



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, JANUARY 19, 2023 BY MICROSOFT TEAMS

Voting Members:					
P	Cordelia Clarke Julien, Chair	R	Tom McCulloch	P	Jeff Somerville
P	Nicole Blackman	P	Mark Mulima	P	Rachel Traore-Takura
P	Sharon Cochran (Past Chair)	P	Anita Neeson	P	Scott Briggs
P	Thelson Desamour (Vice Chair)	P	Ijade Maxwell Rodrigues		
P	Ben Gray	P	Mary Flindall-Simpson		
P	Peter Hobb	R	Bill Sims		
Others Members:					
P	Cynthia Davis (Ex Officio)	P	Dr. Randy Wax (Ex Officio)	P	Dr. M. Suri (Ex Officio)
P	Petrina McGrath (Ex Officio)	P	Dr. J.A. Francis (Ex Officio)	P	S. McKenna, Recorder
Guests: Lori Borovoy, HIROC Jacqueline Lyons, Manager, Risk, Risk Management and Patient Safety Kathleen Power Corey, Director, Medical and Academic Affairs					
P= Present R=Regrets TC= teleconference					

1. Board Member Education: Enterprise Risk Management and Risk Governance

Work was undertaken with Lakeridge Health’s insurer, HIROC, to prepare a presentation on Enterprise Risk Management (ERM) and Risk Governance. Lori Borovoy, a Senior Healthcare Risk Management specialist with HIROC attended to present on ERM and Risk Governance from a healthcare specific lens, and Jacqueline Lyons, Manager, Risk, Risk Management and Patient Safety at Lakeridge Health walked the Board through how this works in practice at the organization.

A presentation was pre-circulated for Board member’s review and information. The deck focused on:

- Risk Management (IRM / ERM);
- Risk Governance (how the Board can exercise risk management oversight (tool); and
- Lakeridge Health (ERM process).

Board members were thanked for all of the responses to the survey sent out in December, canvassing their insight on ERM. The presentation was prepared with the Board member’s thoughts in mind.

Board members had an opportunity to ask questions and answers were provided. Ms. Borovoy was thanked for her excellent presentation and information provided.

Land Acknowledgement

R. Traore-Takura spoke to the land acknowledgement for the December 2022 Board of Trustees meeting. We respectfully acknowledge that the Central East Region is located on the traditional and treaty territories of the Mississaugas of Scugog Island First Nations and the Williams Treaties First Nation of Curve Lake, Hiawatha, Georgina Island, Beausoleil, and Rama First Nations. Our work on these lands acknowledges their resilience and their longstanding contributions to the Central East Area.

We offer our gratitude to the indigenous peoples for their care and teachings about our relationship to Mother Earth and all living things; that we may foster these healthy teachings and relationships in the journey of Indigenous and non-Indigenous patients.

Dr. Julie Ann Francis, Vice President, Medical Staff Association

C. Clarke Julien welcomed Dr. Julie Ann Francis to the Board of Trustees in her recent appointment as the Vice President of the Medical Staff Association (practices in gynecology/oncology at Lakeridge Health).

2. CALL TO ORDER: 6:00 p.m.

2.1 Declaration of Conflict of Interest – none

2.2 Approval of Agenda

MOTION: It was MOVED by A. Neeson and SECONDED by N. Blackman that the Board of Trustees approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held January 19, 2023.

CARRIED

2.3 Approval of the Open Board Meeting Minutes of December 15, 2022

MOTION: It was MOVED by S. Cochran and SECONDED by B. Gray that the Board of Trustees approves the minutes of the Lakeridge Health Open Board of Trustees meeting held on December 15, 2022.

CARRIED

3. NEW BUSINESS: FOR INFORMATION

3.1 Respiratory Illnesses Update

C. Davis and Dr. R. Wax provided a respiratory illnesses update to members. Highlights included:

- Hospital operations continue to be impacted although RSV and influenza cases have decreased over the last two weeks and the impact on hospital admissions are low;
- Durham COVID-19 wastewater viral signal surged in the last two weeks;
- Elective pediatric surgery requiring an inpatient bed to resume;
- Staff absences due to respiratory viral illness continue to compound shortages;
- Masking is still required in hospitals and long-term care homes;
- Vaccines continue to be encouraged; and
- An update on the OHT/Regional COVID-19 Response Team was provided, as well as the Regional response roadmap.

Independent Health Facilities

C. Davis provided a brief update to Board members regarding the possibility of independent health facilities in our region. If possible, Lakeridge Health will be a willing partner in this venture.

3.2 Board Committee Chair Reports

J. Somerville, Chair, Governance Committee provided the following highlights:

- Members received a Nominations / Board Succession Plan Update. T. Desamour agreed to chair the Nominations Committee with B. Gray, R. Traore-Takura and I. Maxwell Rodrigues appointed to the Nominations Committee; and
- Seven Board policies were reviewed, updated, and approved by the Governance Committee. Subsequently the seven policies have been tabled at the current Board meeting for approval.
- Governance Committee deliverables for January include:
 - Board Evaluation: OHA Tool Survey Results
 - CIS Task Force Update

P. Hobb, Vice Chair, Resources Committee provided the following highlights:

- A budget update was delivered. The final submission to Ontario Health will be due January 31, 2023;
- Endorsement for the Department of Family and Community Medicine was approved;
- Changes to the Medical Leadership Department was discussed with motions coming forward to January Board meeting;
- Plexxus update was provided; and
- Resources Committee deliverable for February includes:
 - Plexxus Merger

I. Maxwell Rodrigues, Vice Chair, Quality Committee provided the following highlights:

- The Quality Committee did not meet in January 2023.
- Quality Committee deliverables for February includes:
 - 2023/24 Annual Business Plan (ABP), including Scorecard, priorities, indicators, targets and Quality Improvement Plan (QIP) – the full Board is encouraged to attend for this agenda item;
 - Update on Data Availability as it relates to Epic;
 - CIHI-Your Health System Update;
 - Surgery Clinical Service Presentation;
 - Pharmacy Clinical Service Presentation;
 - Accreditation Update; and
 - Ontario Health Team Update

T. Desamour, Chair, Inclusion, Diversity, Equity, Accessibility & Anti-Racism (IDEAA) Committee provided the following highlights:

- The IDEAA Committee did not meet in January 2023.
- IDEAA Committee deliverables for February include:
 - IDEAA Personal and Group Learning
 - IDEAA Multi-Year Plan (draft)
 - IDEAA as a Strategic Priority Discussion
 - Privileged Staff By-Laws

- Administrative By-Laws
- 2022/23 Q1/Q2 Human Rights Claims

S. Cochran, Board representative on the Medical Advisory Committee provided the following highlights:

- Family and Community Medicine Program
- Changes to the Medical Leadership Department and Medical Affairs
- Candidate for the Deputy Chief of Staff; and
- Physician involvement in the Quality Management System will be discussed at a future meeting

4. **CONSENT AGENDA: FOR DECISION**

4.1 Recommended by Resources Committee

4.1.1 Infusion Sets and Accessories

MOTION: It was MOVED by M. Flindall-Simpson and SECONDED by M. Mulima that, as recommended by the Resources Committee, the Board of Trustees approves Lakeridge Health's participation in the Mohawk Medbuy Plexxus Sourcing Collaborative (MPSC) related to infusion sets and accessories.

CARRIED

4.1.2 Arthroscopy and Sports Medicine Products

MOTION: It was MOVED by M. Mulima and SECONDED by M. Flindall-Smith that, as recommended by the Resources Committee, the Board of Trustees approves Lakeridge Health participating in the Mohawk Medbuy Plexxus Sourcing Collaborative (MPSC) Agreement with Tribe Medical for the provision of arthroscopy and sports medicine products, whereas, the total contract value will not exceed \$8,154,000.

CARRIED

4.1.3 Endorsement of Department of Family and Community Medicine

Dr. R. Wax advised members that there is currently a lack of a regional approach to primary care service delivery in Durham Region amid a national, regional and local shortage of family physicians. Further, there are opportunities to better coordinate primary care, acute care and community-based services. Having the structure in place allows adequate time for family physician training in Durham. This department will improve population health, enhance the patient experience, improve provider satisfaction and reduce the cost of care. The medical leadership budget is cost neutral, through the realignment of the internal Medical Leadership budget and Medical Affairs budget. It was noted that the Medical Advisory Committee unanimously

endorsed the Department of Family and Community Medicine. It was further noted that the Board is not further impacting the existing deficit position of the organization by approving the creation of the Family and Community Medicine Department.

MOTION: It was MOVED by P. Hobb and SECONDED by M. Flindall-Simpson that, as recommended by the Medical Advisory Committee to the Resources Committee, the Resources Committee recommends to the Board of Trustees endorsement of the creation of a Department of Family and Community Medicine and Medical Leadership Model.

CARRIED

4.2 Recommended by Governance Committee

4.2.1 2022/23 IDEAA Work Plan

MOTION: It was MOVED by N. Blackman and SECONDED by T. Desamour that, as recommended by the Governance Committee, the Board of Trustees approves the revised 2022/23 Inclusion, Diversity, Equity, Accessibility and Anti-Racism (IDEAA) Committee Work Plan.

CARRIED

4.2.2 Board Member Peer Evaluation Process

MOTION: It was MOVED by J. Somerville and SECONDED by S. Cochran that, as recommended by the Governance Committee, the Board of Trustees approves the process and timelines for Peer Evaluation.

CARRIED

4.2.3 Nominations / Board Succession Plan Update

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

- the recruitment of three Board members in 2023/24 (for an 18 member complement); and
- the appointment of Ben Gray, Rachel Traore-Takura and Ijade Maxwell Rodrigues to the Nominations Committee.

CARRIED

(B. Gray, R. Traore Takura and I. Maxwell Rodrigues did not vote)

4.2.4 Board Policy Review

MOTION: It was MOVED by R. Traore Takura and SECONDED by J. Somerville that, as recommended by the Governance Committee, the Board of Trustees approves modifications to the following policies:

- B1-40 Standing Committees of the Board
- B3-21 Signing Authority Policy
- B3-22 Procurement Policy
- B3-30 Investment Policy

- B3-130 Freedom of Information and Protection
- B5-20 Board and Committee Meeting Attendance
- B7-70 Enterprise Risk Management Policy

CARRIED

5. **CONSENT AGENDA: FOR INFORMATION**

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by S. Briggs to receive the Lakeridge Health Board of Trustees January 19, 2023 Open Consent Agenda Information Items 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8 and 5.9.

CARRIED

5.1 Board Chair Report

5.2 Chief Executive Officer Report

A Board member questioned whether there has been any feedback regarding the ED revitalization plan. C. Davis advised that the stage has been set for the work that needs to be done to improve patient flow in the Emergency Departments. Education sessions and Kaizen events have been held with X32 and teams from Ajax Pickering Hospital and the Bowmanville Hospital. Fast Track has gone live at both sites. These changes will support improved flow and access with specific metrics for monitoring. LHO will have similar events commencing shortly. Process mapping is underway across all sites to understand the current state for Decision to Admit-Time to Bed to develop key areas of improvement. The ED team in partnership with Learning and Development will be participating in a new Institute for Healthcare Improvement (IHI) program "Pursing Equity".

5.3 Chief of Staff Report

5.4 Volunteers Report

5.5 Governance Committee Draft Meeting Minutes – January 4, 2023

5.6 Resources Committee Draft Meeting Minutes – January 13, 2023

5.7 Medical Advisory Committee Meeting Minutes – Dec. 20, 2022 and Jan. 10, 2023

5.8 Q3 Board Member Attendance Report

5.9 Annual General Meeting and Local Health Care Hero Award

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

6.1 Motion to Move In-Camera

MOTION: It was MOVED by P. Hobb and SECONDED by A. Neeson to move in-camera.

CARRIED

Cordelia Clarke Julien

Cordelia Clarke Julien, Chair