



Lakeridge Health

MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, SEPTEMBER 16, 2021 BY MICROSOFT TEAMS

Voting Members:					
P	Sharon Cochran, Chair	P	Ben Gray	P	Alok Sethi
P	Jeff Beaton	R	Shane Hardy	R	Nancy Shaw
P	Shashi Bhatia	P	Peter Hobb	P	Bill Sims
P	Barb Brady	P	Cordelia Clarke Julien, Vice Chair	R	Jeff Somerville
P	Thelson Desamour	P	Tom McCulloch	P	Marek Ulanicki
R	Carion Fenn	P	Ijade Maxwell Rodrigues	P	Janice Wye Baker
Others Members:					
P	Cynthia Davis (Ex Officio)	P	Dr. Megha Suri (Ex Officio)	P	Dr. R. Wax (Ex Officio)
P	Petrina McGrath (Ex Officio)	P	Dr. T. Stone (Ex Officio)	P	S. McKenna, Recorder
P= Present R=Regrets TC= teleconference					

1. CALL TO ORDER: 5:10 p.m.

1.1 Declaration of Conflict of Interest – none

1.2 Approval of Agenda

MOTION: It was MOVED by B. Gray and SECONDED by B. Sims to approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held September 16, 2021.

CARRIED

1.3 Approval of the Open Board Meeting Minutes of June 17, 2021

MOTION: It was MOVED by T. Desamour and SECONDED by S. Cochran that the minutes of the Open Board of Trustees meeting held on June 17, 2021 be approved.

CARRIED

1.4 Approval of the Open Board of Trustees Minutes of July 29, 2021

MOTION: It was MOVED by J. Wye-Baker and SECONDED by S. Bhatia that the minutes of the Open Board of Trustees meeting held July 29, 2021 be approved.

CARRIED

2. NEW BUSINESS

2.1 COVID-19 Update

C. Davis and Dr. T. Stone provided an update to members regarding COVID-19. New cases seem to be levelling off with the vaccination rates in Ontario and the current Public Health measures.

In terms of COVID capacity within Lakeridge Health, planning is underway for Wave 4. What is different in Wave 4 includes potentially more aggressive/transmittable variants, surgical ramp-up is underway, expected paediatric impact and staffing challenges. Strategies for mitigating the pressures for staff were discussed. The question was also raised by a Board member as to what the Board could do to show support of the staff. The Senior Leadership Team will discuss whether there is an opportunity for Board involvement and the role they could play to help support the staff. It was also noted that PPE is in good supply for the organization.

2.2 Board Education Strategy

As part of an ongoing education plan for the Board, the following strategies have been put in place for new and existing Board members:

- A new Board member orientation process has been developed to ensure that all members have the information they need to be successful in their role;
- Lakeridge Health has invested in a membership with the ICD for all Board members which offers access to educational sessions as well as tools and resources;
- Board members are asked to complete the ICD Not for Profit Video Learning Series;
- It is also recommended that the Board Chair, Vice-Chair and CEO attend the ICD-Rotman Directors Education Program; and
- The Board work plan also includes Board Rounding and Board education sessions for this year to support learnings related to the Strategic Plan and operations of the organization.

2.3 Board Committee Chair Updates

Tom McCulloch, Chair of Resources Committee provided the following update:

- July 2021 Financials noted a deficit – there are three main drivers – staff shortages are driving overtime, funding letters not received to date, as well as COVID cost recoveries not yet received. Management is working on a plan to close the gap.
- Highlighted capital projects underway, as well as the ongoing Site Selection work moving forward; and
- CIS project is currently tracking well to all milestones.

Cordelia Clarke Julien, Chair of Governance Committee provided the following update:

- The Board Retreat is scheduled for September 23, 2021 from 2:00 – 6:00pm. The theme is ‘Advancing an Integrated System of Care’ throughout Durham Region. The keynote speaker is Dr. Kedar Mate, President & CEO for the Institute of Healthcare Improvement;
- Terms of Reference and Work Plans for Board Committees were approved;
- 2021/22 Q1 Enterprise Risk Management was discussed (will be further referenced in Item 3.1); and
- Board Chair Selection – the proposed process and timelines were reviewed and endorsed.

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

- The COVID Response Team did sunset as of June 2021 along with the Executive Command Center; and
- Education in airway skills will be implemented in the Department of Anesthesia.

3. Consent Agenda – Decision Items

3.1 2021/22 Q1 Enterprise Risk Management (ERM) Update

All Board Committees reviewed the Q1 ERM report at their September meetings. Through the process, a number of discussions arose regarding oversight of risks. In light of these discussions, the following motions were proposed:

MOTION: It was MOVED by T. McCulloch and SECONDED by B. Sims that, as recommended by the Resources Committee, the Board of Trustees approves downgrading the “excess disruption and impact on the organization that extends beyond known scope of CIS implementation” risk from Very High to High.

CARRIED

MOTION: It was MOVED by C. Clarke Julien and SECONDED by B. Brady that the Board of Trustees defer the motion from the Quality Committee ‘that the oversight of the access to mental health services risk move from the Board of Trustees to the Senior Leadership Team’ until the December 2021 Board of Trustees meeting, to allow time for the Board and Senior Leadership Team to discuss the overall ERM process as it relates to review and oversight.

CARRIED

3.2 Recommended by Resources Committee

3.2.1 2021/22 Resources Committee Annual Work Plan

MOTION: It was MOVED by T. McCulloch and SECONDED by B. Sims that, as recommended by the Resources Committee, the Board of Trustees approves the 2021/22 Resources Committee Annual Work Plan.

CARRIED

3.2.2 Resources Committee Terms of Reference

MOTION: It was MOVED by B. Gray and SECONDED by M. Ulanicki that, as recommended by the Resources Committee, the Board of Trustees approves the Resources Committee Terms of Reference.

CARRIED

3.2.3 2021/22 Budget Amendments

MOTION: It was MOVED by P. Hobbs and SECONDED by T. McCulloch that, as recommended by the Resources Committee, the Board of Trustees approves an amendment to the 2021/22 budget resulting as follows:

- An increase in overall revenue of \$1.8 million resulting in a revised budget of \$683 million; and
- An increase in overall expenses of \$1.8 million resulting in a revised budget of \$683 million.

CARRIED

3.3 Recommended by Governance Committee

3.3.1 2021/22 Governance Committee Annual Work Plan

MOTION: It was MOVED by C. Clarke Julien and SECONDED by B. Brady that, as recommended by the Governance Committee, the Board of Trustees approves the 2021/22 Governance Committee Annual Work Plan.

CARRIED

3.3.2 Governance Committee Terms of Reference

MOTION: It was MOVED by J. Beaton and SECONDED by S. Bhatia that, as recommended by the Governance Committee, the Board of Trustees approves the Governance Committee Terms of Reference.

CARRIED

3.3.3 Board of Trustees Annual Work Plan

MOTION: It was MOVED by A. Sethi and SECONDED by T. Desamour that, as recommended by the Governance Committee, the Board of Trustees approves the 2021/22 Board Annual Work Plan.

CARRIED

3.3.4 Board of Trustees Retreat

Pre-circulated with the agenda package was an SBAR providing information regarding the upcoming Board of Trustees Retreat on September 16, 2021.

3.4 Recommended by Quality Committee

3.4.1 2021/22 Quality Committee Annual Work Plan

MOTION: It was MOVED by S. Cochran and SECONDED by Ijade Maxwell Rodrigues that, as recommended by the Quality Committee, the Board of Trustees approves the 2021/22 Quality Committee Annual Work Plan.

CARRIED

3.4.2 Quality Committee Terms of Reference

MOTION: It was MOVED by M. Ulanicki and SECONDED by J. Wye-Baker that, as recommended by the Quality Committee, the Board of Trustees approves the Quality Committee Terms of Reference.

CARRIED

3.5 Recommended by Medical Advisory Committee

3.5.1 Physician Leadership – Anesthesia

The current structure was approved in March 2019; at that time the structure was viewed as transitional subject to re-evaluation. There is an interest in further advancing the structure of anesthesia leadership at Lakeridge Health in the interest of further hospital system integration. Opportunities to advance anesthesia services include Obstetrics, Diagnostic Imaging, Mental Health and Addictions, Brachytherapy Services, ER and ICU, etc. A proposed plan has been endorsed by the MAC. It will require an appropriate transition plan to the new model and new roles.

MOTION: It was MOVED by J. Beaton and SECONDED by S. Cochran that, as recommended by the Medical Advisory Committee, the Board of Trustees approves the proposed organizational structure for Anesthesia.

CARRIED

4. **Consent Agenda – Information Items**

MOTION: It was MOVED by Ijade Maxwell Rodrigues and SECONDED by S. Cochran to receive the Lakeridge Health Board of Trustees September 16, 2021 Consent Agenda Information Items 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 4.7.

CARRIED

4.1 Board Chair Report

4.2 Joint Chief Executive Officer and Chief of Staff Report

4.3 Resources Committee Draft Meeting Minutes – September 10, 2021

- 4.4 Governance Committee Draft Meeting Minutes – September 8, 2021
- 4.5 Quality Committee Draft Meeting Minutes – September 2, 2021
- 4.6 Medical Advisory Committee / Medical Advisory Executive Committee Draft Minutes / Medical Advisory Committee Annual Report – June 22, July 6, July 28, August 9, September 7, 2021
- 4.7 IDEA Committee Draft Minutes – August 18, 2021

5. **Motion to Motion In-Camera**

It was MOVED by M. Ulanicki and SECONDED by P. Hobbs to move in-camera.

M. Sharon Cochran

Sharon Cochran, Chair