



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY,  
OCTOBER 21, 2021 BY MICROSOFT TEAMS

Voting Members:					
P	Sharon Cochran, Chair	P	Ben Gray	P	Alok Sethi
P	Jeff Beaton	P	Shane Hardy	P	Nancy Shaw
P	Shashi Bhatia	P	Peter Hobb	R	Bill Sims
P	Barb Brady	P	Cordelia Clarke Julien, Vice Chair	P	Jeff Somerville
P	Thelson Desamour	P	Tom McCulloch	P	Marek Ulanicki
p	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					

**Passing of Board Member Jeff Beaton**

Members shared thoughts and sentiments about the passing of Jeff Beaton as well as a moment of silence to honour his memory.

**Board of Trustees Education – Long-Term Care (LTC)**

Board members were invited to a walk-through of the new Ajax Hospital Long-Term Care Home on October 20 and 28, 2021. The tour was very well received, educational and quite informative.

Julie Goldstein, Interim Vice President, Clinical Services provided Board members with an overview of Long-term Care in Ontario including an Ontario and CE LHIN Snapshot, Ontario’s LTC oversight and accountability, key differences between Acute Care and LTC, and what this means for the Board.

What this means for the Board:

- Quality Oversight
  - experienced management of operations
  - quality controls
  - regular issues reporting to Lakeridge Health
- Financial Sustainability
  - 80% of LTC costs are staffing
  - controlling variable costs
- Reputational Oversight
  - Lakeridge Health control of communications, public relations and management approach
- Limitation of LTC Operations Liabilities
  - robust insurance coverage
  - experienced management

Board members asked the following questions:

- Q Is there any regulation in place that sets the number of complex continuing care (CCC) residents that a facility accepts; and is there funding that occurs?
- A Presently LTC homes are not eligible to accept CCC residents. In the future, this may evolve for the LTC homes that have increased hospital involvement.
- Q What are the safeguards to ensure that there is adequate funding for all of the necessities of a well-run LTC home?
- A LTC homes and retirement homes are embracing the compliance of quality of care and infrastructure more and more. The culture of commitment to this oversight is progressing. Structure, commitment and processes are key to good stewardship of the facility.

1. **CALL TO ORDER: 5:58 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 C. Fenn to approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held October 21, 2021.

CARRIED

1.3 Approval of the Open Board Meeting Minutes of September 16, 2021

MOTION: It was MOVED by Ijade Maxwell Rodrigues and SECONDED by J. Wye-Baker that the minutes of the Open Board of Trustees meeting held on September 16, 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. Ontario has performed well through Wave 4. Durham currently has 83 active cases with only 3 hospitalizations. The vaccination rates throughout Ontario have contributed to the low numbers through Wave 4. Lakeridge Health currently has a vaccination rate of 93%. Lakeridge Health has supported the overall vaccination effort in partnership with Durham Public Health throughout the Durham Region. 3<sup>rd</sup> dose was administered to residents of Sunnycrest in August through the Mobile Unit. More information forthcoming regarding 3<sup>rd</sup> dose for other population groups.

2.2 Clinical Information System (CIS) Readiness

42 Days to Go-Live!

Dr. I. Lenga updated Board members on the CIS readiness including project reporting, implementation milestones, implementation risks, clinical standardization and patient access, participation and readiness, participation and readiness risks, project budget and forecast.

### 2.3 Strategic Plan Deliverables / Actions

C. Davis gave an update on the Annual Business Plan and Scorecard related to the Strategic Directions including the priorities, measures, baseline performance for 2020/21 and the 2021/22 target.

- Improve Population Health
- Commitment to Individual Health Care
- Create an Integrated System of Care
- Be a Workplace of Choice

For each Direction an update was provided outlining:

- What we said we would do
- Current Status and Accomplishments
- By end of March 2022
- 2021/22 Scorecard Measures; and
- 2021/22 Scorecard and Targets

### 2.4 Board Rounding

Members were advised that Board Rounding will begin again on November 18, 2021. They will take place at the Whitby Hospital from 5:00 – 5:35 pm before the Board meeting with a 10 minute debrief following the Rounds. The Board members will be in teams and visit different locations at the Whitby Hospital.

Board Rounding Guiding Principles were reviewed. The Rounds will be a 5-step approach – introduce yourself, why are we here, we are here to understand, encourage team members to feel proud to share challenges, and ask us anything. An electronic tracking tool will be used to track the unit rounded on and the feedback received. This mechanism allows sharing with the staff and tracking for action and follow-up.

After the November meeting, the next Rounds will take place on January 20, 2022 at the Ajax Pickering Hospital.

### 2.5 Board Committee Reports

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

- Updates were provided regarding the August Financial Statement, 2021/22 Year-end Forecast and Funding Opportunities;
- Significant ongoing work regarding sustainability and benchmarking;
- Lakeridge Health ranks very well against peer hospitals in administrative costs;
- CIS / Epic update was provided;
- Scott McLeod, New Hospital Site Selection provided a report on the selection process; timelines are on target with a recommendation coming forward to the Board in December 2021;

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

- This year's membership campaign will run from January 10 to February 25, 2022; further options for the membership program will be discussed at the January 2022 meeting;
- Annual General Meeting will take place on June 23, 2022;
- Board Evaluation and Process – four main tools utilized – GCE Survey (October/November 2021), Peer Evaluation (January 2022), Individual Self-Evaluation (March/April 2022) and Committee Effectiveness Tool (May 2022);
- Nominating Process, Board Membership and Succession Planning Strategy – there will be recruitment of four new Board members in 2022-23; work is beginning with the Nominations Committee; and
- Long-Term Care Governance Task Force – a special meeting will take place the week of October 25 to hear the responses offered by the community outreach on the naming of the LTC facility.

Nancy Shaw, Board representative on the Medical Advisory Committee provided the following update:

- Dr. Zaidi is proposing the creation of a site lead for general internal medicine at the Bowmanville Hospital; this position will enable effective and consistent leadership in a newly formed service that provides emergency and ward consult at the site;
- MAC has endorsed two permanent Deputy Chiefs in Emergency Medicine: Dr. Sarah Monroe as Assistant Medical Director and Deputy Chief, Bowmanville and Dr. Ehsan Samiee-Zafarghandy as Associate Medical Director and Deputy Chief, Port Perry; and
- Vaccine Mandate – MAC has endorsed terminating privileges for those privileged staff not compliant with the policy (aligning with what the organization has endorsed for employees). MAC endorsed that recruitment can begin to fill the roles of those not compliant and that privileges will be terminated on an agreed timeline.

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

- The Quality Committee / Patient & Family Experience Advisory Committee Joint Meeting was held on October 7. It was very well attended.
- The Epic MyChart Patient Portal was highlighted. This portal will create an enhanced experience for both the patient and their caregiver; and
- The new integrated health journey for Lakeridge Health and Durham Region was also discussed.

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

#### 3.1 Recommended by Governance Committee

##### 3.1.1 Hospital Corporation General Membership Campaign

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 that Lakeridge Health hold the Annual Membership Campaign from January 10, 2022 to February 25, 2022 and that the cost of an annual membership be set at \$10.00.

The Board of Trustees approves that a review be conducted of the value proposition of the Membership Program and that a discussion take place in the new year to determine its viability beyond 2022/23.

CARRIED

3.1.2 Annual General Meeting Date / Planning

MOTION: It was MOVED by S. Bhatia and SECONDED by T. Desamour that, as recommended by the Governance Committee, the Board of Trustees approves that a decision on a virtual, in-person or hybrid Annual General Meeting be brought forward at a later date (January 2022) with consideration of Provincial Directives.

CARRIED

3.1.3 Board Evaluation Process and Timelines

MOTION: It was MOVED by A. Sethi and SECONDED by S. Hardy that, as recommended by the Governance Committee, the Board of Trustees approves the process and timelines for Board evaluation.

CARRIED

3.1.4 Nominating Process, Board Membership and Succession Planning Strategy

MOTION: It was MOVED by C. Clarke Julien and SECONDED by S. Cochran that, as recommended by the Governance Committee, the Board of Trustees approves the following:

- To continue with a Board of Trustees complement of 18 members, but that the Governance Committee supports a future discussion to review and recommend the most suitable size of the Board;
- To recruit four (4) new Board members in 2022/23; and
- To strike a Nominations Committee to support the recruitment process.

CARRIED

4. **Consent Agenda – Information Items**

MOTION: It was MOVED by J. Somerville and SECONDED by P. Hobb to receive the Lakeridge Health Board of Trustees October 21, 2021 Consent Agenda Information Items 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6.

- 4.1 Board Chair Report
- 4.2 Joint Chief Executive Officer and Chief of Staff Report
- 4.3 Resources Committee Draft Meeting Minutes – October 8, 2021
- 4.4 Governance Committee Draft Meeting Minutes – October 6, 2021
- 4.5 Quality Committee / Patient & Family Experience Advisory Committee Joint Draft Meeting Minutes – October 7, 2021
- 4.6 Medical Advisory Committee – September 28, 2021

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

It was MOVED by J. Wye-Baker and SECONDED by N. Shaw to move in-camera.

*M. Shaun Cochran*

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Sharon Cochran, Chair