



IWK BOARD OF DIRECTORS **MINUTES**

September 23, 2025 @ 8:00 a.m.
Spring Garden Road Conference Room
Approved November 18, 2025

Directors Present (Voting):

Dr. David Anderson	Chris Fowles	Charlene Milner
Dr. Raza Abidi	Justin Ghosn (Virtual)	John Muir
Ryan Brothers (Virtual)	Aldéa Landry	Cheryl Paynter
Janet Dunphy	David Lavigne	Sara Piracha-McLean
Julia Donahue	Jane McKay-Nesbitt	Denise Pothier (Virtual)
Monica Foster	Kyle MacDonald	Sheila Woodcock

Regrets:

Gina Kinsman	Lindsay Hawker
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Ex-Officio (Non-voting) Directors:

Dr. Krista Jangaard, President & CEO	Dr. Narendra Vakharia, Chair of the Medical Advisory Committee	Dr. Kirstin Weerdenburg, President of MDSAS
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Executive Leadership Present: Gina Connell, Jean du Plessis, Jen Feron, LeeAnn Larocque, Dr. Frank MacMaster, Mary Lynn VanTassel

Staff Present: Glenda Hoskins, Board Coordinator & Executive Assistant to CEO

1. STANDING ITEMS:

- 1.1.** Chair's Remarks & Call to Order: The meeting commenced at 8:02 a.m. A warm welcome was extended to our new Board members, Dr. Raza Abidi, Denise Pothier, and Kyle MacDonald.
- 1.2.** Land Acknowledgement: Chris Fowles gave the land acknowledgement.
- 1.3.** Confirmation of Quorum: Quorum was confirmed.
- 1.4.** Declaration of Conflict of Interest: None to declare.

2. IN CAMERA: Not applicable

- 3. PATIENT STORY:** Julia Donahue shared a patient story describing a mother's experience after a car accident involving her and her two-year-old daughter, during which their vehicle entered the water. The mother did not sustain injuries, but her daughter required medical care from several staff members upon arrival at IWK. The mother was comforted and offered a hot beverage and dry

clothing. Throughout the process, the care team provided information regarding the daughter's treatment and maintained communication with the mother. The daughter was admitted to IWK for several days. The mother acknowledged the support she received from the IWK team and stated that it helped her during a challenging situation. This case highlights IWK Health's approach to family-centered care. A video recounting this experience will be shown to staff at the next team meeting.

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

APPROVED

5. **CONSENT AGENDA:**

MOTION: That the consent agenda be approved, including motions therein. Motioned by Charlene Milner; seconded by John Muir. All in favour.

- 5.1 Approval of Minutes (June 24, 2025)
- 5.2 Privileges and Credentialing
- 5.3 Report from Medical Advisory Committee (MAC)
- 5.4 Board and Committee Work Plans
- 5.5 2025-26 Q1 Compliance Report
- 5.6 Chief, Department of Pathology and Laboratory Medicine Re-Appointment of Dr. Jo-Ann Brock
- 5.7 Chief/Chair, Department of Pediatrics, Appointment of Dr. Victoria Price
- 5.8 Director's Liability and Indemnity
- 5.9 Digital Transformation Committee Dissolution

APPROVED

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

- Expanding relations with government healthcare partners in New Brunswick and PEI.
- OPOR December rollout and Board oversight.
- Infrastructure Committee and expanded scope to include Digital.
- Charlene Milner is the new FA&RM Chair.
- Participated in multiple meetings and events, including the Foundation Telethon, IWK Health Quality Summit, Department of Health and Wellness (DHW) Ministerial meetings, the Health Transformation Leadership Forum, and a Health Leadership meeting. During discussions with the Minister and Deputy Minister, key topics included the Pathology Lab, Executive Leadership Team recruitment, and funding for transformation initiatives. IWK Health was commended for its prudent and measured approach to budgeting and its constructive engagement with DHW.
- Congratulations were offered to LeeAnn Larocque on her appointment as VP, Clinical Care, Learning & Chief Nurse Executive. Dr. Sinclair, who will retire on September 30th, was recognized for his valuable contributions.
- A thank you to everyone for participating in the one-to-one Director conversations in August.

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

- 7.1. **Q1 Strategic Performance 2025-26 Priorities, Objectives and Key Results:** The Committee received an update on progress towards the objectives and key results outlined in the

strategic implementation plan. Currently, seven of the eleven objectives are on track, with none identified as being at risk. Several objectives have a scheduled delayed start. Key highlights were included in the presentation. Efforts to advance the Accountability Agreement remain ongoing. Viva Goals will be replaced with a new platform with a similar look. Dr. Anderson noted the release of the first annual Child Death Review Report. Krista acknowledged the report and that IWK Health was aware of the process and the report which reported on deaths for Nova Scotians under 25 years of age between 2009-2023.

- 7.2. Action for Health Update: An update was provided on IWK Health clinical activity and progress toward goals related to the provincial Action for Health Strategic Plan. IWK reporting aligns with the Road Forward Strategy Plan and the Accountability Agreement. The Committee reviewed emergency department visits and surgical long-term waiting lists, noting that most pediatric long-term waiters are for dental procedures. Efforts are underway to increase the number of dental surgeries at offsite locations, including 18 Acadia and Dalhousie. ENT services were identified as another area with a significant wait list. A new ENT clinician has recently been hired, and several adult providers are available to see pediatric patients. Information will be made accessible to families to support informed decision-making. Details will be incorporated into the provincial accountability report.
- 7.3. 2025-26 Provincial Accountability Agreement Update: The Q1 2025-2026 Provincial Accountability Agreement results for IWK Health were presented to the Committee. Efforts are ongoing in areas such as wait-times and physician recruitment. National data indicate that pediatric clinical and surgical wait-times are longer compared to those for adults. It was confirmed for the Committee that IWK does not use travel nurses. NSH and IWK are collaborating on a memorandum of understanding (MOU) to create a shared pool of travel nurses with other health authorities.

8. EDUCATION SESSION (Krista Jangaard)

- 8.1. Framework for Effective Board Governance of Health System Quality: The “Framework for Effective Board Governance of Health” from the Institute of Healthcare Improvement as part of the Board education cycle and in preparation for completion of the Governance of Quality Assessment (GQA) tool was shared with the Committee. In addition, Krista provided a presentation to the Committee that will be posted to Dilitrust portal.
- 8.2. Governance of Quality Assessment (GQA) Tool: The document was circulated for anonymous completion by the Board and ELT.

9. Committee Updates/ Quarterly Reporting: Draft minutes from each committee were included as part of the package. Highlights shared by committee chairs are noted below.

- 9.1. Building and Infrastructure (Monica Foster): The Infrastructure TOR will be brought forward by the GNHR chair for board approval. Infrastructure reports included an update on the ED and funding from the Foundation to support the external elevator; deferred maintenance; Fire Marshall Report status. Digital reports included OPOR and S4/HANA. OPOR may require more fulsome updates. The question was raised regarding physicians and OPOR awareness. The Medical Advisory Committee has extended their meetings by one hour to focus on OPOR. Education and training are increasing as more classes and training becomes available.

- 9.2. FA&RM (Charlene Milner): An update was provided on Internal Audit including the Laundry Services report. The semi-annual credit card report was received. The F25-26 budget direction letter has been received, confirming approved funding of \$25M for pressures communicated to DHW. The revised allocation will support both current positions and the recruitment for vacancies associated with transformation initiatives. It was noted that while the forecast to DHW is expected to continue to reflect the deficit, the confirmation of the forecast will mean that revenue will be received by DHW to arrive at a balanced financial position at year end. While not guaranteed, it is expected that, excluding transformation, this additional funding will be incorporated into next year's base budget. The Committee reviewed the intent of the motion, and clarification was provided that the Board will vote on the document detailing the deficit as well as the proposed strategy for its resolution.

MOTION: THAT the Fiscal 2025-26 financial results be accepted by the IWK Board of Directors. Motioned by Julia Donahue; seconded by Sara Piracha-McLean. All in favour.

- 9.3. Governance, Nominating and Human Resource (Sara Piracha-McLean): Planning continues for the Board Retreat. The second day will focus on governance education, which includes outlining the purpose of board committees and the flow of information and *decision* making to the Board. The current and future state of committees will be presented, and time is allotted for fulsome discussion with the opportunity to chat with committee chairs. The HR scorecard included in the package, indicates some risk with performance management. A plan to address will be brought forward to GNHR.

The Infrastructure Committee Terms of Reference was presented for Board approval. One minor edit will be made under Digital Technology i) to correct the grammar.

MOTION: THAT the IWK Board of Directors approve the Infrastructure Committee Terms of Reference. Motioned by Monica Foster and seconded by Aldéa Landry. All in favour.

- 9.4. Quality (Julia Donahue): Scott Ramey has been appointed to the Committee as a community member, and given his background, he is expected to make a valuable contribution. The Committee received reports regarding Serious Safety Events, Serious Reportable Events, and Health Acquired Infections, with no issues identified. A recent measles admission provided an opportunity to effectively test established protocols. Progress continues on the Quality Improvement Plan.
- 9.5. Research (Sheila Woodcock): The Committee received reports related to an internal audit regarding unlabeled chemicals. Incurred costs will be charged back to the responsible researcher. Dr. Noni MacDonald and Dr. Robert Bertollusi attended the meeting and provided an excellent presentation on the basic principles of MicroResearch. Other reports included the bi-annual financial update, external workplace assessment recommendations, risk reporting, scorecard, workplan, etc.

10. **CEO Report (Krista Jangaard)**: Please refer to the CEO's report included in the meeting package. An update was provided on recruitment of the three VP positions. As noted earlier, LeeAnn Larocque is the successful candidate as VP, Clinical Care, Learning & Chief Nurse Executive. Stacy Burgess has

been selected as VP, Clinical Support & Systems Integration effective October 14th. Dr. Sinclair's last day is September 30th. A tea in his honour is scheduled for October 1st, with Board members invited to attend. An announcement regarding the interim plan for the VP Medicine Quality & Safety position will be sent soon. It was noted that IWK Health has achieved a ranking of 62nd globally and 5th nationally among paediatric institutions as reported by Newsweek. Dr. Trey Coffey, Chief Quality Officer at Nationwide Children's Hospital, will be the guest speaker at the Board Retreat dinner. Nationwide Children's Hospital pioneered the collaborative now known as Solutions for Patient Safety. Additionally, an update was given regarding the Canadian Excellence Research Chair, which will involve a global search process.

- 11. IWK Foundation Report:** Please refer to the report included in the meeting package. Key highlights include the Women's Health survey and results (~15,000 completed responses). A press release is scheduled for October 9th. The invite will be extended to the IWK Board of Directors. The ED campaign has exceeded target, and additional funding will be provided for the external elevator. The Fifth Wave Podcasts were highlighted as very positive. IYS – Anchor Youth Spaces fundraising continues to help establish eight spaces across the province.

The Richard B. Goldbloom Endowment Terms of Reference were presented to the Committee for approval. The suggested amendment reallocates funds toward large-scale research investments while preserving the original purpose of supporting patients through research. The fund was initially created to accumulate resources for an Investigatorship award; this program is no longer in operation and no disbursements have been made. During the discussions, it was confirmed that the endowment funds were contributed by the Women's Auxiliary, rather than the family estate. It was suggested that, as a matter of courtesy, the Foundation engage in dialogue with the family to ensure they are appropriately informed. The Committee was also informed that the Vice President, Research, had been consulted and is supportive of the amendment. From a governance perspective, it was noted that future research-related matters be reviewed by the Research Committee prior to tabling at the full Board. It was noted that, as the Foundation Board of Trustees holds final approval authority, the IWK Board of Directors would provide an endorsement rather than approval. The proposed motion will be amended accordingly.

MOTION: That, the IWK Board of Directors endorse the new Terms of Reference for the Dr. Richard B. Goldbloom Research endowment as attached. Motioned by Sara Piracha-McLean; seconded by Sheila Woodcock. All in favour.

- 12. In Camera:** The Board went In Camera at 11:15 a.m. Motioned by Sara Piracha-McLean; seconded by Cheryl Paynter. The following topics were discussed in camera.

- 12.1.** CEO 2025-26 Goals
- 12.2.** Succession Planning
- 12.3.** Update on HR Issue

A motion to adjourn the meeting was made at 12:50 p.m. Motioned by Sara Piracha-McLean, seconded by Aldéa Landry

Respectfully submitted by,

Chris Fowles, IWK Board Chair