

**MEETING MINUTES
OF THE
BOARD OF DIRECTORS
Held Wednesday September 29, 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. T. Marcus, Mr. L. McBride, Ms. P. Retty (Chair), Mr. T. Allen, Mr. J. Leitch, 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: R. Choja

Health Care Partners: E. Johnson, T. Brown, R. Butler, N. Tahir, 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.

Welcome was extended to the new Elected Directors.

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 addressed a concern where the patient's family felt that speed was the importance in the clinic, making care more of an assembly line and a request for a referral denied.

The Board of Directors received the leaders' responses to the patient and the improvements being considered moving forward.

2.0 REVIEW OF AGENDA

2.1 Approval of Agenda

The full agenda for the Board Meeting held on September 29, 2021 was APPROVED by GENERAL CONSENT.

3.0 PRIORITY AGENDA

3.1 LHSC Response to the Pandemic Update

Dr. Dukelow and Ms. Carol Young Ritchie provided a local, regional and provincial update on the response to the pandemic noting currently 168 patients in Ontario West. The media coverage on Alberta's pandemic situation was provided and it was noted that it was not likely that they would send patients here due to the distance. Ms. Carol Young Ritchie highlighted that if LHSC was required to prepare an additional 20 beds, it could be done and LHSC would divert staff from other areas.

The vaccination policy for LHSC was briefly reviewed and the process to ensure all staff and professional staff are vaccinated by October 22nd. The number of professional staff impacted is approximately 10 individuals and the number of employees is approximately 350 currently. It is predicted that these numbers will change as we get closer to the October deadline.

4.0 RECOMMENDATIONS/REPORTS

4.1 Chair's Report

Ms. Retty expressed appreciation on behalf of the Board to all of the staff and leaders in their efforts in dealing with the pandemic. The Board members had a very good series of orientations in September. Ms. Retty also highlighted that work was being completed that will be discussed in closed session on priorities for the Board.

ACTION: Strategic Priority to be moved to priority discussion in November.

Mr. Ross reported on the Staff memorial evening that he attended. This is an event that occurs annually and the purpose is that this event serves to acknowledge the staff and professional staff that have passed away in 2020 through tributes, remembrances and lighting of the candles.

4.1.1 Chair MAC Recommendation

The Board of Directors APPROVED by GENERAL CONSENT that upon the receipt of a signed letter of offer, the extension of the existing appointment of Dr. Scott McKay as Chair, Medical Advisory Committee effective October 1, 2021 to June 30, 2022, or until such a time as a new Chair, Medical Advisory Committee is appointed by the Board, which ever comes first.

4.1.2 Vice Chair, MAC Recommendation

The LHSC Medical Advisory Committee ENDORSES and RECOMMENDS, upon the receipt of a signed letter of offer, the Board of Directors Approve the extension of the existing appointment of Dr. Rob Dinniwell as Vice Chair, Medical Advisory Committee effective October 1, 2021 to June 30, 2022, or until such a time as a new Vice Chair, Medical Advisory Committee is appointed, whichever comes first.

4.2 CEO Report

Dr. Schleifer Taylor provided an overview on Dr. Cheryl Litchfield, Interim Vice President Research's role at LHSC. In this capacity Cheryl will help strengthen the organization's corporate-wide research mandate and advance our research work.

The 2021 Fellowship, Clinician-Scientist and Research Chair Academic Realignment Initiative was noted. The Academic Realignment Initiative is a key component to drive strategic and academic excellence in the health science community that delivers today's best health care and shapes the future of health. LHSC and Children's Hospital are collaborating with London Health Sciences Foundation and Children's Health Foundation to fund the positions for this year's Academic Realignment Initiative.

4.3 Quality and Performance Monitoring Committee

Mr. McBride provided an update from the last committee meeting and reported on the new structure that has now brought four physicians to the committee, adding their perspectives to both the quality assurance mechanisms and quality improvement work that is presented to the Board.

4.4 Children's Hospital Committee

Mr. Ross provided a report on the last meeting content, highlighting that it was a busy Board term kick off meeting. Great orientation and best practice reviews of Terms of Reference and Workplan occurred. The Children's committee remains keenly focused on the pandemic as Wave four is projected to be serious and affect those that are not vaccinated due to their age.

On August 20th 2021, Children's Hospital LHSC hosted an inaugural regional Town Hall meeting with local and regional partners to begin discussions related to the fourth wave of the pandemic. As the shift in those affected by the virus moves to those that are unvaccinated, children are a large portion of that high-risk population therefore a focused and time limited plan is required.

It is noted that by November, Paediatric Intensive Care capacity will be exceeded should actual case predictions result in true COVID-19 positive results. In light of this multiple provincial and regional tables have been established to address this and are currently engaged in presumptive modeling proactive planning and establishment of a regional and provincial plan to manage care demands in advance of a potential surge will support safe quality patient care, minimize access to care services and support clinicians on the frontline who will be faced with this vulnerable populations care requirements.

4.5 Finance and Audit Committee

Mr. Marcus provided an overview of the discussions at the last Finance and Audit Committee highlighting the first quarter performance results. The current deficit position can be attributed on the most part to the additional COVID expenditures. Although not confirmed, should the Ministry of Health continue to fund, LHSC will be able to recover most of the expenditures.

A capital planning subcommittee has been formed with membership from both Finance and Quality Committees to review the Capital Plan process and provide feedback on some of the larger capital plan items coming forward in the current year.

4.5.1 Over \$5M UH - Chillers, Cooling Towers & OR Cooling Upgrade

Mr. Marcus provided an overview of the discussion at Finance and Audit which brought before the committee a recommendation for a 4th Chiller at a cost of \$13.1M to support the existing infrastructure during the summer months. This item subsequently was requested for review at the Executive Committee where further conversation occurred and additional questions asked demonstrating that complete information was not available at the time of approval and further work needed to be done.

Mr. Marcus MOVED, Mr. Jim Brock Seconded that the Motion entitled "Over \$5M UH Chillers, Cooling Towers and OR Cooling Upgrades be withdrawn from the agenda today. The Chair of the Board requested if there were any objections.

CARRIED

4.5.2 Insurance Coverage Recommendation

The premium assessment was received in an amount that was over the \$5 Million threshold and therefore is before the Board to approve under the requirements of the signing authority policy. The current costs of insurance are under review and an investigation into LHSC coverages and options will continue over the next few months.

The Board of Directors APPROVED by GENERAL CONSENT funding for LHSC's liability insurance premium for FY 2021-22 in the amount of \$5.3M to permit payment of the outstanding invoice.

4.6 People and Culture

Ms. Kimberlee Haines provided highlights from the People and Culture Committee and extended the Committee's thanks to Dr. Jim Calvin for joining the table. The committee also had the pleasure of Mr. Wilkinson at the committee and People and Culture is very excited to move the Equity, Diversity and Inclusion initiative of the Board forward. The briefing note from the committee meeting is included in the package and Mr. Wilkinson will be in touch to set some time for the Board to be interviewed to build a Board diversity profile.

4.7 Medical Advisory Committee

Dr. McKay provided an overview to the process to credential staff, noting guidelines that are set for the physicians.

4.7.1 Credentialing Professional Staff Orientation

Dr. Sischek provided an orientation on the Credentialing of Professional Staff and the Board's roles in that work.

4.7.2 New Appointments to Professional Staff

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

4.7.3 Changes to Professional Staff Appointments

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

4.7.4 Clinical Fellow Appointments

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

4.7.5 Recommendation – Chief of Path & Labs

The Board of Directors APPROVE BY GENERAL CONSENT the continued appointment of Dr. Subrata Chakrabarti as the City-Wide Chief of the Department of Pathology and Laboratory Medicine effective October 1, 2021 to December 31, 2021, or until such a time as a new Chief is appointed, whichever comes first.

4.7.6 Expedited Credentialing Process Update

It is recommended by Medical Advisory Committee that the expedited credentialing process remain in effect, reminding the Board that the difference is that only one reference letter is required versus the normal three as part of credentialing mechanism for expediency in times of emergency.

4.8 Governance Committee

Mr. Matthew Wilson provided an overview of the work of September's Governance Committee meeting highlighting the Western Affiliation agreement and the Delegation of Authority of the Board's role in freedom of information requests.

4.8.1 Western Affiliation Agreement

The agreement is before the Board to extend for an additional two years with a more formal and amended agreement to return in 2023.

The Board of Directors APPROVED by GENERAL CONSENT the extension of the London Health Sciences Centre/Western University Affiliation Agreement to June 30, 2023.

5.0 HEALTHCARE PARTNERS/BOARD REPORTS

5.1 Professional Staff Organization

The Professional Staff Organization discussed at their most recent meeting the COVID vaccine mandate. Dr. Mele reviewed the role and focus of the PSO for the Board.

5.2 Western University

Dr. Yoo provided an update on the new academic year and the concerns of faculty around homecoming weekend was highlighted. Homecoming weekend was relatively quiet however. Schulich School of Medicine strategic plan has been completed and will be rolled out before the next Board meeting.

5.3 St. Joseph's Health Care, London

Mr. Tahir highlighted that St. Joseph's Board of Directors met as a Board on Monday. It was acknowledged that they had received LHSC's letter from the Board regarding the Joint Collaboration and there has been a response from their Board and St. Joseph's hopes to have ongoing dialogue on the issue moving forward. Dr. Butler did provide an overview of the approval received to open 21 beds at the Parkwood site focusing on the alternate level of care patients and it was noted that most of those

patients come from LHSC. Funding was also received to open an additional 12 adult mental health beds and these beds will be opening in October.

5.4. Lawson Health Research Institute

Dr. Jeff Wright provided highlights from the reports in the package including recent funding announcements. Dr. Wright noted that Lawson will be meeting next week and will be receiving reports on monitoring against the recovery plan. In collaboration with the Hospital CEO succession planning is ongoing to replace Dr. Hill.

5.5 London Health Sciences Foundation

Ms. Twee Brown provided a first quarter financial update on pledges, gifts and fundraising revenue. Ms. Brown also reported on upcoming events including showdown in the downtown, one night three chefs on October 2nd and there is an expansion in the works on the staff lottery.

5.6 Children's Health Foundation

Mr. Bob Morrill provided a first quarter financial update on revenue streams and donors. Mr. Morrill also provide a robust update on upcoming events.

6.0 CONSENT AGENDA

The Board of Directors APPROVED by GENERAL CONSENT the Consent Agenda for the September 29, 2021 Board meeting, consisting of the recommendations found in Section 6 starting on page 108.

6.1 Board of Directors Minutes – June 24, 2021

6.2 Board of Directors Organizational Minutes August 24, 2021

6.3 Finance and Audit Recommendations

6.3.1 Audited MoH Reconciliation Reports

- 2020/21 - Community Mental Health Program (CMHC), Children's Mental Health,
- Psychiatric Outpatient Medical Salaries-Programs 3003-3116
- 2020/21 - Hospital on Call Coverage (HOCC) Year End Funding Settlement
- 2020/21 - Midwifery Year End Settlement
- 2020/21 - London Regional Base Hospital Program
- 2020/21 - Health Infrastructure Renewal Fund (HIRF)
- 2021/21 -Capital Settlement Report for COVID 19

6.4 Governance Committee Recommendation

- Appointment to Lawson Finance and Audit and Investment
- Freedom of Information Delegation of Authority Recommendation
- Conflict of Interest Disclosure and Code of Conduct Agreement Amendment Recommendation

7.0 WRITTEN REPORTS

There was no discussion on written reports.

8.0 ADJOURNMENT

The meeting was ADJOURNED by GENERAL CONSENT.

Recorded by
T. Eskildsen

P. Retty, Chair
Board of Directors

