK Health is an academic health centre where all medical staff are members of the Faculty of Medicine at Dalhousie University. Teaching, and conducting research with medical students, allied health professionals and post-graduate specialists, are all part of being a faculty member. At IWK Health, we have access to research talent, legal services, etc. where much of the work links in and has direct impacts on patient care.

Chris thanked Drs. Jangaard and MacMaster for giving these presentations as not everyone on the Board has healthcare background and knows what IWK Health does daily. This knowledge is important as it informs the Board of their work and is part of their governance role.

BREAK

9.0 **Governance Brief - Policies, Skills Matrix and EDIRA (Jen Feron & Steve Ashton):** Jen Feron and Steve Ashton provided an overview of the director roles and responsibilities and discussed important updates to the director skills matrix through the lens of EDIRA. The session slide deck has been posted to DiliTrust under “Documentation/IWK Board of Directors/Committee PowerPoint Presentations/Board Skills Matrix and Diversity Survey (September 2024)”. Please note that all documents regarding governance can be found within the DiliTrust portal.

Steve Ashton noted that the Board Skills Matrix and Diversity Survey will be emailed to directors from the Board Coordinator. Filling out the Board Skills Matrix is important as we aim to have a good succession plan which will result in a knowledgeable and strong board. Steve also made mention of the Nova Scotia Provincial Health Equity Framework which has been posted to DiliTrust and can be found under “Documentation/IWK Board of Directors/Provincial Health Equity Framework (July 2023)”.

It was noted that a fair amount of work has been undertaken to find an indigenous representative. However, finding someone who has availability, and the appropriate skill set is difficult. We will continue to look for someone to fill this role. In the meantime, if any directors know of anyone who may be interested, please let the Board Coordinator know.

10.0 Committee Updates/ Quarterly Reporting

10.1 FA&RM (Gina Kinsman): Internal Audit attended the meeting to discuss on-going projects and provide an update on ERM framework and their involvement. Overall, there were no issues to note. FA&RM ToR and workplan were discussed and they will work within the proper process to move forward. As is standard practice, an In Camera review of claims and privacy was undertaken and led by Jen Feron, General Counsel. Two items were identified at committee which require Board approval:

10.1.1 Bill S-211, An Act to Enact the Fighting Against Forced Labour and Child Labour in Supply Chain Act, Annual Report: It was noted that IWK Health is not required to file this report based on the guidance; however, other hospitals are filing a report for best practice and good governance. After some discussion and advice from directors, the board approved submitting the annual report.

Motion: Recommend that the IWK Board of Directors approve the annual report as presented for fiscal year April 1, 2023, to March 31, 2024, for submission to Public Safety Canada in response to Bill S-211. Motioned by Monica Foster; seconded by Julia Donahue. All in favour.

APPROVED

10.1.2 Borrowing Resolution: The Borrowing Resolution has been in place since 2017, but RBC does not have a copy on file and is requesting an updated signed document. It is important that this agreement remains in place should we ever need the credit.

Motion: Recommend to the IWK Board of Directors that, the IWK Borrowing Resolution be accepted and signed by the Board Chair in addition to the CEO. Motioned by Gina Kinsman; seconded by Aldéa Landry. All in favour.

APPROVED

10.2 Quality (Julia Donahue):

- The Quality committee reported on one Serious Reportable Event (SRE) and one Serious Safety Event (SSE) this quarter and reported that NICU had no HAI's (CLABSI).
- Safety moments will be included on Pulse once a month and teams will be encouraged to discuss in their huddles as this was an accreditation recommendation.
- October 7-11 is Patient Safety Week.
- 5 of 8 QIPs are on track. Discussion took place for each measure and how teams are working on them. In a QIP awareness survey, it was noted that 3 of 5 people had not heard about QIP, therefore more work will be needed to make the QIP clearer.
- Patient and family feedback indicated that 98% of families felt safe. It was felt that communication and access to care needs improvement.
- Jason Tully has moved back to Ontario and is currently working remotely, and Theresa Rogers, Patient Feedback Coordinator, is retiring after 44 years of service.

10.3 Governance, Nominating and Human Resource (Sara Piracha-McLean):

- Sara chaired her first GN&HR meeting which has a very full agenda.
- Sara plans to create a Governance action plan which will build on previous work and plans to respond in real time to strengthen and tighten governance. Policies and processes will be reviewed and recommendations for improvement will be made.
- GN&HR will work on revising the Annual Directors' Agreement, community membership recruitment process, ToR, workplans, etc.
- There are governance recommendations within the accreditation report which committee heads are responding to.
- Will work on transitioning Digital Transformation from an ad hoc to standing committee
- Will need to follow the established process to secure a new vice chair of the board.
- Education and evaluation processes will be reviewed.

10.4 Building and Infrastructure (Monica Foster):

- Monica provided an update on the ED project noting that the project timeline has pushed ahead to January 2027. Currently in the process of retendered 10 bids. Costs will likely increase. It is expected that the building will be waterproofed by November.
- Insurance claim for the level 0 flood is now closed.
- Have requested funding for four air handling units but will likely receive enough for two. Applying for an extension for completion.
- Three projects have been approved through health transformation funding (precision medicine; childcare for health care workers; and air handling unit for OR).
- Received an update from Mary Lynn VanTassel regarding her new role.
- Had a great discussion regarding KPIs and approved moving forward on six. Will have a draft for the next meeting.
- Had discussions regarding the Facilities Condition Index which is a ratio of deferred maintenance to the deferred cost of replacement. Will need to decide what is urgent and less urgent.

10.5 Research (Sheila Woodcock):

- Sheila's first meeting as chair went well with a full agenda.
- A safety risk related to storage of chemicals was identified and which required relocation of a research lab to Dalhousie.
- Had discussions regarding disposition of the "overhead" portion of grants.
- Two presentations were given. One by Michael Sullivan, Director of Research Security at Dalhousie (new federal regulations to protect Canadian research work). The second presentation was given by Dr. Teresa Fortuna, Chief of Diagnostic Imaging (challenges with staff shortages which delays diagnosis and treatment).
- Had a review of research KPIs which highlighted research work in progress supporting 700 active studies at IWK Health.
- Committee acknowledged the dedication and commitment of Dr. Frank MacMaster in safeguarding the future of research excellence at IWK Health.

10.6 Digital Transformation (Mike Morris):

- Lindsay Bertrand with OPOR reported that the OPOR team is making good progress toward its goals. IWK will be the first go-live system next summer. There are risks with

going first but it is felt to be a good thing as a lot of attention will be given to IWK to ensure it runs smoothly.

- An internal cyber security review took place which lists issues that need to be addressed. Questioned how the Digital Transformation committee role will play out.
- Spent time over the summer researching what other organizations are doing related to digital transformation and discovered that it is not yet commonplace with other places having varying mandates. Discussions have started but quickly realized that any iteration will intersect/overlap/interact with all board committees. Hope to come to the December board meeting with draft mandate and aiming to having everything ready for GN&HR to recommend to the board establishment a standing Digital Transformation committee (yet to be formally renamed) by the spring.

11.0 **CEO Report (Krista Jangaard)**: Dr. Jangaard's CEO report was included in the meeting package. Board members did not have any subsequent questions.

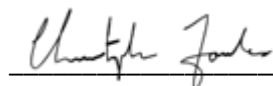
12.0 **IWK Foundation Report (Wendy Griffin)**:

- This will be Wendy's last meeting as she will no longer be Chair of the IWK Foundation Board of Trustees. Chris and Krista thanked Wendy for her contributions to the IWK Board. Sarah Veinot will replace Wendy as the IWK Foundation Board of Trustees Chair.
- Wendy thanked board members who attended the Garron funding announcement which was the single largest donation to health care in Nova Scotia History (\$25M).
- There is an upcoming thank you event taking place in PEI. It is the first time PEI has made a philanthropic donation (\$2M). The media release will be coming.
- The June IWK telethon raised \$7.58M. Foundation goals are ambitious as they move forward.
- Over the summer, the Foundation hosted the North American CEO of Dairy Queen.
- Ellis Don had a golf tournament in support of the IWK. Wendy highlighted other upcoming fundraising event including the Grocery Gala, the Orchid Gala, the RBC race for kids, and Cannon's house of doom. It was also noted that Justin Ghosn's family golf tournament funds were redirected to the IWK.
- A Globe and Mail article shared Jessica Lumiere's story of an endowment to honor the passing of her child 12 years ago – "Rafe's Run"
- Wendy thanked the board for all its support over the years.

13.0 **In Camera**: The board went In Camera at 4:30 p.m. Motioned by Sara Piracha-McLean; seconded by Jane McKay-Nesbitt.

A motion to adjourn the meeting was made at 4:46 p.m. by Sara Piracha-McLean.

Respectfully submitted by,



Chris Fowles
IWK Board Chair