



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, FEBRUARY 20, 2025 (920 CHAMPLAIN COURT, WHITBY / BOARDROOM A/ VIA MICROSOFT OFFICE TEAMS).

Voting Members:					
P	Cordelia Clarke Julien, Chair	P	Lewis Hooper	P	Ijade Maxwell Rodrigues
P	Christine Ashton	P	Duncan Mathieson	P	Bill Sims
P	Melissa Belliveau	P	Mark Mulima	P	Mary Flindall-Simpson
P	Shashi Bhatia	R	Steven Murphy	P	Dr. Kirk Stewart
P	Scott Briggs	P	Anita Neeson	R	Rachel Traore-Takura
P	Peter Hobb	R	Anuj Pasrija		
Other Members:					
P	Cynthia Davis (Ex Officio)	P	Dr. Randy Wax (Ex Officio)	P	Dr. Megha Suri (Ex Officio)
P	Petrina McGrath (Ex Officio)	P	Dr. Julie Ann Francis (Ex Officio)	P	Sharon Pye, (Recorder)
R	Dr. Rebecca Wray				
Guests:					
P	Chris Squire	P	Tabitha Carrol	P	Cheri Smith
P	Annette Down	P	Brian Pollard	P	Nancy Shaw
P	Shara Santan	P	Dr. Nadia Ismiil		
P= Present R=Regrets TC= teleconference					

1. **BOARD EDUCATION: IDEAA LEARNING MODULES**
2. **LAND ACKNOWLEDGEMENT**

M. Mulima shared the Land Acknowledgement which included his reflections and commitment to reconciliation.

### 3. **CALL TO ORDER**

#### 3.1 Strategic Planning at a Glance

The Strategic Plan at a Glance outlines the strategic directions and annual priorities. This document is included in the package each month and is meant as a reminder to help ensure the Board of Trustees remains aligned with the organization's strategic goals and objectives.

#### 3.2 IDEAA Impact Statement

The IDEAA impact statement is to ensure that activities and initiatives are designed and implemented in a way that promotes equity and reduces disparities or discrimination. Similar to the Strategic Plan at a Glance document we will post this within each package as a reference document for discussions and decisions.

#### 3.3 Declaration of Conflict of Interest

No conflict of interest was declared.

#### 3.4 Approval of Agenda

MOTION: It was MOVED by B. Sims and SECONDED by P. Hobb that the Board of Trustees approves the revised Open Agenda deferring Item 6.1 for the Lakeridge Health Board of Trustees meeting held February 20, 2025.

CARRIED 1

#### 4. DISCUSSION AGENDA

##### 4.1 Accreditation Survey Result

The recent accreditation survey provided valuable feedback on governance, leadership, and clinical operations at Lakeridge Health. The first phase of the sequential survey focused on governance, leadership, and specific areas like the Durham Cancer Center, while the remaining clinical aspects will be reviewed later in the year. Overall, the feedback highlighted strong leadership, innovative governance, and strategic planning efforts. The Board of Trustees were recognized for its forward-thinking approach and commitment to partnerships, equity, and patient-centered care. Notable progress was seen in aligning the quality management system with the strategic plan, improving Emergency Department wait times, and ensuring financial sustainability.

Additionally, the survey acknowledged the organization's multi-year plan for Inclusion, Diversity, Equity, Accessibility and Anti-racism (IDEAA), as well as the Board of Trustees dedication to embedding these principles in recruitment and priority setting. Governance standards were met at 100%. Other areas identified for ongoing focus were identified as they align with existing improvement efforts, with the Board remains committed to addressing them.

It was noted that Accreditation Canada no longer grants exemplary status, which is what we achieved following the last accreditation process. Clarification is needed to confirm the specific award level we will receive from Accreditation Canada following the accreditation process.

##### 4.2 Financial Update

The organization faced a year-to-date deficit at the end of December, however, the monthly deficit for December was notably lower reflecting positive impacts from efforts to improve operational flow, reduce overtime, and address sick leave. While these improvements validate the effectiveness of ongoing initiatives, they will not significantly alter the projected year-end deficit.

Cash flow projections indicate a decline in financial health, with the current ratio expected to drop from last year. The adjusted working funds to revenue percentage is also forecasted to decline, from last year. Notably, this year the organization meets the criteria for potential stabilization or pressure funding, unlike the previous year when it did not qualify under the funding formula.

#### 5. CONSENT AGENDA: FOR DECISION

##### 5.1 Board of Trustees Draft Open Meeting Minutes: November 21, 2024 & December 19, 2024

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by P. Hobb that the Board of Trustees approves the Board open meeting minutes for the Lakeridge Health Board of Trustees Meeting of November 21, 2024 & December 19, 2024.

##### 5.2 Recommended by Resources Committee

###### 5.2.1 Annual Compliance & Attestation: Lakeridge Gardens LSAA Declaration of Compliance 2024

MOTION: Whereas Lakeridge Health (in respect to Lakeridge Gardens) has not met the requirement for zero total margin under the LSAA and is documenting an exception;

It was MOVED by M. Belliveau and SECONDED by S. Bhatia that as recommended by the Resources Committee, the Board of Trustees approves

the Chair of the Board of Trustees to sign Schedule E – Declaration of Compliance required under the LSAA in the forms attached as Appendix 1 and the LSAA Declaration of Compliance Checklist in the form attached as Appendix 2.

CARRIED

5.2.2 2024-25 MOH CYMH Ontario Transfer Payment Agreement

MOTION: It was MOVED by P. Hobb and SECONDED by B. Sims that as recommended by the Resources Committee, the Board of Trustees approves that the 2024-25 Ministry of Health (MOH) Child and Youth Mental Health (CYMH) Ontario Transfer Payment Agreement be signed by the Chair of the Board of Trustees, on behalf of Lakeridge Health.

CARRIED

5.2.3 Bowmanville Hospital Redevelopment Early Works Submission Signoff

Recommend approval of the Updated Draft Local Share Plan for submission to the Ministry of Health as part of the January 2025 Balance Submission, and as a prerequisite to issuance of the Request for Proposals (RFP) for Lakeridge Health Bowmanville Redevelopment.

MOTION: Whereas the currently identified funding shortfall requiring debt financing is no greater than \$77M and;

Whereas the funding shortfall is anticipated to be significantly reduced or eliminated during subsequent phases of the project;

It was MOVED by M. Mulima and SECONDED by B. Sims that as recommended by the Resources Committee, the Board of Trustees approves the Draft Local Share Plan to support the release of request for proposals for the Lakeridge Health Bowmanville Redevelopment Project.

CARRIED

5.3 Recommended by Governance Committee

5.3.1 Lakeridge Health Mission, Vision and Values

MOTION: It was MOVED by S. Briggs and SECONDED by M. Flindall-Simpson that as recommended by the Governance Committee, the Board of Trustees approves that Lakeridge Health retain the current Lakeridge Health Mission, Vision and Values (established in 2019) for the next version of the 5-year Strategic Plan to be developed in 2026.

CARRIED

**6. CONSENT AGENDA: FOR INFORMATION**

MOTION: It was MOVED by L. Hooper and SECONDED by Dr. K. Stewart to receive the Lakeridge Health Board of Trustees February 20, 2025, Consent Agenda for Information Items 6.2 – 6.10.

6.1 Board Chair Report (Deferred)

- 6.2 Chief Executive Officer Report  
This item was pulled for discussion:  
Lakeridge Health (LH) /Centre for Addiction and Mental Health (CAMH) Memorandum of Understanding (MOU) – The MOU will outline the partnership of collaboration amongst both organizations. There will be an official event to signify the formal signing of the MOU.  
Home Care Modernization – Leading Project in Durham Region:  
The Home Care Modernization project is through Durham OHT and CBI Health with Lakeridge Health as the lead organization for Durham OHT. As Lakeridge Health moves forward on the project, they will address how wrap around services can be provided for marginalized populations.
- 6.3 Chief of Staff Report
- 6.4 Governance Committee Draft Meeting Minutes: February 5, 2025
- 6.5 Resources Committee Draft Meeting Minutes: February 7, 2025
- 6.6 Quality Committee Draft Meeting Minutes: February 6, 2025
- 6.7 Medical Advisory Committee Draft Meeting Minutes: December 17, 2024 & January 28, 2025.
- 6.8 Board Committee Chair Consolidated Report
- 6.9 Strategic Planning Update
- 6.10 Community Advisory Panel Quarterly Board Update

CARRIED

#### **MOTION TO MOVE IN-CAMERA**

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by P. Hobb to move in-camera.

CARRIED

### **7. IN-CAMERA MATTERS**

#### **MOTION TO COME OUT OF IN-CAMERA**

MOTION: It was MOVED S. Bhatia and SECONDED by C. Ashton to come out of in-camera.

CARRIED

#### **MOTION TO APPROVE ACTIONS TAKEN IN-CAMERA**

MOTION: It was MOVED by M. Mulima and SECONDED by M. Flindall-Simpson to accept actions taken in-camera.

CARRIED


### **8. TERMINATION OF MEETING**

8.1 Next Meeting: March 20, 2025

8.2 Adjournment

MOTION: It was MOVED by S. Briggs and SECONDED by D. Mathieson that the Board of Trustees approves adjournment of the meeting of February 20, 2025.

CARRIED

  
Cordelia Clarke Julien, Chair