



board of directors

Meeting:	WCH Board of Directors Meeting			
Date:	Wednesday, October 5, 2022			
Location:	Videoconference			
Chairperson:	JoAnne Doyle – Chair			
Secretary:	Paula Da Ponte			
In Attendance:	Paula Allen John Capobianco Aida Cipolla David Court	Rupinder Dhillon Michael Foulkes Arleen Huggins	Donna Walwyn Lindsay Campbell Debbie Simpson	Heather McPherson Kyle Kirkham Jennifer Price
Regrets:	Bonnie Bloomberg Leslie Woo	Chinyere Eni-McLean Lisa Robinson	Maya Roy Tuhina Biswas	Susan Monteith Talia Zenlea
Guests:	Lisa Richardson, Strategic Lead in Indigenous Health for WCH Jack Woodman, Vice President, Strategy, Quality, Risk and Privacy			

1.0 Welcome and Call to Order

J. Doyle welcomed everyone and called the meeting to order at 1714 hours. J. Doyle introduced and welcomed Dr. Cindy Maxwell, Vice President, Medical Affairs and System Transformation and Lead Medical Executive Lead who joined Women’s College Hospital in July 2022.

2.0 Land Acknowledgement

J. Doyle began the meeting with a Land Acknowledgement.

3.0 Conflict of Interest Declaration

There were no conflicts declared.

4.0 Patient Experience Story

H. McPherson shared a patient story related to access to care and navigation support through a patient journey.

5.0 Generative Discussion – Strategy Deep Dive – Pursue Equity for All: Centre for Wise Practice in Indigenous Health

L. Richardson, Strategic Lead in Indigenous Health for WCH presented on WCH Centre for Wise Practice (CWP) in Indigenous Health. Members were informed that CWP was established in 2019 to support Indigenous communities and create inclusive and respectful healthcare spaces. CWP has a multidisciplinary Indigenous team, including Elders, to promote Indigenous health equity and drive health system transformation.

L. Richardson emphasized the following actions to support decolonization of institutions, noting that one of the reasons she joined WCH was its commitment to support Indigenous populations through:

1. Policy and system change
2. Identifying key stakeholders
3. Reconciliation as a component of the strategic plan
4. Promoting Indigenous within the organization of all levels
5. Providing anti-racism education across the organization

6. Supporting and recruiting Indigenous learners

L. Richardson informed members that CWP is focused on education, clinical care, and research. She highlighted key developments:

- Education - promoting anti-racism education across the organization and sharing resources through social media.
- Clinical Care – development of Traditional Healing Clinic, cervical and breast cancer screening for Indigenous women in partnership with Cancer Care Ontario's Indigenous Cancer Program and hired Elder-in-Residence and Peer Support and Relations Advocate.
- Research – Literature review to support the development of environmental health research justice initiative.

Members had a thorough discussion and commended L. Richardson on CWP accomplishments.

6.0 Consent Agenda

The consent agenda included Board agenda and Board minutes from June 1, 2022, and June 15, 2022.

D. Court moved and P. Allen seconded

THAT items presented for approval in the consent agenda be approved.

CARRIED

7.0 Capital Budget – 2022-2023 & 2023-2024

J. Doyle presented on behalf of S. Monteith. Members were informed that the capital budget will support planning and budgeting for upgrades as the building, equipment and systems continue to age. The Resources Committee reviewed the budget for 2022-2023 as well as capital recommendations for 2023-2024, given potential impacts on the operating budget. The organization evaluated and prioritized items through an internal Capital Committee, and these were approved by both Senior Leadership and Resources Committee. The recommendation for approval is \$5.1M capital expenditure (which includes \$500k of contingency for the current year), with a majority of the items identified to replace items necessary to continue existing operations.

J. Capobianco moved and A. Huggins second

THAT as recommended by the Resources Committee, the Board of Directors approve the Capital Budget for the 2022-2023 fiscal year.

CARRIED

8.0 Chair's Report

J. Doyle provided the following update:

- Board meetings will continue to begin with a Land Acknowledgement. Members interested in reading the acknowledgement or sharing their own at one of the Board meetings should inform J. Doyle or P. Da Ponte.
- Executive Committee met in September and minutes were included in the material.
- The Executive Committee discussed a Board retreat and timing. As the organization is preparing for Accreditation in December, and in January 2023 the background work of the new strategic plan will commence, members agreed that a retreat will be scheduled in Fall 2023.
- We will continue to have virtual meetings for the committees and will revisit the approach for Board meetings.

- The Ontario Hospital Association (OHA) has three webinar sessions on Health Care Leadership for hospital CEO's and Board Chair's. The first webinar was held on Sept. 13, 2022, included a conversation with Ontario's Minister of Health, the Honourable Sylvia Jones. The second one was held on September 27, 2022, with Ontario's Deputy Minister of Health Dr. Catherine Zahn and Matt Anderson, CEO of Ontario Health, discussing emerging health system priorities.
- On September 15, 2022, WCH held their annual staff BBQ. It was a successful event with high engagement and promotion of the upcoming Accreditation Canada survey.
- Board members will receive an email regarding the Board skills matrix survey.
- September 30, 2022 was National Reconciliation Day and the organization hosted a panel discussion event.
- On October 4, 2022, the Executive Committee members participated in a Mock Tracer in preparation for the Accreditation Canada survey that will occur the first week of December 2022.

9.0 CEO Report

H. McPherson's report was included in the material. She reported on the following:

- The organization continues to prepare for Accreditation with education sessions and mock tracers across all areas.
- The Staff and Physician Engagement Survey saw a high response rate from both staff and physicians. The full report and action plan will be presented at the December board meeting.
- Transformation of Digital Referral Management is going well, with over 90% compliance with the 14-day acknowledgement benchmark.
- The Resources Committee discussed the Provincial Benefits Plan that both Ontario Hospital Association (OHA) and Healthcare Insurance Reciprocal of Canada (HIROC) have been jointly working on. The plan is being reviewed by legal to assess benefits to the organization.
- The organization has submitted three proposals to the Ministry:
 - Operating room service expansion (2)
 - Long Term Care+ (LTC+) program

10.0 Build Back Better Update

J. Woodman presented on WCH (r)Evolution: Build Back Better Strategic Road Map that offers a two year bridging strategic road map. The four (r)Evolution priorities for 2022-2024 are:

1. *"Ensure the Right Care Environment and Broaden Access to Care"*
2. *"Foster the Right Work Environment that Supports Wellness and Resilience"*
3. *"Deliver on our Commitments to Equity and Deepen our Community Partnerships"*
4. *"Enable the Intersection of Research, Care Innovation and Education"*

Members were informed that there is a breakdown for each goal and KPI's will be revised once endorsed by the Board of Directors.

Members had a thorough discussion regarding community partnerships and health equity. Members were informed that the organization will advance the health equity plan and demographic data collection to address healthcare barriers in the community and support social determinants of health.

A. Huggins moved and P. Allen seconded

THAT the Board of Directors endorses WCH (r)Evolution: Build Back Better Strategic Road Map
CARRIED

11.0 Medical Staff Appointments

11.1 New Medical Staff Appointments

The list of new medical staff privileges recommended at the Medical Advisory Committee meeting October 4, 2022, was included in the material.

D. Court moved and M. Foulkes seconded

THAT on the recommendation of the Medical Advisory Committee, the Board of Directors approve the appointment of the applicants listed to the WCH Medical Staff effective October 6, 2022.

CARRIED

12.0 Foundation Report

J. Bernard presented the following items on behalf of D. Simpson:

- The Foundation submitted a request for proposal (RFP) to recruit a Chief Investment Officer.
- Q3 funding saw a 60% increase in donations.
- The Foundation launched a mini campaign to raise funds for new breast imaging equipment. The Foundation raised \$2M and \$2M was matched by FDC Foundation.
- The Foundation will be hosting Black Women's Healthcare Summit on October 25, 2022.
- Foundation was successful in their door-to-door campaign receiving 1000 new donors.

13.0 Next Meeting

The next Board of Directors meeting is scheduled on Wednesday, December 7, 2022, at 5:00pm.

14.0 Adjournment of Meeting

The meeting was adjourned at 1903 hours.

15.0 In Camera

J. Doyle called the in-camera meeting to order at 1903 hours and adjourned at 1903 hours.

16.0 Open Board Reconvened

The open board meeting reconvened at 1903 hours.

17.0 Closure of Meeting

The meeting was closed at 1904 hours.