



IWK BOARD OF DIRECTORS **MINUTES**

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

Directors Present:

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

Regrets:

Ryan Brothers
Cheryl Paynter

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

Executive Leadership Present: Steve Ashton, Gina Connell, Jean du Plessis, Jen Feron, LeeAnn Larocque, Frank MacMaster, Doug Sinclair, Mary Lynn VanTassel (virtual)

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 12:31 p.m.

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

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

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

2. IN CAMERA: N/A

3. **PATIENT STORY:** Neda, co-chair of Family Leadership Council, shared her inspiring story as a former patient, emphasizing the impact healthcare providers had on her journey. Her narrative highlighted the importance of patient and family-centered care, demonstrating how providers' roles were crucial in her recovery. Neda's experience is a powerful example of how to build patient-centered care for future generations.

4. **APPROVAL OF AGENDA:** The agenda was approved as circulated. Motioned by Catherine Woodman; seconded by Mike Morris. All in favour.

APPROVED

5. **CONSENT AGENDA:**

MOTION: That the consent agenda be approved, including motions therein. Motioned by Kirsten Weerdenburg; seconded by Julia Donahue. All in favour.

APPROVED

- 5.1. Approval of Minutes (January 28, 2025)
- 5.2. Privileges and Credentialing
- 5.3. Report from MAC
- 5.4. Ethics Committee Report
- 5.5. Q3 Compliance Report

6. **BOARD CHAIR REPORT (Chris Fowles):** The Board Chair report and subsequent discussion included the following:

- Chris and Krista attended a Foundation Strategy session aimed at women's health initiatives.
- Chris and Krista met with the Minister of Health and Deputy Minister where they discussed various topics such as budgets, women's health, mental health and addictions, the ED, data analytics, and cyber security. It is felt that the Minister is supportive and aware of the issues faced by the IWK, which is appreciated.
- Chris emphasized the challenging period ahead due to budget constraints, inflationary pressures, and dependencies on external suppliers, particularly from the US.
- A concern was raised about the continued prioritization of health amidst other government pressures and the need for alternative supply services to counter procurement dependencies on the US. Jean du Plessis highlighted that while direct exposure is not significant, indirect procurement risks are being closely monitored, and policy adjustments are being made to align with provincial directives.
- Discussion regarding the broad impact on research funding, conferences, and training, and exploring hybrid options to avoid travel to the US took place. The conversation underscored the importance of careful planning and adaptation during uncertain times.

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

- 7.1. **Review Progress of Strategic Performance- 2024-2025 Priorities, Objectives and Key Results:**
The strategic performance review for 2024-2025, as of March 14th, showed progress on several priorities, objectives, and key results. There was notable advancement, with 28% of the goals completed and 43% on track for completion by the end of the year, projecting an overall completion rate of 76%. Questions arose about benchmarking against previous years, and it was noted that the current year's performance is comparable to last year and better than the year before, thanks to improved tracking and reporting mechanisms. However, the belonging aspect lagged behind, partially due to the late start and the complexities of gathering demographic

information. The EDIRA strategy is underway, with a consultant firm engaged to expedite the process, and a comprehensive report expected by the end of April.

Further discussion touched on the language preference concerning equitable hiring practices at IWK Health, aiming to foster fair hiring outcomes. The age mandate report is nearing completion and should be ready by March 31st. Budgetary and resource constraints for the next year were also discussed, highlighting the anticipated challenges.

- 7.2. Review Progress – Action for Health: An update on the quarterly report for Action for Health was provided. To provide a snapshot for context from the publicly available dashboard on March 12th, there were 127 visits to the ED which accounted for 14.5% of surgeries and 43 admissions. The average ambulance offload time at IWK Health for the month was 25 minutes.

IWK Health continues to do well on many indicators including Emergency Department access and flow, Mental Health and Addictions acute care and most HR measures. Despite a vacancy rate of 4%, trends in hiring remain stable. Over the past four years, approximately 50% of IWK hires have been with the organization for less than five years, totalling 800 new hires. IWK health continues to not meet targets for surgical wait list length despite a significant increase in number of surgeries completed and ambulatory cases performed.

- 7.3. Disposition of Priorities & Objectives – 2021-2025: Priorities and objectives for the period 2021-2025 were discussed. Reflecting on the foundational work, IWK recognizes the adjustments made to our priorities and objectives over the years. A detailed table in the briefing note highlights these changes, showcasing the extensive progress achieved in the past five years. ELT was thanked for their dedication and hard work in this process. It was suggested that moving forward, this report be presented annually.

- 7.4. Review & Approve 2025-2026 Key Results: Following presentation of the slides, a question was asked as to how results are measured and tracked. It was noted that some staff asked the same question, and it was explained that each initiative comes with actual goals and that there is another level of measurement beneath these results which was not shown on the slides. Further information on the operational initiatives and goals will be presented at the May meeting.

Given the upcoming challenges in the next year, it was questioned if adoption of these key results would put too much of a strain on the organization. Krista emphasized remaining forward-looking and supporting the people who have already contributed significantly to the work. The OKR platform will allow for pauses, with ambitious but realistic targets aligned with frontline and government priorities. Financial challenges were highlighted but it is believed that the goals can be achieved with minimal additional funding. Slowdowns for OPOR have been considered in target setting.

MOTION: That, the 2025-2026 key results be accepted by the Board. Motioned by Catherine Woodman; seconded by Mike Morris. All in favour.

APPROVED

BREAK

8. **EDUCATION SESSION - “Effective Governance – The Road from Good to Great (Sara Piracha-McLean)**: Sara led an educational session emphasizing effective governance and the importance of independent advice and transparent processes. She highlighted the necessity of addressing conflicts of interest (COI) and fostering a comfortable environment for declaring them, suggesting annual refreshers and possibly engaging external legal counsel for training. The discussion covered the significance of cohesive board culture, member recruitment, and the roles of government appointees. The board emphasized healthy debate, the importance of COI awareness, and the value of comprehensive resource availability for new members. There was also a focus on whether the board's culture and decision-making processes added value or created burdens. Finally, the group recognized the importance of specific, sometimes challenging, questioning to ensure thorough and open discussions.

Sara has offered to meet separately with board members if desired. Please refer to the slide deck included with the meeting package.

9. **Committee Updates/ Quarterly Reporting**

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

- The ED project is still on schedule, is watertight, but slightly over budget.
- Optimization of the capital structure remains a priority as we are faced with challenges due to understaffing, flooding, and other unexpected issues.
- Capital and ICP are fully spent.
- The transformation project saw a significant underspend, with a pending decision on whether the remaining \$11 million can be carried forward.
- Environmental impacts and lease updates were discussed, along with the mandate for free parking to address lost revenue, which will be recovered. Coverage for loss of revenue from parking will be included in the upcoming budget, with a plan awaiting downtown approval.
- The Fire Marshal's report prompted a request for a four-month extension.

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

- The committee is transitioning from ad hoc to standing, with the Terms of Reference (TOR) nearing completion. With significant assistance from Sara and Natalie, the finalized TOR will be presented at the next full board meeting.
- An update on IT governance and cybersecurity revealed solid progress in identifying and managing significant technical risks, and clear responsibility for system management.
- The OPOR project, scheduled for August 23rd implementation, faces substantial risks that may affect its timeline. Krista and her team are diligently addressing these issues, maintaining control over the agenda despite external pressures. The OPOR program office has engaged Deloitte for a third-party review, which could provide critical insights.
- Various other IT projects, including S4/HANA, are experiencing similar risks, with timelines potentially extending into June.

9.3. **FA&RM (Gina Kinsman)**:

- The Internal Audit team presented their annual plan, including a new requirement for confirming their independence, which has been provided. Proposed updates to the

previous Memorandum of Understanding (MOU) for their work will be included in the May package, with minimal changes from the previous version.

- An update from the finance team on the 25-26 business plan indicated that documents have been submitted to the government, but the comprehensive funding financial schedule has not yet been received. Some confirmations were received, indicating that previous business cases will continue but there will be no funding for new or refreshed cases. Management must manage within existing funding.
- A minimal amount of our funding request was approved as well as \$2M to offset parking revenue. Management is working with the government to mitigate the implications of not receiving additional funding.
- The final business plan will be presented at the May meeting for approval.
- The finance team aims to review and refresh all policies within the next year.
- A corporate credit card report showed no issues
- There was an update on Digital Transformation from a higher-level governance standpoint.

9.3.1. Fiscal 2024-25 Financial Update & Fiscal Forecast – Operations:

MOTION: THAT the Fiscal 2024-25 financial results be accepted by the IWK Board of Directors. Motioned by Sara Piracha-McLean; seconded by Janet Dunphy. All in favour.

APPROVED

- 9.3.2. Significant Budget Adjustment: There are two budget adjustments that are greater than \$1M related to compensation increases due to union negotiations which are funded by government. Actual adjustments are unknown at the time the budget is set.

MOTION: THAT the three budget adjustments, which are in excess of \$1 Million, be approved by the IWK Board of Directors. Motioned by Sara Piracha-McLean; seconded by Mike Morris. All in favour.

APPROVED

- 9.4. Governance, Nominating and Human Resource (Sara Piracha-McLean): The shortlist of new Director applicants was brought to GNHR yesterday and interviews will take place in April. The Board is recruiting for two new Directors and two committee members.

- 9.4.1. Vice Chair Update (Chris Fowles): Deliberations are going well and there will be a recommendation made at the next board meeting.

9.5. Quality (Julia Donahue):

- The committee reviewed the Q3 results, noting that the QIP SSE rate has decreased significantly, being 50% lower than last year and below the target set.
- Across the country, CLABSI levels have risen, but our rates remain very low, prompting inquiries from others about our successful strategies.
- Surgical long wait times and emergency department length of stay are still below expectations.

- Work is underway to set targets and measures for the next fiscal year's QIP, with updates to be presented in the next quarter.
- Significant changes are anticipated in the accreditation processes, set to occur in 2027, though specifics are still unclear. The removal of exemplary status from accreditation was also noted.

9.6. Research (Sheila Woodcock):

- The Research and Innovation scorecard was reviewed and included in the board package.
- There are no risks to report
- A presentation entitled “Embedded Health Systems Research: A Fellow's Perspective” was given by Dr. Laura Kennedy describing pain management within the women’s program. It is a good example of research being put into practice.
- There was a detailed review of the various sources of revenue for research, highlighting the financial pressures facing RIA. Funding provided by the IWK Foundation is protected and assigned to projects specified by the Foundation. It was noted that a lot of grants for research are funded through US agencies and funding has been cut and researchers are being asked to respond to a series of questions and if any project pertains to research involving equity, diversity or gender related topics, funding will be cut off.
- A motion is being brought forth regarding alternative Research Ethics Board review models for research studies. The change will allow for one single REB Ethics Board to approve research projects. There are risks but also a plan to mitigate risks. IWK Researchers would always retain the ability to leave if desired. This change will result in a quicker turn around time yet gives us an opportunity to get out. An update on funding from US will be provided at the next meeting.

MOTION: To seek support and approval from the IWK Board of Directors regarding alternative Research Ethic Board (REB) review models for research studies. Motioned by Sheila Woodcock; seconded by Jane McKay-Nesbitt. All in favour.

APPROVED

- It was further noted that this is an incredibly unsettling time for US researchers as a portion of grants pay their salaries. On a positive note, there are recruitment opportunities for US researchers to work in Canada. It is time to be strategic to attract incredible people who would add great value to the health and wellbeing of our communities. There are also many Canadian researchers currently working in the US under a green card, who may come home.

10. **CEO Report (Krista Jangaard):** Please refer to the CEO’s note included in the meeting package.

11. **IWK Foundation Report:**

- Please refer to the report included in the meeting package.
- In February, the Foundation held a strategic session attended by Krista and Chris, which was divided into two parts. The first part focused on the EOS operating model that the Foundation is adopting, potentially becoming the first non-profit organization in Canada to use this philosophy. Discussions included a strategic growth direction over three and ten-year periods, targeting

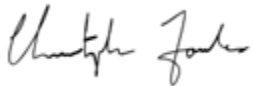
investments in children and youth, women's health, and research, and identifying the necessary fundraising efforts. The second part concentrated on women's health and research strategy, emphasizing advocacy, partnerships, and the foundation's membership in the Women's Health Collective, which recently welcomed McGill. This partnership aims to distribute funds among the five member foundations and embark on a survey to advance women's health initiatives.

- Additionally, the Halifax Tides launched last Thursday, with the Foundation being one of their sponsors.

12. **In Camera**: The Board went In Camera at 4:48 p.m. Motioned by Mike Morris; seconded by Julia Donahue.

A motion to adjourn the meeting was made at 5:19 p.m. Motioned by Sara Piracha-McLean, seconded by Mike Morris.

Respectfully submitted by,



Chris Fowles, IWK Board Chair