



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY,  
MAY 16, 2024 (1 HOSPITAL COURT (CONFERENCE ROOM A) / VIA MICROSOFT OFFICE TEAMS).

Voting Members:					
P	Cordelia Clarke Julien, Chair	R	Thushyan Kayilas	P	Anita Neeson
R	Nicole Blackman	P	Duncan Mathieson	P	Ijade Maxwell Rodrigues
R	Shashi Bhatia	P	Tom McCulloch	R	Bill Sims
R	Scott Briggs	R	Mark Mulima	P	Mary Flindall-Simpson
R	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)
R	Petrina McGrath (Ex Officio)	P	Dr. J.A. Francis (Ex Officio)	P	S. Pye, (Recorder)
Guests:					
P	Chris Squire	P	Kirsten Burgomaster	P	Cheri Smith
P	Tabitha Carrol	P	Brian Pollard		
P= Present R=Regrets TC= teleconference					

**1. LAND ACKNOWLEDGEMENT**

L. Hooper shared the Land Acknowledgement which included his reflections and commitment to reconciliation.

**2. CALL TO ORDER: 6:03 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. Murphy and SECONDED by T. McCulloch that the Board of Trustees approves the Open Agenda for the Lakeridge Health Board of Trustees meeting held May 16, 2024.

CARRIED

**3. CONSENT AGENDA: FOR INFORMATION**

MOTION: It was MOVED by D. Mathieson and SECONDED by T. McCulloch to receive the Lakeridge Health Board of Trustees May 16, 2024, Consent Agenda for Information Items 3.1-3.11.

- 3.1 Board Chair Report
- 3.2 Chief Executive Officer Report
- 3.3 Chief of Staff Report
- 3.4 Governance Committee Draft Meeting Minutes: May 1, 2024
- 3.5 Resources Committee Draft Meeting Minutes: May 3, 2024
- 3.6 Quality Committee Draft Meeting Minutes: May 2, 2024
- 3.7 IDEAA Committee Draft Meeting Minutes: May 7, 2024
- 3.8 Medical Advisory Committee Draft Meeting Minutes: April 23, 2024
- 3.9 2023/24 Q4 Enterprise Risk Management (ERM)
- 3.10 2023/24 Scorecard & Performance Indicators
- 3.11 Quarterly Community Advisory Panel (CAP) Update

CARRIED

**4. CONSENT AGENDA: FOR DECISION**

4.1 Board of Trustees Draft Open Meeting Minutes: April 18, 2024

MOTION: It was MOVED by M. Flindall-Simpson and SECONDED by L. Hooper that the Board of Trustees approves the Board open meeting minutes for the Lakeridge Health Board of Trustees Meeting of April 18, 2024.

CARRIED

4.2 Recommended by Governance Committee

4.2.1 B3-30 Investment Policy

The following motion was sent via e-vote for approval.

MOTION: It was MOVED by T. McCulloch and SECONDED by D. Mathieson that as recommended by the Governance Committee, the Board of Trustees approves the modifications to B3-30 Investment Policy as outlined in Appendix A.

CARRIED

4.2.2 Board Nominations Committee Recommendation

MOTION: It was MOVED by R. Traore-Takura and SECONDED by I. Maxwell Rodrigues that as recommended by the Governance Committee, the Board of Trustees approves Dr. Kirk Steward, Peter Hobb, and Anuj Pasicha as the successful elected candidates for the 2024/25 Lakeridge Health Board of Trustees, and Dr. Rebecca Wray as a guest and Foundation Representative.

CARRIED

4.2.3 2023/24 Annual General Meeting (AGM) & Local Health Care Hero Award

MOTION: It was MOVED by T. McCulloch and SECONDED by S. Murphy that as recommended by the Governance Committee, the Board of Trustees approves that the Ajax Pickering Palliative Care Community Team be named as the recipient of the 2023/24 Local Health Care Hero Award.

CARRIED

#### 4.2.4 OHA Action Plan Improvement Status

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by D. Mathieson that as recommended by the Governance Committee, the Board of Trustees endorses the plan presented by Management to expand the review to include a more thorough assessment of our current practices in order to streamline our processes, improve the quality of our materials, and enhance the overall effectiveness of our meetings.

CARRIED

#### 4.3 Recommended by Resources Committee

##### 4.3.1 Freedom of Information & Privacy Act Delegation of Authority

MOTION: It was MOVED by L. Hooper and SECONDED by M. Flindall-Simpson as recommended by the Resources Committee, that the Board of Trustees approves the attached duty and power-specific Delegation of Authority; and that this Delegation of Authority be reviewed annually or upon initiation of the term of a new Chair.

CARRIED

##### 4.3.2 Bill S-211

MOTION: Whereas Lakeridge Health meets the criteria of an Entity defined in Bill S-211 – Fighting Against Forced Labour and Child Labour in Supply Chain Act;

It was MOVED by A. Neeson and SECONDED by D. Mathieson as recommended by the Resources Committee, that the Board of Trustees approves the annual report for submission to the Minister of Public Safety.

CARRIED

##### 4.3.3 Peritoneal Dialysis

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by R. Traore-Takura as recommended by the Resources Committee, that the Board of Trustees approves participating in the Mohawk Medbuy Corporation (MMC) Agreements with Baxter and Fresenius, with a three-year three-month term and an option to renew for an additional two years, with an estimated total combined value of \$18.4M (inclusive of HST) for the provision of Home Peritoneal Dialysis supplies, equipment, and services.

CARRIED

## 5. NEW BUSINESS: FOR INFORMATION

### 5.1 Board Committee Chair Reports

R. Traore-Takura, Chair, Governance Committee provided the following highlights:

- **OHA Action Plan Improvement Status** - Work is underway to address areas identified from the OHA Board Self-Assessment. Management provided an update on the initiatives under

way to streamline processes and update materials to ensure necessary components are included and follow a logical flow. Management will provide an update at the Governance meeting in June.

- **Board Nomination Committee Recommendation** – Acknowledged the recruitment process of the Board Nominations Committee to add three new Trustees and one Foundation Representative to the Lakeridge Health Board of Trustees. Dr. Kirk Stewart, Peter Hobb, and Anuj Pasicha are the proposed elected Trustees and Dr. Rebecca Wray is the Foundation Representative. These candidates bring diverse expertise in the areas identified through the Board skills matrix process such as Quality and Patient Safety, Healthcare, and Corporate Business Management.
- **2023/24 Annual General Meeting (AGM) & Local Health Care Hero Award** - Each year, the Local Health Care Hero Award is presented at the Annual General Meeting (AGM). Award nominations rotates through the different communities that Lakeridge Health serves and aligns with the location of the AGM in that given year. Nominations for consideration for the 2023/24 fiscal year were sought from the Ajax Pickering community. A selection Committee was established which consisted of Lakeridge Health Staff, an Ajax Pickering CAP member, a Patient & Family Advisor, a representative from the Ajax Pickering Hospital Foundation a Health System Executive and others. Through the selection committee, the Ajax Pickering Palliative Care Community Team has been recommended as the 2023/24 recipient. They are an incredible group of Doctors and Nurses who provide in-home palliative care services to those living with an advanced progressive illness. This team met all of the criteria including being dedicated and committed to promoting and raising awareness of the healthcare needs in their community, working through an equity lens to embrace similarities and celebrate differences and making a positive impact within the community.
- **Home and Community Care Modernization Leading Project (HCCMLP): Update on Current Risks and Mitigation Strategies** – A proposal for Lakeridge Health to take on Home and Community Care Support Services (HCCSS) in Durham Region, as a step toward system integration. This project is already well underway with multiple partners working efficiently and in partnership to advance system integration. Current areas of focus including working directly with Ontario Health and the Ministry of Health on confirming funding and ensuring a robust privacy impact assessment and digital integration.
- Agenda topics at the June 2024 meeting will include the ONCA Articles of Amendment, Community Advisory Panel (CAP) Annual Evaluation Results, Mental Health & Addictions Community Advisory Panel next steps, Annual Performance of Board Chair/Treasurer Process.

M. Flindall-Simpson, Vice Chair, Resources Committee provided the following highlights:

- **HIROC Update** - Overview of the annual claims experience and the challenges in insurance markets for health care sector with some discussion regarding deductibles and the distribution of surplus within the HIROC pool subscribers
- **IDEAA Committee Work** - Focused on both Human Capital and Financial Resources. Reviewing reporting, procurement processes, and complaint data collection and monitoring. Staff shared the ongoing work being done to advance a whistleblower policy and hiring practices to ensure equity along with retention practices.
- **Financial Statements** – For the period ending March 31, 2024, Lakeridge Health (LH) shows an overall year-to-date (YTD) \$39.6M deficit and an unfavorable variance to the forecast of \$18.5M.
- Agenda topics at the June 2024 meeting will include the 2023/24 Audited Financial Results, Internal Audit and Cyber Security Updates.

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

- **Emergency Program Clinical Service Presentation** - The team shared a story about a patient living with Sickle Cell Disease and the feedback she provided to the Lakeridge Health team to improve care patients with Sickle Cell Disease receive when they visit the Emergency Department.
- Super Track was implemented in December 2023 for lower acuity patients which has improved wait times in the Emergency Department
- The Ajax Pickering Hospital is fully staffed with full-time RN's due to excellent recruitment initiatives.
- **HIROC Annual Update** - An overview of claims and risk management information.
- The Lakeridge Health Risk Team was acknowledged for excellent identification and reporting of potential claims.

L. Hooper, Vice-Chair, IDEAA Committee provided the following highlights:

- **Monitoring Progress of Embedding IDEAA Learnings and Accountabilities across all Board Committees** – The Board Committees are developing work plans for next year and reviewing how IDEAA fits into each committees' responsibilities. Each program will provide an update on the equity work they are engaging in through their annual presentations to the Quality Committee.
- **Data Collection and Utilization to Support IDEAA Strategy** - An update was provided on the capabilities of Epic for capturing specific pieces of information. While some fields like gender identify and preferred names are presently available in the system, there is still work needed to establish governance for their appropriate use, collection, retention, and reporting.
- **Community Engagement** – An update was provided on the ongoing efforts to advance an Indigenous health stream with a focus on the importance of guidance and input in determining most effective approach.

5.2 Strategic Considerations

The process for Lakeridge Health's three (3) year Strategic Plan will be begin in early fall 2024. The Board of Trustees Educational sessions will alternate for strategic planning discussions and will finalize the plan at the 2025 Spring Retreat.

5.3 Community Engagement

The Inclusion, Diversity, Equity, Accessibility & Anti-Racism (IDEAA) Committee is working to ensure inclusivity within the organization.

The Communications team is also working on a clear branding and marketing campaign to showcase the positive work happening within the organization, both internally and externally.

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

MOTION: It was MOVED by S. Murphy and SECONDED by T. McCulloch to move in-camera.

CARRIED

**7. IN-CAMERA MATTERS**

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

8.1 MOTION: It was MOVED by L. Hooper 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 A. Neeson to accept actions taken in-camera.

CARRIED

**9. OTHER BUSINESS**

9.1 Next Meeting: June 13, 2024

9.2 Adjournment

MOTION: It was MOVED by M. Mulima and SECONDED by I. Maxwell Rodrigues that the Board of Trustees approves adjournment of the meeting of May 16, 2024.

CARRIED

*Cordelia Clarke Julien*

Cordelia Clarke Julien, Chair