

MEETING MINUTES OF THE BOARD OF DIRECTORS

Held, Wednesday, February 26 @ 1500 hours
in the Victoria Hospital Board Room C3-401 or
by teleconference: 1-866-542-9023 passcode 6858262#

Board Members Present:

Mr. J. Brock, Mr. L. McBride, Ms. P. Retty, Mr. K. Ross, Ms. A. Walby (Chair), Mr. B. Woods, Dr. P. Woods, Ms. C. Young-Ritchie, Dr. S. McKay, Mr. J. Wright, Ms. R. Choja, Mr. T. Marcus, Mr. M. Wilson, M. Hodgson

Board Members by Teleconference: K. Haines

Board Member Regrets: B. Bird, R. Robinson, S. Jaekel, S. Pandey

Healthcare Partner Representatives:

J. Batch=R, G. Kernaghan=R, B. Wilkinson, D. Cheng, R. Mikula, E. Johnson

Resource:

T. Eskildsen

R- Regrets

1.0 CALL TO ORDER

The February meeting was called to order by Ms. Walby. Welcome Jacquie Davison.

Ms. Walby reviewed the Ethical Decision-Making Framework highlighting its use by the Board of Directors at their meetings. The Conflict of Interest policy was highlighted and Directors were reminded that if they felt that they or another Director are in conflict to declare it either at the beginning of the meeting or at the time of item.

1.1. Patient Experience

The reviewed the purpose and grounding that each patient experience provides to the Board Directors.

2.0 REVIEW OF FULL AGENDA

2.1 Approval of the Agenda

The floor was opened for feedback on the agenda and there were no requests for amendments noted.

The Agenda was APPROVED by GENERAL CONSENT.

3.0 PRIORITY AGENDA

3.1 Continuous Improvement of Care

Dr. Paul Woods provided an overview of the work of leadership to hardwire the sustainability and that evidence has shown that the Board of Directors being engaged earlier has demonstrated both success and sustainability of the Lean mechanisms in the organization even with the change of a CEO. The strategic plan and scorecard reporting being reviewed by Committee's and Board will begin to evolve. As the reporting begins, it will be demonstrated in duplicate fashion with lean reporting being coupled with current reporting in the short term. Evolving to lean reporting only by quarter 2 timeline (November 2020). An opportunity to see lean governance in action will be booked for the Fall of 2020.

The Board members that participated in observing huddle gembas highlighted their learning and perspective from the experience.

3.2 Q3 Balanced Scorecard/Indicator review

The quarter three scorecard was provided in the package and discussed. The senior leaders reported on the indicators not performing to target and the progress, success and in absence of success the methods being implemented to address the opportunities to improve including the initiatives being both implemented and considered to improve success with indicators being monitored.

3.3 Q3 Strategic Initiatives Report

This report will also be further aligned with the lean initiatives ongoing in the organization. The leaders reported on the Strategic Initiatives that are currently not meeting target, highlighting that those indicators demonstrating yellow status are experiencing delays outside of planned timelines to meet targets. Leadership is working to identify performance mitigation plans.

Dr. Woods highlighted that space has been identified for a future indigenous cultural centre as one of the recent successes and changes that were being made throughout the organization. The Acuity Based Staffing initiative is ending year two of a three-year project timeline. The goal of the initiative is to apply evidenced based tools (PCNA/SNCT) to inform the correct allocation and level of nursing skill in inpatient med/surge units based on the needs of the patient population. The result, is a standardized approach to staffing (RN, RPN and PSW) across the hospital.

4.0 RECOMMENDATIONS/REPORTS

4.1 Chair's Report

Ms. Walby highlighted that there were no updates beyond what was coming forward as part of meeting content.

4.2 CEO Report

Dr. Woods submitted his report into record, offered to answer questions on any item and the following points were highlighted:

- Western Ontario Heath Team was paused to address a couple of gaps that the Ministry identified in the submission. It is expected that the region's designation of health team is likely in the coming couple of weeks as those gaps have been addressed and reported on to the Ministry.
- Coronavirus (COVID-19) highlights were provided with overseas numbers and current cases in Canada. It was highlighted that the SARS experience in 2002/2003 was instrumental in Ontario and healthcare organizations developing a ready and resilient plan and the organization has moved into that work smoothly as required.
- Onechart is moving forward with roll out of clinical documentation. Work is ongoing, but it was noted that it is early in development stages currently and Phase 1 of the clinical documentation roll out is for the nursing discipline and for early adopters. It was discussed that recent data was demonstrating that as vital a component of modern health care it is, that the electronic health record (EHR) is having an unfortunate effect on many physicians. The clerical burden introduced by EHRs has become a leading cause of physician burnout. A brief discussion ensued on physician burnout. It was highlighted that physician resilience and wellness is an important strategy that is being supported by both hospital Physician leads and hospital academic partners in London and region to reduce burnout.
- Dr. Woods addressed the recent media attention with Dr. Kiaii's interview and clarified that there was no cut in funding as identified in the media for the cardiac program or transplant program. Dr. Woods further discussed a recent report on the CTV news on patient transfers and the challenges hospitals experience in over capacity situations.

4.3 Quality & Performance Monitoring Committee

Mr. Brock highlighted the outcomes of the meeting and submitted into record the recommended 2020/21 Quality Improvement Indicators for the Board's review and feedback. It was noted that progress was reported on continuous improvement initiatives in the mental health program was provided and that Mr. T. McHugh invited to the Board to Gemba to the area to provide context on the initiatives being implemented.

The Quality Improvement Indicators and Mr. Brock highlighted the discussions ongoing including the recent partnerships with Kensington and St. Elizabeth to discharge long stay patients who may not have

adequate supports at home or to assist patients who present to the ED but can be diverted to home without being admitted with additional supports that these two organizations provide. This approach provides meals and some medical supervision and efficient from a cost perspective in providing temporary beds when required.

There was a discussion on effective transitions and there will be deeper discussion at the next meeting when the indicators are presented for recommendation.

4.4 People and Culture

Mr. B. Woods highlighted legislative reports received to meet the requirements of the AODA requirements and the committee was comfortable that the organization was compliant in meeting the legislation. There was a report on Communication media data and the broad range of mediums that the organization utilizes to share knowledge and information throughout the organization and to the public. Mr. Woods highlighted some of the previous year's statistics that were reported at the meeting. The committee also received an annual report as required by the Public Hospital Act with respect to the Occupational Health and Safety Program.

4.5 Medical Advisory Committee

Dr. McKay provided an overview of the work of the Medical Advisory Committee since the Board last met, highlighting the ongoing work to move the needle on participation by professional staff in the influenza vaccination program.

4.5.1 New Appointments to Professional Staff

The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff New Appointments to the London Health Sciences Centre for the month of February

4.5.2 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 the month of February

4.5.3 Clinical Fellow Appointments

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

4.5.4 Chief, Emergency Medicine

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 April 1, 2020 to June 30, 2021 or until a new city-wide Chief is appointed, whichever comes first.

4.6 Finance and Audit Committee

Mr. Michael Hodgson highlighted the work of the committee in February.

4.6.1 Credit Facility Renewal

The Board of Directors APPROVED by GENERAL CONSENT the proposed CIBC Credit Agreement dated January 8, 2020 for immediate signback.

4.7 Governance Committee

Ms. Retty highlighted that the committee is active in Board Committee recruitment and has moved forward to being posting an invitation to apply externally. There has been interest from members of the community and interviews are in the process of being scheduled.

4.7.1 Governance Communication and Emergency management policy

At a governance leadership session conducted by Dr. Richard Leblanc, it was highlighted that Boards do not spend enough time discussing 'crisis', both from an oversight perspective of assessing the organization's preparedness and the Board's own preparedness. A number of mechanisms were added to workplan however, a policy was identified as a requirement to ensure that the organization develops

and implements clear, consistent processes critical to ensuring effective, consistent messaging, protection of patients, staff, physicians, volunteers, Board directors and the preservation of the LHSC brand and reputation.

The Board of Directors APPROVED by GENERAL CONSENT the Governance Communication and Emergency Management Policy.

5.0 HEALTHCARE PARTNERS

5.1 London Health Sciences Foundation

Ron Mikula reported that the Foundation's gross revenues are tracking to \$30 million with new pledges of over \$20 million. Disbursements were highlighted to be approximately \$13 million. The grateful patient program is in the first stage of execution, with 30 clinicians actively engaged and 20 additional clinicians in training which is resulting in new gifts. The Foundation extended appreciation to those clinicians in the program. Tastings event has been moved to the first Thursday in June. The Country Classic Auction is currently planned for November 7, 2020 and proceeds will be in support of the Baker Centre for Pancreatic Cancer. Mr. Mikula reported on the creation of a staff lottery in the hospital and as at February 26th 6300 of the 7000 tickets had been sold. The first draw will begin in the near future with a maximum \$10,000 per draw.

It was further highlighted that the Dream Lottery will be launched soon with two homes as the main prizes. The fall lottery sold out and was the most successful lottery to date.

5.2 Children's Health Foundation

The Children's Health Foundation also reported that their financials are tracking ahead of budget projections. The Radiothon exceeded \$200k in pledges and expressed appreciation of every donor sponsor. Ms. Johnson reported on the smaller events and upcoming events including, Wine, Women and shoes, Bowling for Miracles and the Annual Sports Dinner.

5.3 Professional Staff Organization

No update.

5.4 Western University

The following highlights were noted:

- Vice Dean, Basic Medical Sciences July 1st, 2020: Dr. Susanne Schmid (currently Associate Dean, Grad & Postdoc Studies) – so posting for the Associate Dean (Grad/Post doc)
- Indigenous Leader in Residence, Feb 11, 2020: Dr. Danielle Alcock (Assistant Prof, EPI/BIO), member of Chippewas of Rama First Nation.
- Interim Chair, Dept Physio & Pharmacology Feb 1, 2020: Dr. Cheryle Seguin (Dr. Frank Beier – medical leave)
- Inaugural Eugen Drewlo Chair in Kidney Research and Innovation Jan 1, 2020-Dec 31, 2024: Dr. Dervla Connaughton.
- Faculty Affairs Office: Assistant Dean, Equity & Wellbeing; Assistant Dean, Professional Affairs.
- PGME accreditation: 53 Programs (including first Institutional accreditation) – tentatively 4 programs (3 Departments) unfortunately put on intent to withdraw status in 2 years (Adult Psychiatry, OBS, Maternal-fetal, Anesthesia & Periop Med). Narrative from the royal college expected .

Research

- Centre for Population Health, Primary Care and Public Health (Epi/Biostat, Family Med, MPH): September 2020 working with hospital leaders to create an academic centre to be formed with the two department and one program to complement the hospital Ontario Health Team roll out of population health.

- Robarts operational restructuring for 'form and function' – priority in Schulich and Western (operational and aspirational), external review.

5.5 St. Joseph's Health Care, London

There was no update from St. Joseph's Health Care, London

5.6 Lawson Health Research Institute

Mr. Wilkinson provided a brief overview on the Lawson Operational Review Report that was received by the Lawson Board of Directors early December 2019. Mr. Wilkinson discussed briefly the four streams of work for the Corpus Sanchez International moving forward including strategic plan development specific to Lawson, reviewing organizational structure, examination of administrative procedures and examination of partnerships. Mr. Wilkinson will be requesting an opportunity to update the LHSC Board of Directors confidentially at a future meeting.

Mr. Wilkinson further highlighted the upcoming Impact Awards and invited the LHSC Board and leadership to obtain tickets to attend the event.

6.0 WRITTEN UPDATES

There were no comments about the written updates.

7.0 CONSENT AGENDA

The chair opened the floor for any Director to consider any of the approvals under a separate item. There were no requests to move an item to open session noted.

The Board of Directors APPROVED by GENERAL CONSENT the minutes of the last Board meeting within the consent agenda in section 7, are approved.

7.1 Board of Directors Minutes January 29, 2020

8.0 OTHER BUSINESS

There was no other business noted.

9.0 ADJOURNMENT

The meeting was ADJOURNED by GENERAL CONSENT.

Recorded by
T.Eskildsen

Amy Walby, Chair
Board of Directors