



## **IWK BOARD OF DIRECTORS** **MINUTES**

January 28, 2025 @ 12:30 p.m.  
Classrooms B & C  
Approved March 25, 2025

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### **Directors Present:**

David Anderson	Justin Ghosn	Chalene Milner (virtual)	Sarah Veinot
Ryan Brothers (virtual)	Lindsay Hawker (virtual)	Mike Morris	Kirstin Weerdenburg
Julia Donahue	Gina Kinsman	John Muir (virtual)	Sheila Woodcock
Janet Dunphy	Aldéa Landry (virtual)	Cheryl Paynter	Catherine Woodman (virtual)
Monica Foster	David Lavigne (virtual)	Sara Piracha-McLean	
Chris Fowles	Jane McKay-Nesbitt (virtual)	Narendra Vakharia	

**Regrets:** None

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

**Executive Leadership Present:** Steve Ashton, Natalie Borden (virtual), Jean du Plessis, Jen Feron (virtual), Frank MacMaster, Doug Sinclair, Mary Lynn VanTassel

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

### **1. STANDING ITEMS:**

1.1. **Chair's Remarks & Call to Order:** The meeting was called to order at 12:33 p.m.

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

1.1.2. **Introduction of New Board Member:** Chris welcomed Dr. Narendra Vakharia to the IWK Board as the new MAC chair.

1.1.3. **Confirmation of Quorum:** Quorum was confirmed.

1.1.4. **Declaration of Conflict of Interest:** None to declare.

2. **IN CAMERA:** N/A

3. **PATIENT STORY:** There was no patient story available but will resume next meeting.

4. **APPROVAL OF AGENDA:** With acknowledgement that there was no patient story, the agenda was approved as circulated. Motioned by Cheryl Paynter; seconded by Mike Morris. All in favour.

**APPROVED**

5. **CONSENT AGENDA:**

**MOTION:** That the consent agenda be approved, including motions therein. Motioned by Monica Foster; seconded by Aldéa Landry. All in favour.

**APPROVED**

- 5.1. Approval of Minutes (December 3, 2024)
- 5.2. Privileges and Credentialing
- 5.3. Report from MAC

6. **BOARD CHAIR REPORT (Chris Fowles):** Chris's Board Chair report included the following:

- At the Executive Committee meeting, discussion included the education plan. Sara and GNHR have been putting in significant effort on this front, and it's gradually coming together. Jean will provide finance education at today's meeting, and Governance will be discussed at the next meeting. There was also discussion regarding ongoing Digital Transformation committee work and the coordination with other board committees.
- There were comments from the last meeting about procedural rules. Some members are very familiar with these rules, so will aim for a balanced approach. It's important that everyone clearly understands what they're voting on, and that there's ample opportunity for discussion and debate before any decisions are made.
- Chris and Krista had a brainstorming session with Charlene and Dave regarding plans for potential collaboration with our New Brunswick counterparts, whether in government or the health system. Unfortunately, Aldéa was unable to attend the meeting but indicated that IWK should wait a few months to allow the NB ministers time to adjust. She will follow up with Chris and Krista once she feels the timing is right. Updates will follow.
- Chris and Krista have resumed their meeting cycle with the Minister of Health and Deputy Minister. Updates will be provided following the meetings.

7. **STRATEGY (Krista Jangaard):**

- 7.1. Review Progress of Strategic Performance- 2024-2025 Priorities, Objectives and Key Results: Dr. Jangaard reported that progress has been seen on all objectives with none considered to be currently at risk. There was delay in progress on the EDI project, but it is expected that this will be made-up in Q4 and be delivered on schedule. Objectives for surgical wait list reduction, and improvements of no-shows are noted to currently be behind although still making progress. Discussion points included:

- Progress being made in surgical wait times, highlighting challenges like substantial waiting lists and resource constraints.
- Emphasizing the importance of understanding provincial interest in the Action for Health plan, focusing on transformation and pacing.

- Concerns regarding minimizing environmental impact and climate assessment, highlighting the need for robust emergency plans.
- Persistent issues with Health Human Resource shortages and the importance of expanding training capacities.
- Aviva's goals and progress were discussed, acknowledging some delays and emphasizing the need for carrying-forward objectives.
- The impact of ongoing projects like OPOR.

7.2. Action for Health – IWK Progress Report: In general, as noted in the review of our OKR's, we still are facing challenges in areas related to surgical access, however, we are making forward and positive progress. We continue to do well in ED metrics but have had a few occasions in last couple of months with wait times and flow secondary to seasonal respiratory surge. We are meeting 80% of targets but have seen increases in length of wait times.

7.3. Review of November Strategy Session & Proposed 2025-2026 Priorities and Objectives: Dr. Jangaard reviewed the key findings from the November Strategy session. A proposal that outlined the disposition of current 2024-2025 objectives and the recommended priorities and objectives for 2025-2026 was presented. Please refer to the slides which have been uploaded to the DiliTrust website which highlight the details of the themes, priorities, objectives and key results.

Discussion regarding implementation and monitoring took place - discussion points included:

- For the upcoming year consideration about staff capacity needs to reflect that competing projects such as OPOR and SAP will require slow-down of other projects.
- It was proposed that Integrated Quality Management be removed from the 2025-2026 priorities and objectives list and included in the 2026-2027 cycle.
- For priorities such as the age mandate, moving to operational work but not yet finished, directors emphasized the importance of continued Board oversight until final completion. A proposal to create a document to track outstanding items to ensure they remain visible was put forth.
- It was noted that the board's role should be to avoid involvement in operational matters while ensuring regular reporting so that things aren't falling off the radar.
- Suggestion for a presentation on AI opportunities and privacy issues. The GNHR chair and IWK resource support were asked to consider this as a future educational opportunity.

**ACTION**: Dr. Jangaard agreed to produce a report of priorities and objectives moved to operational phases since the beginning of the strategic plan. The report will document ongoing progress on the items, current board reporting and planning for future steps until ultimate completion.

**MOTION**: Recommend to the Board that the proposed 2025-2026 priorities and objectives be endorsed for further development of the key results. Motioned by Catherine Woodman; seconded by Mike Morris. All in favour.

**APPROVED**

It was suggested that board endorsement of this planned approach and proposed changes to the priorities and objectives be clearly communicated to frontline staff.

## **BREAK**

8. **EDUCATION SESSION - “Understanding IWK Finance” (Jean du Plessis, VP Corporate Programs and CFO)**: Jean du Plessis, along with Sean Beukema (in person) and Krista Meagher (virtual) attended the meeting to give a Finance presentation. The presentation deck has been uploaded to DiliTrust for information. Summary of the deck:

- **Financial Growth**: IWK has experienced steady revenue growth over the past four years (slide #4).
- **Internal & External Factors**: Challenges include healthcare labor shortages, inflation, and political risk appetite (slide #5).
- **Board Duties**: Board members must exercise duty of care, loyalty, and obedience to ensure compliance and safeguard operations (slide #7).
- **Capital Funding**: Primary funding for capital projects comes from provincial sources, with significant year-to-year fluctuations (slide #17).
- **Forecasting**: Forecasting helps predict financial needs and guide decision-making, ensuring alignment with DHW, OAMH, and Treasury Board (slide #22).

Other discussion points included:

- Business planning starts with business cases and budget pressures, consolidated into a business plan due by November 1st.
- Board approval is a collaborative process, with preliminary submission to the government before final board approval in June.
- The board assesses the reasonableness of the budget, with the possibility of rejecting the business plan based on government funding.
- Preliminary business plans are submitted to the province before board review, marked as subject to board approval.
- Updates on business cases and priorities are provided in September meetings.
- Forecasting involves reporting progress to the province, with deficit definitions varying by entity.
- Emergency repair approvals and their impact on forecasting were discussed.
- Benchmarking between IWK and NSH was considered, noting differences in structure and funding.
- The importance of Foundation contributions and the allocation of responsibilities within the board were emphasized.

Jean, Sean, and Krista were thanked for giving this important presentation.

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

### 9.1. **FA&RM (Gina Kinsman)**:

- Jen Feron gave a presentation on insurance claims, privacy reporting, and internal audit reporting. She also provided an update on the quarterly fraud reports from Clearview Connect. One of the items, suspected to be fraud related to parking tickets, was unfounded.
- An ERM update was given.
- The process for Capital Grants funding was discussed. This involves the whole organization, not just Finance, and will be updated at a future meeting.
- FARM endorsed a document and will hear from BIC with a motion for approval.
- Jean reported on changes within the Finance structure, moving from interim roles to permanent positions. Responsibilities have now been split between two roles, making it more manageable. This change is seen as positive.
- The Auditor General and external audit team presented, followed by a motion to proceed with the audit plan.
- The external audit plan must comply with Canadian auditing standards. Focus areas include payroll (control and testing), employee future benefits (with an external third party engaged by the province), and management override of controls (a presumed risk). No issues or concerns were raised.
- The biggest risk identified is the SAP/S4HANA transition, which needs significant work to ensure a smooth process. This is crucial for the auditors who need to report testing within this period and ensure checks and balances are in place. The finance team will be busy with audit prep and data conversion, potentially affecting deadlines. Financial statements are due by June 30<sup>th</sup>. The draft report, initially scheduled for June 16<sup>th</sup>, was postponed to June 23<sup>rd</sup>. Further discussion is needed. Concerns about this potential change were communicated, and FARM will be kept updated.
- It was explained that the IWK's benefits funds, are held by the province, not IWK. The province oversees the program and engages the actuary, handling the report and journal entries.
- An In Camera meeting with the OAG, internal audit, and ELT was also conducted.
- Gina brought forward one motion for approval.

**MOTION:** THAT the Fiscal 2024-25 Audit Plan as presented be accepted by the Board.  
 Motioned by Charlene Milner; seconded by Mike Morris. All in favour.

**APPROVED**

## **9.2. Quality (Julia Donahue):**

- Two new members joined Quality, Chris Newell and Dr. Narendra Vakharia.
- Reviewed the status of all the SSEs and the corrective action plans associated with the root cause analysis. All actions prior to 2022-2023 have been completed. From 2022-2023 on, there were 54 RCAs, of which 85.5% have been completed and none have yet to be started. All are satisfied with the progress seen to date.
- Had an educational session on SPS (Solutions for Patient Safety), which included the annual update. This program involves 140 children's hospitals, including 9 in Canada, focusing on patient and employee safety. It serves as a benchmark for our performance, and we are performing at or above the expected level. Working group meets every two months to discuss SSE and CLABSI, both of which are now included in the Quality Improvement Plan (QIP).

**9.3. Governance, Nominating and Human Resource (Sara Piracha-McLean):**

- The whistle blower system is currently outsourced and flows through FA&RM. Aiming to ensure that fraud and illegal acts remain within FA&RM, while all HR-related sensitive reports, like COI and harassment, are directed to GN&HR. Adjusting the licensing to see if reports can be sent to two committee chairs.
- Adjustment have been made to include IT and governance expertise in the Board callout advertisement.
- Deferred the Communication Plans discussion which was recommended in the Accreditation report. Due to staffing complications for the Communications team, this is deferred to March. We will revitalize or extend existing plans, with a report expected in March to update the Board.
- As Chris mentioned in his chair report, education and Digital Transformation are being discussed and will be revisited. It was also noted that Board surveys are important and have an impact when filled out.
- There is a need to clarify the oversight done through committees versus the board. A board refresher is planned for March. Moving DT from an ad hoc to standing committee will affect the ToR for every committee, requiring time to adjust. Once finalized, GN&HR will present to the board, distinguishing between committee and board responsibilities. Education on this will be provided in two parts.

**9.4. Building and Infrastructure (Monica Foster):**

- Jean provided an update on the ERM
- An update was provided on the ED con construction project, noting that it is nearly watertight.
- An update was also given on the OR air handling unit, with plans to complete this project, and funding expected in the subsequent year.
- Key Performance Indicators (KPIs) and the facilities index were reviewed.
- The capital funding envelope and prioritization list were discussed.
- Monica brought forward one motion for approval.

**MOTION:** That the Fiscal 2025-26 Capital Grants Funding Envelope prioritization be approved by the IWK Board of Directors. Motioned by Monica Foster; seconded by Julia Donahue. All in favour.

**APPROVED**

**9.5. Research (Sheila Woodcock):**

- Sree Roy was welcomed as a new community member.
- Reviewed the workplan and progress is on track. No new risks have been identified.
- Dr. Jehier Afifi, Neonatal-Perinatal Medicine, gave a Continuous Improvement project presentation which has received recognition and awards from national organizations.

- There was discussion regarding Research and Innovation Team restructuring. Intent is to avoid duplication of roles and activities such as HR and procurement.
- Frank MacMaster attended an event where Research Nova Scotia announced the successful projects in their Focused Research Investments (FRI) program. The total of \$26 million being awarded province wide, saw IWK Researchers leading two projects garnering over half, \$13.5 million. They are collaborations with Dalhousie and Tajiikeimik. Project titles are "Etuaptmu'uk W'loti: Using Mi'kmaw Knowledge to Create Health and Wellness Solutions" and "Unifying Networks to Innovate (UNITE): A Whole System Approach for Youth Mental Health".

**9.6. Digital Transformation (Mike Morris):**

- There was a presentation by the OPOR team. The target go-live date is August 23, 2025, at 7:00 a.m.
- The Provincial OPOR team is in critical status but believe they can resolve issues and will continue to report until the end of February.
- Cybersecurity Briefing: New governance structure at the provincial level is being implemented with participation from the IWK. Project managers are expected to be in place by the end of February.
- The Digital Transformation committee is in the process of taking steps to become a standing committee of the board. Executive will meet on Monday to discuss further. A new Terms of Reference (ToR) is being compiled and will engage in discussions with individual chairs to ensure no overlaps or gaps.
- Discussions are ongoing about planning for slowdowns and ramp-ups around the target OPOR go-live date, which is not during peak vacation time. Conversations with unions have started, focusing on ensuring proper planning and addressing staff anxiety. Discussions around public communication and coordination with other hospitals are ongoing. A more detailed communications plan will be developed, with insights from recent similar implementations.

10. **CEO Report (Krista Jangaard):** The report was included in the materials circulated. There are no additional issues to flag.

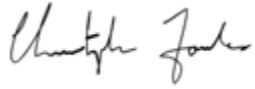
Dr. Jangaard has met with the CEOs of Health Authorities in Atlantic Canada where discussions focused on sharing ideas, particularly on data (C3), and our involvement in that planning. They also explored the possibility of sharing staffing resources within our own systems rather than relying on agency nursing. Specialties in maternity and pediatrics were also highlighted, with another meeting scheduled to discuss these matters further. The Integrated Youth Hub was brought up as an area with significant potential.

11. **IWK Foundation Report:** The Foundation's report was included in the materials circulated. Sarah added that the Foundation Board is having a Strategy Session on February 20<sup>th</sup>, and she will provide an update in March. Also, telethon calendar invites were sent to IWK Board members.

12. **In Camera:** The Board went In Camera at 4:11 p.m. Motioned by Sheila Woodcock; seconded by Janet Dunphy.

A motion to adjourn the meeting was made at 4:22 p.m. Motioned by Mike Morris, seconded by Sara Piracha-McLean.

Respectfully submitted by,

A handwritten signature in cursive script, appearing to read "Chris Fowles".

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Chris Fowles, IWK Board Chair