

MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY,
MARCH 23, 2023 BY MICROSOFT TEAMS

Voting Members:					
P	Cordelia Clarke Julien, Chair	P	Tom McCulloch	P	Jeff Somerville
R	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: Lisa Kitchen, Director, Durham OHT					
P= Present R=Regrets TC= teleconference					

Board Education: Durham Ontario Health Team Overview and Update

The Board Education Session focused on the history and overview on the establishment of the Durham Ontario Health Team (OHT). Lisa Kitchen, Director for Durham Ontario Health Team and Kirsten Burgomaster, Health System Executive, Regional and Community Care spoke to the presentation.

Next Steps for the Durham OHT include:

- Common structure to progress to full implementation
- Consistent collaboration for decision making
- Sustainable operational capacity
- Consistency in OHT-led public communications
- Clinical pathways to improve patient care

1. Land Acknowledgement

C. Davis spoke to the land acknowledgement for the March 23, 2023 Board of Trustees meeting.

C. Davis shared with Board members a brief history of her personal story of being a member of the Qalipu First Nation.

Introduction of New Board Members – Kevin Baker and Lewis Hooper

Kevin Baker and Lewis Hooper joined the meeting today as their inaugural Board of Trustees meeting. They both bring a wealth of knowledge and experience to the Board. Round Table introductions were made welcoming Kevin and Lewis to the Board.

2. CALL TO ORDER: 6:11 p.m.

2.1 Declaration of Conflict of Interest – none

2.2 Approval of Agenda

MOTION: It was MOVED by J. Somerville and SECONDED by P. Hobb that the Board of Trustees approve the Open Agenda for the Lakeridge Health Board of Trustees meeting held March 23, 2023.

CARRIED

3. CONSENT AGENDA: FOR INFORMATION

MOTION: It was MOVED by B. Gray and SECONDED by T. Desamour to receive the Lakeridge Health Board of Trustees March 23, 2023 Open Consent Agenda Information Items 3.1 (as amended), 3.2 (deferred), 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, 3.12, 3.13 and 3.14.

CARRIED

3.1 Open Board Meeting Minutes of February 23, 2023 (as revised and discussed)

- Note – each of the upcoming deliverables for the reports of the Standing Committees will be reflected as March
- Item 4.2.2 Nominations Committee – the term of 2023/24 for K. Baker and L. Hooper was noted to be incorrect (should say 2022/23). It is noted that the Governance Committee did pass the motion reflecting 23/24 and therefore will go back to that Committee at their next meeting for amendment and a corrected motion will come back to the Board in April.

3.2 Board Chair Report (deferred)

3.3 Chief Executive Report

- An update was requested on the Personalized Wait Time project (this project uses artificial intelligence). C. Davis advised that the project started at the Bowmanville Hospital and has now progressed to the Ajax Pickering Hospital. The plan is to roll the project further out across the organization. There is a high percentage of accuracy for the predicted wait time. It is noted that the wait time does not change; however knowing the time is very beneficial to the patients we serve.
- Status on surge beds – the target date of end of March to close all unfunded surge beds that were recently opened during COVID was met.
- Amendment to remove reference to Dr. Joel Kennedy as it will be discussed in-camera.

- 3.4 Chief of Staff Report
- A board member asked with interviews being scheduled next month for the Queen's / Lakeridge Health medical education program, what is the level of interest being observed? Dr. Wax advised that the interest in the program is incredibly strong. Files are being actively reviewed and the process is moving forward.
 - A Board member asked how is IDEAA being implemented into the process and program? Aspects of IDEAA are being factored in when looking at potential applicants. As well, components of the Queens IDEAA principles and the Lakeridge Health IDEAA principles will be integrated into the medical school infrastructure as part of the longer-term plan. The expectation is that the program will reflect the diverse population of Durham Region. The Board's direction is to set a 'tone' of equity in the inaugural cohort of students selected. It was further noted by a member of the Selection Committee that the files currently reviewed do show a very diverse group of candidates.
- 3.5 Governance Committee Draft Meeting Minutes – March 1, 2023
- 3.6 Resources Committee Draft Meeting Minutes – March 3, 2023
- 3.7 Quality Committee Draft Meeting Minutes – March 2, 2023
- 3.8 IDEAA Committee Draft Meeting Minutes – March 7, 2023
- 3.9 Medical Advisory Committee Meeting Minutes – February 28, 2023
- 3.10 Capital Updates
- 3.11 Hospital Corporation General Membership Campaign
- 3.12 2022/23 Q3 Corporate Scorecard & Performance Indicators Update
- 3.13 2022/23 Q3 Enterprise Risk Management (ERM)
- 3.14 KPMG Quality Governance Report

4. **CONSENT AGENDA: FOR DECISION**

4.1 Recommended by Resources Committee

4.1.1 BMO Credit Facility – Capital Expenditure

MOTION:

Whereas there is a positive business case to use third party credit to finance Lakeridge Health's investment in the Ajax Pickering Hospital parking garage and planned investment in the Jerry Coughlan Health & Wellness Centre; and

Whereas the Bank of Montreal has proposed a CapEx Credit Facility on reasonable market trends; and

Whereas principal withdrawals shall not exceed \$12 million related to the parking garage and not exceed the difference between funds received from the Ajax Pickering Foundation and the approved JCHWC budget ceiling; and

Whereas entering into interest rate swap requires additional Board of Trustees approvals.

It was MOVED by T. McCulloch and SECONDED by P. Hobb that, as recommended by the Resources Committee, the Board of Trustees approves entering into a \$25 million capital expenditure credit facility with the Bank of Montreal.

CARRIED

5. NEW BUSINESS:-FOR INFORMATION

5.1 Recommended by the Quality Committee

5.1.1 2023/24 Annual Business Plan, Quality Improvement Plan and Corporate Scorecard

The Quality Committee reviewed and approved the 2023/24 Annual Priorities, Corporate Scorecard and Quality Improvement Plan (QIP) (inclusive of narrative and work plan).

The 2023/24 Corporate Scorecard is aligned with the Strategic Priorities, as well as pieces of that included in the QIP. A new patient experience survey will be launched April 1, 2023 – this survey will assist in determining measures and metrics.

Also of note is the financial stability of the organization and to have a balanced budget with the Ministry of Health. A ‘not balanced budget’ will be submitted for the coming year and management will be advocating for increased funding. The target is to balance the budget; however, it is not possible with the current funding model.

Of note, in an effort of continuance improvement culture, stretch goals have been set. The executive pay-for-performance is linked to the QIP. Effort is underway to align equal amounts for pay-for-performance across nine executives.

MOTION: It was moved by S. Briggs and SECONDED by A. Neeson that, as recommended by the Quality Committee, the Board of Trustees approves the 2023/24 Annual Priorities, Corporate Scorecard and Quality Improvement Plan (inclusive of Narrative and Workplan).

CARRIED

5.1 Board Committee Chair Reports

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

- New Hospital Sub Committee: Advocacy for a new hospital continues, including expanding the narrative to include additional beds in the community.
- Board Objectives: Using the framework approved by the Board of Trustees in June 2022, the 2022-2024 draft objectives were established which aligns with Lakeridge Health’s strategic direction and also takes into consider the Board fiduciary

duty required to ensure financial viability. It was noted that the draft Board objectives also align with the CEO and Chief of Staff strategic objectives.

- Governance Committee deliverables for April include:
 - CIS Task Force Update
 - Foundation Update
 - New Hospital Sub-Committee

T. McCulloch, Chair, Resources Committee provided the following highlights:

- The Annual Report under Freedom of Information (FOI) & Protection of Privacy Act was presented.
- KPMG presented two internal audit reviews.
- Cyber security update.
- Litigation update was provided (minor progress).
- Committee approved the 2023/24 Operating Budget (noting two-thirds of hospitals in Ontario will be submitting a deficit budget).
- Resources Committee deliverables for April include:
 - Succession Planning
 - Sinking Fund Update

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

- Clinical presentation received from the Infection, Prevention and Control Program.
- Clinical presentation received from the Medicine Program.
- Clinical presentation received from the Healthy Aging Program.
- 2023/24 Annual Business Plan, including Scorecard, Priorities, Indicators, Targets and Quality Improvement Plan
- 2022/23 Q3 Statement of Claim Report (will be discussed in-camera)
- Quality Committee deliverables for April includes:
 - Nephrology Clinical Service presentation
 - Hospital Standardized Mortality Ratio (HSMR)
 - Safety & Quality Rounds
 - Medication Management / Safety
 - Six Dimensions of Quality – Equitable & Person Centred Care

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

- Presentation received from Dr. Rubabaza – commenting on revisions to the multi-year plan and principles for decision making in the approval process.
- Group Learning.
- Corporate By-Law Review – ONCA (coming into practice in 2024 and will be a requirement for hospitals to follow).
- IDEAA Committee deliverables for April include:
 - Emergency Department Revitalization Plan
 - Data collection re IDEAA strategy
 - Board Objectives for IDEAA

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


- A presentation by Dr. Rubabaza and U. Sauter on the ongoing IDE work throughout the organization – excellent presentation. There was engagement by the physicians, good questions asked, training modules for physician leaders, etc.

5. MOTION TO MOVE IN-CAMERA

5.1 Motion to Move In-Camera

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

CARRIED


Cordelia Clarke Julien, Chair