



IWK BOARD OF DIRECTORS

MINUTES

January 23, 2024 @ 12:30-4:30 p.m.
IWK Classrooms B (G-2280) & C (G-2286) and/or Teams Link

Directors Present: Julia Donahue, Catherine Woodman, Monica Foster, Sonya Fraser, Chris Fowles, Tracey Cutcliffe, Sheila Woodcock, Ron Smith, Lindsay Hawker, Janet Dunphy, Justin Goshn, Cheryl Paynter, Mike Morris, Dave Lavigne; Alexa Bagnell, Gina Kinsman, Aldea Landry

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

Regrets: Ashwin Kutty, Lois Scott, Teresa Fortuna, Darrell White, Wendy Griffin

Guest: Jennifer Gillivan, IWK Foundation

Executive Leadership Present: Mary Lynn VanTassel, Natalie Borden, Frank MacMaster, Steve Ashton, Gina Connell, LeeAnn Larocque

Staff Present: Nicole Geddes, Board Coordinator & Executive Assistant to CEO, Glenda Hoskins, Executive Assistant to COO.

1.0 IN CAMERA:

2.0 STANDING ITEMS:

2.1 Chair's Remarks & Call to Order: The meeting was called to order at 12:37 p.m. Natalie Borden was introduced as the Executive Lead Transformation (seconded from DHW for 18 months).

2.1.1 Land Acknowledgement: Ms. Fraser gave the land acknowledgement.

2.1.2 Confirmation of Quorum: Confirmed.

2.1.3 Declaration of Conflict of Interest: None declared.

3.0 **PATIENT STORY:** Julia Donahue presented the story which was previously viewed at the Board Quality meeting describing a youth's journey with Pediatric Acute-Onset Neuropsychiatric Disorders Associated with Streptococcus (PANDAS). Dr. Bagnell described the condition to the Board, the family and patient's navigation experience and the amazing collaboration at IWK Health with pediatric colleagues.

- 4.0 **APPROVAL OF AGENDA:** Motion to approve the agenda. Motioned by Tracey Cutcliffe; seconded by Ron Smith. All in favor.

APPROVED

- 5.0 **CONSENT AGENDA:** Item 5.2 (Privileges and Credentialing) was removed from the consent agenda as package was not available for review. The name of the Vice Chair will be added to the September 26, 2023, minutes.

MOTION: That the consent agenda be approved, including motions therein. Motioned by Catherine Woodman; seconded by Julia Donahue. All in favor.

APPROVED

5.1 Approval of Minutes:

5.2 Report from MAC:

5.3 Family Medicine Chief Appointment:

5.4 Compliance Report:

5.5 Digital Transformation Committee Terms of Reference & Work Plan:

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

- Ms. Fraser provided an update post-strategy sessions. She met with Jennifer Gillivan and Wendy Griffin from the Foundation office regarding strategy and funding.
- IWK Health received Exemplary Standing from Accreditation Canada. On behalf of the Board, Ms. Fraser thanked everyone for their hard work. Special thanks were given to Krista Jangaard, Doug Sinclair, Jane Palmer, and Chantal LeBlanc. Historically, accreditation takes place every four years, however, since best practice is continuous, we will now have unannounced (or with little advanced notice) annual visits from a smaller accreditation team. A communication will be sent out and a banner will be displayed.
- Ms. Fraser attended the All-Stars Award ceremony in September which recognizes our teams and people for excellence (clinical care, research, humanitarian work, workplace safety, etc.). The event was successfully run by Arlene MacAskill and Steve Ashton and was one of the highlights for the Board chair.
- Mr. Chris Fowles had his first two-day sprint as Vice Chair of the Board. He applauded all the amazing work taking place at the committee level and the preparation it takes to get the meeting materials prepared.
- Congratulations were extended to Jennifer Gillivan, Foundation CEO, who was named recipient of the 2023 Canada's Most Admired CEO in Non-Profit and Broader Public Sector.

7.0 **STRATEGY (Krista Jangaard):**

- 7.1 Review Q2 Progress of Strategic Performance – 2023-2024 Priorities, Objectives and Key Results: Dr. Jangaard presented the Q2 Strategic Priorities, Objectives and Key Results

(OKRs). Documents were included in the meeting package. A brief presentation of the differentiation between Key Performance Indicators (KPIs) and OKR's, was given. Enhancements for the use of both for next fiscal will help ensure we are monitoring regular performance and at the same time the progress on strategy.

Regarding the status categories listed on the Key Results Summary (At Risk, Behind and On Track), it was felt that "at risk" can be alarming and consideration should be given to altering the language (i.e., "postpone" sounds better than "at risk").

7.2 Horizon Planning – A Long-Term Vision for IWK Health Growth: At IWK Health, we need the ability to be agile and adopt an approach for strategy which is coupled with planning for the future. There are currently six opportunities on the horizon with the Foundation office:

- Integrated Child & Youth Mental Health Ecosystem: The aim is to have multiple access points which is easily found and connected to a system of care appropriate to the needs of the child or youth. Infrastructure for intensive services is a gap in the ability to provide care across that whole continuum and would make us a world leader in youth mental health services. The largest ask to a donor from the Foundation was for mental health.
- Enhanced Women & Gender Diverse Services: The aim is to have multiple access points which are easily found and connected to a system of care appropriate to the needs of the individual. There also needs to be a focus on women's health research, gender diverse terminology, and improvement of gender diverse services for youth.
- Expanded Provincial Pediatric Role: The aim is to provide multiple access points, easily found and connected to a system of care appropriate to the needs of the individual provided locally where possible supported by IWK Health.
- Precision Medicine: The aim is to enhance and grow genomics to become the Atlantic Hub for precision medicine. Looking to bring together multiple interconnected clinical and diagnostic laboratory services at IWK Health as an integrated "Centre for Precision Medicine", with a common governance structure, and with focused priorities to transform the delivery of genetics and genomic diagnostic services for the province for all ages.
- Growth, Redevelopment and Infrastructure Renewal: This is a hot topic aiming to develop and implement short- (1-2 years), medium- (3-10 years) and long-term (10+ years) strategic infrastructure plans that support current, emerging and future clinical, research and learning needs.
- Planetary Sustainability: Aiming to develop and implement sustainable practices to decrease the impact of the IWK Health on the environment supporting the government's goal to achieve net-zero greenhouse gas emissions

by 2050. Need to think about how to keep this front and centre with assistance from government and foundation partners as it is a strategic initiative.

As we look to the horizon, Board members will receive regular reporting and updates and should act as strong advocates for IWK Health. Outside of the Foundation, we will need help socializing major changes. What can we do to build credibility and what do we do about engagement? The needs of women are not highlighted as much as the needs of pediatrics - we have amazing stories to tell. Social media has become an important tool to promote what IWK Health is achieving and being the voice of truth.

ACTION: “On the Horizon: Future Planning for IWK Health” slides to be circulated and posted to DiliTrust.

7.3 Summary of October 2023 Strategy Session & Proposed 2024-2025 Strategy Plan: Dr. Jangaard gave a presentation regarding the 2024-2025 Priorities and Objectives. The top five most critical focus areas discussed at the October Strategy session include:

- Start building the Precision Medicine Centre of Excellence.
- Create a principles-based space/infrastructure strategic plan.
- Focus on an “IWK Going Green” communication and awareness campaign.
- Start fostering partnerships for precision medicine.
- Start conversations around Ethics related to Precision Medicine.

Key concepts discussed included Precision Medicine, Environmental and Space. Dr. Jangaard highlighted the proposed changes for FY2024/2025. 12 priorities have been refreshed and narrowed down to 8 focused priorities and 15 objectives have been reduced to 12 for FY2024/2025.

MOTION #1: Recommend for approval by the Board, Extension of “The Road Forward” to 2025-2027 with amendments as presented. Motioned by Aldea Landry; seconded by Catherine Woodman. All in favor.

APPROVED

MOTION #2: Recommend to the Board that the proposed 2024-2025 priorities & objectives be endorsed for further development. Motioned by Tracey Cutcliffe; seconded by Gina Kinsman. All in favor.

APPROVED

8.0 **BREAK**

9.0 **COMMITTEE UPDATES / QUARTERLY REPORTING:**

9.1 Finance, Audit & Risk Management (FA&RM) – Gina Kinsman: Gina reported that the draft (FA&RM) community dashboard is a great tool and overall summary presented in an easy-to-understand fashion.

- 9.1.1 Annual Business Plan and Budget: Management has provided the FY24-25 process to date and future steps. It has been submitted to government and will come back to Board for formal approval after ministerial approval.

MOTION: That the 2024-2025 Business Plan be reviewed by the IWK Board of Directors for feedback. Motioned by Gina Kinsman; seconded by Tracey Cutcliffe.

APPROVED

- 9.1.2 F23-24 Q2 Financial Update & Fiscal Forecast – Operations & Capital: There is a modest projected pressure at year end largely unchanged from last report.

MOTION: Recommend to the Board, that, the October 31, 2023, financial results be accepted. Motioned by Gina Kinsman; seconded by Julia Donahue.

APPROVED

- 9.1.3 Annual Audit Plan: Everything is running smoothly with no issues to note. The final report will be presented in June. Update on Internal control, observations, inventory, and time entry adjustments are being held until the new scheduling system is in place and expected to resolve.

MOTION: Recommend to the Board, that the Fiscal 2023-2024 Audit Plan be approved. Motioned by Gina Kinsman; seconded by Catherine Woodman.

APPROVED

9.2 Quality (Julia Donahue):

- On behalf of Board Quality, Julia Donahue gave thanks and congratulations to IWK Health for achieving accreditation exemplary status. She also welcomed Kim Allain who is the new Director, Quality, Patient Safety & Patient Experience
- A brief update was given regarding safety reporting including Serious Safety Events (SSE), status of current Root Cause Analyses (RCAs) and outstanding corrective actions and the Health Care Associated Infection report. Teams are currently focused on examining the increase in SSEs (small numbers) and CLABSI rates.
- The Quality Improvement Plan results were reviewed with four of the eight measures on track, two measures (SSE and ED time to admission) tracking below target and two measures (CLABSI and reduction in surgical long waiters) that will not meet target this year.
- Executive Leader Rounds are taking place which help give ELT a better sense of what's happening in departments and on the floors. Executive Leader rounds and Daily Safety Calls are open to Board members. Messaging will be sent regarding this.
- The latest inpatient and family feedback survey results were reviewed and showed no major differences from last report.

9.3 Governance, Nominating and Human Resource (Tracey Cutcliffe):

- There was good discussion around scheduling and planning of orientation for new members. Orientation will take place after the Annual General Meeting to ensure members are orientated prior to the first Board meetings in September.
- Board buddies may be implemented – will pair new members with an experienced board member.
- Discussion occurred regarding the Digital Transformation Terms of Reference and workplan. Eventually will need to decide if we will move Digital Transformation to a standing committee rather than a special committee.

9.3.1 Recommendation on Recruitment of Community Members: Discussion ensued at GNHR regarding process and clarity for how community members serve the board. There are currently three community members who are interested in serving on board. Tracey will follow-up with community members to see if they want to be considered for the Board this year.

An Advertisement will be placed for community and board members which will prioritize Equity, Diversity, Inclusion, Reconciliation and Accessibility populations. Governance experience is a priority area. Community members will serve for one-year (renewable) which may eliminate the need to advertise every year. For the upcoming year, we can appoint 2-4 board members.

MOTION: Recommend to the Board for approval of the process to recruit and appoint community members to select Board committees. Motioned by Tracey Cutcliffe; seconded by Janet Dunphy. All in favor.

APPROVED

9.3.2 Proposed Amendments to Governance Policies: Deferred.

9.3.3 Recommendation of Director Appointment to Research Committee:

MOTION: Recommend to the Board for approval, the appointment of Janet Dunphy to the Board Research Committee. Motioned by Tracey Cutcliffe; seconded by Ron Smith.

APPROVED

9.4 Building and Infrastructure Committee (Monica Foster):

- An update on ED redevelopment was provided. Government approved an additional \$25M to cover inflationary costs. The project is running six months behind.
- The Level 0 flood remediation is largely completed and at an estimated cost of approximately \$8M. A business case has been submitted in the current budget for improvements to the kitchen in addition to the remediation.
- The helideck is back in operation.

- Was informed of a catastrophic generator failure (a 44-year-old generator exploded) on November 15, 2023. There were no injuries, but sprinklers went off and diesel spilled (since cleaned up). Currently reviewing what the root cause was and working with insurance. It was a redundant generator (a back-up to the back-up). Will try to improve and modernize what we are going to do with respect to generators.
- There is good work taking place around the environmental strategy. Advocating for a team that can take this work forward.
- Fiscal 23-25 Capital Grants Funding Prioritization: The intent was to approve the plan in conjunction with FA&RM but government has provided an additional \$7M on top of capital for this fiscal year (ending March 31st) which has led to the need to prioritize the list for next year. It is recommended that this item is deferred to determine what can be achieved this fiscal.

9.5 Research Committee (Ron Smith):

- A safety incident where a restricted substance not appropriately documented was held in a research lab for many years was identified and resolved quickly. This led to a major re-examination of how we keep track of stored items that will result in an improved process.
- Dr. Janet Curran gave a presentation at the Research committee meeting, and she will be asked to make a similar presentation to the Board in March.

9.6 Digital Transformation (Mike Morris):

- The Terms of Reference and Workplan were approved.
- The OPOR project is getting up to full speed with town halls, workshops, and engagement sessions. There are no new concerns at this stage.
- The E-referral project got underway about a year ago. It is about managing all referrals that come into the health centre. It is currently being used in parts of the organization.
- The SAP time reporting project is going well.
- There was an hour-long education session on cybersecurity at today's meeting which was open to all Board members. CSDS and HIROC presented. HIROC will be invited back for a follow-up session as their time was cut short. The hope is for us to become better cyber-citizens.

10.0 CEO REPORT (Dr. Krista Jangaard): Dr. Jangaard gave thanks to the Foundation for the following three items which were supported by the Foundation:

- A piece of equipment for the Women's program.
- The announcement of Foundation support in the amount of \$10M for the Integrated Youth Services model.
- Notification of the receipt of \$5M from the Windsor Foundation for pediatric system.

11.0 **IWK FOUNDATION REPORT (Jennifer Gillivan):**

- The Foundation approved \$15.5M – 75% funded for the ED. During the 1st week of January, another \$2.5M was secured for the ED.
- An Ecosystem Funding request was put forward which is the largest to date.
- Working with the team around Women's Health and research campaign.
- Dr. Jangaard and team will work on the annual grant.
- Trust funds and endowments are being audited to determine if they can be modified and redirected as many were set up years ago.
- It is the 40th anniversary of the Foundation so they will organize a 40-hour Give-A-Thon the weekend of telethon (1st weekend in June). They will also give thanks to the community for 40 years of giving and show what they've done and where they are going.
- Their three-year strategic plan is on track to raise the most money they've ever raised in their history.
- They have transformed their IT system and have regular cybersecurity training.

12.0 **IN CAMERA**

Mike Morris made a motion to adjourn the meeting at 4:36 p.m.

APPROVED

Respectfully submitted by,



Sonya Fraser
IWK Board Chair