IWK BOARD OF DIRECTORS
MINUTES

March 31, 2026 @ 8:00 a.m.
5855 Spring Garden Road, Suite B220
& MS Teams
Approved: May 26, 2026

Directors Present (Voting):

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

Regrets:
John Muir

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

Executive Leadership Present: Stacy Burgess, Gina Connell, Jean du Plessis, Dr. Ken Farion (Virtual), Jen Feron, 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 8:00 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 presented the patient story that highlighted recent parking experiences shared by patients and families. The feedback highlights the parking challenges resulting from limited supply versus demand. Management provided an update via presentation highlighting strategies implemented to reduce the demand on parking. Once the ED is complete, additional parking will be available; however, the demand will still outweigh available supply. The Committee provided feedback including utilizing social media to improve communication regarding daily parking statistics and alternative options. It was also noted that there is a broader parking and traffic congestion issue within HRM, especially on the peninsula.

   3.1. **November 18, 2025, Patient Story Follow-up:** A briefing note included in the board package outlines the improvement strategies implemented in the clinic to enhance the appointment booking process.

4. **APPROVAL OF AGENDA**: The agenda was approved as circulated. Motioned by Gina Kinsman; seconded by David Anderson. All in favour.

APPROVED

5. **CONSENT AGENDA**:

   MOTION: That the consent agenda be approved, including motions therein. Motioned by Charlene Milner; seconded by Sara Piracha-McLean. All in favour.

   5.1 Approval of Minutes (February 3, 2026)
   5.2 Privileges and Credentialing Committee
   5.3 Report from the Medical Advisory Committee (MAC)
   5.4 Ethics Report
   5.5 2025-26 Q3 Compliance Report

APPROVED

6. **BOARD CHAIR REPORT (Chris Fowles)**: The Board Chair report and subsequent discussion included the following topics:
   - An update was provided on the positive collaboration and relationship with IWK Health and the IWK Foundation.
   - Executive Committee met on February 27th and agreed that the CEO report will be permanently advanced on the agenda. It provides a natural segway into the strategy report that follows.
   - RFP for the IWK Strategic Plan – it has been agreed that select Board members will participate in the RFP. Gina Kinsman will arrange participation. The RFP process will take place in April-May with vendor selection in June.
   - ERM Dashboard – the test version was circulated to several Board Committee members (FA&RM). Chris Newell and team welcome feedback on the tool.

- March 20th – SPS Virtual Training session took place with several board members attending. The video will be shared via Dilitrust.
- April 2nd – Board Orientation Site Tour – Denise and Dr. Abidi along with Chris will participate in a tour. This is part of the orientation cycle that has been delayed due to schedules. All Board members are welcome to participate.
- Board Director Interviews are booked for April 13th. The panel will be comprised of the Board Chair, Vice Chair and CEO.
- April 14th – Child Health Research Day – positive participation for this event.
- The Dictionary and Governance Tool have been attached to the package and noted as very helpful.

7. **CEO REPORT (Krista Jangaard):** Please review the CEO's report included in the meeting materials. The surgical waitlist was emphasized, noting an increase in surgeries for both Women's and Children's departments compared to the previous year. However, wait-times for many pediatric patients continue to exceed national averages, with dental cases comprising 65-70% of the long-waiters list. As part of the strategic focus on community engagement, plans to host the October Board meeting and conduct strategic planning sessions in PEI, including engaging with government officials to gain understanding of future shared priorities is underway. PEI has undergone changes recently with the departure of the Health PEI CEO and COO, the recruitment of a new Department Head for Pediatrics and the initial intake of students at the medical campus. In addition, a new health minister, Honourable Corey Deagle was announced this week. Changes to the proposed meeting schedule for 2026-27 designed to align with data reporting requirements more effectively was discussed.

8. **STRATEGY (Krista Jangaard)**:
   8.1. OPOR Update: A comprehensive update is available in the CEO report. IWK is actively collaborating with the OPOR team and Tantalus to achieve optimal system performance. Ambulatory registration challenges are being addressed, and IWK Health will hire a dedicated team to review all bookings and conduct reminder calls. The Data Analytics team has gained access to the "Lights On" network for high-level data; however, report creation capabilities are not yet available, and efforts are underway to resolve this issue. Dr. Anderson commended the IWK for being the first to go live and noted the new system will significantly enhance healthcare operations in the coming years. The Committee reviewed potential impacts on IWK Health when Central Zone launches on May 1st, confirming that IWK will remain engaged to ensure sufficient support and prevent adverse effects from system changes. The Minister and Deputy Minister will continue to receive regular briefings. Additionally, Tantalus is contracted within IWK's operational budget to support clinical teams, who have found their assistance valuable.

   8.1 Strategic Priorities and Objectives
      8.1.1 Strategic Performance 2025-26 Priorities, Objectives and Key Results (Krista Jangaard): The Committee was updated on progress toward objectives in the strategic plan. Ongoing activities from OPOR have impacted progress on several

key results. Results for Q4 will be presented at the May meeting once data is available.

8.1.2 Proposed 2026-27 Strategic Priorities and Objectives (Krista Jangaard): The Committee reviewed an initial draft of the 2026-2027 Priorities and Objectives. The presentation was reviewed with the Committee. The proposed strategy consists of four themes, seven priorities, eleven objectives and thirty-four key results within four themes (30 confirmed, four pending). The pending key results relate to the EDIRA strategic plan implementation. The Committee discussed impacts of capital funding reductions and the impact it may have in achieving results pertaining to infrastructure. IWK Health will continue to raise awareness with DHW. Management will explore the possibility of a risk registry for the key results.

MOTION: That the 2026-27 Key Results be endorsed by the Board in principle subject to the addition of the EDIRA key results. Motioned by Monica Foster; seconded by Sheila Woodcock. All in favour.

8.2 2025-26 Provincial Accountability Agreement Update (Krista Jangaard): The Q3 Provincial Accountability results were provided to the Committee. Although the proportion of pediatric patients has declined, there is still an ongoing rise in services provided because actual number of children continues to increase with overall population growth. Additionally, the number of women aged over sixty-five requiring breast and gynecology services is increasing.

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

9.1. Corporate Bylaw Update Regarding Committee Restructure:
A briefing note was provided to the Committee that summarized proposed amendments and approval timeline. Bylaw changes occur with Ministerial approval as it falls under the Health Authorities Act Regulations.

MOTION: THAT the revisions to the Corporate Bylaws be approved by the Board to send to DHW for review and approval. Motion by Julia Donahue; seconded by Charlene Milner. All in favour.

APPROVED

10. EDUCATION SESSION:

10.1. EDIRA Strategy: Angela Johnson, Director, Health Equity Safety & Wellness joined the meeting and led an educational session providing the Board with an overview of the EDIRA Strategy Implementation. The full presentation will be made available on Dilitrust.

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

11.1. FA&RM (Charlene Milner):
The Committee was informed that DHW will fund the forecasted deficit, ensuring a balanced budget by year-end. The Significant Budget Adjustments Policy will undergo review and amendments, particularly concerning adjustments with no net effect as these should not require Board approval. Additionally, the FA&RM meeting minutes will be revised to clarify that access to the ERM dashboard was granted exclusively to FA&RM Committee members, rather than the full Board.

11.1.1 Fiscal 2025-26 Financial Update and Fiscal Forecast – Operations

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

11.1.2 Significant Budget Adjustment

MOTION: THAT the three budget adjustments, which are in excess of $1 Million, be approved by the IWK Board of Directors. Motioned by Charlene Milner; seconded by Janet Dunphy. All in favour.

11.2. Governance, Nominating and Human Resource (Chris Fowles and Sara Piracha-McLean):
The Board Chair updated that the Vice Chair deliberations will be brought forward to GNHR and subsequently the Board at the May meeting.

11.2.1 Investment Policy

MOTION: That the Investment Policy be approved by the IWK Board of Directors Motioned by Sara Piracha-McLean; seconded by Gina Kinsman. All in favour.

APPROVED

11.3. Infrastructure (Monica Foster): The meeting included updates on Strategic Priorities, Infrastructure, OPOR, Cyber Security, Financial Oversight, Compliance and Key Performance Indicators. The Commitment to Environmental Sustainability and Planetary Health report was highlighted for the Committee and will be published to both the IWK Health external website and internally.

11.4. Quality (Julia Donahue): The meeting included a report on Serious Safety Events and Serious Reportable events. In addition, Patient Safety Report specific to OPOR was received. The QIP report will be updated with Q3 and Q4 results for presentation at the May meeting. Accreditation Canada Governing Assessment survey was highlighted for the Board. Discussions are underway regarding the launch of the survey. The intent is to launch later in April, and it will be open for several weeks.

Accreditation Canada will share the results with the Board and therefore benchmarking will be achieved. A guide to accompany the survey is being discussed for development.

11.5. Research (Sheila Woodcock): The Committee received a report on a research risk issue. Dr. Meghan Pike presented on her work with the Division on Pediatric Hematology-Oncology. The following reports were reviewed: 1) Scorecard 2) Internal Grants Programming Bi-Annual Review 3) Responsible Conduct of Research Annual Report, and 4) Financial Update Bi-Annual Review. An update was received on the Research and Innovation evolution. Mike Sangster accepted the position of Director, Research and Innovation Advancement with a June 9th start date and will embark on a "listening" tour.

12. IWK Foundation Report: Please reference the Foundation's report included in the meeting package. The upcoming Telethon on May 31st was highlighted along with the formal launch of the Women's Campaign which has a significant focus.

13. In Camera: The Board went In Camera at 11:58 a.m. Motioned by Sara Piracha-McLean; seconded by Gina Kinsman. The following topic was discussed in camera.

13.1. Succession Planning

A motion to adjourn the meeting was made at 12:09 p.m. Motioned by Sara Piracha-McLean

Respectfully submitted by,

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Chris Fowles, IWK Board Chair