



**Lakeridge  
Health**

MINUTES OF THE TWENTY-THIRD ANNUAL GENERAL MEETING OF LAKERIDGE HEALTH WHICH WAS HELD ON THURSDAY, JUNE 17, 2021 AT 6:00 P.M. VIA A VIRTUAL MEETING HOSTED BY LUMI

## **1. Welcome and Introductions**

Sharon Cochran, Chair of the Lakeridge Health Board of Trustees, welcomed those in attendance to the 2020/21 Virtual Annual General Meeting. She remarked that we are pleased that you have joined us this evening as we reflect on the accomplishments of Lakeridge Health over the past year, and recognize the people behind this important work. The intention was to hold this year's AGM in Bowmanville, but pandemic restrictions are preventing us from meeting in person.

It has been an exciting year for Bowmanville, as the hospital redevelopment moved to the next planning phase. We are so grateful for the financial commitments from the Ontario government and the Region of Durham, and for the fundraising efforts of the Bowmanville Foundation and Auxiliary. This critical funding will support the expansion of the hospital's infrastructure, enabling a better and more accessible care for the Bowmanville community for years to come.

The Board Chair recognized and thanked her fellow Board members for their tremendous commitment to Lakeridge Health and their support for her as Board Chair. Dignitaries, Hospital trustees, Patient and Family Experience Advisory Council, Community Advisory Panels, Foundations' Board of Directors, Volunteer Associations and Auxiliaries, and Lakeridge Health members were also acknowledged. The Honourable Peter Bethlenfalvy, MPP, Pickering Uxbridge and President of the Treasury Board, and Lindsey Park, MPP for Durham and Parliamentary Assistant to the Attorney General brought greetings and remarks.

## **2. Smudging Ceremony**

Ms. Cochran acknowledged that we are gathered on the land and traditional territory of the Mississaugas of Scugog Island First Nation, a branch of the greater Anishnaabeg Nation that includes Ojibway, Odawa and Pottawatomi. We gather with gratitude and thank the Mississaugas and other Indigenous peoples for caring for this land and for sharing this land, covered under Treaty 20, with those of us who are newcomers. We are called to treat the land, its plants, animals, stories, and its Peoples with honour and respect. Kathy MacLeod-Beaver, Indigenous Navigator with the Central East Regional Cancer Program and the Durham Regional Cancer Centre was welcomed and led the audience in a traditional cleansing ceremony known as a smudging ceremony.

## **3. Year in Review**

Ms. Cochran reflected on the past year. Our thoughts are dominated by the COVID-19 pandemic. She acknowledged the personal impact the pandemic has had on so many, and the sacrifices made to keep our community safe. Thank you.

Lakeridge Health has been on the front lines of this healthcare crisis. Over three consecutive waves, high quality and compassionate health care has been consistently delivered.

Ms. Cochran extended her sincere thanks and appreciation to the Lakeridge Health team who have protected our community like never before.

In addition to our COVID response, this year has been filled with extraordinary accomplishments for Lakeridge Health.

- After many months of planning, a voluntary amalgamation with Durham Mental Health Services was completed. Work is now ongoing together to enable better coordination and faster access to essential mental health and addiction services.
- Construction was started on the new Long-Term Care home, located beside the Ajax Pickering Hospital. This is one of three high-profile Accelerated Build projects directed by the Province that will add 320 Long-Term Care beds in Durham by early 2022.
- The Central East Regional Cancer Program finished their year as Number #1 in the province as it relates to key quality indicators, which is a testament to their efforts to improve access to high-quality cancer care across the entire region.
- Lakeridge Health accelerated its work to support Inclusion, Diversity, Equity and Accessibility. It has been a particularly trying year with so many alarming events around the world and here in Canada. The murder of George Floyd, the remains of Indigenous children found in British Columbia, and most recently, the tragic hate crime against a Muslim family in London, are all examples of the work ahead to truly become an equitable and just society. Each tragedy strengthens our resolve to take a stand against intolerance and do our part to foster an inclusive environment and enhance the well-being of our people, patients, and community.

A short 'year-in-review' video that summarizes just some of the highlights from this year was shown. It was noted, that as shown in the video, it has been a monumental year for Lakeridge Health.

Ms. Cochran introduced the new President & Chief Executive Officer for Lakeridge Health Cynthia Davis and invited her to share her perspectives on the year ahead.

Cynthia Davis remarked that she was thrilled to attend her first Lakeridge Health Annual General Meeting, and that it has been a wonderful six months since joining the organization. Joining an organization during a pandemic has been a unique experience and she has had the opportunity to know the team and the community much quicker.

Ms. Davis noted that this year has tested Lakeridge Health in so many ways, particularly in our Emergency Departments, ICUs and Critical Care units, and beyond the walls of our hospital. Lakeridge Health helped manage outbreaks in Long-Term Care homes, and operationalized COVID testing and vaccine distribution throughout Durham. The caliber of the Lakeridge Health team is second-to-none. They rose to the challenge every day, united by a shared commitment to serve those who need us the most. They are truly health care heroes! Lakeridge Health could not have done it alone. The organization is fortunate to be surrounded by strong community partners, accomplishing work together.

As the pandemic shows signs of slowing down, work has started to safely resume surgeries and services. At the same time, Lakeridge Health remains prepared to respond in the event of future COVID surges.

The Vision for Lakeridge Health, *One System. Best Health*, is an ideal platform to build for the future.

The vision compels the organization to look beyond traditional roles and structures, to think and act as one system, supporting the broader needs of the community across the health care continuum. At the centre of the work is an unwavering commitment to high quality, safe care that puts our patients and families first.

Health care does not start and stop at the doors of a hospital. Many factors impact the health of our community, particularly for vulnerable and underserved populations. One of the highest priorities will be to increase collaboration with community and regional partners, so that we work together to break down barriers to access for the diverse populations we serve. Progress is already being made through our collaboration with OHT partners, the evolution of our mental health and addictions strategy to respond to growing mental health challenges, and our work with home and community care to find better solutions for patients who remain in hospital when they no longer need acute care. This year, Lakeridge Health will take an important step in its Master Plan, to identify a future site for a new hospital to serve the entire Durham Region, through an independent site selection process, and continue to expand our footprint and modernize the facilities. The Bowmanville expansion, the Long-Term Care Accelerated Build, and the innovative Jerry Coughlan Health and Wellness Centre are all unique opportunities to address the growing and changing needs of our community.

Lakeridge Health will continue to deliver a financially sound and sustainable system that ensures the highest value, without compromising the quality of our care. As well, investment in the people through training and mentoring programs designed to develop leaders within our organization will take place and inspire our teams to provide care with innovation and joy.

Ms. Davis looks forward to working together toward a healthy and vibrant Durham Region!

A video story of hope and courage from Craig Wilson, a Lakeridge Health patient and COVID survivor was shown. Mr. Craig was thanked for sharing this inspirational story.

Dr. Tony Stone, Chief of Staff was introduced and reflected on the year that has passed and the year ahead.

To say that last year was a challenge is an understatement. Never have we seen our hospital system and our people stretched in so many ways. The accomplishments of our staff and physicians have been nothing short of remarkable.

Lakeridge Health's focus is to provide the highest quality of care and best outcomes for its patients. The pandemic forced the organization to make care accessible outside the hospital environment by harnessing virtual technology to bring services into people's homes and enable communication between physicians and patients. Today Lakeridge Health is providing remote support to hundreds of patients every month for a variety of needs - critical care assessments, mental health support, dialysis and rehabilitation services, and cancer care consultation and follow up. Moving forward, virtual care will become a standard practice in more clinical areas as we understand its role in our overall health care system and value from a quality and accessibility standpoint.

As well, Lakeridge Health and six other hospital organizations across the Central East Region will introduce EPIC, a world-class Clinical Information System. EPIC will enable a regional central intake and referral system. All 14 hospitals will have access to the same patient record, which will reduce duplication and streamline processes. This will mean more time at the bedside, improved quality and safety, and better outcomes for patients.

Lakeridge Health is entering a new era of health care, and it will be very exciting to explore the possibilities ahead.

#### 4. Awards Recognition

Board members **Carion Fenn and Shane Hardy** were introduced and presented two special award announcements.

##### ***Dr. George Blake Mentorship and Bursary Award***

Ms. Fenn announced the recipients for the past two years for the Dr. George Blake Mentorship and Bursary Award.

Dr. George Blake was a Black Jamaican Canadian who received his doctorate in clinical psychology from Edinburgh University. He served in the Royal Air Force during World War II. In 1967, Dr. Blake founded the original Pinewood Centre – which, today, is known for its high-quality mental health and addictions services, right here at Lakeridge Health. Today, there are 13 Pinewood Centre locations across the Central East LHIN in Scarborough and throughout Durham Region. The legacy of our Black Community is an important part of our community, which is why it is so imperative to not only recognize the challenging work and dedication of leaders like Dr. Blake but to ensure that such legacy touches the next generation of mental health professionals from the black community.

Dr. Blake was a staunch supporter and advocate for higher education. In keeping with Dr. Blake's legacy of inspiring future generations of students and promoting an inclusive community, each year, in partnership with Durham College, Lakeridge Health awards the **Dr. George Blake Mentorship & Bursary** to a mental health nursing student. Recipients of this Legacy award receive a hands-on learning experience in mental health and addictions. The award is announced during Nursing Week in May of each year.

**Arielle Baubie** is the recipient of this award in 2020 and **Melissa Powell** is the recipient of this award in 2021.

Both Arielle and Melissa have a keen interest in mental health and recognize its importance to one's overall health and well-being. This award will enable them to gain further understanding of the skills, nursing care and interventions required to effectively care for patients impacted by mental health illness.

Dr. Blake's family was thanked for sharing him with us; and Dr. Leroy Clarke was also thanked for his efforts in ensuring that we honor the legacy of Dr. Blake. A special thank you to our partner Durham College.

##### ***Local Health Care Hero Awards***

Shane Hardy advised that this award recognizes an individual or group who:

- Supports and promotes the health care needs of the community;
- Embraces similarities, celebrate differences and are willing to assist with care and compassion; and
- Furthers the health care needs of the community where the AGM is being held.

Last year, due to the pandemic, Lakeridge Health paused giving this award. This year, the organization is happy to announce two recipients for both fiscal year 2019/20 and 2020/21.

Because Bowmanville was the intended site with this year's AGM, the 2019/20 Local Health Care Hero Award will be given to a member from the Clarington Community. The recipient of the 2019/20 Local Health Care Hero Award is **Chris Kooy**.

Chris is a lifelong resident of Bowmanville and has dedicated over 35 years to supporting health care needs in the community. She has held various professional positions within Bowmanville Hospital and Lakeridge Health and has helped raise funds for many important community projects. Chris is currently Chair of the Board of Directors for the Bowmanville Hospital Foundation and has made significant contributions to the *We Care, We Can* campaign to support the expansion of the Bowmanville Hospital. She has also been a Board Member for Grandview Children's Centre, Durham Christian Homes, and the Glen Hill Strathaven Task Force. These contributions speak volumes about Chris' deep devotion to the community she serves.

Chris Kooy thanked Lakeridge Health and the Board of Trustees for this award.

Throughout the meeting, highlights were noted regarding the exceptional contributions of the Lakeridge Health team who came together quickly to respond to the needs of the community with courage, compassion, and resiliency. Despite the strain of the pandemic, health care workers continue to deliver high-quality care and ensure the safety of patients and families - whether in a hospital, a long-term care facility or in the community. The Lakeridge Health team demonstrated great leadership as they provided supports for hundreds of thousands of people either in person or virtually.

For these reasons, and many more, the Lakeridge Health community is proud to award the 2020/2021 Local Health Care Hero Award to the **Health Care Workers of Lakeridge Health**. Julie Goldstein, Clinical Director, and a key member of the COVID-19 Response Team, accepted this award on behalf of the Lakeridge Health team.

On behalf of the Health Care Workers of Lakeridge Health, Julie Goldstein thanked Lakeridge Health and the Board of Trustees for this award.

## 5. Annual General Meeting Business

### Notice and Quorum

Ms. Davis confirmed quorum was present, noting that necessary notice of the Annual General Meeting was given in accordance with Section 2.3 of the Administrative By-laws. With quorum present, Sharon Cochran called the meeting to order.

### Approval of the Agenda

MOTION: It was MOVED by Alok Sethi and SECONDED by Thelson Desamour to approve the Annual General Meeting agenda for June 17, 2021.

CARRIED

### Approval of the Minutes of the Annual General Meeting held on June 18, 2020

MOTION: It was MOVED by Shane Hardy and SECONDED by Cordelia Clarke Julien to approve the minutes of the Annual General Meeting held on June 18, 2020.

CARRIED

### Amendments to the By-Laws

Cordelia Clarke Julien highlighted the proposed amendments to the Administrative By-Laws:

As recommended by the Board of Trustees, the Members approve the Administrative By-Law revisions, which includes updates to:

- reflect non-binary pronouns;
- include some language around hosting electronic meetings; and;

- allow for annual meetings to be held between June and July 31 (instead of just the month of June)

MOTION: It was MOVED by Cordelia Clarke Julien and SECONDED by Carion Fenn to accept the amendments to the Administrative By-Laws.

CARRIED

#### Financial Report and Appointment of Auditors

Alok Sethi, Treasurer advised members that auditors, Price Waterhouse Coopers (PWC) have provided an unqualified audit opinion with no material weaknesses in financial internal controls.

For the year ended March 31, 2021, Lakeridge Health achieved a surplus of **\$5.5** million. This includes the net effect of integration with Durham Mental Health Services of \$2.2 million – an accounting entry to increase net assets at the time of amalgamation.

COVID-19 expenses and lost revenues resulting from COVID-19 were significant, totalling over \$88 million. The Ministry of Health introduced specific funding streams to reimburse direct COVID-19 expenses, fund lost revenues, and permitted the recognition of unearned revenues (for example, for Quality-Based Procedures that were not performed), effectively addressing the financial operating impacts of the pandemic. In addition, Lakeridge Health received **\$9.5** million of COVID-19 related funding from the Ministries of Health and Long-Term Care to purchase capital equipment.

Overall revenues were \$770 million, with approximately 82% of our funding coming from the Ministry of Health.

Overall expenditures were \$767 million, with compensation and benefits continuing to be our most significant costs, accounting for approximately **65%** of expenditures.

Lakeridge Health also contributed \$2.1 million to a sinking fund in support of bond repayment for the clinical information system; and in alignment with Board-established criteria.

MOTION: It was MOVED by Alok Sethi and SECONDED by Cordelia Clarke Julien to accept the Treasurer's Report for the year ended March 31, 2021.

CARRIED

MOTION: It was MOVED by Alok Sethi and SECONDED by Thelson Desamour that Price Waterhouse Coopers be appointed as auditors for the year ending March 31, 2022 and that the Lakeridge Health Board of Trustees be authorized to set their remuneration.

CARRIED

#### Number of Elected & Appointed Board Trustees for the Fiscal Year 2021/22

MOTION: It was MOVED by Thelson Desamour and SECONDED by Carion Fenn that the size of the Board of Trustees for 2021/22 be 18 trustees (16 elected, 2 appointed).

CARRIED

#### Nominations to the Board of Trustees

MOTION: It was MOVED by Thelson Desamour and SECONDED by Cordelia Clarke Julien that Tom McCulloch of Pickering and Ijade Maxwell Rodrigues of Brooklin be elected for a three-year term.

CARRIED

## **6. Tribute to Departing Board Member**

The Board of Trustees said farewell to one departing member – Judeline Innocent. Judeline has served Lakeridge Health and our communities for three years. She has been integral to the important work we have done to ensure high quality care and has amplified the voice of the community in all that we do. Judeline was presented with a gift of art.

## **7. Closing Remarks**

Sharon Cochran, on behalf of the Board of Trustees, thanked everyone for their support for Lakeridge Health and for the commitment to the health and wellbeing of the Durham community. Lakeridge Health is excited about continuing to work with all of you to better support the communities we serve well into the future.

MOTION: It was MOVED by Sharon Cochran and seconded by Shane Hardy to adjourn the meeting.

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Sharon Cochran, Board Chair