

**MEETING MINUTES
OF THE
BOARD OF DIRECTORS
Held Wednesday, May 26, 2021
By Webex or by Teleconference**

Board Members Present by Webex/Teleconference

Mr. J. Brock (2nd VC), Ms. R. Choja, Ms. L. Conley, Ms. K. Haines, Mr. M. Hodgson, Mr. T. Marcus, Mr. L. McBride, Ms. P. Retty (Chair), Ms. R. Robinson, Mr. K. Ross, Dr. S. McKay(xo), Dr. S. Pandey (xo), Mr. B. Woods, Mr. J. Wright, Mr. M. Wilson (1st VC), Ms. C. Young-Ritchie (xo), Dr. J. Schleifer Taylor (I-CEO)

Board Member Regrets:

Health Care Partners: E. Johnson, R. Mikula, G. Kernaghan=R, J. Batch, J. Yoo

Resources: T. Eskildsen, RA Conyngham

1.0 CALL TO ORDER

Ms. Retty called the meeting to order. The Conflict of Interest policy was highlighted and members were reminded that should they feel in conflict or if someone else was in conflict to either declare it now or at the time of the item.

1.1 Patient Experience

Patient stories bring their experiences to life and make them accessible to other people. It allows the organization to focus on the patient as a whole person rather than just a clinical condition or an outcome. Patient stories are used in the board meetings of LHSC to allow patients to share their experience using our services with the aim of understanding what the organization needs to do better. The story presented demonstrates a challenge that occurred with the continuum of care from women's care to our Children's Hospital. Leadership provided an overview of the process, challenge and the initiatives to improve performance to ensure that the care of the mother and the baby are treated as a unit, integrated in approach and system of care.

2.0 REVIEW OF AGENDA

2.1 Approval of Agenda

The full Agenda for the Board Meeting held on May 26, 2021 was APPROVED by GENERAL CONSENT.

3.0 PRIORITY AGENDA

3.1 LHSC Response to the Pandemic Update

It was reported that the province was currently reporting 670 in intensive care units across the province. Dr. Dukelow further reported that the province has requested that LHSC maintain the increased ICU capacity of +35%. LHSC has recently received two patients from Winnipeg and we have sent covid negative patients to other health centres in the province.

In response to a question length of stay, it was highlighted that length of stay has increased significantly over the previous two waves due to the age of patients being younger and rates of morbidity are less.

In response to a question on the constraints on vaccine, it was reported that the province has modified the allocation methodology in recent days and the allocation to London has increased and subsequently vaccine inoculation will be ramping up to continue with first dose and the potential to increase second doses to priority individuals and staff

4.0 RECOMMENDATIONS/REPORTS

4.1 Chair's Report

Ms. Retty extended congratulations to St. Joseph's Health Care Partner, London on the successful selection of their incoming CEO, Roy Butler.

4.2 CEO Report

Dr. Schleifer Taylor provided an overview a recent Ontario Health briefing on what the next steps to recovery were going to be after the pandemic subsides. The briefing concluded with a slogan of 'Build Back Better' which has a vision to optimize access to patient care and seize opportunities to be a more integrated health system. Five regions have been asked form regional recovery tables in the weeks to come.

4.3 Quality and Performance Monitoring Committee

Larry provided general highlights to the QPMC Committee meeting. There was dialogue on the student satisfaction and resulting recruitment approach for staff.

4.4 People and Culture

Ms. Robinson provided a brief update on the content of the committee's activities and spoke about the work that will be discussed later in closed session about the review of the enterprise risk framework.

4.4.1 Ethical Decision-Making Framework Recommendation

The Board of Directors APPROVED by GENERAL CONSENT the Ethics Framework as amended.

4.5 Finance and Audit Committee

A new framework for the signing authority policy, newly renamed the Approvals and Authorizations policy has been developed. This further detailed framework was welcomed by leadership and addresses some of the previously identified gaps including a better approach to large projects. It will not be for approval until June Board meeting. Governance Committee will be providing some oversight to the Authorizations and Approvals Policy and further delegation of authority policy prior to this policy going to the Board for approval.

It was further highlighted that this has been a very unusual year from the financial side of the business. It was reported that the Government has supported hospitals with COVID19 funding and LHSC has reported a very small deficit at the end of March 2021.

4.5.1 FY 2020/21 LHSC Draft Audited Financial Statements & Year End Results

In summary, LHSC is reporting a deficit of \$4.5M at March 31st, 2021 and a negative run rate of \$0.7M. This is comprised of \$5.2M favourable revenue compared to budget and \$5.9M in unfavourable expenses compared to budget.

4.5.2 External Auditor Update and Audit Results

A general overview was provided, noting that Ernst&Young raised some opportunities improve but it was disclosed that there were no items identified as a concern during their audit.

4.5.3. LHSC Draft Audited Financial Statements Recommendation

The Board of Directors APPROVED by GENERAL CONSENT that the draft Audited Financial Statements for the fiscal year ending March 31, 2021 and to forward the statements to the Members of the Corporation.

4.6 Medical Advisory Committee

Dr. McKay provided an overview to the process to credential staff, noting the level of detail required to meet the guidelines that LHSC sets out for physicians to receive credentials.

4.6.1 New Appointments to Professional Staff

The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff new appointments to the London Health Sciences Centre.

4.6.2 Clinical Fellow Appointments

The Board of Directors APPROVED by GENERAL CONSENT the New Clinical Fellow appointments to the London Health Sciences Centre.

4.6.3 Changes to Professional Staff Appointments

The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff appointment changes to the London Health Sciences Centre.

4.6.4 Chief, Emergency Medicine Recommendation

The Board of Directors APPROVED by GENERAL CONSENT the continuation of the appointment of Dr. Christine MacDonald as the Interim city-wide chief of Emergency Medicine, effective July 1, 2021 to October 31, 2022 or until a new City-Wide Chief is appointed, whichever comes first.

4.6.5 Chief Physical Medicine & Rehabilitation Recommendation

The Board of Directors APPROVED by GENERAL CONSENT that upon receipt of signed letter of offer, the continued appointment of Dr. Keith Sequeira as the interim city-wide Chief of the Department of Physical Medicine and Rehabilitation effective July 1, 2021 to January 31, 2022, or such time as the incumbent Chief assumes his/her duties whichever comes first.

4.7 Governance Committee

4.7.1 Delegation of Authority- Freedom of Information

The Board of Directors APPROVED by GENERAL CONSENT the addition of the Alternate Delegation Due to Conflict of Interest to the Freedom of Information and Protection of Privacy Act Delegation of Duties document.

4.7.2 Elected Director Nomination

The Board of Directors APPROVED BY GENERAL CONSENT and RECOMMENDED to the Corporation the nomination for appointment of the following individual for terms as noted to the Board of Directors of London Health Sciences as listed below: Tom Allen

4.7.3 Elected Director Nomination to Lawson

The Board of Directors APPROVED by GENERAL COSENT the nomination of the following individual as the incoming Vice Chair candidate to the Lawson Board of Directors: Mr. Tom Allen

4.7.4. 2021 Credentialed Professional Staff By-Law Amendments

The Board of Directors APPROVED by GENERAL CONSENT the Credential Professional Staff By-Law changes as outlined in the briefing note below be forwarded to the Corporation for ratification.

4.7.5 2021 Administrative By-law Amendments

M. Wilson provided a high-level overview of the discussion of the Governance Committee on the indemnification clauses and other amendments.

The Board of Directors APPROVED by GENERAL CONSENT and recommend to the Corporation for ratification the following major amendments and housekeeping amendments to the Administrative By-law:

- Definition of Board Vice Chair
- Article 3.2 Annual Meetings
- Article 7.2 Indemnities to Directors and Others.
- Article 9.2 Terms of Office.

4.8 Children's Hospital Committee

Mr. Ross highlighted that the Children's Hospital meeting was very busy and robust discussion occurred in reference to the pandemic at a regional and provincial level. The Committee further spent time reviewing the quarterly performance results focused on discharge medication reconciliation and increase in patient day costs. Further updates were received by the committee on critical incidents and Mr. Ross shared the good news with respect to the minor procedure room, highlighted the physical space challenges and that some space challenges could be alleviated by virtual care appointments continuing.

5.0 HEALTHCARE PARTNERS/BOARD REPORTS

Ms. Retty extended congratulations to Ms. E. Johnson of being awarded a woman of excellence award which recognized Elana for outstanding achievement and contributions to the health, wellness and, science industries.

5.1 Children's Health Foundation

Ms. Johnson provided an overview that the Children's Health Foundation ended the year in a positive position and only decreased by 6% (\$53,000) over previous year. The Foundation's total revenue was more than \$14M. The foundation is moving forward with their Royal Bank Golf Classic in July 2021.

Appreciation was extended to Children's Health Foundation corporate partners and it was highlighted that a virtual fundraising run at the 13 Children's Hospitals in the Province is being planned.

5.2 Professional Staff Organization

Dr. Pandey reviewed that the PSO is in the process of soliciting nominations for the vacancy for Credentialed Professional Staff Organization (PSO) Secretary. Due to restrictions in place, there will not be a social event for this year's PSO Annual General Meeting. A WebEx will be scheduled for June 14th, 2021 to deliver the year-end report of the PSO.

5.3 Western University

Dr. Yoo reported that Schulich School of Medicine and Dentistry was currently searching for a new Associate Dean, Equity, Diversity and Inclusion and an Associate Dean of Research, Clinical, who will serve as a member of the School's leadership team.

Dr. Yoo further reported that the match process for residents was 96% and all of the subspecialties were matched. There was also a report on the high success rate with family physicians and incoming cohorts for 2021.

5.4 St. Joseph's Health Care, London

Mr. Batch provided an update on the selection process for the President and CEO to replace Dr. Kernaghan on her retirement and provide a short verbal biography of Roy Butler.

Ms. Retty expressed appreciation to Mr. Batch for his attendance and participation at the LHSC Meetings.

5.5. Lawson Health Research Institute

Mr. Wright presented a brief overview of the tremendous amount of work completed to ensure Lawson's sustainability, strategic advisory work is ongoing and from a governance perspective work continues to assess what the interim leadership will look like in the next year.

Dr. Hill provided an update on the Government advocacy work, highlighting that the good news resulted in every suggestion being funded in some way but there was less clarity on their connectivity to those suggestions but does support high-value research undertaken in universities, colleges and academic hospitals with an investment of over \$500M.

5.6 London Health Sciences Foundation

Mr. Mikula reported on London Health Sciences Foundation year end, noting that it was less than planned but LHSF was able to achieve over \$22M towards fundraising targets and better than originally anticipated. The Foundation is hopeful that the Country Classic Auction can be held in person for February 2022. Donor of Distinction virtual event was successful and was a well virtually attended event.

John McFarlane extended appreciation to R. Mikula for his leadership during this very difficult time as he retires from the Chair role at the LHSF Annual Meeting.

6.0 CONSENT AGENDA

The Board of Directors APPROVED by GENERAL CONSENT the Consent Agenda for the May 26, 2021 Board meeting, consisting of the recommendations found in Section 6 starting on page 236.

6.1 Board of Directors Minutes – April 28, 2021

6.2 Finance and Audit Recommendations

- **Fund Manager Performance and Criteria Evaluation Recommendation**
- **Investment Allocation Recommendation**
- **Broader Public Sector Accountability Attestation**

7.0 ADJOURNMENT

The meeting was ADJOURNED by GENERAL CONSENT.

Recorded by
T. Eskildsen

P. Retty, Chair
Board of Directors