

MEETING MINUTES OF THE BOARD OF DIRECTORS

Held, Wednesday, February 24, 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

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

The agenda of February 24, 2021 WAS APPROVED BY GENERAL CONSENT.

3.0 PRIORITY AGENDA

3.1 Pandemic Planning Update

A report was provided on LHSC's pandemic readiness for a potential third wave. The professional staff remain very focused on everything pandemic. Work continues to both reduce and assess the risk of the COVID19 spread through our infection control department, community prevalence levels (cumulative number of cases, both active and resolved) and trying to match LHSC's visitor policy to be flexible. Supply stock remains stable.

Mr. Johnson provided an update on the vaccines noting that two have now been approved and a third vaccine is working its way through the approval processes. The province sets direction on who will be vaccinated when. LHSC currently is serving high risk populations which will be starting the first week of March 2021.

3.2 2021/22 Quality Improvement Plan Indicators

Mr. McBride highlighted that this plan was reviewed at the Quality and Performance Monitoring Committee, and it has been recommended that the current indicators be supported as the indicators for 2021/22 fiscal period.

The Board of Directors APPROVED by GENERAL CONSENT the Quality Improvement Plan (QIP) Indicators for 2021/22.

3.3 2020/21 Performance Indicators

Leadership provided an overview of the Big Dot report and focused on three sections:

- Patient experience has been demonstrating feedback almost solely about COVID-19 and its impacts.
- LHSC remains challenged within the Discharge Summaries within 48 Hours and Discharges completed by 11 am metrics
- Control Charts and trend analysis is creating an enhanced view derived from 12 to 16 quarters of organizational performance. Reference was made to the absolute numbers of patients or staff impacted within the report.

4.0 RECOMMENDATIONS/REPORTS

4.1 Chair's Report

There were no report items noted.

4.2 CEO Report

Dr. Schleifer Taylor submitted her written report into record and briefly highlighted the ongoing collaboration with St. Joseph's Healthcare, London and Western University on the affiliation agreement.

4.3 Quality and Performance Monitoring Committee

Mr. McBride highlighted a presentation received by Dr. Lim which provided an overview of the virtual care project being conducted in the Children's Hospital Emergency Department. During the initial wave of COVID-19, some families were hesitant to visit the hospital despite needing urgent care. As the pandemic continued, the Ministry of Health (MOH) directed the health care population to limit their external exposure which necessitated a need to look for alternate ways to care for patients. Dr. Lim provided examples of how the team has used the virtual care environment to assess patients as to the need for a direct consult with an emergency physician. This work has resulted in a six-month pilot project funded by the Ministry of Health. London Health Sciences Centre is partnering with St. Joseph's Healthcare Hamilton, and Hamilton Health Sciences Centre to offer virtual urgent care services through urgentcareontario.ca for adults, children and residents of long-term care across South Western Ontario.

4.4 Finance and Audit Committee

Mr. Hodgson reported on the work of the committee from February's meeting. The committee reviewed the financial performance of the organization. Overall, LHSC has positive working capital of \$46.5M and a current ratio of 1.24 as at December 31, 2020. This has decreased from the working capital and current ratio positions as at March 31, 2020 of \$105M and 1.59, respectively. Ministry revenue is decreased by \$37M, compensation is increased by \$21M and these are the two major factors affecting the financial performance. Sick time and overtime were discussed as LHSC needs to further enable process and policy solutions and further optimize the monitoring system to continuously improve on current efficiencies. The organization is currently assessing the learning from the pandemic innovation that can be carried forward into the new normal.

In response to a question on LHSC's food services contracts and not meeting the required amount of revenue that our providers are expecting. It was highlighted that many organizations are in the same situation and LHSC has chosen to waive the commission to allow for regular hours to remain.

4.5. People and Culture

Ms. Robinson highlighted the discussions at the committee on staff safety and the work ongoing on the wellness initiatives for LHSC. It was highlighted that some comprehensive wellness supports have been instituted at LHSC for both Staff and Physicians.

In reference to LHSC Volunteer complement, it was noted that work is ongoing to stay in close contact with volunteers virtually. Many of our volunteers are senior and it will be very important to keep them aligned and safe as LHSC is able to welcome them back into the building.

In response to a question about the community moving to Orange or Yellow and the impact on the staff, it was noted that LHSC is approaching the community grading with cautious optimism.

4.6 Medical Advisory Committee

Dr. McKay provided an overview of the February Committee meeting discussions including normal quarterly reporting and standing pandemic updates.

4.6.1. *New Appointments to Professional Staff*

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

4.6.2 *Changes to Appointments to Professional Staff*

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

4.6.3 *Clinical Fellow Appointments*

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

4.7 Governance Committee

The work of the Governance Committee to continue discussions on how the Board may consider to add equity, diversity and inclusion into the governance work. The Governance Committee has reviewed a series of curated materials and will look to bring a robust discussion to the Board in the Spring of 2021. The annual By-law review has started but it was identified that a special amendment required more urgency and that request was submitted for deliberation and decision today.

4.7.1 *Administrative Bylaw amendments*

The Board of Directors APPROVED by GENERAL CONSENT and recommended to the Corporation the addition of the following clause to the Administrative Bylaws:

9.3 Filling Vacancies If an office becomes vacant during the course of a term, whether by resignation, removal or otherwise, the Board shall have the authority to appoint an eligible person to fill the vacancy.

A person elected or appointed to fill a vacancy shall be entitled to complete the uncompleted term of office of that person's predecessor, which period of time shall not be counted against that person's maximum number of years of service in that particular office.

4.7.2 *Chair/Vice Chair MAC Selection Committee Establishment*

The Board of Directors APPROVED by GENERAL CONSENT the establishment the Chair/Vice Chair MAC Selection Committee to commence in March 2021 to review selection processes of the following positions:

- **Chair, Medical Advisory Committee and Director of Medical Care current term expires September 30, 2021**
- **Vice Chair, Medical Advisory Committee and Assistant Director of Medical Care current term expires September 30, 2021**

The Board of Directors APPROVED by GENERAL CONSENT that the Board of Directors formally request that the Medical Advisory Committee to poll its membership to provide three volunteers to take part in the committee as addressed in the Terms of Reference.

5.0 HEALTH CARE PARTNERS/BOARD REPORTS

5.1 Lawson Health Research Institute

Dr. Wright provided an overview of the work of the Lawson Health Research Institute. Lawson continues its rank of eighth in the country according to the 2020 edition of Canada's Top 40 Research Hospitals List. Through considerable advocacy work, clinical research is considered a designated essential service and currently the organization is able to support up to 60% of normal capacity. Enterprise risk has been a discussion at the Lawson Board and a risk attitude statement has been created. The Budget is in process and a number of recommendations will be presented through Brad Campbell.

5.2 London Health Sciences Foundation.

Mr. Mikula provided an update from the London Health Sciences Foundation noting that work continues to move forward with the foundation approaching the \$20M donation/pledge mark, which has been attributed to the community we are working with.

LHSF has engaged in a branding exercise to see what the new brand will demonstrate and will solidify LHSF's place in the community. The dream lottery was the most successful yet resulting in \$950K for each of the three foundations.

5.3 Children's Health Foundation

Ms. Johnson reported the great success and uptake of the staff with the staff lottery. Children's Health Foundation reported fundraising activity since the last report and both events exceeded expectations. Corus Radiothon raising over \$230K. This was not a live event due to the restrictions of COVID but appreciation was extended to all involved in bringing such creativity to the event. Bubbles and Baubles was successful as an online event raising over \$16K.

5.4 Professional Staff Organization

Dr. Pandey provided a brief update from the Professional Staff Organization bursaries.

5.5 Western University

Dr. Yoo acknowledged that the Initiation of the Research and Education Council has been welcome news to the academic community. It was reported that the first meeting was held on February 1, 2021 co-chaired by Dr. David Hill and Dr. Bill Sischek. An environmental scan was presented with an ambitious workplan to better integrate and align research and education into every day clinical care as core business.

5.6 St. Joseph's Health Care, London

Mr. Batch provided an update on recent work at the Board including similar quarterly reporting and that the Chair, MAC and Vice Chair recruitment process is in process and nearing completion. The St. Joseph's terms end in June.

6.0 CONSENT AGENDA

The Board of Directors APPROVED by GENERAL CONSENT the Consent Agenda for the February 24, 2021 Board meeting, consisting of the recommendations and reports found in Section 5 beginning on page 59:

6.2 Governance Committee Recommendations

- **Policy Amendments --Board meeting Policy**
- **Role Document – Non-Board Community Member**
- **Freedom of Information- Delegation of Authority**

7.0 CLOSED SESSION RECOMMENDATIONS

A Closed meeting of the Board was held on February 24, 2021 and the following recommendations were deliberated and approved.

All individuals within these recommendations were recused from the deliberation and decision as applicable with the Conflict of Interest policy.

7.1 Governance Committee Recommendation

7.1.1 Completion of Term- Chair

The Board of Directors **APPROVED** by **GENERAL CONSENT**, that Phyllis Retty be **APPOINTED** Chair, Board of Directors under Article 9.3 in the Administrative By-Law until the next Annual Meeting and;

The Board of Directors **APPROVED** by **GENERAL CONSENT** the authorization that this action be recorded in the minutes of the regular meeting of the organization as well as the minutes of the Closed meeting of the organization.

7.1.2 Completion of term – 1st Vice Chair

The Board of Directors **APPROVED** by **GENERAL CONSENT**, that Matthew Wilson be **APPOINTED** 1st Vice Chair, Board of Directors under Article 9.3 in the LHSC Administrative By-Law until the next Annual Meeting and;

The Board of Directors **APPROVED** by **GENERAL CONSENT** the authorization that this action be recorded in the minutes of the regular meeting of the organization as well as the minutes of the Closed meeting of the organization.

7.1.3 Completion of Term --2nd Vice Chair

The Board of Directors **APPROVED** by **GENERAL CONSENT**, that Jim Brock be **APPOINTED** 2nd Vice Chair, Board of Directors under Article 9.3 in the LHSC Administrative By-Law until the next Annual Meeting and;

The Board of Directors **APPROVED** by **GENERAL CONSENT** the authorization that this action be recorded in the minutes of the regular meeting of the organization as well as the minutes of the Closed meeting of the organization.

8.0 ADJOURNMENT

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

Recorded by:
T. Eskildsen

Phyllis Retty, Chair
LHSC Board of Directors