



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, APRIL 18, 2024 (920 CHAMPLAIN COURT – BOARDROOM A / VIA MICROSOFT OFFICE TEAMS).

Voting Members:					
P	Cordelia Clarke Julien, Chair	P	Thushyan Kayilas	P	Anita Neeson
P	Nicole Blackman	P	Duncan Mathieson	P	Ijade Maxwell Rodrigues
P	Shashi Bhatia	R	Tom McCulloch	P	Bill Sims
P	Scott Briggs	P	Mark Mulima	P	Mary Flindall-Simpson
P	Peter Hobb	P	Steven Murphy	P	Rachel Traore-Takura
P	Lewis Hooper				
Other 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	E. Haley, (Recorder)
Guests:					
P	Chris Squire	R	Dr. Ilan Lenga	P	Cheri Smith
P	Shara Santan	P	Kirsten Burgomaster	P	Nancy Shaw
P= Present R=Regrets TC= teleconference					

**1. LAND ACKNOWLEDGEMENT**

Ijade Maxwell Rodrigues shared the Land Acknowledgement which included her reflections, commitment to reconciliation, call to action and celebrating and recognizing the inventions of the Indigenous people and how they impact healthcare today.

**2. CALL TO ORDER: 5:12 p.m.**

2.1 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.

2.2 Declaration of Conflict of Interest

There were no conflicts of interest declared.

2.3 Approval of Agenda

MOTION: It was MOVED by S. Briggs and SECONDED by N. Blackman that the Board of Trustees approves the Open Agenda for the Lakeridge Health Board of Trustees meeting held April 18, 2024.

CARRIED

**3. CONSENT AGENDA: FOR INFORMATION**

MOTION: It was MOVED by S. Murphy and SECONDED by I. Maxwell Rodrigues to receive the Lakeridge Health Board of Trustees April 18, 2024, Consent Agenda for Information Items 3.2-3.9.

- 3.1 Board Chair Report (Deferred)
- 3.2 Chief Executive Officer Report
- 3.3 Chief of Staff Report
- 3.4 Governance Committee Draft Meeting Minutes: April 3, 2024
- 3.5 Resources Committee Draft Meeting Minutes: April 5, 2024
- 3.6 Quality Committee Draft Meeting Minutes: April 4, 2024
- 3.7 IDEAA Committee Draft Meeting Minutes: April 2, 2024
- 3.8 Medical Advisory Committee Draft Meeting Minutes: March 26, 2024
- 3.9 Volunteer Report

CARRIED

**4. CONSENT AGENDA: FOR DECISION**

4.1 Board of Trustees Draft Open Meeting Minutes: March 21, 2024

MOTION: It was MOVED by D. Mathieson and SECONDED by S. Bhatia that the Board of Trustees approves the Board open meeting minutes for the Lakeridge Health Board of Trustees Meeting of March 21, 2024.

CARRIED

4.2 Recommended by Governance Committee

4.2.1 Spring 2024 Board Retreat Planning

MOTION: It was MOVED by B. Sims and SECONDED by A. Neeson that as recommended by the Governance Committee, the Board of Trustees approves the focus and agenda for the April 24, 2024, Board Retreat.

CARRIED

4.2.2 B3-22 Procurement Policy

MOTION: Whereas the internal audit of Procure-to Pay process recommended a thorough review of the Procurement Policy;

It was MOVED by S. Briggs and SECONDED by P. Hobb that as recommended by the Governance Committee, the Board of Trustees approves the modifications to B3-22 Procurement Policy to support changes in Broader Public Sector Procurement Directive 2024 and the introduction of the Building Ontario Business Initiative (BOBI).

CARRIED

#### 4.3 Recommended by Resources Committee

##### 4.3.1 Children & Youth Mental Health 2023-24 Agreement

MOTION: It was MOVED by M. Flindall-Simpson and SECONDED by L. Hooper as recommended by the Resources Committee, the Board of Trustees approves the 2023/24 Contract Agreement submission for the Child and Youth Mental Health program.

CARRIED

##### 4.3.2 Transitional Care Unit (TCU) Limited Tender

MOTION: Whereas contract negotiations have continued for longer than anticipated, and a limited tender is required to ensure an orderly transition to the successful RFP proponent;

It was MOVED by P. Hobb and SECONDED by I. Maxwell Rodrigues that as recommended by the Resources Committee, the Board of Trustees approves the six-month extension of the current Bayshore Home Health contracts and transition to a new vendor that has been selected via an open competitive process. The estimated total value of the initial extension period is \$8.5M and an additional option period estimated value of \$6.2M.

CARRIED

## 5. NEW BUSINESS: FOR INFORMATION

### 5.1 Board Committee Chair Reports

S. Briggs, Vice-Chair, Governance Committee provided the following highlights:

- **Board/Committee Material & Processes** - the Governance Committee discussed optimizing internal procedures to enhance efficiency for both Trustees and staff to enable the Board to concentrate on strategic discussions and emerging issues. Feedback from Trustees has been integrated into the review, as well as insights from partner hospitals, and consideration of best practices.
- The review will include an update to the Board material to ensure it includes necessary components and follows a logical flow. Management will also be reviewing the number of Board and Committee meetings, the number of learning modules and Board rounding's, and will consider additional areas where efficiencies can be found.
- These updates aim to enhance clarity, improve organization, and better align with our strategic goals, and the plan is to roll these out in September.
- **2023/24 Annual General Meeting (AGM) & Local Health Care Hero Award Update** - Preparations are underway for the upcoming AGM scheduled for June 13, 2024 at Lakeridge Gardens in Ajax. Invitations have been extended to community partners, elected officials, members of the Community Advisory Panels, Volunteer & Auxiliary Presidents, and Patient and Family Advisors. The AGM will include two segments: a closed business portion for members only followed by an open portion featuring culinary delights and entertainment representing of Durham's diverse communities. During the latter segment, we will showcase our achievements, celebrate the success of our Foundations, and recognize outgoing and incoming Trustees. An AGM agenda and the recipient of the Local Healthcare Hero Award will come to Governance in May.
- Agenda topics at the May 2024 meeting will include the Board Nominations Committee Recommendation.

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

- **B3-30 Investment Policy Revisions** were reviewed by the Committee and management incorporated feedback received. The policy covers two (2) funds: short term which invests funds for up to three (3) years and is managed internally and long term fund which invests funds for greater than three years and is managed by BMO.
- **Internal Audit Update – 2023/24** – KPMG provided an overview of the Internal Audit update highlighting opportunities for improvements and plans to address: Data Quality over HR Records Review, Pay for Results (P4R) Data Quality Review and Quality Based Procedures.
- **Financial Statements** – For the period ending February 29, 2024, Lakeridge Health (LH) shows an overall year-to-date (YTD) \$32.5M deficit and an unfavorable variance to the forecast of \$14.7M.
- **Engagement Survey Results** - Results of the 2023 Team engagement survey was presented. The overall trend shows progress in many areas of the organization in comparison with the results from the 2021 survey. Plans to address areas of improvement were discussed.
- Agenda topics at the May 2024 meeting will include the FIPPA Delegation, HIROC Review, March Financial Statements, Q4 Inclusion, Diversity and Equity Update, Home & Community Care Modernization Leading Project, Q3/Q4 Human Rights Claims and Executive Compensation.

B. Sims, Chair, Quality Committee provided the following highlights:

- **Regional Nephrology and Diabetes Clinical Service Presentation** - The team shared two stories about patients that illustrated the work underway to deliver service close to home. The Program Quality Councils have resumed regular meetings that include Patient and Family Advisor members. The group discussed capacity challenges and how patients are being educated and supported to consider home modality options.
- **Medicine Clinical Service Presentation** - Two patient stories were shared that demonstrated the dedication and collaborative teamwork to improve the patient experience and outcomes through building rapport with a patient to mitigate behavioural events and the work of the Activation / Mobility and Motivation Team to assist patients in rehabilitation and regaining their independence. The Medicine program's scorecard includes CIHI data.
- **Mental Health & Addictions Clinical Service Presentation** - The team shared story about a client and the support the team provided. Through building trust with the client, the team was able to identify the supports and treatment plan the client required to improve their outcome. The committee discussed the long wait lists and the need to eliminate duplication of services. The team shared some of the community outreach initiatives that are available to support those experiencing homelessness, food insecurity and their impact on mental health.
- Agenda topics at the May 2024 meeting will include Statement of Claims, Patient Experience Report, and the Emergency Services Clinical Service Presentation.

N. Blackman, Board Member, IDEAA Committee provided the following highlights:

- **Emergency Department Revitalization Strategy Update** – an update was provided on the progress of this work and the team shared their personal learnings from their participation in the Pursuing Equity and Racial Justice Sickle Cell Disease QI Project Update.
- **Land Acknowledgement** Discussions that took place at the March 21, 2024, Board of Trustees meeting with respect to the land acknowledgement were shared. Board members discussed the use of land acknowledgements and the notions of our own personal commitments. The Ontario Health Guide to Delivering Land Acknowledgements was shared with Board Members by email on March 28, 2024, and provides an excellent framework and guidance to Board Members as they deliver their own land acknowledgements. The Senior Leadership Team will be discussing the use of land acknowledgements going forward at large

events, retreats, etc.

- **Monetizing Identity** - The committee discussed the need to look at the appropriate way of compensating the expertise individuals bring when their expertise and/or lived experiences are requested outside of their scope of work. Part of this work will include ensuring the organization has funding resources available to provide honorariums and/or pay for support for external facilitators versus relying on internal people.
- **Monitoring Progress of Embedding IDEAA Learnings and Accountabilities across all Board Committees** - Each committee is conducting their own review as to where and how they are going to embed IDEAA within their work. Timelines are currently being defined for the various committees to complete this work.
- Agenda topics at the May 2024 meeting will include Community Engagement Update, Monitoring the Progress of Embedding IDEAA Learning and Accountability across all Board Committees, IDEAA Year 1 – Q4 Progress, Learnings, and Challenges, Data Collection and Utilization to Support IDEAA Strategy, Committee Effectiveness Tool, 2023/24 Q4 Human Rights Claims.

R. Wax, Chief of Staff, Medical Advisory Committee provided the following highlights:

- Three (3) contract extensions (Chief of Lab Medicine, Chief of Medicine, Chief of Paediatrics and Neonatology) were recommended to the Board of Trustees for approval.
- Two (2) Deputy Chiefs for the Department of Obstetrics and Gynecology were approved.
- MAC Work Plan – in the coming year, the proposed focus of MAC, (supported by Medical Affairs) will be to:
  1. Advance Performance Management and Complaints Processes for Credentialed Staff
  2. Formally advance and support LH's Academic Mandate
  3. Comprehensive review of the Credentialed Staff Leader Policy Infrastructure
  4. Review and advance the Credentialed Staff Annual Review (Content and Process)
  5. Embed an IDEAA and Health Equity Perspective at MAC
  6. Refresh/continue developing Department and Division Rules and Regulations
  7. Next Steps – MAC Workplan
- Credentialed Staff Leader Policy Framework Working Group
  - In 2018, LH advanced a new structure for medical leadership.
  - Now, 5-6 years into implementation of the new medical leadership model, the policy framework requires a comprehensive review. This review will reflect strong commitment to IDEAA and to advancing LH's Academic mandate.
  - The framework will to be expanded to address additional policy gaps including:
    - A transparent and inclusive approach to developing the potential Credentialed Staff Leader talent pool.
    - A standardized, more transparent approach to developing and supporting Credentialed Staff Leader development.
    - Re-development of the Credentialed Staff Leader performance monitoring and review process.
    - Clearly defined Credentialed Staff Leader terms and renewal processes.
- At the May 2024 meeting, Dr. Allan Grill, Assistant Dean for the Lakeridge Health Campus for Queen's will discuss academics.

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

MOTION: It was MOVED by D. Mathieson and SECONDED by L. Hooper to move in-camera.

CARRIED

**7. IN-CAMERA MATTERS**

**8. MOTION TO COME OUT OF IN-CAMERA**

8.1 MOTION: It was MOVED by S. Briggs and SECONDED by M. Flindall-Simpson to come out of in-camera.

CARRIED

8.2 MOTION: It was MOVED by L. Hooper and SECONDED by I. Maxwell Rodrigues to accept actions taken in-camera.

CARRIED

**9. OTHER BUSINESS**

9.1 Next Meeting: May 16, 2024

9.2 Adjournment

MOTION: It was MOVED by S. Murphy and SECONDED by L. Hooper that the Board of Trustees approves adjournment of the meeting of April 18, 2024.

CARRIED



Cordelia Clarke Julien, Chair