



## **St. Joseph's Hamilton Joint Boards of Governors**

*May 2022*

*Open Agenda Package – Web Version*

OUR  
mission  
vision  
values



**OUR MISSION //**

Living the Legacy: Compassionate Care. Faith. Discovery.

**OUR VISION //**

On behalf of those we are privileged to serve, we will deliver an integrated, high quality care experience, pursue and share knowledge, and respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

**OUR VALUES //**

Dignity. Respect. Service. Justice. Responsibility. Enquiry.

# Justice – for all in need

## Definition

Justice is synonymous with such words as fairness, fair-mindedness, even-handedness, and impartiality. In order to be just, one has to be able to serve everyone who needs health care while being free of bias, prejudice, or preferring the benefit to one person over another for improper reasons.

## Behaviours

- Consistency in promoting justice and preventing injustice
- Is fair in practice
- Demonstrate impartiality



**St. Joseph's Hamilton Joint Boards of Governors – Open Agenda**  
**Thursday, May 26, 2022**  
**1530 hours**

**Via Zoom or location TBA**

**Elected Members** Ms. Lynn McNeil (Chair), Mr. Adriaan Korstanje, Dr. Naresh Agarwal, Mr. David Tonin, Mr. Rod Dobson, Mrs. Barb Beaudoin, Mrs. Catherine Olsiak, Dr. Laura Harrington, Mr. Leo Perri, Mr. William Koornstra, Ms. Rose Vespa, Mr. Peter Szota, Mr. Martin Powell, Mr. Toks Olaoluwa.

**Ex-Officio Members** Dr. Zain Chagla, Dr. Cheryl Williams, Dr. Sarah Jarman, Dr. Paul O'Byrne, Ms. Melissa Farrell, Ms. Winnie Doyle.

**Senior Management Team Resource** Mr. John Woods, Dr. Greg Rutledge.  
Mrs. Stephanie Trowbridge, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Mr. Don Davidson.

**VALUES: D = dignity, R1 = respect, S = service, J = justice, R2 = responsibility, E = enquiry**

<i>Time</i>	<i>Item</i>	<i>Topic</i>	<i>Values</i>	<i>Lead</i>	<i>Page</i>
1530	1.0	Call to Order		L. McNeil	
	1.1	Opening Prayer, Reflection on Land Acknowledgement and Reflection on <b>JUSTICE</b>	R2		
	1.2	Introduction of Guests	R2		
1535	2.0	<b>Consent Agenda Part "A" (Motions Listed)</b> <i>(Note: Any JBG Member can ask for removal of any item from Consent Agenda for discussion)</i>			
	2.1	<b>Approval of Agenda</b> <u>JBG Voting Members</u> <b>THAT THE AGENDA FOR THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED AS CIRCULATED</b>	R2	All	
	2.2	<b>Declaration of Conflict of Interest</b> <u>JBG Voting Members</u> <b>THAT THERE IS NO CONFLICT OF INTEREST NOTED</b>			
	2.3	<b>Approval of Minutes of the JBG Meeting</b> <u>JBG Voting Members</u> <b>THAT THE MINUTES OF THE OPEN SESSION OF THE MEETING OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS HELD APRIL 28, 2022 BE APPROVED</b>			

<b>1540</b>	<b>3.0</b>	<b>Generative Discussion</b>			
		SJHH Energy Overview 2022	E	K. Langstaff	
<b>1610</b>	<b>4.0</b>	<b>Business (Motions Listed)</b>			
	4.1	<b>Quality Committee</b> <u>JBG Voting Members</u> <b>THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF MAY 17, 2022 BE ACCEPTED FOR INFORMATION</b>	R2	C. Olsiak	
	4.2	Other			
<b>1630</b>	<b>5.0</b>	<b>Reports</b>			
		<b>THE FOLLOWING REPORTS ARE PROVIDED FOR INFORMATION:</b>			
	5.1	Governance Committee Summary Report	R2	B. Beaudoin	blotter
	5.2	Treasurer's Report from Resource and Audit Committee	R2	L. Perri	
	5.3	Chair's Remarks	R2	L. McNeil	
	5.4	Report of Presidents		M. Farrell/J. Woods	
	5.4.1	Covid-19 Update – Dr. Z. Chagla			
	5.5	Report of the EVP and Chief Nursing Executive	R2	C. Williams	
	5.6	Report of Chief of Staff	R2	S. Jarmain	
	5.7	Report of SJHS President and CEO	R2	W. Doyle	
	5.8	Report of the President, Medical Staff Association	R2	Z. Chagla	
<b>1650</b>	<b>6.0</b>	<b>Consent Agenda Part "B" (Motions Listed)</b> <i>(Note: Any JBG Member can ask for removal of any item from Consent Agenda for discussion)</i>			
	6.1	<b>Governance, Mission and Values Committee</b> <u>JBG Voting Members</u> <b>THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF MAY 3, 2022 BE ACCEPTED FOR INFORMATION</b>	R2	B. Beaudoin	
	6.2	<b>Resource and Audit Committee</b>	R2	L. Perri	
<b>1700</b>	<b>7.0</b>	<b>Information Items</b>			
	7.1	Reports from Foundations	R2	S. Filice-Armenio/ D. Davidson	
	7.2	Quality Council Executive Visit Schedule			
	<b>8.0</b>	<b>Adjournment</b>		L. McNeil	

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**St. Joseph's Healthcare Hamilton**  
50 Charlton Avenue East  
Hamilton, ON, L8N 4A6  
905-522-1155

**St. Joseph's Villa Dundas**  
56 Governor's Road  
Dundas, ON, L9H 5G7  
905-627-3541

**St. Joseph's Home Care**  
1550 Upper James St, Suite 201  
Hamilton, ON, L9B 2L6  
905-522-6887

Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION Date: May 26, 2022  
Called to order at: 1530 hours Adjourned: 1710 hours

**St. Joseph's Healthcare Hamilton Voting Members:**

Ms. L. McNeil, Ms. B. Beaudoin, Mr. L. Perri, Dr. L. Harrington, Mr. M. Powell, Ms. C. Olsiak, Mr. T. Olaoluwa, Ms. R. Vespa, Mr. P. Szota.

**St. Joseph's Villa Dundas Voting Members:**

Ms. L. McNeil, Ms. B. Beaudoin, Mr. L. Perri, Dr. L. Harrington, Mr. R. Dobson, Ms. C. Olsiak, Ms. R. Vespa.

**St. Joseph's Homecare Hamilton Voting Members:**

Ms. L. McNeil, Ms. B. Beaudoin, Mr. L. Perri, Mr. D. Tonin, Dr. N. Agarwal, Mr. W. Koornstra, Mr. P. Szota.

Location: Via Zoom

Present: Ms. L. McNeil, Chair, Mr. R. Dobson, Mr. A. Korstanje, Dr. N. Agarwal, Mrs. B. Beaudoin, Mr. L. Perri, Ms. M. Farrell, Dr. S. Jarman, Ms. R. Vespa, Mr. P. Szota, Mr. Wm. Koornstra, Mr. T. Olaoluwa, Dr. C. Williams, Mrs. C. Olsiak, Ms. W. Doyle, Mr. M. Powell, Dr. G. Rutledge.

Regrets: Mr. D. Tonin, Dr. L. Harrington, Dr. Z. Chagla, Dr. P.O'Byrne.

Resource Staff: Ms. F. Voogd, Mr. J. Woods, Ms. S. Trowbridge, Mr. J. Aldis, Ms. F. Vavaroutsos, Ms. M. Ewen, Dr. J. Hunter, Mr. D. Davidson, Mrs. S. Filice-Armenio.

Guests Open: Ms. K. Langstaff

Guests In-Camera: .

NEXT MEETING June 28, 2022

Subject	Discussion
<b>PROTOCOL</b>	
<b>1.0 CALL TO ORDER</b>	The meeting was called to order at 1530 hours by L. McNeil.
<b>1.1 OPENING PRAYER</b>	L. Perri opened the meeting with a prayer. There was personal reflection with respect to the land acknowledgement and reflection with respect to the value of JUSTICE.
<b>1.2 INTRODUCTION OF GUESTS</b>	All invited guests were introduced. It was noted that the Resource and Audit Committee materials were forwarded as a blotter item.
<b>2.0 CONSENT AGENDA PART "A"</b>	<p>Noted there were no requests to remove items and therefore the following motions were approved:</p> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p><b>THAT THE AGENDA FOR THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED AS CIRCULATED</b></p> <p><b>THAT NO CONFLICT OF INTEREST WAS NOTED</b></p> <p><b>THAT THE MINUTES OF THE OPEN SESSION OF THE MEETING OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS HELD APRIL 28, 2022 BE APPROVED</b></p>
<b>3.0 GENERATIVE DISCUSSION</b>	<ul style="list-style-type: none"> <li>• SJHH Energy Overview 2022 was presented as a generative discussion.</li> <li>• Touchpoints of the presentation included climate change – global response and federal and provincial mandates, SJHH's energy profile, current state and SJHH energy plan 2018-2024, next steps and future planning.</li> <li>• Three breakout groups were pre-assigned one question. Questions posed to the three groups were discussed and the following was noted:</li> </ul>

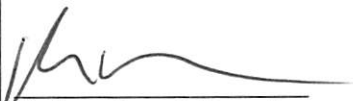
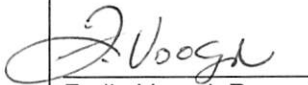
Subject	Discussion
	<p><b><i>What do you think SJHH should be focusing on in our efforts to reach a sustainable future?</i></b></p> <ul style="list-style-type: none"> <li>- All future infrastructure developments should be green</li> <li>- Prioritize investments in our aging infrastructure to reduce emissions, weigh against financial costs</li> <li>- Look at operating costs because there will be financial pressure going forward, so take advantage of government programs to fund operating costs not just capital costs</li> <li>- Move away from single use plastics</li> <li>- West 5<sup>th</sup> is a very efficient site, the focus is on Charlton</li> <li>- Reinvest operating cost savings in patient care</li> <li>- Develop a change management plan that involves staff as champions – champions will be critical for a sustainable plan; consider “hack-a-thons” to generate energy about this topic; develop a comprehensive commination plan that includes highlighting wins</li> <li>- We each need to do our part to effect change</li> <li>- Move ahead with the electric steam boiler</li> <li>- Consider window coverings to reduce heather and air conditioning costs</li> <li>- Cautious about recycling as the waste diversion pipeline does not ensure that all items are actually recycled; SJH should take initiative to ensure the recycling pipelines that we are involved in are meeting our objectives</li> <li>- Give away coffee grounds</li> </ul> <p><b><i>What should be our organization’s values around sustainability?</i></b></p> <ul style="list-style-type: none"> <li>- The word sustainability is part of our values</li> <li>- What does sustainability mean - meets needs of present without compromising needs of future generations</li> <li>- Anything that we save can be redirected to patient care</li> <li>- Power of collaboration and partnerships – cultivate relationships with other institutions behind the legacy of SJHH and the Sisters</li> <li>- Examine single use products</li> <li>- Big challenge – all part of safety care for staff and family – feel we understand what is involved here</li> <li>- How can we help our people get to work and make better choices</li> <li>- What waste can we reduce</li> <li>- As we look through an ethical lens can we look at things through a sustainability lens?</li> </ul> <p><b><i>What kind of energy legacy do we want to leave?</i></b></p> <ul style="list-style-type: none"> <li>- From a holistic standpoint – thinking about leaving things in a better place than when we received them</li> <li>- Driving more efficient ways to use energy and examining how that impacts our work</li> <li>- What direction are we going in and how does this tie into our Mission, Vision and Values</li> <li>- Impact that we as an organization has on the broader environment</li> <li>- If you are not part of the solution you are part of the problem – need to change the mindset</li> <li>- Thinking about patients and how they access our services – what can we make more efficient – eg. remote surgery, etc.</li> <li>- Healthy planet – healthy people</li> <li>- Raising awareness so that we are not ignorant of the impact that health care has on the environment – a big percentage!</li> <li>- Think about politics and how we can approach politicians and how we can be leaders and changemakers</li> <li>- Shift our thinking of how do we interact with the environment and how the environment around us impacts patient recovery and overall health</li> <li>- The legacy – we are all on board but sometimes we don’t want to make the</li> </ul>



Subject	Discussion
<p><b>4.0 BUSINESS</b></p> <p><b>4.1 QUALITY COMMITTEE</b></p>	<p>tough choices. Need to start making touch choices and sacrifices to leave a positive legacy.</p> <ul style="list-style-type: none"> <li>- A positive and timely generative discussion. Climate change will impact the very people who we are serving the most. Tradeoff between long term and short term thinking very important.</li> <li>- The general theme emerging is that there is support to move towards a culture change that would assist in escalating the awareness of environmental issues in all our organizations. Need to ensure we strengthen our relationships as we move forward with some tough choices.</li> <li>- Need to ensure that we look at things through the sustainability lens and not just the ethical lens and it was noted that the financial impact is also important. The JBG is supportive of future engagement with respect to sustainability and green initiatives.</li> <li>- Future updates and further dialogue will be brought forward as new initiatives, ideas etc. come forward and it is noted that our unity as a collective group is critical. Noted that this is a priority for the SJHS.</li> </ul> <ul style="list-style-type: none"> <li>• The Quality Committee report was highlighted. A patient/resident partnership plan and progress report at SJVD was presented.</li> <li>• Presentations on the patient safety biannual incident report as well as the quality data metrics and quality improvement Q3 for SJVD was provided. It was noted that many questions were brought forward with respect to the patient safety biannual incident report. Further detail is available in the minutes.</li> <li>• A staff, physician, family engagement strategy in quality improvement for all three organizations was highlighted.</li> </ul> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING WERE PASSED:</i></p> <p><b>THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF MAY 17, 2022 BE ACCEPTED FOR INFORMATION</b></p> <p><b>THE FOLLOWING REPORTS WERE RECEIVED FOR INFORMATION:</b></p> <p><b>GOVERNANCE COMMITTEE SUMMARY REPORT</b></p> <ul style="list-style-type: none"> <li>• Updates on the accreditation process, annual board self-evaluation, quarterly strategic scorecard, SJHS Centre for Integrated Care and JBG board and committee frequency was discussed. A survey has been sent out to the board with respect to optimization of board work time – working and examining to find ways to make time spent on board activities less onerous.</li> <li>• The OHA Board Survey Tool has now been released and all board members were encouraged to complete the survey. Benchmarking is very important.</li> <li>• It was noted that the nominating summary and credentialing advisory committee motions would be presented at the in-camera session.</li> </ul> <p><b>TREASURER'S REPORT FROM THE RESOURCE AND AUDIT COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Updates included review of audited financial statements for SJHH, SJHC and Margaret's Place Hospice, declaration of compliance for SJHH, SJHC and SJVD, investment monitoring, HR subcommittee and internal audit update. MSAA agreements were also reviewed. QIP executive performance targets and pay at risk discussion would occur in the in-camera session.</li> <li>• Future staffing issues are of particular concern and very challenging. Need to ensure staff are supported, especially in light of financial restrictions due to Bill 124.</li> </ul>

Subject	Discussion
<p>4.2 OTHER</p> <p>5.0 REPORTS</p>	<p><b>CHAIR'S REMARKS</b></p> <ul style="list-style-type: none"> <li>• Thanks were extended to W. Doyle for her tremendous contributions during her time as Interim President and CEO, SJHS. L. Buller will commence her new duties as President and CEO SJHS on July 4<sup>th</sup>.</li> <li>• Thanks were extended to the SJHS for setting up the BLG Governance Session.</li> <li>• Thanks were also extended to Z. Chagla, as he completes his extended term as President of the Medical Staff Association. Particular thanks for his timely updates and guidance during the pandemic.</li> <li>• Appreciation was extended to both physicians and nurses on Doctor's Day and Nurses Week. The Chair appreciated the opportunity to go on walkabouts to hand out treats to the various clinical units.</li> <li>• The Chair attended the Heroes Gala which was held on May 18th at SJVD which was an excellent and well attended event, and particularly enjoyable for the residents.</li> </ul> <p><b>REPORT OF THE DEAN, FACULTY OF HEALTH SCIENCES</b></p> <ul style="list-style-type: none"> <li>• There was no report.</li> </ul> <p><b>REPORT OF PRESIDENTS</b></p> <p><b>SJHC</b></p> <ul style="list-style-type: none"> <li>• There was no report.</li> </ul> <p><b>SJVD</b></p> <ul style="list-style-type: none"> <li>• There was a question with respect to capturing activities or actions associated with the upcoming changes to the Long Term Care Act. It was noted that a committee at SJVD meets weekly to go through the changes.</li> </ul> <p><b>SJHH</b></p> <ul style="list-style-type: none"> <li>• Covid numbers are down however the volume of patients seen in the ED and Urgent Care is very high at this time. There has been difficulty with weekend coverage and it was noted that SJHH is working with regional partners but the situation remains dire in our region at this time.</li> <li>• SJHH has reached out to the organization to speak to the three priorities – which are focused around culture, staffing and managing capacity. An engagement exercise is currently underway with respect to these priorities. Discussion and commentary occurred in regards to trends in involuntary and voluntary turnover.</li> <li>• Discussion occurred with respect to requests for urgent mental health consults. Some additional resources have been added to assist with triaging and work is continuing to identify innovative models with our partners. The needs and the demands for mental health services are increasing across the board and this is a trend that is being seen across the province.</li> </ul> <p><b>REPORT OF THE EVP AND CHIEF NURSING EXECUTIVE</b></p> <ul style="list-style-type: none"> <li>• The professional practice report was highlighted. It was noted that the Professional Advisory Committee (PAC) is committed to supporting our recruitment and retention efforts across the organization. An outline of the activities that the PAC has continued to support throughout the pandemic was highlighted. An update on priorities and planning was also provided.</li> <li>• it was noted that the PAC group has an active role and a tremendous amount of work is ongoing with respect to recruitment and retention of regulated health professionals.</li> <li>• Discussion occurred with respect to the use of Molli magnetic seed markers</li> </ul>

Subject	Discussion
<p data-bbox="136 1634 435 1689"><b>6.0 CONSENT AGENDA PART "B"</b></p> <p data-bbox="136 1757 435 1842"><b>6.1 GOVERNANCE, MISSION AND VALUES COMMITTEE</b></p>	<p data-bbox="662 153 1546 212">which have been introduced by Diagnostic Services and have replaced the current radioactive seed localization procedure.</p> <ul data-bbox="613 217 1260 242" style="list-style-type: none"> <li>• Discussion with respect to the career fair occurred.</li> </ul> <p data-bbox="509 276 889 302"><b>REPORT OF CHIEF OF STAFF</b></p> <ul data-bbox="613 310 1559 868" style="list-style-type: none"> <li>• Priority areas of focus for physicians were highlighted. Meetings have been held with physician leaders to identify areas for improvement, address frustrations and explore opportunities for leadership development. Work also continues with our partners, McMaster University and Hamilton Health Sciences. Staffing and recruitment is also under review as well as examining onboarding processes from a clinical, administrative and academic aspect. There is also focus on Clinical Teaching Units and this is particularly important due to the decrease in residents. A lot of work is occurring at this time to finalize the model in Medicine. The mix of residents, hospitalists and nocturnists, etc is also under review and discussion occurred. Examination of models for surgery is also under review. Discussion occurred with respect to hospitalists. Staffing for Operating Rooms and anesthesia coverage were also discussed.</li> <li>• The issue of capacity management and the provision of high quality care is being explored as well as examining opportunities to future expand quality improvements aided by our digital systems.</li> <li>• The COS/VCOS and VPMA roles are undergoing a reporting structure review. Discussion will occur at the MAC with Department Chiefs.</li> </ul> <p data-bbox="509 902 1029 927"><b>REPORT OF SJHS PRESIDENT AND CEO</b></p> <ul data-bbox="613 936 1533 1464" style="list-style-type: none"> <li>• The SJHS Board will be forming a subcommittee of Board Chairs of member organizations in order to build collaboration amongst SJHS organizations.</li> <li>• Issues with respect to workload intensity and the increasing complexity of board work is an issue being dealt with by other SJHS organizations.</li> <li>• An update on Nunavut activities was provided. Our capacity to assist with health human resources is becoming increasingly difficult as we face our own health human resource challenges. The International Outreach Program has been moving to normal pre pandemic levels.</li> <li>• Spiritual Care and the Ethics Service have both been centralized in the SJHS. This centralization helps ensure that common approaches are applied.</li> <li>• Many thanks were extended to the board for their unwavering support over the years. The caliber of the discussion, the thoughtfulness and the commitment is obvious and thanks were extended to all. In addition, thanks were extended to Site and Foundation Presidents for their dedication and thoughtful stewardship of our organizations.</li> </ul> <p data-bbox="509 1498 1305 1523"><b>REPORT OF THE PRESIDENT, MEDICAL STAFF ASSOCIATION</b></p> <ul data-bbox="613 1557 906 1583" style="list-style-type: none"> <li>• There was no report.</li> </ul> <p data-bbox="509 1617 1546 1676">Noted there were no requests to remove items and therefore the following motions were approved:</p> <p data-bbox="883 1744 1182 1770" style="text-align: center;"><u>All JBG Voting Members</u></p> <p data-bbox="509 1804 1481 1864"><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTIONS WERE PASSED:</i></p> <p data-bbox="509 1898 1546 1923"><b>THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE</b></p>

Subject	Discussion
<p>6.2 RESOURCE AND AUDIT COMMITTEE</p> <p>7.0 INFORMATION ITEMS</p> <p>7.1 REPORTS FROM FOUNDATIONS</p> <p>7.2 WALKABOUT AND COUNCIL MEETING SCHEDULES</p> <p>8.0 ADJOURNMENT</p>	<p><b>MEETING OF MAY 3, 2022 BE ACCEPTED FOR INFORMATION</b></p> <p><b>SJHH Foundation</b></p> <ul style="list-style-type: none"> <li>• Updates on various spring events were provided. A listing of Fall events was outlined. A mid-year Check Up Newsletter is currently under production, as well as the Annual Gift Planning Newsletter.</li> <li>• Two major gifts have been secured.</li> <li>• The Shoppers Run for Women was a great success. Events like this allow the SJHH story to be told.</li> </ul> <p><b>SJVD Foundation</b></p> <ul style="list-style-type: none"> <li>• An update was provided on the impact the Margaret's Place Hospice continues to make in our community.</li> <li>• Upcoming events, including the HEROES Gala and Hike the Valley were provided.</li> <li>• The Walkabout and Council Meeting schedule was circulated.</li> <li>• There was no further business and the meeting adjourned.</li> </ul> <p>_____ Lynn McNeil, Chair</p> <p> _____ Melissa Farrell, Secretary</p> <p> _____ Fadia Voogd, Recorder</p>