



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY,
FEBRUARY 23, 2023 BY MICROSOFT TEAMS

Voting Members:					
P	Cordelia Clarke Julien, Chair	P	Tom McCulloch	P	Jeff Somerville
P	Nicole Blackman	P	Mark Mulima	R	Rachel Traore-Takura
P	Sharon Cochran (Past Chair)	P	Anita Neeson	P	Scott Briggs
P	Thelson Desamour (Vice Chair)	P	Ijade Maxwell Rodrigues		
P	Ben Gray	P	Mary Flindall-Simpson		
P	Peter Hobb	P	Bill Sims		
Others Members:					
P	Cynthia Davis (Ex Officio)	P	Dr. Randy Wax (Ex Officio)	P	Dr. M. Suri (Ex Officio)
P	Petrina McGrath (Ex Officio)	P	Dr. J.A. Francis (Ex Officio)	P	S. McKenna, Recorder
Guests:					
P= Present R=Regrets TC= teleconference					

1. Land Acknowledgement

T. Desamour spoke to the land acknowledgement for the February 23, 2023 Board of Trustees meeting. We respectfully acknowledge that the Central East Region is located on the traditional and treaty territories of the Mississaugas of Scugog Island First Nations and the Williams Treaties First Nation of Curve Lake, Hiawatha, Georgina Island, Beausoleil, and Rama First Nations. Our work on these lands acknowledges their resilience and their longstanding contributions to the Central East Area.

We offer our gratitude to the indigenous peoples for their care and teachings about our relationship to Mother Earth and all living things; that we may foster these healthy teachings and relationships in the journey of Indigenous and non-Indigenous patients.

2. CALL TO ORDER: 6:11 p.m.

2.1 Declaration of Conflict of Interest – none

2.2 Approval of Agenda

MOTION: It was MOVED by A. Neeson and SECONDED by N. Blackman that the Board of Trustees approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held February 23, 2023 with the following change:

Item 4.4.1 Interim Chief & Medical Director Lab Medicine will be moved to the in-camera agenda as Item 3.1.2.

CARRIED

3. CONSENT AGENDA: FOR INFORMATION

MOTION: It was MOVED by B. Gray and SECONDED by T. Desamour to receive the Lakeridge Health Board of Trustees February 23, 2023 Open Consent Agenda Information Items 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9 and 3.10.

CARRIED

- 3.1 Open Board Meeting Minutes of January 19, 2023
 - Note – Item 4.1.1 – surname to be corrected to read Mary Flindall-Simpson.
- 3.2 Board Chair Report
- 3.3 Chief Executive Report
- 3.4 Chief of Staff Report
 - A Board member asked how inclusion, diversity and equity (IDE) was being enacted with the Queen’s program – is it a component with admissions? Dr. Wax advised that IDE has become part of the implementation with the applicants, as well as determining the infrastructure needed to support IDEAA. Queen’s has robust IDEAA structures. As Lakeridge Health is integrated into the program with Queen’s (curriculum and admissions), it will be important to effectively implement all aspects. For example, recruiters for admission of the medical students are meeting with indigenous communities throughout southeastern Ontario specifically to recruit for the medical school. Queen’s is also learning about Durham’s diverse population. Meetings are currently taking place determining next steps.
- 3.5 Governance Committee Draft Meeting Minutes – January 4 and February 1, 2023
- 3.6 Resources Committee Draft Meeting Minutes – February 3, 2023
- 3.7 Quality Committee Draft Meeting Minutes – February 2, 2023
- 3.8 IDEAA Committee Draft Meeting Minutes – February 7, 2023
- 3.9 Medical Advisory Committee Meeting Minutes – January 24 and February 7, 2023
- 3.10 Capital Updates

4. CONSENT AGENDA: FOR DECISION

4.1 Recommended by Resources Committee

4.1.1 Patient & Retail Food Services – Initiating Procurement Process

A Board member sought clarification regarding ‘the total estimated contract value of \$66,230,000 over the 10-year contract term’ – it was clarified that the \$66,230,000 is over the total 10-year period. The motion as presented is correct.

MOTION:

Whereas the existing contract relating to the provision of patient and retail food services with Compass Group expires March 31, 2024;

Whereas the total estimated contract value is \$66,230,000, inclusive of the unrecoverable portion of HST over the 10-year contract term consisting of one 5-year term and one 5-year renewal option;

It was MOVED by T. McCulloch and SECONDED by P. Hobb that, as recommended by the Resources Committee, the Board of Trustees approves Lakeridge Health, in

partnership with Plexxus, to develop and issue an RFP for the provision of patient and retail food services.

CARRIED

4.1.2 Lakeridge Health Audit and Planning Report / Letter

MOTION:

Whereas Lakeridge Health has entered into a 5-year contract for the provision of external audit services with BDO of which Fiscal Year 2022/23 is Year 2;
Whereas the Board of Trustees appoints the Auditors on an annual basis;
Whereas the base audit fee for fiscal year 2022/23 is projected at \$76,400, and extraordinary fees for implementation of new auditing and accounting standards are projected at \$15,300;
Whereas the summary of services and audit fees for Special Programs will be confirmed and approved at a later date;
Whereas the Resources Committee approves the audit fee for the 2022/23 fiscal year in the amount of \$91,700, inclusive of the non-recoverable portion of HST.

It was MOVED by M. Flindall-Simpson and SECONDED by M. Mulima that, as recommended by the Resources Committee, the Board of Trustees approves the Audit Plan for the 2022/23 Fiscal Year.

CARRIED

4.2 Recommended by Governance Committee

4.2.1 Board Evaluation: OHA Tool Survey Results

MOTION: It was MOVED by J. Somerville and SECONDED by S. Cochran that, as recommended by the Governance Committee, the Board of Trustees approves development of an action plan to:

- Continue to enhance the Board orientation process including the membership program;
- Continue to advance how the Board monitors and evaluates progress towards its strategic goals and directions; and
- Continues to advance how the Board is informed about significant risk issues in a timely manner.

CARRIED

4.2.2 Nominations Committee Report

MOTION: It was MOVED by T. Desamour and SECONDED by S. Cochran that, as recommended by the Governance Committee, the Board of Trustees approves Kevin Baker and Lewis Hooper as successful candidates for the 2023/24 Lakeridge Health Board of Trustees.

CARRIED

4.3 Recommended by Quality Committee

4.3.1 Strategic Plan Extension: 2023/24 Annual Business Plan, Quality Improvement Plan and Corporate Scorecard

MOTION: It was MOVED by B. Sims and SECONDED by S. Briggs that, as recommended by the Quality Committee, the Board of Trustees approves an extension of the 2019-2024 Strategic Business Plan to 2026.

CARRIED

5. **NEW BUSINESS:-FOR INFORMATION**

5.1 Board Committee Chair Reports

J. Somerville, Chair, Governance Committee provided the following highlights:

- Board Evaluation: OHA Tool Survey Results which assess overall governance against current leading practice guidelines and will be utilized to inform and influence the Board and Committee work plans on an annual basis. As well, the feedback from the new Board members who participated in the orientation process at the beginning of the year, will be incorporated into next year's Board orientation process.
- Nominations Committee Report – Lakeridge Health received three candidates who expressed interest in becoming a Board member. The Committee is recommending to proceed with two of the candidates – Kevin Baker and Lewis Hooper. For the next recruitment process, in addition to posting and advertising Board vacancies as per the usual process, it was suggested that a concerted solicitation approach be implemented to assist with recruitment while utilizing the Board skills matrix.
- Governance Committee deliverables for January include:
 - CIS Task Force Update
 - Board Objectives

T. McCulloch, Chair, Resources Committee provided the following highlights:

- The Budget deficit was discussed;
- Approval to initiate an RFP for procurement activities related to patient and retail food services was recommended to the Board of Trustees;
- Approval to approve the Lakeridge Health external audit plan with BDO was recommended to the Board of Trustees;
- The Bayshore Integrated Care Solutions – revised Limited Tendering was approved at the February 3, 2023 Resources Committee meeting, however since then Lakeridge Health was informed by Ontario Health East of the opportunity for an additional 20 Transitional Care Beds (TCU), and there was urgency in signing the contracts to avoid those beds being allocated to another health organization. The SBAR with motion was circulated to both the Resources Committee and the Board of Trustees for electronic voting via email and approved by both.
- Discussed in-camera the Plexxus Merger; and
- Resources Committee deliverable for February includes:
 - Internal Audit Plan with KPMG
 - Operating Plan and Capital Plan for 2023/24

B. Sims, Chair, Quality Committee provided the following highlights:

- The Quality Committee approved the extension of the Lakeridge Health Strategic Business Plan for two years to 2026;
- Epic Data Availability – programs have not returned to pre-Epic data stability yet. Expectations are that by the end of the year that should occur;
- CIHI Presentation – HSMR is above average – management is reviewing data to determine the cause;
- Clinical presentations were received from the Surgical Program and Pharmacy (a risk was identified wherein when the Ajax Pickering Hospital integrated with Lakeridge Health, APH is still using a manual drug dispensing method versus the automated drug dispensing used elsewhere) – staff need to be familiar with the two drug dispensing systems); and
- Quality Committee deliverables for March includes:
 - Infection Prevention and Control Clinical Service Presentation
 - Medicine Clinical Service Presentation
 - Healthy Aging Clinical Service Presentation
 - 2023/24 Annual Business Plan including Scorecard
 - KPMG Quality Governance Report
 - 2022/23 Scorecard and Performance Indicators Update
 - 2022/23 Q3 Enterprise Risk Management Update
 - Report of the Senior Quality & Patient Experience Committee – Status of Critical Incident Recommendations
 - 2022/23 Q3 Incidents Report
 - 2022/23 Q3 Statement of Claims

T. Desamour, Chair, Inclusion, Diversity, Equity, Accessibility & Anti-Racism (IDEAA) Committee provided the following highlights:

- Presentation of the IDEAA Multi-Year Plan – members discussed the ambitious work plan – feedback and suggested revisions were provided;
- 2022/23 Q1/Q2 Human Rights Claims was provided; and
- IDEAA Committee deliverables for March include:
 - IDEAA Personal and Group Learning
 - IDEAA Multi-Year Plan – Final Review
 - 2022/23 Q3 Scorecard and Performance Indicators Update
 - 2022/23 Q3 Enterprise Risk Management Update
 - Administrative Staff By-Laws
 - 2022/23 Q3 Human Rights Claims

S. Cochran, Board representative on the Medical Advisory Committee provided the following highlights:

- Recruitment and Retention of physicians was the focus of the January Medical Advisory Committee;
- Physician wellness and burn-out was discussed; and
- Medical leadership and critical incident report will come forward to the February meeting.

5. **MOTION TO MOVE IN-CAMERA**

5.1 Motion to Move In-Camera

MOTION: It was MOVED by B. Gray and SECONDED by I. Maxwell Rodrigues to move in-camera.

CARRIED



Cordelia Clarke Julien, Chair