

importance of patient and family engagement. The new ED's flow will always have the patients moving forward. The Board proposed that Vanessa's feedback be communicated to ED Leadership, the Quality Care Committee, and featured in the Pulse Newsletter with permission from patient / family.

4. **APPROVAL OF AGENDA:** The agenda was approved as circulated. Motioned by Sheila Woodcock; seconded by Aldéa Landry. All in favour.

APPROVED

5. **CONSENT AGENDA:**

MOTION: That the consent agenda be approved, including motions therein. Motioned by Sara; seconded by Gina Kinsman. All in favour.

APPROVED

- 5.1 Approval of Minutes (Mar 25, 2025)
- 5.2 Privileges and Credentialing
- 5.3 Report from MAC
- 5.4 Family Leadership Council Report & Youth Advisory Council Report
- 5.5 2024-2025 Board Awards Decision
- 5.6 IWK Health Communications Strategy
- 5.7 Q4 Compliance Report
- 5.8 Board Quality Committee Request for Community Member

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

- Chris noted his appreciation of the great attendance for today's meeting and dinner yesterday.
- Chris and Krista met with the Minister of Health and Deputy Minister where they discussed various topics including Transformation funding. Projects previously approved will move forward; however, no new funding has been committed. A request has been made to separate out the jointly submitted business case for the Pathology Lab and Kitchen. The Pathology Lab has notable safety concerns. Several conversations and written communication have taken place with the Minister's office. Management provided insight on the Lab situation. A safety review has been requested and upon review, recommendations will come forward. Short-term measures and precautions are in place. IWK does have funding for a feasibility study. This year's overall budget will limit growth. The transformation budget has been reduced, and the operating budget remains as status quo. The next meeting is scheduled for June 13th.
- Several Board members took place in events including the May 3rd mass casualty simulation exercise titled "Orange Crush", today's OPOR Roadshow and ED Tours. Upcoming events include IWK Foundation's Telethon and Tribute show this weekend, and the Health Quality Summit scheduled for June 10th.
- The IWK Foundation Board is in a period of transition. The Board Chair has resigned to take on a new opportunity. The new Chair will be selected soon.
- The AGM is scheduled for June 25th. This is the last in person meeting before the AGM. Management and admin staff were thanked for their contribution throughout the year.
- Steve Ashton is retiring after 17 years on June 30th and was recognized for his contributions especially on GNHR.
- Two directors are departing the Board this year and were recognized for their contributions. Mike Morris, who joined in 2019, chaired the Digital Transformation Committee and collaborated

with Natalie Borden to establish the standing committee. Catherine Woodman joined in 2019, is the former chair, vice chair, and current member of GNHR, and recently assisted with vice chair nominations.

7. STRATEGY (Krista Jangaard):

- 7.1. Review Annual Closure of Strategic Performance - 2024-2025 Priorities, Objectives and Key Results: The annual report was presented to the Committee, highlighting the completion rate and performance of the OKRs for the year. The overall completion rate is 83%, an improvement from the previous year. Seven out of twelve strategic objectives were more than 90% complete. Progress was made on all objectives; however, several pressures impacted the completion of four objectives that were less than 75% complete. New targets have been established after discussions with teams and aligned with provincial transformation goals. Stabilization of human resources will assist in re-establishing progress.
- 7.2. Review Progress – Action for Health: The report on the performance of IWK Health regarding 2024-25 Action for Health system priorities as of April 30th was presented to the Committee. There are differences in how wait times for non-urgent MHA services are defined and measured between IWK and NSH. At IWK Health, the wait time for MHA is calculated from referral, and for NSH from first encounter. Age mandate changes will affect surgical wait times. Trauma would require a phased approach. IWK would receive the more complex cases as the ~17-year-old group can continue to receive care in other adult hospitals. NSH and IWK are working to ensure definitions are consistent and there is alignment across the province.
- 7.3. Update on Provincial Accountability Agreement: The 2025-2026 Provincial Accountability Agreement outlining governance, accountability, and data reporting requirements for IWK Health for the upcoming year was presented to the Committee. The agreement is ready for signature, with minimal changes from last year. It has been extended for the second time and more extensive revisions are expected for the next iteration with IWK Health involvement. IWK Health continues to perform well and is expected to meet targets.
- 7.4. Governance Renewal
 - 7.4.1. Board & Committee Schedule Change: Proposed changes to the schedule of Board and Committee meetings to move from current two-day combined configuration to a format with committee meetings preceding the Board meeting by two weeks was presented for feedback and discussion. The committee schedule change aims to provide flexibility for board members and IWK staff, allowing preparation time of required documentation from Committee meetings to be available for the full Board meeting. The strategy session will be scheduled to avoid any overlap with the OPOR launch in December. Upon discussion, there was consensus of support for the change in schedule. The Committee discussed and agreed that the Board meeting in the morning, followed by lunch would facilitate travel in the afternoon.

7.4.2. Committee Restructure

The reconfiguration of board committees, addressing roles, responsibilities, and oversight functions as part of governance renewal and enhancement, was presented for discussion. The proposal to consolidate the responsibilities of BIC and Digital Transformation into a single committee was introduced. Additional considerations include transferring risk management to GNHR and human resources to Quality, resulting in a total of five committees. A new OKR focused on a digital and analytics strategy has been established. Elevating digital as an organizational priority with oversight from the newly combined committee was noted as positive. The merger of BIC and Digital is scheduled for September, with the TOR being revised over the summer for approval at the September meeting. Other committee reconfigurations will necessitate ministerial approval in accordance with the bylaws. While additional duties can be assigned to a committee, restructuring requires official authorization.

MOTION: That, the Board endorse that GNHR, in consultation with committee chairs and the Board chair, continue the process to reconfigure board committees as part of board governance renewal. Motioned by Sara Piracha-McLean; seconded by Julia Donahue. All in favour.

APPROVED

BREAK – 1:45 – 2:02

8. EDUCATION SESSION - “Reputational Management”: Gina Connell

8.1. Reputational Management

Gina Connell led an educational session providing an overview of her experience managing complex issues and crises, including high-profile events at IWK Health, highlighting the crucial role of thoughtful, values-based leadership in maintaining public trust. The presentation slides are on the board portal.

9. Committee Updates/ Quarterly Reporting

9.1. Building and Infrastructure (Monica Foster):

- BIC & Digital Transformation merger was highlighted noting a good integration with synergies. There will be a strong focus on governance items to ensure efficiency.
- Emergency Department budget has been revised to supplement the overage. The timeline remains the same. ED tours for the Board took place yesterday and today.
- Fiscal 2024-25 funding was fully spent. Transformation funding that was not spent will not automatically carry forward resulting in a shortfall of \$8M. This may be recovered with other initiatives.
- Environmental Sustainability Report highlighted an increase in waste diversion rates along with \$100K in funding to develop a climate sustainability plan.
- Parking report noted that additional funding has been received to subsidize transit passes to ensure equity and reduce demand. An additional parking lot should be available soon that will provide additional free parking for staff.
- Richmond Yard Lease update on the Women’s Health clinic.
- KPIs & Facility Condition Index, Bi-Annual Standards including the Fire Marshall report, and Pathology were received by the Committee.

- Fiscal 2025-26 Capital Budgets received increased funding of \$2M for Repairs & Renewals and \$1M in Capital Clinical Projects and the updated prioritization list was brought back to the Committee and Board for approval.

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

APPROVED

9.2. Digital Transformation (Mike Morris):

- Reiterated support for the merging of Digital and BIC and thanked everyone involved for their significant work to draft the Terms of Reference.
- An OPOR Roadshow is taking place today. OPOR will launch in early December.
- Time & Scheduling –IWK will be proceeding despite delays at NSH.
- SAP / S4HANA will go live this weekend. There is significant attention due to the go live coinciding with the year-end fiscal audit; however, no significant concerns reported.
- Patient Billing System will be implemented coinciding with OPOR.
- E-Referrals are working well and the Committee agreed that no further report is required.
- Several committees have been established to respond to the OAG’s Cyber Security report. Governance is complicated as IWK Health has limited control with certain items.
- Mike thanked Natalie Borden for her significant contributions to the Committee.
- A question was put forward regarding the Your Health NS App and OPOR integration. It was confirmed that the app will continue to look the same. Information will flow from OPOR; however, it will be seamless to the end user.

9.3. FA&RM (Gina Kinsman):

- Fiscal 2024-25 financial forecasting indicates a balanced budget.
- Fiscal 2025-26 Business Plan was presented to the Board back in December. Due to significant funding gaps, IWK Management has sent DHW a letter highlighting the shortfalls and resulting consequences to ensure complete transparency. No response has been received to date. The Business Plan will be tabled at the Board once DHW has responded.
- Enterprise Risk Management platform and process was reviewed and will come to the Board in September.
- Internal Audit provided its standard report on current projects and plan for 2025-26 followed by an In Camera meeting.
- OAG external audit is progressing to plan with no issues, errors or significant concerns identified to date. A meeting will take place with the OAG’s office in advance of the June meeting.
- Credit Card Policy Revision was presented for approval. There are minimal risks given the low threshold in place. The policy update is more from an administrative standpoint.

9.3.1. Significant Budget Adjustment:

As per the policy, this requires Board approval. It is a reallocation of funding between cost centres.

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

APPROVED

9.3.2. IWK Health Internal Audit Memorandum of Understanding

MOTION: THAT Internal Audit Memorandum of Understanding be approved by the IWK Board of Directors. Motioned by Gina Kinsman; seconded by Sara Piracha-McLean. All in favour.

APPROVED

9.3.3. Bill S-211 – The Fighting Against Force Labour and Child Labour in Supply Chains Act

This is the second year for submission of this report. The report aligns with the values of the organization and reporting is consistent with other similar organizations.

MOTION: THAT the annual report, as presented for fiscal year April 1, 2024, to March 31, 2025, for submission to Public Safety Canada by May 31, 2025, be approved by the IWK Board of Directors. Motioned by Gina Kinsman; seconded by Sara Piracha-McLean. All in favour.

APPROVED

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

- Recognized and thanked Catherine Woodman and Steve Ashton for their contributions to the GNHR Committee, and Mike Morris and Natalie Borden for their contributions to Digital Transformation.
- AGM invites have been extended to Ministers and Deputy Ministers for NS, NB, and PEI. To date, Minister Comer, and Deputy Minister MacKenzie have accepted.
- Board Committee Surveys have been circulated to each Committee. This will inform and help determine future committee assignments. Once completed, Board members are reminded to notify Glenda to help track completion.
- Board of Directors Self Assessment and Board Chair Feedback will be launched on June 24th after the final Board meeting. This will inform education requirements for the Board.
- Accreditation Survey will require further discussion to determine the appropriate timing and frequency for completion.
- Board Meeting Survey – declared that one comment was removed as it was unrelated to input sought on ways to improve the previous board meeting's cadence, education session and meeting flow. Sara offered a reminder as to the methods and tools available outside of board meetings surveys for board members to discuss specific issues privately with her or the Board Chair.

9.4.1. Vice Chair Appointment (C. Fowles):

Gina Kinsman exited the room prior to the discussion and motion.

Chris outlined the vice chair nomination process. Several very well qualified nominations were put forward for consideration. The decision was based on the member's time served on the board, capacity, skills, committee role, ongoing committee work and succession planning. Financial expertise was deemed particularly

important. After several meetings, Gina Kinsman, who has managed FA&RM effectively, was selected as the Vice Chair nominee.

MOTION: THAT the Board appoint Gina Kinsman as Vice Chair to the Board for a one-year term. Motioned by Aldéa Landry; seconded by Cheryl Paynter. All in favour.

APPROVED

Gina Kinsman re-entered the room and was congratulated on her new role as Vice Chair.

9.4.2. Recommendation and nomination of Directors

MOTION: THAT the slate of new and returning directors be approved by the Board to stand for appointment/ reappointment at the AGM in June. Motioned by Gina Kinsman.

Sara Piracha-McLean moved to amend the motion by removing the words “slate of.”

MOTION: THAT the new and returning directors be approved by the Board to stand for appointment/ reappointment at the AGM in June. Motioned by Sara Piracha-McLean; seconded by Julia Donahue. All in favour.

APPROVED

9.5. Quality (Julia Donahue):

- The Committee reviewed the Q4 QIP results. The SSE rate is above benchmark. Surgical Long Waiters and Length of Stay will not meet target. All priorities will move to the Fiscal 25-26 QIP.
- The Committee received a report on three SSEs and one from the previous quarter in addition to one SRE.
- Root Cause Analysis Corrective Action status highlighted 75 recommendations from 17 root cause analyses. Responses to all recommendations have commenced.
- Accreditation Survey will move to 2028 with preparation work ongoing. The Code Orange Exercise was an unmet criteria requirement that has now been met.
- Patient and Family Experience – a new racism and discrimination category has been added to SIMS. This will enable tracking of future trends.

9.6. Research (Sheila Woodcock):

- The Research and Innovation scorecard was reviewed. Proposed KPIs were reviewed and approved for 2025-26.
- The process of simplifying and standardizing processes and procedures for researchers includes redesigning some of the many forms used. This has met some resistance to change that took some time to clarify and mediate.
- The workplan will be revised and rebalanced for the next year.
- There has been a 36% increase in research funding since 2021-22.
- Robin Gauthier joined the meeting to review programs that are funded for research by the IWK Foundation.
- Research Ethics Board activity for the past year was reviewed.
- Received a presentation from Dr. Vicky Price and Dr. Craig Urquhart regarding their work in Hematology / Oncology. Discussed the collective cancer research happening with Canada and the US and impacts from funding changes in the US. March 2026 is a key milestone.

- A request has been made for an IWK Foundation rep to sit on the committee. Chris will discuss further with the new chair of the IWK Foundation Board of Trustees.

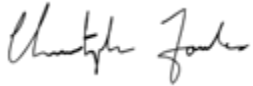
10. CEO Report (Krista Jangaard): Please refer to the CEO's report included in the meeting package. An update was provided regarding the VP searches. Advertisements for the two new Clinical VP roles have been published, and the VP Medicine position will be posted within ten days. It was clarified that the equitable hiring language reflected in the advertisements is that of KBRS. Equity lens and practices were included as part of the RFP. IWK Health is dedicated to ensuring leadership positions are consistent with IWK's respective OKRs. A summary of the two NICU diversions noted in the report was given. It was confirmed to the Board that trends are monitored and reviewed on a quarterly basis.

11. IWK Foundation Report: Please refer to the report included in the meeting package. The IWK Foundation Board of Trustees meeting took place last week. The Foundation's focus at present is on women's initiatives.

12. In Camera: The Board went In Camera at 4:03 p.m. Motioned by Sara Piracha-McLean; seconded by Mike Morris

A motion to adjourn the meeting was made at 4:10 p.m. Motioned by Mike Morris, seconded by Sara Piracha.

Respectfully submitted by,



Chris Fowles, IWK Board Chair