



## **IWK BOARD OF DIRECTORS**

### **MINUTES**

**March 26, 2024 @ 12:30-4:30 p.m.**  
**IWK Classrooms B (G-2280) & C (G-2286) and/or Teams Link**

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**Directors Present:** Aldea Landry, Alexa Bagnell, Ashwin Kutty, Catherine Woodman, Cheryl Paynter, Chris Fowles, David Lavigne, Gina Kinsman, Janet Dunphy, Julia Donahue, Lois Scott, Mike Morris, Monica Foster, Ron Smith, Sheila Woodcock, Sonya Fraser, Teresa Fortuna, Wendy Griffin

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

**Regrets:** Lindsay Hawker, Tracey Cutcliffe, Darrell White

**Guest:** Deputy Minister Dana MacKenzie – Postponed

**Executive Leadership Present:** Mary Lynn VanTassel, Frank MacMaster, Gina Connell, LeeAnn Larocque, Jen Feron

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

**1.0 IN CAMERA:**

**2.0 STANDING ITEMS:**

2.1 Chair's Remarks & Call to Order: The meeting was called to order at 12:31 p.m.

2.1.1 Land Acknowledgement: Given by Sonya Fraser.

2.1.2 Confirmation of Quorum: Confirmed.

2.1.3 Declaration of Conflict of Interest: Sonya has one conflict and will recuse herself.

2.2 Introduction of Deputy Minister Dana MacKenzie: Was not available to come. May come in May.

3.0 **PATIENT STORY:** Julia Donahue introduced the patient story. The patient detailed his experiences at the IWK. He and his mother have been incredible IWK champions over the years. This story is a good example of social determinants of health and how children do better if they have the appropriate social supports.

4.0 **APPROVAL OF AGENDA:** Motioned by Catherine Woodman; Seconded by Mike Morris. All in favor. **APPROVED**

5.0 **CONSENT AGENDA:**

**MOTION:** That the consent agenda be approved, including motions therein. Motioned by Gina Kinsman; seconded by Teresa Fortuna. All in favor.

**APPROVED**

5.1 Approval of Minutes

5.2 Privileges and Credentialing

5.3 Report from MAC

5.4 Approval of the appointment of the Chief of Pediatric Anesthesia:

5.5 Compliance Report:

6.0 **BOARD CHAIR REPORT (Sonya Fraser):**

- Meeting scheduled with Minister and DM was cancelled.
- With the beginning of Spring, it is a nice time to pause and think about rebirth and re-energy. Planning will be ongoing for the AGM in June.
- Several great candidates with different backgrounds and experience expressed interest in the Board positions.
- Highlighted that the Pulse newsletter is well received. Recommend that everyone on the Board read it to keep on top of the day-to-day happenings at IWK Health.

7.0 **STRATEGY (Krista Jangaard):**

7.1 Review Q3 Progress of Strategic Performance – 2023-2024 Priorities, Objectives and Key Results: This is same package received in Q2 but with a couple of items updated. Progress is on-going with some objectives being paused. Using OKRs and reviewing regularly at ELT is helpful to us. Trying to determine how this can be moved down to leadership level so they have the same opportunities to work on these in the long term.

7.2 Final Objectives and Proposed Key Results for 2024-2025 Strategic Plan: Dr. Jangaard gave a PowerPoint presentation. Board members were invited to provide input into the key results (i.e., is anything missing, what can we adapt and do better, what information does the board need in the future and in what format?). Socializing and communicating the strategic direction in a meaningful and clear way is important. It was noted that during the placemat exercise, several teams adapted the format to suit their needs. Some groups had no difficulty with the process, but some will require help and support.

We have amazing managers and directors within our organization who will be supported by education and standardization of processes. This will hopefully help them see the benefit of this process, but it will take time to get there. Jason Tully and his team have done a lot of good work in this respect.

**MOTION:** Recommend to the Board that the FY 24-25 strategic priorities, objectives, and key results be approved as presented. Motioned by Lois Scott; seconded by Catherine. All in favor.

**APPROVED**

- 8.0 **EDUCATION SESSION – FOCUS ON RESEARCH – “KNOWLEDGE TRANSLATION SCIENCE – IMPLICATIONS FOR IWK HEALTH” (Dr. Janet Curran)**: Dr. MacMaster introduced Dr. Janet Curran who is a Professor in the School of Nursing, Dalhousie University and the Quality and Patient Safety Applied Research Chair and Nova Scotia Health, IWK Health and Dalhousie University. Her research program, Strengthening Transitions in Pediatric Care, aims to improve health outcomes for children and families. Dr. Curran's research is in the field of Implementation Science and Knowledge Translation (KT) - specifically designing and evaluating complex interventions for practice and policy change.

Dr. Curran gave a presentation regarding her work involving multiple pieces to achieving a learning health system. Co-design is a big aspect of the work she and her team do. Parent and patient partners co-lead so that all work is informed by practice. All this work is being communicated through publications and presentation at national and international conferences.

9.0 **BREAK**

10.0 **COMMITTEE UPDATES / QUARTERLY REPORTING:**

10.1 **Building and Infrastructure (Monica Foster):**

- There is an anticipated 6-month delay in the ED redevelopment. Notification has been received regarding a significant increase in cost for the project and it is expected to get higher. Bids for 11 of 14 tenders have been received with several tenders only receiving one bid. This situation will have to be monitored closely as we want to ensure needs of the IWK are being met.
- Within the ED project, there are plans for a donor-funded rooftop garden / playground. Staff are working on innovative solutions for an elevator that doesn't require access via the ED.
- Funds were not received to renovate the kitchen or Pathology Lab. A business case will need to be submitted as a functional renovated kitchen is important for overall health. Krista and staff will continue to work on this and will communicate with the DM to ensure this important work gets done.
- We are on schedule to spend the full capital allotment.

- 10.1.1 **Fiscal 2024-25 Capital Grants Funding Envelope Prioritization:** The original funding envelope didn't include money just spent; therefore, reprioritization took place. It is important to determine where the next investments will be made within the building. Projects are being managed well and relationships are good.

**MOTION:** THAT the Fiscal 2024-25 Capital Grants Funding Envelope prioritization be approved by the IWK Board of Directors. Motioned by Monica Foster; seconded by Mike Morris.

**APPROVED**

10.2 Digital Transformation (Mike Morris):

- The Digital Transformation Committee had HIROC come back to present information on cyber-risk and insurance. Information can be found on their website. HIROC will return to discuss lessons learned from cyberattacks.
- Lindsay Bertrand gave an OPOR briefing. OPOR is scheduled to go live in Spring 2025. They are making good progress. OPOR is a change project, and we need to ensure it is used appropriately. There have been no concerns raised regarding the timeline.
- The Terms of Reference will have to be reviewed especially if it is believed that Digital Transformation will be a long-term committee.

10.3 Finance Audit & Risk Management (Gina Kinsman):

- Received an update on the cyber-report from internal audit which will be taken away for discussion regarding next steps and overall approach.
- The business plan has been updated for next year.
- Two motions raised:
  - #1 – That the Q3 2023-24 compliance reporting is recommended to the board for information only.
  - #2 – That the Fiscal 2023-24 financial results be accepted and recommended to the IWK Board of Directors for acceptance.

Motioned by Gina Kinsman; seconded by Julia Donahue. All in favor.

**APPROVED**

10.4 Governance, Nominating and Human Resource (Chris Fowles): In Tracy Cutcliffe's absence, Chris Fowles gave the GNHR report.

- The committee met last week where there were discussions regarding the length of the committee chair reports. Reports and information provided within are important as they set the scene and context for motions but should be shortened to strike a balance.
- Funding for conferences was discussed and it was decided that funding would only be provided to directors in very unusual circumstances. Directors are chosen based on the skills matrix and there are regular education sessions at the committee, board, and strategy levels. A buddy system would also be helpful for anyone new joining the board. SPSS may be considered separately.
- Many great applications for board and community membership were received and some GNHR members are in the process of talking to candidates. Hope to bring recommendations to the board in May. The three community members will be offered a seat on the board.
- The Respectful Workplace Policy applies to all IWK staff, volunteers, and board members. A video link will be sent from Nicole. Please let her know once it has been viewed. An in-person session will be arranged for Board members at a future meeting.

- The AGM will take place on June 26, 2024. We are hoping to have representation from NB and PEI attend and a chance to meet new directors that will be elected.
- Board committee chairs will be asked if they have a need for a community member.

10.5 Quality (Julia Donahue):

- In Q3 there were two serious safety events. Evidence suggests that there was a lot of attention given to these (time reported and time when resolved was reasonable).
- The Central Line-Associated Bloodstream Infection (CLABSI) rate was a tad high in NICU – trying to determine the issues.
- Within the QIP report, two of eight are on track to meet expectations. All eight will go into next years QIP because they are important. It is important to communicate this to front line staff.
- Patient and Family Experience has minimal resources but continues to grow. Teresa Johnson is manager and is a great addition who is looking at ways to enhance and improve.
- IWK Health received Exemplary Status for Accreditation. Congratulations were given to the whole team. 59 were unmet and four require follow-up (there are 3000 standards to meet). There will be a banner raising celebration.

10.6 Research (Ron Smith):

- There was a personnel issue related to research risk reporting.
- The Canadian Centre for Vaccinology (CCfV) is one of three partners moving forward with Good Manufacturing Practice. Input from the Research Committee regarding this topic was appreciated. At some point it would be good to get a better understanding what CCfV does (as part of strategy or board).
- Dr. Megan Thomas gave a presentation regarding sleep and effects of sleep and noise in hospitals.

11.0 CEO REPORT (Dr. Krista Jangaard):

- Dr. Jangaard's CEO report can be found in the full Board package.
- Finishing up year end business and getting ready for the next fiscal year.
- Watch for information around our people strategy.
- The AGM theme is "Powered by People".
- Thanks was extended to the Foundation who came through with about twice the amount we would usually see with the annual general request.
- Getting ready for Radiothon and 40<sup>th</sup> anniversary of the Foundation!

12.0 IWK FOUNDATION REPORT (Wendy Griffin):

- Thanks to all the teams, the process around the annual grant was terrific. The Foundation appreciated all the effort that went into it.
- The Foundation has had a record-breaking year.
- There have been productive conversations regarding strategy.
- "40 years of Giving" is this year's Foundation theme.
- A 91-year-old regular donor of 32 years has pledged \$1M to the Foundation.

- Arthur Irving has been a big supporter of the ED project. He challenged someone to go out west to obtain donations. Some team members tapped into connections that Mary Jane Webster from PEI has. There are lots of interesting opportunities on the way.
- The Foundation is committed to work in partnership with teams.

13.0 **IN CAMERA @ 3:28 p.m.**

A motion to adjourn the meeting was made at 3:32 p.m. by Chris Fowles.

Respectfully submitted by,

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Sonya Fraser  
IWK Board Chair