



IWK BOARD OF DIRECTORS
MINUTES

November 18, 2025 @ 8:00 a.m.
Spring Garden Road Conference Room
Approved: February 3, 2026

Directors Present (Voting):

Dr. David Anderson (Virtual)	Lindsay Hawker (Virtual)	John Muir
Ryan Brothers	Gina Kinsman (Virtual)	Cheryl Paynter (Virtual)
Janet Dunphy	Jane McKay-Nesbitt	Sara Piracha-McLean
Julia Donahue	Kyle MacDonald	Denise Pothier
Monica Foster	Charlene Milner (Virtual)	Sheila Woodcock
Chris Fowles		

Regrets:

Dr. Raza Abidi	David Lavigne
Justin Ghosn	Aldéa Landry

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: Stacy Burgess, Jean du Plessis, Jen Feron, Dr. Katrina Hurley, 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 8:01 a.m.
- 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 introduced the story highlighting a patient experience involving communication for booking and scheduling. The Patient and Family Experience team has been assisting the family to address their concerns. A case review has been completed, and its findings will

be shared with the family. Contributing factors and work underway to improve were discussed.
Action: The Committee requested an update at the March meeting.

4. **APPROVAL OF AGENDA:** The agenda was approved as circulated. Motioned by Denise Pothier; seconded by Julia Donahue. All in favour.

APPROVED

5. **CONSENT AGENDA:**

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

- 5.1 Approval of Minutes (September 23, 2025)
- 5.2 Privileges and Credentialing
- 5.3 Report from Medical Advisory Committee (MAC)
- 5.4 2025-26 Q2 Compliance Report

APPROVED

With reference to the MAC Report, a question was raised regarding the limited capacity to support nurse practitioner student placements. The Board was informed that Chiefs of the respective services are working to address this issue and will provide a report back to MAC. The Physician Assistant Program also faces training constraints. Dr. Anderson noted that expanding training opportunities is a provincial priority. IWK Health remains supportive of, and vital to, education.

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

- Updates were provided from both the Executive Committee meeting and the Board Retreat. The retreat's focus on quality and governance was well received, and further discussion regarding governance renewal is scheduled on the agenda.
- With respect to OPOR, the go/no-go decision will occur 15 days prior to launch.
- Succession planning remains a priority and will be discussed in camera.
- Seven new IWK Research centres were announced at the November 7th event.
- Meetings were held with DHW Minister and Deputy Minister Thompson, covering topics such as OPOR, Women's Program, Precision Medicine, infrastructure and redevelopment planning, board governance renewal, senior leadership recruitment updates, and the anticipated impact of the 2025-26 capital budget. The Minister expressed appreciation for IWK's role as an OPOR trailblazer.
- The Board has received invitations to various events, including today's tour of the IWK's six major infrastructure projects, the HIROC cyber webinar, the Celebration of Lights on December 3rd, and the Dr. Margaret Oulton donor event on December 4th. Participation in these types of events is valued and considered highly meaningful to IWK staff.

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

- 7.1. Q2 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. The Executive Leadership Team is preparing to identify strategic initiatives that may extend into 2026-27 secondary to the impacts of the launch of OPOR and to the concentrated focus on the OKR for Go-live.. The Board received clarification

that a No-Go decision regarding OPOR would represent a change in timing only and efforts would be concentrated on addressing barriers to the launch of OPOR. Currently, indicators, including education and infrastructure preparedness are favourable and are not anticipated to impede the scheduled go live.

- 7.2. 2025-26 Provincial Accountability Agreement Update: The Q2 2025-2026 Provincial Accountability Agreement results for IWK Health were presented to the Committee. IWK Health continues to perform well in several areas with notable improvements. Wait-times for both surgical and non-urgent mental health remain out of window. The full report from Q2 will be available at the next Board meeting.

8. BOARD GOVERNANCE (Chris Fowles / Sara Piracha-McLean)

- 8.1. Re-structure, Board Committees, Mandates and Terms of Reference:
The retreat yielded substantive feedback on the proposed changes to the committee structure. The Minister has been informed of these developments, is supportive, and has requested to review the draft Terms of Reference prior to a formal approval process. Consensus was reached to proceed with the committee structure revisions. Chris, Sara, Gina, and Krista will reconvene following the OPOR launch. Acknowledgment was given to all participants and committee chairs for their contributions. Educational topics will be consolidated, forwarded to GNHR, and subsequently presented at the February Board meeting. Research has been identified as an area for educational development. Additionally, it was noted that circulating the list of retreat comments would be beneficial. The restructuring initiative will progress through the Executive, GNHR, and the Board in February.

9. EDUCATION SESSION (Krista Jangaard):

- 9.1. Women's Health at IWK
Stacy Burgess, LeeAnn Larocque and Frank MacMaster led an educational session providing an overview of current data, key areas of partnership and advocacy, IWK Health Services and key components to advance women's and diverse health strategy and ongoing clinical transformation. The presentation slides were uploaded to the portal after the meeting.

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

- 10.1. FA&RM (Charlene Milner):
The Committee met on November 3rd and received updates pertaining to risk management topics, internal audit activities, the HIROC Risk Assessment Checklist Annual Report, the F26-27 Health Services Business Plan, the F25-26 Financial Update and Fiscal Forecast for operations, capital planning, finance policy amendments, and the ERM framework. It was reported that the DHW has confirmed funding up to \$24M to address the F25-26 deficit, thereby enabling the achievement of a year-end balance. As part of the F26-27 business plan development, an additional request for \$60M has been submitted to accommodate historical unfunded inflationary, contractual, and utilization pressures, provide transformation funding for approved business cases, and address new utilization and contractual requirements. Upon receipt of the government approval letter, all relevant changes will be incorporated into the business plan, which will then be presented to the Board for final approval.

The following two motions were put forward:

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

MOTION: THAT the Fiscal 2026-27 Business Plan be endorsed by the IWK Board of Directors for review and feedback. Motioned by Sara Piracha-McLean; seconded by Julia Donahue. All in favour.

10.2. **Governance, Nominating and Human Resource (Sara Piracha-McLean):** The Committee met on November 4th. In addition to the minutes, several additional items to note include:

- Finance Policy updates – GNHR will work with the FA&RM Committee accordingly.
- The HIROC reduction of 5% premium was acknowledged and celebrated.
- From an oversight perspective, the GNHR chair and VP, Clinical Support and System Integration will discuss staff risks.
- Performance Management remains below target; however, improvement is expected over time with the new Vice President now in position.

10.2.1 **Vice Chair Nomination:**

As Gina Kinsman transitions to the position of Chair in June, the Board will require a new Vice Chair. Directors may nominate themselves or another member for this role. Please submit all nominations by year-end.

10.3. **Infrastructure (Monica Foster):** The Committee met on November 3rd and received updates including: long-term infrastructure planning; addressing deferred maintenance challenges; staffing challenges; AHU installation delays relating to pricing and required funding; progress on the Fire Marshalls Report; ED Redevelopment (no change in budget and January 2027 opening date); Sustainability strategy and initiatives; Data Governance MOU and status of AG Cybersecurity Recommendations. The OPOR project remains on schedule for its planned go-live date of December 6th. The update identified several challenges along with corresponding solutions, which were reviewed with the Board. A comprehensive communications strategy has been established to support management of reputational risks.

10.4. **Quality (Julia Donahue):** On November 4th, the Committee met and received updates on several items. A key highlight was the discussion of a patient story, underscoring the ongoing importance of listening to and recognizing patient experiences as part of the Board's commitment to quality improvement. The Committee also reviewed proposed amendments to its workplan to better align with result timelines; these changes will be submitted to the GNHR Committee and the Board for re-approval. Additional updates covered Serious Safety Events (SSEs), Safety Reporting Events (SREs), efforts to revitalize the Safety Coach program, progress on developing the Quality and Patient Safety Plan for 2026–27, and the Accreditation Canada 2028 site visit. It was also noted that Jennifer Bennett is the new Manager of Quality and Patient Safety, reporting to Kim Allain.

10.5. **Research (Sheila Woodcock):** The November 3rd Committee update included a review of the workplan, noted no research risks, and highlighted Dr. Younes Anini's presentation on neuroendocrine mechanisms regulating energy homeostasis and reproduction. Research and innovation performance indicators were on track, and a bi-annual review of Internal Grants

Programming detailed funding across People, Projects, Platforms, and Partnerships. Progress continues toward a purpose-driven research and innovation infrastructure. Resonance consultants' findings were shared, and a Research Strategy Summit occurred on October 9th. The portfolio is under review to improve efficiency and eliminate redundancies. Recruitment is underway for a new director due to retirement. Additionally, new IWK Centres for Research were established, including centers focused on reproductive endocrinology, neonatal research, surgery innovation, clinical bioinformatics, endometriosis and chronic pelvic pain, childhood disability and wellbeing, and sleep health and knowledge mobilization.

A query was raised concerning revisions to the draft minutes provided in the meeting package. It was clarified that all minutes are considered draft until formally approved at the subsequent Committee meeting, at which point any amendments will be recorded in the minutes for that date. Material changes would be highlighted for the Board's attention.

- 11. CEO Report (Krista Jangaard):** Please reference the CEO's report provided within the meeting package. Regarding OPOR, Krista expressed appreciation to both LeeAnn and Stacy for their significant contributions and dedication in supporting the success of this important project. She also recognized Katie Hollis, who has been seconded as the OPOR Executive Lead. Physician engagement with the initiative has been highly positive. An update was provided on the successful recruitment of a new Vice President of Medicine Quality and Safety, with a signed contract now confirmed and a start date of February 9th. A communications plan is in place, and the Board will be among the first to receive the official announcement at the appropriate time.
- 12. IWK Foundation Report:** Please reference the Foundation's report included in the meeting package. Highlights included the process change from an annual general grant call to a more ad hoc approach. The Great Big Dig was a great success, and funding will be utilized to support an O-Arm specifically for spinal surgeries.
- 13. In Camera:** The Board went In Camera at 11:52 a.m. Motioned by Sara Piracha-McLean; seconded by Kyle MacDonald. The following topic was discussed in camera.
 - 13.1. Succession Planning**

A motion to adjourn the meeting was made at 12:02 p.m. Motioned by John Muir.

Respectfully submitted by,

Chris Fowles, IWK Board Chair