



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, APRIL 20, 2023 AT 920 CHAMPLAIN COURT, WHITBY (BOARDROOM A) /MICROSOFT TEAMS

Voting Members:					
P	Cordelia Clarke Julien, Chair	R	Tom McCulloch	R	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	Lewis Hooper
P	Ben Gray	P	Mary Flindall-Simpson	R	Kevin Baker
P	Peter Hobb	P	Bill Sims		
Other 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. Pye, Recorder
Guests:					
P	Chris Squire	P	Tabitha Carroll	P	Kirsten Burgomaster
P	Dr. Nadia Ismiil	P	May Chang	P	Cheri Smith
P= Present R=Regrets TC= teleconference					

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

The Board of Trustees, Chair recognized and thanked all Volunteers for their dedication to Lakeridge Health as we celebrate National Volunteers Week.

1.1 Declaration of Conflict of Interest
No Conflict of Interest was declared.

1.2 Approval of Agenda

MOTION: It was MOVED by B. Sims and SECONDED by P. Hobb that the Board of Trustees approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held April 20, 2023.

CARRIED

2. CONSENT AGENDA: FOR INFORMATION

MOTION: It was MOVED by M. Flindall-Simpson and SECONDED by S. Briggs to receive the Lakeridge Health Board of Trustees April 20, 2023 Open Consent Agenda Information Items 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11, 2.12, 2.13, 2.14. Item 2.1 was deferred.

- 2.2 March Board Chair Report
- 2.3 April Board Chari Report
- 2.4 Chief Executive Officer Report
- 2.5 Chief of Staff Report
- 2.6 Volunteer Report

- 2.7 Open Draft Governance Committee Meeting Minutes – April 5, 2023
- 2.8 Open Draft Resource Committee Meeting Minutes – April 5, 2023
- 2.9 Open Draft Quality Committee Meeting Minutes – April 6, 2023
- 2.10 Open Draft IDEAA Committee Meeting Minutes – April 4, 2023
- 2.11 Open Draft Medical Advisory Committee Meeting Minutes – March 28, 2023
- 2.12 Capital Updates
- 2.13 Annual General Meeting & Local Healthcare Hero Award
- 2.14 Community Advisory Panel: Status & Next Steps

CARRIED

3. CONSENT AGENDA: FOR DECISION

3.1 Recommended by Resources Committee

3.1.1 2023/24 Hospital Service Accountability Agreement (HSAA) & Multi-Sector Service Accountability Agreement (MSAA) Execution

MOTION:

It was MOVED by T. Desamour and SECONDED by N. Blackman that, as recommended by the Resources Committee, the Board of Trustees approved the execution of the 2023-2024 Hospital Service Accountability Agreement (HSAA) and the Multi-Sector Service Accountability Agreement (MSAA); whereas 2023-2024 HSAA and MSAA agree to HAPS and CAPS submissions whereas Lakeridge Health is requesting a Balanced Budget Waiver from Ontario Health East and committing to develop a performance improvement plan to return to a balanced position by the end of fiscal 2025-2026

CARRIED

3.1.2 Strategic Sourcing Initiative – Radiopharmaceutical Products

MOTION:

It was MOVED by P. Hobb and SECONDED by M. Mulima that, as recommended by the Resources Committee, the Board of Trustees approves Lakeridge Health’s participation in the Radiopharmaceutical Products sourcing event with a total estimated contract value of \$6.1M over a 7-year contract term consisting of an initial Term of 3 years and two 2-year optional terms being led by the MOHAWK Medbuy Plexxus Sourcing Collaborative.

CARRIED

3.1.3 Strategic Sourcing Initiative – Trauma Products

MOTION:

It was MOVED by I. Maxwell Rodrigues and SECONDED by S. Briggs that, as recommended by the Resources Committee, the Board of Trustees approved Lakeridge Health’s participation in the Trauma Products Sourcing Event with an estimated contract value of \$6.4M over a 5-Year contract term; being led by Mohawk Medby Plexxus Sourcing Collaborative.

CARRIED

3.1.4 Contract Approval – Office Supplies, Fine Paper & Toners (Grand & Toy)

MOTION:

It was MOVED by A. Neeson and SECONDED by S. Cochran that, as recommended by the Resources Committee, the Board of Trustees approved Lakeridge Health to enter into a contract with Grand & Toy for office supplies, fine paper and Toners with an estimated value of \$5.8M over a 6.75-year contract term.

CARRIED

3.2 Recommended by Governance Committee

3.2.1 Process & Timeline of Committee Effectiveness Tool

MOTION:

It was MOVED by M. Mulima and SECONDED by L. Hooper that, as recommended by the Governance Committee, the Board of Trustees approved the process and timelines for the Committee Effectiveness Tool.

CARRIED

3.2.2 Ontario Hospital Association (OHA) Board Assessment Survey Action Plan

MOTION:

It was MOVED by S. Briggs and SECONDED by B. Sims that, as recommended by the Governance Committee, the Board of Trustees approved the OHA board Assessment Survey Action Plan.

CARRIED

4. NEW BUSINESS: -FOR INFORMATION AND OR DECISION

4.1 Strategy Overview

The whole system quality IHI Leadership Principles were highlighted along with the 2023/24 annual priorities, goals and path forward.

The Quality Management System will be discussed further at a future Board Education session to see how far we are along the journey across the whole system.

4.2 Recommended by the Resources Committee:

4.2.1 Jerry Coughlan Health & Wellness Centre – Budget Increase

An overview was provided regarding the approval of entering into contractual commitments to fit-out the Jerry Coughlan Health and Wellness Centre.

MOTION:

It was MOVED by B. Gray and SECONDED by S. Cochran that, as recommended by

the Resources Committee, the Board of Trustees approved entering into contractual commitments to fit-out the Jerry Coughlan Health & Wellness Centre for a total cost not to exceed \$18,420,000; whereas there is an additional funding shortfall of \$5.2 Million above the approved total capital cost proposed to be funded by additional borrowings; and whereas Lakeridge Health has engaged Ajax Pickering Hospital Foundation to look at other funding opportunities to reduce or eliminate the need for additional borrowings; and whereas the maximum potential borrowing could be repaid over approximately six years by the expected Ministry of Health funding that will generate operating surpluses.

CARRIED

4.2.2 Jerry Coughlan Health & Wellness Centre – Tender Award

The approvals to award the construction tender for the Jerry Coughlan Health and Wellness Centre were approved based on the budget ceiling approvals received.

MOTION:

It was MOVED by P. Hobb and SECONDED by S. Briggs that, as recommended by the Resources Committee, the Board of Trustees approved entering into contractual commitments to fit-out the third floor of the Jerry Coughlan Health & Wellness Centre for a total cost not to exceed \$18,420, 000; and that the Board of Trustees approves entering into a contract with REA Construction for up to \$7,600,000 for the completion of the construction of the third floor of the Jerry Coughlan Health & Wellness Centre.

4.2.3 Bayshore Home Health – Purchase Order & Contract

Discussion took place with regards to timing and entering into an extension contract with Bayshore Home Health.

MOTION:

It was MOVED by M. Flindall-Simpson and SECONDED by Ijade Maxwell Rodrigues that, as recommended by the Resources Committee, the Board of Trustees approved the extension of the existing TCU Contractual Terms for Bayshore Home Health (96 beds), on a Limited Tender Basis with an estimated value of \$15M, for a one-year term effective April 1, 2023; whereas the TCU Program is fully funded and Bayshore is under contract for providing the requisite scope of services to support the TCU Program; and whereas contracts were previously extended without appropriate Board of Trustee approval.

CARRIED

5.1 Board Committee Chair Reports

C. Clark Julien, Board Chair, Governance Committee provided the following highlights:

Corporate By-Laws Review

Amendments to the Administrative By-Laws was shared for information only and will come back to the Governance Committee in May 2023 for approval in keeping with Ontario Not-for-profit Corporations (ONCA).

From an Inclusion, Diversity, Equity, Accessibility, and Anti-Racism (IDEAA)

perspective, it was decided that the term “credential” be used for medical staff, dental staff, and midwifery staff. As a result, the ‘Medical Staff By-Laws’ was changed to ‘Credential Staff By-Laws’ and will be coming to the Governance Committee in June 2023.

Durham OHT NewCo

In follow-up to the March 23, 2023 Board Education Session, there was interest in further understanding what a NewCo may entail for all Ontario Health Teams (OHTs) across the province. Ontario Health provided a few key messages that can be found on the minutes however specific details and timelines have not been shared by the province.

The Ministry of Health acknowledges that creating a new not-for-profit corporation represents a significant undertaking that will take time. However, OHTs should await Ministry of Health and Ontario Health guidance and supports.

May 2023 Governance Committee Deliverables

- Corporate By-Laws
- CIS Task Force Update
- Foundation Update

P. Hobb, Vice-Chair, Resources Committee provided the following highlights:

- Discussed Current Very High, RN Staffing & Sick Time and Succession Planning and the Master Plan Options/Refresh
- The following items were brought forward for approval: 2023/24 HSAA/MSAA, Strategic Sourcing Initiative (Radiopharmaceutical Products, Trauma Products), Contract approval for office supplies, Bayshore Home Health (Purchase Order and Contract Extension), Jerry Coughlan Health and Wellness Centre Capital Cost & Contract Approval
- A summary of the year-to-date deficit was provided

I. Maxwell Rodrigues, Vice Chair, Quality Committee provided the following highlights:

Nephrology & Diabetes

- The Nephrology & Diabetes Team shared the need for growth for both in-centre and home dialysis treatment, staff satisfaction survey and data related to the Multi-Care Kidney Clinic and home dialysis provincial performance.

Patient Safety and Quality Rounds

- Dr. Dan Ricciuto discussed the transition from M&M to Patient Safety and Quality Rounds.

Medication Management/Safety

- Wilson Kwong shared an SBAR providing additional information that was requested following the March 2, 2023 Quality Committee Meeting.

Six Dimensions of Quality

- Dr. Dan Ricciuto and Annette Down discussed the Six (6) Dimensions of Quality with a focus on the equitable and patient centred care dimensions.

May 4, 2022 Deliverables include: Emergency Clinical Service Presentation, Mental Health and Addictions Clinical Service Presentation, Hospital Standardized Mortality Ratio (HSMR) – update from February 2023 meeting, 2022/23 Q4 Scorecard and Performance Indicators Update, 2022/23 Q4 Enterprise Risk Management (ERM) Update,

2022/23 Q4 Incidents Report, 2022/23 Q4 Statements of Claims Report, 2022/23 Q3/Q4 Patient Experience Report: Patient and Family Feedback Summary, Ontario Health Team Update, Committee Effectiveness Tool, Annual Update from HIROC.

T. Desamour, Chair, Inclusion, Diversity, Equity, Accessibility & Anti-Racism (IDEAA)

Committee provided the following highlights:

Personal and Group Learning Opportunity:

- Umwali Sauter led the discussions about 2SLGBTQ+ for the Personal and Group Learning Opportunity.

Emergency Department Revitalization Project Update:

- Sonya Pak and Chris Jones shared the Emergency Department Revitalization Strategy update including the IHI application and The team will be focusing on a Sickle Cell initiative at the Ajax Pickering Emergency Department over the next 18 months.

May 2, 2023 Agenda Items:

- IDEAA Personal and Group Learning
- 2022/23 Q4 Enterprise Risk Management (ERM) Update
- 2022/23 Q4 Scorecard and Performance Indicators Update
- Committee Effectiveness Tool
- 2022/23 Q4 Human Rights Complaints
- Data Collection and Utilization to Support IDEAA Strategy
- IDEAA Objectives for Board Committees

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

Patient Safety and Quality Rounds

Presentation was done on a review and revision to M&M rounds. Highlighted changes include:

- Changing the name to Patient Safety & Quality rounds
- Re-emphasize approach to identify human factors and system issues
- Develop pathway for reporting and tracking of system issues

MAiD Assessors

- Since MAiD consults have been tracked in 2018, consult requests have grown from 18/fiscal year to 228 this fiscal year.
- As MAiD legislation has changed to increase patient eligibility, eliminate mandatory waiting periods and become more accepted in Canadian society the number of consults has increased 2.7 times this fiscal year alone.
- With the increased demands for MAiD assessments, the challenges with recruiting assessors and the increased number of patients receiving secondary assessments in the community it was recommended that Lakeridge Health accept secondary assessments completed in the community.
- MAC endorsed accepting secondary assessments completed in the community

Upcoming topics at MAC will include

- Medical Leadership
- Privileged Staff HR forecasting
- Rules & Regulations review
- Inclusion, Diversity, and Education Update

- Physician Involvement in the Quality Management System: A focus of Lakeridge Health is whole system quality, Petrina McGrath, CNE and HSE People Practice and Quality will be presenting to MAC, an approach for physician involvement in LH QMS
- Ongoing presentation of critical incidents

5. OTHER BUSINESS

5.1 Next Meeting – May 18, 2023

5.2 Adjournment

MOTION: It was MOVED by N. Blackman and SECONDED by L. Hooper that the Board of Trustees approves adjournment of the meeting of April 20, 2023.

CARRIED

Cordelia Clarke Julien

Cordelia Clarke Julien, Chair