

OPEN MEETING MINUTES OF THE BOARD OF DIRECTORS

held, Wednesday, April 25, 2018 @ 1500 hours
in the Victoria Hospital Board Room C3-401

Board Members Present:

K. Haines, L. McBride, R. Robinson (Chair), P. Retty, P. Woods, (xo nv) S. Jaekel, M. Hodgson, J. Wright, A. Walby, D. Steven, B. Bird, S. Caplan, T. Gergely (t/c), A. Lum (xo-nv), S. Irwin Foulon, M. Wilson, D. Steven (xo-NV) M. Strong (xo- NV), T. Delaire (xo-NV), S. Pandey, A. Hopper

Healthcare Partner Representatives:

H. Rundle, G. Kernaghan

Board Member Regrets:

T. Warner, C. Young-Ritchie

Resource:

T. Eskildsen

*= teleconference

1.0 CALL TO ORDER

The meeting of the LHSC Board of Directors was called to order. The Chair reviewed with Directors and guests that the Board of Directors follow an ethical decision making framework which is listed on the back of the agenda. Mrs. Robinson also mentioned the Conflict of Interest policy and indicated that if anyone felt that they are in conflict of interest either now or at the time of a specific agenda item, to please notify the chair.

1.1 Patient Experience Video

A patient experience video was shown.

2.0 REVIEW/ OF CONSENT AND FULL AGENDA

2.1 Approval of Full Agenda

The full agenda was reviewed and APPROVED by GENERAL CONSENT with an amendment to reflect the agenda to be dated April 25, 2018.

2.2. Consent Agenda

The Consent Agenda was reviewed and APPROVED by GENERAL CONSENT with amendments to reflect the consent agenda to be dated April 25, 2018 and item 2.2.1 to be dated March 28, 2018. The agenda consists of the recommendations and reports submitted into record found in Appendix 1 beginning on page 62 of the agenda package.

3.0 PRESENTATION

3.1 Lawson Health Research Institute – Sustainability of the Research Mission

Mr. Ross referred members to the substantial materials provided in the agenda package which includes an overview of important topics such as the future of Lawson, the direction and scope of the hospital's academic research mission, the vision, challenges, and the decision to approve a deficit budget in fiscal 2019.

Lawson's future is dependent on the London Hospitals, as joint venture partners, and therefore, Lawson's strategic plan is on hold as they seek to align with each hospital's strategic plan which are both in the development stages.

The Lawson Board of Directors made a difficult decision to approve a deficit budget. The challenges of the budget are due to Lawson's successes.

Dr. Hill provided a brief update on Lawson's history noting that the strategic plan and clinical goals were set by the Investigators which had little input from the hospitals. Lawson has been designated the management unit for all research coming in for hospital based investigators and to ensure research funds are administered to appropriate standards. It was noted that Lawson is going to arrange an operational audit, conduct a formal review of the financials, and will be implementing an enterprise risk management framework.

The Board engaged in discussion regarding a citywide research entity. Western University's Schulich School of Medicine & Dentistry and Faculty of Health Science, along with St. Joseph's Health Care, LHSC, and Lawson will be meeting as an opportunity to align research and strategic plans at a citywide level.

A focused discussion will be held at the next Governance meeting in regards to role the Board will play in regards to research.

4.0 NEW BUSINESS/RECOMMENDATIONS/FOR INFORMATION

4.1 *Chair's Remarks*

Mrs. Robinson highlighted the following information and meetings whereby she attended on behalf of the Board:

- The Board retreat held on Saturday, April 21, 2018 was focused on exemplary performance of a board team. Board Directors were encouraged to complete the retreat survey by Friday, April 27, 2018. The facilitator will be combining the materials which will be discussed at Governance and shared with the Board.
- Directors were also encouraged to complete the Ontario Hospital Association (OHA) Board Self-Assessment Tool questionnaire which closes Friday, April 27, 2018.
- Board Directors were invited to attend nursing week education sessions being held on May 9 and 10, 2018.
- Mrs. Robinson met with Ms. Leslie Showers, a Board member of the South West Local Health Integration Network (LHIN) to understand the Board-to-Board relationship and intention of the committee.
- Two events were held in London this month – Induction Ceremony to the Canadian Medical Hall of Fame and the Lawson Impact Awards.

4.1.1 **Committee Chair Round table**

The floor was opened to the committee chairs and representatives and the following points were noted:

- Ms. Irwin-Foulon reported that Ms. Rebecca Parkes, Director, Talent Strategy & Development will be retiring this week. Ms. Parkes' leadership report will continue to be brought forward to the People & Culture committee. Culture, scope of roles, and clinical skills gap training require the organization's focus.
- Ms. Bird confirmed that there was nothing to report as Finance and Audit did not meet in April. The committee is supportive of the time the hospital requires in approaching the budget process with the new CEO.

4.2 CEO Report

Dr. Woods submitted his report into the Corporation's records and highlighted the following points:

- The first Patient Experience Advisory Council which is co-chaired by a staff member (Nicole Gauthier) and a community member was held on Monday, April 23, 2018. The council provides an opportunity to be a leader in the province and country. Dr. Woods expressed appreciation to Dr. Jackie Schleifer Taylor and her team for creating the council and choosing a great mix of members for the council.
- The organization will be challenged to develop a budget that fits within the definition of 'balanced'.. Dr. Woods and Mr. Shawn Gilhuly, Chief Financial Officer will be meeting a small group of Board/Community member leaders to discuss and seek feedback in advance of the next Finance and Audit committee meeting .
- The last page of the report is an information graphic that the team put together on how staff are being educated. .

4.3 Lawson Health Research Institute Report

Mr. Ross noted that the Ontario Research Fund (ORF) approached Lawson through the Council of Academic Hospital of Ontario (CAHO) to discuss the ORF process. ORF provides funding to help cover the cost of research operations (e.g. salaries, supplies etc.) and the government is now using their platform and asking leaders like Dr. Hill to respond.

The Lawson Impact Awards were well attended and Lawson is pleased to be able to hold the inspirational event.

4.4 St. Joseph's Health Care London Update

Mr. Rundle reported that a St. Joseph's Health Care, London (St. Joseph's) board retreat was held this week. Many Chair/Chiefs were in attendance. The strategic plan which includes a balanced scorecard was approved and a healthy discussion was held regarding the number of committees and sub-committees the organization has. Further discussion will be held at the next Governance committee to align specific accountabilities to the strategic plan.

4.5 Medical Advisory Committee Recommendations

Dr. Lum reported the Excellent Care for All Act (ECFAA) has built in fundamentals for patient councils and is bounded by regulations.

The accreditation required organization practice (ROP) for physician engagement and education is being managed with the assistance of Dr. Jay Rosenfield, Vice Dean, Medical Education at the Schulich School of Medicine & Dentistry.

The Physician indicators results for quarter four are being compiled and it is expected that results will be encouraging.

Included in the MAC agenda package was a Choosing Wisely initiative presented by Dr. Ian Chin-Yee. The key message is for teams to "Review, Reduce, Remove".

The presented credentialing reports were discussed and reviewed, and the Board of Directors APPROVED by GENERAL CONSENT the following three Medical Advisory Committee reports from the meeting of APRIL 2018:

4.5.1 New Appointments to Professional Staff

4.5.2 Changes to professional staff appointments

4.5.3 Clinical Fellows Appointments.

4.5.4 Chief Psychiatry

Dr. Lum recognized the great work of Dr. Sarah Jarmain and Dr. William Sischek in their roles as interim co-chiefs. They will continue in those roles until the new Chief of Psychiatry commences in October.

The Board of Directors APPROVED by GENERAL CONSENT the appointment of Dr. Chandlee Dickey as the city-wide chief of psychiatry from October 15, 2018 to October 14, 2023.

4.6 Governance Committee

4.6.1 **Policy Recommendation- CEO Succession**

The Board of Directors APPROVED by GENERAL CONSENT the CEO Succession and Selection policy.

4.6.2 **Board of Director Renewal**

The Board of Directors APPROVED by GENERAL CONSENT the nominations for re-appointment of the following individuals, for noted terms, to the Board of Directors of London Health Sciences as listed below;

Mr. Adam Hoper – 3 years

Ms. Phyllis Retty – 3 years

Mr. Jeff Wright – 3 years

Mr. Kevin Ross – 3 years

Mr. Larry McBride – 3 years

4.6.3 Board Director New Nomination Recommendation

With the upcoming retirement of Mr. Tom Gergely, the Board is recommending a replacement nominee. The appointment is for 2018/19 and not 2017/18 as noted in the briefing note.

In regards to a question about the selection of another 3M member, Ms. Walby reported that discussion was held and it was unanimous that there will be no further retired 3M members to be nominated. The committee weighed qualifications, expertise, skill set and contributions the candidate could make at LHSC and it was weighed against their 3M background. 3M is a very large organization so there will be different divisions point of views. The candidate that could provide valuable contributions at this time was selected. The selection committee chairs should provide feedback to those candidates who were not selected as well as with the committee members.

The Governance Committee will refer to the skills matrix and will review skills set needs and wants as there is a need for diversity for next year's positions. The committee will report back at the May meeting.

The Board of Directors APPROVED by GENERAL CONSENT the nomination of the following individual for appointment to the London Health Sciences Centre Board of Directors:

Mr. Jim Brock – 2 years

4.6.4 Chief –Midwifery Selection Committee Board Appointment

Dr. Lum reported that the position is for Chief Midwifery and not Chair/Chief as noted on the briefing note that was provided in the agenda package. The Chief position is a clinical position combined with the University, St. Joseph's and LHSC. The Chair position leads a department as recognized only by the University.

It was MOVED and SECONDED that the motion be AMENDED to reflect 'Chief-Midwifery' versus Chair/Chief.

CARRIED.

The Board of Directors APPROVED by GENERAL CONSENT the appointment of the following individual to the Chief Selection Committee for Midwifery:

Mr. Mike Hodgson

4.7 Quality and Performance Monitoring

4.7.1 Accreditation Readiness

Mr. McBride reported that at last week's meeting, preventative maintenance and transition of care were topics of discussion. There was agreement from the physician executive team regarding standardization of documentation for transition of care. It is believed there are enough resources to deal with the gaps. Preventative maintenance is a complex issue which includes challenges with capacity and education. Dipesh Patel, Vice President, Facilities Management has been instrumental in assisting with the challenges. LHSC has a very good routine for preventative maintenance where legislated.

A patient advisory member attended their first Quality and Performance Committee meeting last week.

5.0 ADJOURNMENT

The Meeting was ADJOURNED by GENERAL CONSENT.

Recorded by
Deanna Shaxon

Ramona Robinson, Chair
Board of Directors