



**Lakeridge
Health**

MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY MAY 16, 2019 IN CONFERENCE ROOMS B & C, AJAX PICKERING HOSPITAL

Present: S. Cochran (Chair), J. Beaton, B. Brady, C. Clarke Julian, T. Desamour (by phone), C. Fenn (by phone & in-person), B. Gray, J. Innocent (by phone), A. Sethi, J. Somerville, G. Uens, M. Ulanicki, M. Anderson, L. Motz, Dr. T. Stone

Regrets: M. Ashcroft, S. Bhatia, J. Clapp, S. Hardy, Dr. Placide Rubabaza, W. Stephen, Dr. S. Trainor

Guests: Jacqueline Dow, Program Manager, Accreditation Canada
Tom Batchellor, Member, Ajax Pickering Community Advisory Panel
Joyce Perrin, Member, Ajax Pickering Community Advisory Panel
Cecil Ramnauth, Member, Ajax Pickering Community Advisory Panel
Dan Shire, Member, Ajax Pickering Community Advisory Panel

Jacqueline Dow, Project Manager, Accreditation Canada was present to provide Board members with background information regarding Accreditation Canada, the Contribution of Accreditation Canada, who benefits from Accreditation (clients and families, staff, organization, Board), Governance Standards and Accountability.

Lakeridge Health (LH) is entering into a sequential model with Accreditation Canada – Phase 1 will take place on December 2 – 5, 2019 and will include:

- Human Capital
- Principled Based Decision Making
- Communication
- Planning and Service Design
- Integrated Quality Management
- Emergency Preparedness
- Resource Management
- Physical Environment

1. **CALL TO ORDER: 5:00 p.m.**

1.1 Declaration of Conflict of Interest - J. Beaton for Item 3.1.2

1.2 Approval of Agenda

MOTION: It was MOVED by A. Sethi and SECONDED by B. Brady to approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held May 16, 2019.

CARRIED

1.3 Minutes of April 18, 2019 Open Board Meeting

MOTION: It was MOVED by J. Somerville and SECONDED by M. Ulanicki to approve the Open Minutes of the Lakeridge Health Board of Trustees meeting held April 18, 2019.

CARRIED

2. NEW BUSINESS

2.1 Board Committee Chair Reports

T. Desamour, Chair, Quality Committee – May 2, 2019 Meeting

- Key highlights from the Cancer Services Program included:
 - Looking at expanding some services including cervix brachytherapy
 - Implementation of automation technology in DRCC Pharmacy
 - Identifying strategies to increase awareness of psychosocial oncology services and early identification of patients and caregivers in need of these services
- Key highlights from the Women & Children's Program included:
 - Addressing culture of incivility and strategies associated, and increase consistency of care
 - Focus on ED diversion strategies for Women's Program
 - Partnering with Hospital for Sick Children's to ensure alignment with best practices and standards
- Other items discussed at the Quality Committee Meeting included:
 - Q4 2018/19 Annual Business Plan and Corporate Scorecard
 - 2019/20 Scorecard Methodology
 - Q4 Enterprise Risk Review
 - Trending Reports for Q3 Statement of Claims, Q3/Q4 Incidents and Complaints and Compliments

A. Sethi, Chair of Resources Committee – May 3, 2019 Meeting

- Resources Committee received an SBAR and presentation discussing the North Pickering Health and Wellness Centre Ground and Operating Lease entering into the final 75 year ground lease with NorthWest Healthcare Properties REIT in exchange for an estimated \$7.9M in base lease payments over the term of the ground lease. Recommendation was made to the Board to approve entering into a space (tenancy) lease for 30,000 sq. feet for 15 year term estimated cost \$10.9M and recommendation to take the required actions upon receipt of the Northwest notice of satisfaction waiving due diligence conditions to finalize the transaction documentation;
- Mike Boyce from HIROC attended to provide an overview on Insurance coverage;
- The draft Financial Statements for the year ended March 31, 2019 were presented. Results are subject to completion of the year-end audit but preliminary results show a small surplus of \$1 million; and
- A presentation was made on potential opportunities to generate new revenue or cost avoidance. There were some opportunities presented that management will continue to pursue and keep the resources committee updated.

J. Somerville, Chair of Governance Committee – May 2, 2019

- The Committee received an Ethics Committee update and information on expanded Ethics Rounds – there are five new initiatives in this area;
- Received an Enterprise Risk Management Evaluation Update;
- Received an Enterprise Risk Management Top Risk Update for Q4 2018/19;
- Received a Q4 Annual Business Plan and Scorecard Review Update;
- Reviewed the Board Chair and Treasurer Performance Review;
- Received an Annual General Meeting Update; and
- Received a Nominations Committee Report.

2.2 Ajax Pickering Community Advisory Panel

Tom Batchellor, Joyce Perrin, Cecil Ramnauth and Dan Shire – Ajax Pickering Community Panel members were present to provide guidance and insight into planning activities for LH to consider in the upcoming fiscal year.

The Advisory Panel proposed the following for consideration:

1. **The Shoulder Centre**

The Ajax Pickering CAP has identified an opportunity to continue building momentum with The Shoulder Centre. The Shoulder Centre is a demonstrated leading best practice, and provides a unique approach for partnership with Primary Care across Durham Region. The Shoulder Centre is transforming care through the implementation of a value-based Patient Centered Specialty Practice that builds on novel partnerships between Primary Care providers and the Centre's Integrated Practice Unit, while leveraging technology solutions to deliver value-based care.

2. **Community Engagement**

The Ajax Pickering CAP highlighted interest in providing education, and building awareness within the community, regarding opportunities to contribute in community engagement consultations. Providing platforms to bring the community voice to the delivery of quality health care will enhance the diversity of feedback received, reflective of perspectives from patients, family and residents in Durham Region. Several mechanisms for community participation have been provided over the past several months, such as, contributing to online community surveys, telephone town halls and inputs through the Lakeridge Health CAPs and Patient Family Experience Advisory Council.

3. **Hospital Capacity and Patient Experience**

Ajax Pickering Hospital continues to face increased demand for services. There is a growing challenge related to occupancy rates, with greater than 100% occupancy as the new norm. Bed trends indicate Ajax Pickering has exceeded capacity almost on a daily basis since August 2018. Currently the hospital has been able to utilize surge beds as the mental health beds have not been opened, however this time next year there will be heightened pressures once these beds are fully occupied.

Additionally, the Ajax Pickering CAP has expressed interest in monitoring the current patient experience. In the 2018/19 Fiscal Year, close to 95% of surveyed patients indicated they would recommend the Ajax Pickering Hospital to their friends and family (target 95.6%). Furthermore, close to 75% of surveyed patients would recommend the Emergency Department at Ajax Pickering

Hospital to their friends and family (target 71%). Providing a positive patient experience is a critical area of focus for the Ajax Pickering CAP.

4. North Pickering Health and Wellness Centre (NPHWC)

The opening of NPHWC is a top priority for the Ajax Pickering CAP as residents would be able to obtain health care services closer to home. A new ambulatory care centre in North Pickering will provide greater access to services for the growing population in this catchment area.

Building a primary care practice, with established relationships with Ajax Pickering Hospital consultants located within NPHWC will also help to build a referral pattern to Ajax Pickering Hospital and reduce the number of residents seeking care outside of the area. Furthermore, challenges with Emergency Department overcrowding would be alleviated with local clinic availability for less acute visits.

5. Strengthening Primary Care

The Ajax Pickering CAP has identified an opportunity to strengthen partnerships between Lakeridge Health and Primary Care physicians across Durham Region. The panel has demonstrated interest in collaborating with Primary Care physicians to build awareness of services available at Lakeridge Health, and ensure that Primary Care physicians and their frontline staff are equally aware of service availability across all hospital sites. The Ajax Pickering CAP has also expressed interest for strengthened Primary Care engagement with a clear focus on population health, in alignment with the Quadruple Aim and the 2019-2024 Lakeridge Health Strategic Plan.

6. Mental Health and Addictions Services

Mental health and addictions is a growing issue in Durham Region. Lakeridge Health has been working hard to address rising mental health and addictions issues across Durham Region. Mental health Emergency Department visits for residents of Ajax and Pickering have been increasing on an annual basis. To address these concerns, Lakeridge Health will be moving forward with the mental health inpatient beds, and addressing access and capacity challenges within the local community.

The mental health system appears to be very disjointed, with patients experiencing challenges navigating between services. The Ajax and Pickering CAP would like to ensure there are accessible services available in the local community to support those with mental health and addictions issues across the full continuum of care.

Future opportunities include:

- Partnerships with Long-Term Care & Retirement Homes (i.e. Carriage House)
- Durham Ontario Health Team (OHT)
- North Pickering Health and Wellness Centre (NPHWC)

Board members asked the following questions:

Q –Shoulder Centre – do we have any data regarding people coming from outside the Region for Services?

A – yes, we do – there are individuals from outside the Region utilizing the Shoulder Centre – this is a positive move and very exciting for growth of the Centre.

Q – a question was asked regarding the trending for Ajax Pickering Hospital capacity.
A – 100% capacity on units – which reflects in individuals waiting in the ER for several days at times.
Wait time is too high in the ER at Ajax Pickering which may mean that individuals will go elsewhere.

The Advisory Panel members were thanked for attending the meeting – the Board members enjoyed the discussion and hearing the suggestions put forward for consideration.

3. CONSENT AGENDA – DECISION ITEMS

3.1 Recommended by Resources Committee

3.1.1 Strategic Sourcing Initiative (SSI) IV Solutions

MOTION: It was MOVED by A. Sethi and SECONDED by C. Clark Julien that the Board of Trustees approve the Sourcing Approval Form for IV Solutions SSI for a five (5) year term (plus two (2) option years) for an estimated total contract value of \$7M (excluding HST).

CARRIED

3.1.2 North Pickering Health and Wellness Centre – Ground & Operating Leases

MOTION: It was MOVED by A. Sethi and SECONDED by B. Gray that the Board of Trustees provide approval to enter into the final 75-year ground lease with NorthWest Healthcare Properties REIT in exchange for an estimated \$7.9 M in base lease payments over the term of the ground lease; and

. That the Board of Trustees provide approval to enter into a space (tenancy) lease for 30,000 sq. ft. for a 15-year term at an estimated cost of \$10.9 M; and

That the Board of Trustees provides approval to take the required actions upon receipt of the NorthWest notice of satisfaction waiving due diligence conditions to finalize the transaction documentation.

CARRIED

J. Beaton abstained from the vote

3.2 Recommended by Medical Advisory Committee

3.2.1 Corporate Leadership Position - Anesthesia

The appointment of Dr. John Maybee is shared with the Board for information - based on the authority delegated by the Board of LH, Sharon Cochran approved Dr. Maybee's appointment on behalf of the Trustees on April 28, 2019.

3.2.2 Corporate Leadership Position – Critical Care

MOTION: It was MOVED by M. Ulanicki and SECONDED by B. Gray that the Board of Trustees approve the appointment of Dr. Karim Soliman as Corporate Chief of Critical Care effective May 17, 2019 for a period of 5 years.

MOTION: It was MOVED by M. Ulanicki and SECONDED by B. Gray that the Board of Trustees approve the termination of the legacy Lakeridge Health Section

Chief of Critical Care position and Medical Director of Critical Care at Ajax Pickering.

CARRIED

3.2.3 Corporate Leadership Position – Deputy Chief of Anesthesia

MOTION: It was MOVED by A. Sethi and SECONDED by G. Uens that the Board of Trustees approve the creation of a Deputy Chief of Anesthesia and Deputy Assistant Medical Director for a period of 5 years, subject to evaluation at that time.

CARRIED

1 member opposed

C. Clark Julien

3.2.4 Corporate Leadership Position – Diagnostic Imaging

The appointment of Dr. Raikhlin as Corporate Chief of Radiology and the Medical Director of Diagnostic Imaging Program is shared with the Board of Trustees for information. Based on the authority delegated by the Board, Sharon Cochran approved Dr. Raikhlin's appointment and the termination of the Transitional Site Section Chief of Diagnostic Imaging on behalf of the Trustees on April 28, 2019.

4. **CONSENT AGENDA – INFORMATION ITEMS**

MOTION: It was MOVED by B. Gray and SECONDED by M. Ulanicki to receive the Lakeridge Health Board of Trustees May 16, 2019 Consent Agenda Information Items 4.1, 4.3, 4.4, 4.5, 4.5.1, 4.5.2, 4.6, 4.7, 4.8, and 4.9 – with Item 4.2 separated for further discussion.

CARRIED

- 4.1 Board Chair Report
- 4.2 Chief Executive Officer Report
- 4.3 Chief of Staff Report
- 4.4 Volunteer Report
- 4.5 Quality Committee Draft Minutes – May 2, 2019
- 4.6 Resources Committee Draft Minutes – May 3, 2019
- 4.7 Governance Committee Draft Minutes – May 2, 2019
- 4.8 Medical Advisory Committee Draft Minutes – April 23, 2019
- 4.9 Master Planning Steering Committee Minutes – April 2, 2019

Separated for further discussion

4.2 Chief Executive Officer Report

M. Anderson advised members that the contract for Carolyn Wilson, legal representative for Lakeridge Health, is ending at the end May 2019 – thank you for all of your support and guidance over the past several years.

L. Motz provided members with an update on the CPD incidents and tray sterilization issues at the Ajax Pickering Hospital.

MOTION: It was MOVED by J. Beaton and SECONDED by B. Gray to accept Item 4.2 Chief Executive Officer Report for information.

CARRIED

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

5.1 Motion to Move In-Camera

It was MOVED by B. Gray and SECONDED by A. Sethi to move in-camera.

CARRIED

5.2 Motion to Accept the Decisions Made In-Camera

It was MOVED by C. Clarke Julien and SECONDED by G. Uens to accept the decisions made in-camera.

CARRIED

6. **OTHER BUSINESS**

6.1 Next Meeting Date – AGM – June 20, 2019

6.2 Adjournment

It was MOVED by B. Gray and SECONDED by J. Somerville to adjourn the Open Meeting.

CARRIED



Sharon Cochran, Chair