

The Annual General Meeting signals the fact that another year is fast coming to an end and presents me with the opportunity to bring you up to date on all of the activities during this period of time. My second year as Board Chair of the St. Joseph's Health Centre has certainly been an exciting and eventful one. There has been a tremendous amount of work accomplished this year – both as a governing board and operationally.

At a time of significant funding challenges, we have held fast to a standard of excellence thanks to the diligence, creativity and commitment of our staff, physicians and senior leaders. As always, we have been guided by the Catholic Health Sponsors of Ontario (CHSO). Board members used the following CHSO documents for guidance when reviewing policies, recruiting Board members, creating mission awareness and exploring integration possibilities:

- Working Together
- Mission Integration – Key Indicators of Catholic Identity
- Guideline for Recruitment of Directors
- Serving the Vulnerable
- Guidelines for CEO Succession Planning
- Principles of Integration

In November of last year, the Board reviewed and identified its achievements from the previous year, that being the second year of its strategic direction for all of our organizations. In particular, the Board confirmed that it had:

- Introduced a workable strategic planning process, which would provide our organizations with a mechanism for ongoing planning efforts;
- Ensured that our primary focus was on the residents and patients we serve;
- Incorporated quality into all operational goals, objectives and deliverables;
- Ensured that all organizations would be financially viable; and
- Identified and responded to the health care needs of the community.

The Strategic Plan takes into consideration the escalating growth in an aging population, the continuing resource constraints, and the increasing demand for best practices and technology-based information systems. It is from this perspective that the Board of Directors and the Senior Management team, with input from internal and external stakeholders, determine our next steps as an organization.

The past year has blessed us with many opportunities and accomplishments in governance and leadership. We continue to review and amend St. Joseph's Health Centre's governance policies and by-laws, based on legislation and best board practices. These guide us in assessing and planning better care and services for our patients and residents and assist us in meeting our strategic directions.

The Board monitored its performance through monthly Board committee and CEO reports. Overall, we are pleased that we made improvements in regard to the indicators associated with each of the operational goals in the Strategic Plan.

Each of our affiliated organizations - St. Joseph's Continuing Care Centre, St. Joseph's Villa and Villa St. Gabriel Villa - develops a Quality Improvement Plan, which is submitted to Health Quality Ontario and then posted on

our website. In addition, although not mandated by legislation, a Quality Improvement Plan is developed for St. Joseph's Health Centre. In the development of our Quality Improvement Plans our Board of Directors are engaged at the governance level. More specifically,

- The Quality Committee of the Board monitors performance and action plans related to resident-centred care and safety. It also reviews the minutes of the site-specific Quality Council initiatives.
- The Executive and Finance Committee of the Board monitors performance and action plans related to the financial health, human resources and operations of the organization.
- The Mission and Spiritual and Religious Care Committee of the Board monitors performance and action plans related to the role of the Chaplains and spiritual care delivery to our residents and patients.
- The Ethics Committee of the Board monitors performance and action plans related to ethics and research.
- The Professional Advisory Committee monitors the quality of medical diagnosis, care and treatment provided, as well as, clinical roles, the medical resource plan, the medical quality assurance program and the system of recurring quality of care issues.

This year, our Board Committees were tasked with providing oversight on new legislative requirements for the organizations, including:

- The introduction of Medical Assistance in Dying (MAID) legislation; federally and provincially; and
- Executive Compensation Framework Regulation established under the Broader Public Sector Executive Compensation Act, 2014 (*BPSECA*).

Both pieces of legislation will require extensive work in order to be compliant and to implement across our organizations.

I am pleased to say that as a Board we worked hard both collectively and individually to establish better relations with our partners, as well as to develop internal mechanisms to assist in being accountable to those we serve. We understand that we can only be successful if we are contributing to the success of the healthcare system and that the only path to success is through productive collaboration with our Northeast Local Health Integration Network and our entire community of healthcare partners.

The Vice Chair and I continue to meet regularly with members of the Chair, Vice Chair, Past Chair Committee, which includes the Chairs, Vice Chairs and Past Chairs of HSN, NECCAC, NELHIN, PHU and SJHC, to discuss how we can work collaboratively in our roles as governors to advance common goals and initiatives that will improve healthcare in the community. The Committee's mandate is to facilitate/promote collaboration in:

- Supporting the NE LHIN in the achievement of its objectives,
- Delivering a continuum of care in our catchment area,
- Identifying and prioritizing healthcare issues that touch our community, and
- Developing and implementing a collaborative process to address each issue.

In closing, I feel that this year has seen progress in regard to the development and growth of each of our organizations. As a Board, we are very proud to carry on the good works of the Sisters of St. Joseph of Sault Ste. Marie and to continue to carry on the Catholic healing mission of Jesus in all that we do by meeting the unmet needs of the community.



Message from the Board Chair

At this time, I would particularly like to thank Ehren Baldalf, Patricia Cassidy and Roxanne Gervais for their dedication to our Board during each of their respective consecutive terms. As these members leave our Board of Directors, we welcome the following new Board members, Suzanne Dubien and Dr. Marion Briggs.

On behalf of the Board of Directors, I extend special appreciation to our President and CEO, Jo-Anne Palkovits, whose leadership and actions inspire others to dream more, to learn more, to do more and to become more. Thank you to all Board members, Foundation members, and members of the senior management team for continuing to Care...Beyond the Moment.

Respectively submitted by:

Linda S. Wilson, Chair
St. Joseph's Health Centre