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## **IWK BOARD OF DIRECTORS MEETING**

**Tuesday November 30, 2021**

**8:30 am -12:30pm**

**Director's present:** Catherine Woodman, Sonya Fraser, Lois Scott, Thane Stevens, Christopher Fowles, Paul Smith, Julia Inglis, Aldea Landry, Tracey Cutcliffe, Mike Morris, Lindsay Hawker, Dr. Scott Drysdale, Cheryl Stewart-Walsh, Justin Ghosn, Sheila Woodcock, John Sylliboy, Darrell White, Ron Smith, Dr. Paul Hong

**Ex-Officio (nonvoting) Directors:** Dr. Krista Jangaard, President and CEO

**Regrets:** Paul Smith, Barry Mason, Mary Ann McMahon

**Executive present:** Steve Ashton, VP, People, Gina Connell, Chief Communications and Public Relations, Jen Feron, General Counsel, Annette Elliott Rose VP Clinical, Amanda Whitewood, Chief Operating Officer, Dr. Jeannie Shoveller, VP Research, Dr. Doug Sinclair, VP Medicine

**Staff present:** Penny Skidmore, Executive Assistant to President and CEO

### **1. Opening Remarks**

#### **1.1 Call to Order/Confirmation**

Catherine Woodman, Board Chair, called the meeting to order. Quorum was confirmed.

#### **1.2 Declaration of Conflict of Interests**

Sonya Fraser will step out for item 8.4

### **2. Safety Call**

### **3. Patient Story**

### **4. Approval of the Agenda**

That the agenda be approved as presented with the addition of item 11 and item 12.2 will include motions.

Motion to approve the agenda Mike Morris seconded by Sonya Fraser

**APPROVED**

## **5. Consent Agenda**

**APPROVED**

Motion to approve the consent agenda Mike Morris seconded by Thane Stevens

### **5.1 Approval of September 28 and November 9 Board Meeting Minutes**

Motion: THAT, the minutes of September 28, 2021 and November 9, 2021 Board Meeting minutes be approved

### **5.2 Pre- Privileges and Credentialing**

Motion: THAT the Board approve the privileges and credentialing reports

### **5.3 Board Evaluation – no motion, for review**

### **5.4 MAC Report – no motion, for review**

Motion: THAT the Board approve the re-appointment of the Chief of Psychiatry

### **5.5 Appointment of Chief of Woman's and Obstetric Anesthesia**

Motion: THAT the Board approve the appointment of the Chief of Woman's and Obstetric Anesthesia

## **6. Board Chair Report**

The Board Chair, Barry Mason, Chair IWK Foundation, Jennifer Gillivan, CEO IWK Foundation and Krista attended a meeting with Minister of Health and Minister Michelle Thompson on November 2nd to affirm new government's commitment and the \$100.6 M Pediatric Emergency Department and to clarify the Foundation's role to contribute furniture, fixture, medical equipment, or healing spaces that will elevate ED to leading edge practices.

CEO performance goals – Catherine in partnership with CEO crystalized specific goals for upcoming year and met with executive on November 24th to improve and finalize.

Foundation – The Board Chair participated as a member of the Foundation Board in the strategic planning day session November 5th

Government Relations – Catherine and Krista met with regional board members on Oct 29th to discuss value and approach to regional in person meetings in 2022 with

government officials and clinical leads in New Brunswick and Nova Scotia. Plan to move forward in unison with regional board members.

Former CEO Trial – ongoing monitoring with Executive and Barry Mason as well as connection with key stakeholders.

The Board chair co-authored with CEO an op ed tribute to Dr. Richard Goldbloom.

## **7. Strategy**

### **7.1 Q2 Report**

Krista Jangaard presented the Q2 report.

### **7.2 Introducing the Road Forward**

Gina Connell presented how the IWK will engage and support staff to provide input to the strategy. This will be discussed at townhalls, manger meetings and pulse newsletters. IWK Board commented on how well the strategy is presented. Who gets the strategy email? The team that receives the in the loop comments will send to the correct department. The strategy needs to be informed by the community and the people that do the work. A visual map of the stakeholders is helpful to remind them that they had input into the strategy.

### **7.3 Strategic focus update on Partnership Woman's Research Canada**

Annette Elliott-Rose and Jeannie Shoveller presented. Material included in meeting package. IWK has entered a partnership for woman's health research with Woman's Health Research Institute BC, Woman's and Children Health research institute Alberta, and Woman's College Research Institute Ontario which will lead research that improves the lives of woman, trans and non-binary people across Canada and around the globe. Our partnership has been strongly supported by the IWK Foundation, who are very much aligned with this theme. This year the IWK will be looking at best practices and creating a road map forward.

## **8. Committee Updates**

### **8.1 FA&RM**

The Auditor General presented the audit plan for the year. Great conversation. Accountability framework was also reviewed. Great work by Matthew Campbell and his team to make the accountability agreement more real. Business plan was reviewed, not yet approved by the government. Interesting that the government asked for additional funding that will not be covered by the health center. Approx. \$3M inflation and contract demands. Usually told to mitigate these but were instructed to ask for the costs this year. This has been submitted. Internal Auditor has presented the plan, still a work in progress. Our internal auditor reports to the FA&RM committee.

**Motion: THAT the Q2 2021/22 financial results be accepted by the Board    APPROVED**  
Mike Morris seconded by Chris Fowles

**Motion: THAT the Audit Plan as presented be approved by the Board    APPROVED**  
Sonya Fraser seconded by Julia Inglis

**Motion: That the 2021-22 Accountability Agreement be approved by the Board**  
Sonya Fraser seconded by Mike Morris    **APPROVED**

## **8.2 Quality**

Patient story was a difficult one to hear, but a lot has been learned throughout the Covid-19 pandemic. No serious safety events for Q2. Only 1 Serious Reportable event. Executive leader rounding has started and is going well. 13 teams have been visited to date. Quality improvement plan – 4 of 8 are tracking to target. Quality improvement plan planning for next year has started. Patient surveys are still on hold, moving to a more virtual platform. Covid line is still operational, receiving lots of calls. Family leadership and youth councils are still running and going well. Cyber security was also discussed.

Cyber security will be an agenda item at a future meeting. The IWK is part of the provincial system, the Board needs to be informed but will not have control on actions. The Board will invite staff from the province to update the Board on Cyber security.

## **8.3 Building and Infrastructure**

Committee meeting was centered around regular reporting. Gaining ground with compliance and risk planning. Additional funding has helped support this. Lots of work on going but challenging to meet deadlines. Intensity of work tempo has an impact on staff as

well as the pressures of staff vacancies. Department is doing 4-5 times the volumes of regular work. A leak in the woman's building has taken out 18 rooms temporarily, and a separate leak in children's building has taken out 3 rooms, one being an OR. Ongoing electrical updates are underway, and power needs to be taken down to do the repairs planned so as not to disrupt the organization. Preventative maintenance program is in progress. ED redevelopment is going well. Project manager has been selected.

#### **8.4 GN&HR**

The IWK followed a full process to select the Vice Chair. The previous chair spoke with all board members. The current board chair met with the executive members individually for input and in addition the Board has invited to email the Chair of GN&HR. Sonya was highly recommended and brings leadership experience, IWK Health Centre knowledge as well as the respect of the board.

**Motion: That the Board hereby appoints Sonya Fraser to serve as Vice Chair pursuant to the IWK Corporate Bylaws**

**APPROVED**

Tracey Cutcliffe seconded by Ron Smith

HR score card was reviewed at the meeting. Increase in lost time injuries due to slips and falls. Leadership development portal has been launched. Change management has reached over 600 leaders and staff. Vacancy rate has improved. Vaccination rate is 97.4%, physician rate is 100%.

Recruitment for the new VP Research has commenced with a committee formed and search firm selection being finalized.

THE IWK Foundation has requested the CEO of the Foundation to be appointed as a member of this Board. Governance committee assessed precedent and the implications for bylaw revision. It was decided the Foundation CEO will be invited to attend Board meetings with the ELT staff.

Education topics for the strategy session will be limited to 1-2 topics. If Board members have suggestions, please let staff know. We will also be trying to schedule the Board Awards celebration at this meeting.

Bylaws remain with the Province pending approval.

IWK Board Chair, Vice Chair and Committee Chair job descriptions were developed and reviewed.

Recruitment for the Chair of the FARM committee has started. Looking for off cycle recruitment for a new member for that committee. There are candidates being discussed however, if there are candidates that the Board would like to suggest, please let Tracey know. Penny will send the role description for Committee Chairs to the Board. Should we be looking outside the Board for the chair of the FARM committee chair? Someone that knows the inter workings of that committee should be considered.

Skills matrix needs to be complete. Penny will send to the new members. A visual will be created of the skills matrix and will help us forecast upcoming needs

CEO succession planning – 360 review will take place for the CEO and ELT members.

Orientation session took place yesterday, meetings happened with Krista and Catherine, Penny, Annette, Doug and Amanda

## **8.5 Research**

The committee previewed the Research Strategy, which the Board will review later in the meeting. The committee will be looking for endorsement of the strategy.

## **8.6 MAC**

Included in the meeting package.

## **9. Foundation Report**

Barry Mason was unable to attend Board meeting. Krista Jangaard updated the Board on the Thistledown donation. Canada's Children's Hospital Foundations (CCHF) together with Children's Healthcare Canada (CHC) are announcing a \$26 million investment from Thistledown Foundation to support Canada's 13 acute care children's hospitals across the country. A donation of \$2 million is being directed to each acute care children's hospital coast to coast, including the IWK. As we all know, the pandemic has had an immense impact

on the health of children, youth and their families and this donation will be used to support the most urgent priorities of each hospital.

## **10. CEO Report**

Included in meeting package.

## **11. Master Space Plan**

Agnew Peckham presented. Presentation included in meeting package.

**Motion: THAT the Building & Infrastructure Committee recommends to the Board for endorsement that:**

**1)The IWK Master Space Completion Task Force has fulfilled its mandate**

**2)The Board endorses next steps to move the IWK Space Task Force to action short term moves to align with Master Space Program recommendations; and to direct ELT to consider a space utilization study in advance of the architectural Master Space Plan, and**

**3)To provide a copy of the endorsed Master Space Program to DHW representatives and thank them for their participation**

**APPROVED**

Thane Stevens seconded by Justin Ghosn

Organizations seem to under build, are we comfortable with our estimates, is it enough space? Assumptions have been made and departments had input into the process. Population growth assumptions from the government were also used to create these numbers. Has government been engaged? Government was at most meetings, were not there to fund anything, but there to listen and keep the dreams under control.

## **12. Education Session – Focus on Research**

**12.1** Research Story titled “The Journey” presented by Dr. Souvik Mitra

**12.2** Research Strategy – To the future and beyond

Jeannie Shoveller presented the Research Strategy. The research strategy is based on the following 5 strategic priorities and actions:

- Deliver research that is grounded in reconciliation, diversity and inclusion and addresses health equity
- Grow our climate of inquiry, research and innovation
- Strengthen research talent development
- Catalyze research that informs population health, clinical practice, policy and health systems in Canada and beyond
- Enhance partnerships between researchers, clinicians, universities, industry, and communities

The five strategic priorities and actions will adhere to the following values of IWK research: Respect, Inclusion & Belonging, Excellence, Discovery and Partnership and Collaboration

**Motion – The Board of Directors moves to endorse the Research Strategy as presented and to move forward with the next steps in the implementation process.**

**APPROVED**

Ron Smith seconded by John Sylliboy.


### **13. In Camera**

Court matters, CEO Annual performance plan

Motion to adjourn – Ron Smith

Meeting adjourned at 1:25PM

Respectfully Submitted,



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Catherine J. Woodman  
Board Chair