

# MEETING MINUTES OF THE BOARD OF DIRECTORS

Held, Wednesday, January 27, 2021 @ 1500 hours  
By WebEx or by teleconference

## **Board Members Present by Teleconference:**

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

## **Board Member Regrets:**

**Healthcare Partners:** R. Mikula, E. Johnson, J. Batch, G. Kernaghan, Dr. Yoo

**Resources:** T. Eskildsen, RA Conyngham, Consultant

R- Regrets

## **1.0 CALL TO ORDER**

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**The meeting was called to order by P. Retty.**

The Chair referred to the Conflict of Interest Policy and directed the Board, that should they feel that they or another member is conflicted on an item to bring it forward now or at the time of the item.

## **2.0 REVIEW OF AGENDA**

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**The agenda of January 27, 2021 WAS APPROVED BY GENERAL CONSENT.**

## **3.0 RECOMMENDATIONS/REPORTS**

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### **3.1 Chair's Report**

Ms. Retty welcomed everyone to the meeting and acknowledged and extended gratitude to Dr. Jackie Schleifer Taylor who has agreed to step into the interim CEO role while the Board of Directors begins the selection process.

Appreciation was further extended to leadership for their efforts and work accomplished during the response to the pandemic.

### **3.2 CEO Report**

Dr. Schleifer Taylor acknowledged with appreciation, the trust placed in herself and the Executive Team and noted that the entire team was present today to show support to the Board during this difficult month. The main priority of the team is to remain resilient in the continued response to the pandemic.

### **3.3 Finance and Audit Committee**

Mr. Hodgson reported on the work of the committee from January's meeting. The organization has received some reimbursement from Ontario Health for COVID-19 expenses. Ms. Davison reported at January's Finance meeting that \$31.4 Million has been received to date and that funding covers the period up to July 31, 2020. LHSC is reporting a deficit of \$36.6M as at November 30, 2020. This is comprised of \$29.3M unfavourable revenue compared to budget and \$4.5M in unfavourable expenses compared to budget. The forecast for current year's operations is a deficit of approximately

\$66 million (5-6%), and advocacy for additional resources continues with the Ministry of Health. The LHIN has advised that additional information regarding the need to submit a balanced budget waiver will be provided in the near future. It will remain important for the organization to be careful with our costs so that the organization can continue with the current capital projects.

The financial recovery plan proposed savings were not fully achieved.

#### 3.3.1 Microbiology Laboratory Automation

Mr. Hodgson noted that this recommendation is before the Board of Directors and is a good proposal. This recommendation was originally reviewed in November and at that time did not have enough supporting information for the Board Committee to feel confident in moving forward in recommending for approval. Further information was requested to provide to the committee some aspects of the business case for a further detail review. The committee deliberated and recommended to the Board, however, post the recommendation, there were further questions on return on investment which Ms. Davison provided further documentation to the Chair and Vice Chair to assess what the most likely outcome of the investment in three years would be.

**The Board of Directors APPROVED by GENERAL CONSENT HMMS and LHSC Management to proceed with the award of HMMS03327 – Microbiology Total Lab Automation in the amount of \$5,893,249.25.**

#### 3.3.2 CIBC Credit Facility Agreement

The Board is required to approve all banking agreements as addressed in the Administrative By-Law. The credit facility is part of those agreements and are reviewed annually by LHSC's banking institutions. The external auditors review that this work has been completed on an annual basis as part of their external audit.

**The Board of Directors APPROVED by GENERAL CONSENT the proposed CIBC Credit Agreement dated January 4, 2021 for immediate sign back.**

#### 3.3.3 Internal Audit Charter for 2020/21

**The Board of Directors APPROVED by GENERAL CONSENT the Internal Audit Charter for 2020/21.**

### **3.4 Medical Advisory Committee**

Dr. McKay provided an overview of the January Committee meeting discussions.

#### 3.4.1. New Appointments to Professional Staff

**The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff new appointments for January 2021.**

#### 3.4.2 Changes to Appointments to Professional Staff

**The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff appointment changes for January 2021.**

#### 3.4.3 Clinical Fellow Appointments

**The Board of Directors APPROVED by GENERAL CONSENT the new Clinical Fellow appointments to LHSC for January 2021.**

#### 3.4.4. Recommendation – January PS Reappointment

**The Board of Directors APPROVED by GENERAL CONSENT the January 2021 Professional Staff Application for re-appointment.**

#### 3.4.5. Recommendation – Chief of OBS-GYN

**The Board of Directors APPROVED by GENERAL CONSENT that the recommendation ratified on November 25, 2021 be amended to adjust the term for Dr. Tracey Crumley, city-wide Chief of**

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**Obstetrics & Gynaecology from December 1, 2020 to November 30, 2025 to the new term date of January 1, 2021 to December 31, 2025.**

**3.4.6 Expedited PS Credentialing Process Briefing**

Dr. McKay highlighted, in December 2020, with the imminent arrival of the COVID-19 vaccine(s), the need to implement the expedited credentialing process to support the vaccination clinics became a priority. While the city-wide credentialing committee has not had to credential any new physicians through the expedited process, it may be required in the near future given the expected increase in the distribution of the COVID19 vaccination. The need for the expedited credentialing process to remain active will be assessed and returned to the Board of Directors in 90 days.

**3.5. Governance Committee**

The Governance Committee met in December 2020 and received the Joint Collaboration Agreement for the first time just to familiarize the committee with the content, noting that most amendments will be discussed at the Joint Collaboration Committee. The Committee also began the normal nomination processes for the 2021 Annual Members Meeting.

**3.5.1 Chair/Chief Selection Committee- Ophthalmology**

**The Board of Directors APPROVED by GENERAL CONSENT the APPOINTMENT of Mr. Terry Marcus to the Chair/Chief Selection Committee for the Department of Ophthalmology.**

**3.6 Quality and Performance Monitoring Committee**

Mr. McBride provided an overview noting that the meeting consisted of several quality focused discussions and oversight of quality of care for LHSC. Two reports were highlighted including reports by Dr. C. MacDonald on Emergency Return Visits Program which represents a pay for results continuous improvement mechanism for LHSC. Dr. Chandlee Dickey and Mr. Tom McHugh provided a robust update on some of the improvements made to the Mental Health Inpatient areas.

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**4.0 HEALTH CARE PARTNERS/BOARD REPORTS**

**4.1 St. Joseph's Health Care, London**

Mr. Batch highlighted the work of the St. Joseph's Board of Directors to begin the process to refresh the Strategic Plan. The consultant engaged in this process will be reaching out to the partners to seek feedback into the goals of St. Joseph's for the next year.

**4.2 Lawson Health Research Institute**

Lawson continues with work through a Strategic Planning Advisory Council. Most recently, the Lawson Board of Directors are working through this council to find ways to make research operations sustainable in a turbulent research environment.

**4.3 London Health Sciences Foundation.**

Mr. Mikula expressed appreciation to the LHSC Executive Staff for their continued support of the Foundation through the recent events. Mr. Mikula emphasized the generosity of the community to support the hospital through the pandemic. Mr. Mikula reported on the fundraising totals including pledges totaling over \$10 million and fundraising total of \$18Million with 17 major gifts being committed to. The staff lottery has been established and is well received by the staff. Mr. MacFarlane remarked that the recent weeks have been difficult but that both the hospital and the foundation are family and extended family and thanked the Board of Directors for their commitment to the organization.

**4.4 Children's Health Foundation**

Ms. Johnson reflected that it has been one year since the first COVID-19 patient was announced, and the support of the community in their desire to assist the hospital through the foundation over the last 12 months was both acknowledged and appreciated. The Children's Health Foundation are hopeful

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to reach 95% of the Foundation's average revenue and there has been a significant reduction of expenses. Stand by me initiative continues to be successful. The results of the Dream lottery demonstrate a record-breaking year of earning more than \$943K which is an increase from previous lottery result of \$789k. The radiothon is an event that will move forward on February 5<sup>th</sup> and everyone is encouraged to take part. Bubbles and Baubles event will also be moving forward in a virtual event on February 10<sup>th</sup> and everyone was encouraged to get their tickets.

#### **4.5 Professional Staff Organization**

Dr. Pandey reported on bursary disbursements to LHSC's talented professional staff for professional development courses.

#### **4.6 Western**

Dr. Yoo provided an overview of the Western University activities and expanded on the level of complexity in recruiting activities for medical leadership in the COVID19 environment. Appreciation was extended to the Board members participating on Chief Selection Committees and not only representing the organization but the community at large.

### **5.0 CONSENT AGENDA**

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**The Board of Directors APPROVED by GENERAL CONSENT the Consent Agenda for the January 27, 2021 Board meeting, consisting of the recommendations and reports found in Section 5 beginning on page 59:**

**5.1 Board of Directors Minutes – November 25, 2020**

### **6.0 ADJOURNMENT**

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**The Open Board of Directors MEETING was APPROVED by GENERAL CONSENT.**

Recorded by:  
T. Eskildsen

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Phyllis Retty, Chair-A  
LHSC Board of Directors