



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, APRIL 15, 2021 BY MICROSOFT TEAMS

Voting Members:					
P	Sharon Cochran, Chair	P	Thelson Desamour, Vice Chair	P	Nancy Shaw
P	Shane Hardy, Vice Chair	P	Carion Fenn	P	Bill Sims
P	Jeff Beaton	P	Ben Gray	P	Jeff Somerville
P	Shashi Bhatia	R	Judeline Innocent	P	Marek Ulanicki
P	Barb Brady	P	Tom McCulloch	P	Janice Wye Baker
P	Cordelia Clarke Julian	P	Alok Sethi		
Others Members:					
P	Cynthia Davis (Ex Officio)	R	Dr. Placide Rubabaza (Ex Officio)	P	Dr. R. Wax (Ex Officio)
P	Colleen Wilkinson (Ex Officio)	P	Dr. T. Stone (Ex Officio)	P	S. McKenna, Recorder
P= Present R=Regrets TC= teleconference					

**1. CALL TO ORDER: 6:45 p.m.**

**1.1 Motion to Approve the Items Discussed and Decisions Made In-Camera**

MOTION: It was MOVED by J. Wye-Baker and SECONDED by C. Clarke Julien to approve the items discussed and decisions made in-camera.

CARRIED

**1.2 Declaration of Conflict of Interest - none**

**1.3 Approval of Agenda**

MOTION: It was MOVED by C. Fenn and SECONDED by B. Sims to approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held April 15, 2021.

CARRIED

**1.3 Minutes of March 18, 2021 Open Board Meeting**

MOTION: It was MOVED by B. Brady and SECONDED by N. Shaw to approve the Open Minutes of the Lakeridge Health Board of Trustees meeting held March 18, 2021.

CARRIED

**2. NEW BUSINESS**

**2.1 COVID-19 & Vaccination Update**

Dr. D. Ricciuto, Dr. K. Soliman and J. Goldstein from the Command Response Team provided an update to members.

Current situation at Lakeridge Health, the Region of Durham and the Province of Ontario was provided. A rapid increase in the daily admissions to the hospital has occurred over the last couple of weeks. This activity is putting huge pressures on the organization. There has been a substantial increase of cases in Durham Region as well. The % positivity across the Region is also higher than we have experienced over the past year with 1 in 4 or 5 testing positive. The Variants of Concern are rising quickly.

Other Key Updates include:

- Province-wide Stay at Home Order – April 8
- Suspension of Non-Emergent/Elective Surgeries – April 12
- Redeployment of health care workers/teams
- Surge units open at Oshawa and Ajax Pickering
- Vaccine clinics in Ajax and North Durham now open

Durham Region is in Phase 2 of the vaccination roll-out (60+ are eligible, 55+ are eligible in community pharmacies and primary care, 50+ are eligible in hotspot postal codes, special education staff, indigenous adults, adults with health conditions regardless of age, and residents who are essential caregivers in congregate living).

## 2.2 Board Committee Updates

Alok Sethi, Chair of Resources Committee provided the following update:

- Financial Statement Update - Lakeridge Health will receive one-time funding of \$26.7 million primarily for relief of lost revenue due to COVID-19 impacts for Parking and quality-based procedures. The organization is now anticipating a break-even budget or a small surplus for 2020/21.
- Ajax Pickering Long-term Care Build - Parking Structure Option – there is an opportunity to add two floors to the parking structure currently underway. This will be an own funds build. It will help significantly with parking challenges at the hospital. The proposed model will have a positive cash flow.
- There was an in-camera discussion regarding the 2021/22 Operating Budget – impact and pressures for future years. Future Committee discussions will take place.

Barb Brady, Vice Chair of Governance Committee provided the following update:

- Dr. Ilan Lenga updated the Governance Committee members on the CIS Project. He expressed concern regarding the outgoing hosting vendor and the slowness of removing the data and transferring to the new hosting vendor. More information was provided in this evening's in-camera meeting.
- Corporate membership has declined consistently over the past four years. Management is to re-think the corporate membership process to understand why memberships keep declining and to provide clarity on the benefits of becoming a member of Lakeridge Health.
- An in-camera CAP update was provided – change in agenda and format of the meeting helped contribute to the discussion period of the meeting.

- Accreditation – Lakeridge Health will be seeking stroke assessment recognition this year. Distinction is awarded to a healthcare facility that stands out as a leader in stroke care.

Carion Fenn, Chair of Quality Committee provided the following update:

- Program update was provided by the Mental Health & Addictions Program team; a compelling patient story was shared by P. McGary. Committee discussed the recent voluntary integration with Lakeridge Health and Durham Mental Health Services which helped to understand how services will be maximized and streamlined for greater client access.
- An update on Accreditation readiness was provided. The Quality Improvement & Risk team is working with programs who are being surveyed in May 2022 to ensure they can manage the readiness activities for a Spring survey. Overall readiness is on track.

Jeff Beaton, Board representative on the Medical Advisory Committee provided the following update:

- Crucial Conversations – training is offered to all staff and physicians in a virtual format.
- Problem List Policy – shared documentation by subscribers.
- CIS Update – physician committee working on several initiatives, e.g. SecureChat, Dragon training – front-end dictation system.

### 3. **Consent Agenda – Decision Items**

#### 3.1 Recommended by Resources Committee

##### 3.1.1 Ajax Pickering Long-Term Care Home – Parking Structure Options

MOTION: It was MOVED by A. Sethi and SECONDED by T. McCulloch that as recommended by the Resources Committee, the Board of Trustees approves the commitment of up to \$10.5 million in own funds for the development of incremental parking capacity of approximately 230 spaces as part of the construction of a parking structure to support the Lakeridge Health Long-Term Care Home; and

That the Board of Trustees directs management to assess own funds and third party financing options to minimize financial risk and report to Resources Committee in May 2021.

CARRIED

##### 3.1.2 2021/22 Operating Plan Update

MOTION: It was MOVED by S. Hardy and SECONDED by B. Gray that as recommended by the Resources Committee, the Board of Trustees approves:  
The 2021/22 Operating Budget which includes an allocation of \$8.0 million contingency and \$1.7 million for strategic priorities:

Revenue	\$681 million
Expenses	\$681 million

An allocation of \$8.0 million to capital for 2021/22 with management reporting back to the Board of Trustees the allocation of these funds with the Annual Business Plan in Spring 2021.

As recommended by the Resources Committee, the Board of Trustees approves:

Delegation to the Chair of the Board, authority to execute the H-SAA (Hospital Service Accountability Agreement) and M-SAA (Multi-Sector Service Accountability Agreement) Agreements when they become available and report back to the Board of Trustees the final targets negotiated.

CARRIED

### 3.2.3 Internal Audit Plan

A Board member inquired if Inclusion, Diversity and Equity could be added for consideration for future internal audits. One of our Strategic Directions is 'Be a Workplace of Choice' – IDE and developing a just culture are important components of this direction.

MOTION: It was MOVED by T. McCulloch and SECONDED by A. Sethi that as recommended by the Resources Committee, the Board of Trustees approves the Internal Audit Plan for the fiscal 2021/22, 2022/23, and 2023/24 as set out in Appendix A (addition of Inclusion, Diversity and Equity, and Just Culture as a line item in Appendix A under future considerations).

CARRIED

### 3.2 Recommended by Governance Committee

#### 3.2.1 Board Evaluation: Committee Effectiveness Tool & Individual Self-Assessments

MOTION: It was MOVED by B. Brady and SECONDED by C. Clarke Julien that as recommended by the Governance Committee, the Board of Trustees approves the process and timelines for Individual Self-Assessment Tool and Committee Effectiveness Tool.

CARRIED

#### 3.2.2 Board Renewal Process Update

MOTION: It was MOVED by T. Desamour and SECONDED by S. Bhatia that as recommended by the Governance Committee, the Board of Trustees approves the prioritized skills gaps for candidates for the 2021/22 recruitment cycle.

CARRIED

### 3.3 Recommended by Quality Committee

#### 3.3.1 Accreditation Update – received for information

## 4. **Consent Agenda – Information Items**

MOTION: It was MOVED by M. Ulanicki and SECONDED by J. Beaton to receive the Lakeridge Health Board of Trustees November 19, 2020 Consent Agenda Information Items 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8 and 4.9.

CARRIED

- 4.1 Board Chair Report
- 4.2 Joint Chief Executive Officer and Chief of Staff Report
- 4.3 Community Advisory Panel Updates
- 4.4 Volunteer Report

J. Wye-Baker provided the following recent updates to the written report:

- Before lockdown last year we had 1,789 volunteers at Lakeridge Health (including students and adults). National Volunteer Week is next week – unfortunately there is no budget to cover the traditional newspaper Lakeridge Health thank you ad recognizing these volunteers. Management confirmed that Lakeridge Health will cover the cost of the thank you ad (~ \$950.).

- 4.5 Resources Committee Draft Meeting Minutes – April 9, 2021
- 4.6 Governance Committee Draft Meeting Minutes – April 7, 2021
- 4.7 Quality Committee Draft Meeting Minutes – April 8, 2021
- 4.8 Medical Advisory Committee Draft Meeting Minutes – March 23, 2021
- 4.9 IDEA Committee Draft Meeting Minutes – March 12, 2021

## 5. OTHER BUSINESS

5.1 Next Meeting Date – May 13, 2021

5.2 Adjournment

It was MOVED by C. Fenn and SECONDED by S. Bhatia to adjourn the Open Meeting.

CARRIED

*m. Sharon Cochran*

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Sharon Cochran, Chair