

**MEETING MINUTES
OF THE
BOARD OF DIRECTORS**
Held Wednesday October 27, 2021
By Webex or by Teleconference

Board Members Present by Webex/Teleconference

Mr. T. Allen, Mr. J. Brock (2nd VC), Ms. L. Conley, Ms. K. Haines, Mr. J. Leitch, Mr. T. Marcus, Mr. L. McBride, Ms. P. Retty (Chair), Mr. K. Ross, Dr. S. McKay(xo), Dr. T. Mele (xo), Mr. B. Woods, Mr. M. Wilson (1st VC), Ms. C. Young-Ritchie (xo), R. Choja

REGRETS: Dr. Schleifer Taylor, Jeff Wright, Kevin Ross

HEALTHCARE PARTNERS: B. Morrill, T. Brown, R. Butler, N. Tahir, J. Yoo

RESOURCES: T. Eskildsen, RA Conyngham

1.0 CALL TO ORDER

The open meeting of the Board of Directors was called 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. The Chair referenced the Ethical Decision-Making Framework on the back of the agenda to support the work of the Board.

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 leadership reported that this was an opportunity for them to reflect and consider how communication methods and gaps may be perceived from the patient's perspective and how the communication to patients and families may be adapted moving forward.

2.0 REVIEW OF AGENDA

2.1 Approval of Agenda

The full Agenda for the October 27, 2021 Board meeting was APPROVED by GENERAL CONSENT as written.

3.0 PRIORITY AGENDA

3.1 LHSC Response to the Pandemic Update

Ms. Carol Young Ritchie and Dr. Dukelow provided an overview of the current state on the response to the pandemic highlighting the current case count in Ontario as 321. The mandatory vaccine policy resulted in 84 exits of employees and 5 exits of professional staff members.

Vaccination for children ages five to eleven was discussed, noting that the FDA has recommended the vaccine for approval which means that once approved vaccinations can begin. For Canada, a similar approval will be approximately two weeks post that for the Pfizer vaccine. If approved, vaccines for those ages five to eleven will possibly move forward by the New Year.

As we look towards long-term sustainability of vaccination efforts, the Middlesex-London Health Unit have assumed operations at the Agriplex Vaccination Centre effective October 22.

While most LHSC staff returned to their normal duties on Friday, some will remain in place at the Agriplex to help with the transition until the end of this month. Hours of operation and capacity will not be affected by this change. Our on-site clinics at LHSC will continue to operate, including the Children's Hospital Vaccination Clinic.

4.0 RECOMMENDATIONS/REPORTS

4.1 Chair's Report

There was no report.

4.2 CEO Report

Ms. C. Young Ritchie submitted into the package the CEO Report on J. Schleifer Taylor's behalf and the following points were highlighted:

- Media conference occurred last week with respect to the terminations due to the mandatory vaccination policy.

4.3 Quality and Performance Monitoring Committee

Mr. McBride highlighted the access to care report that was presented at the last meeting and noted that readmissions in the second quarter was approximately 1066 adults; roughly 12 people per day. Readmissions have increased by 20% over the last 18 months. LHSC patients are presenting significantly more acute then previously and combined with readmissions this does increase the stress in the system.

A number of preparatory plans were put in place to ensure LHSC was appropriately resourced to address potential outcomes from Western's Homecoming events in September but the event was significantly smaller than previous year and there were a number of emergency services on site to support safety.

4.4 Children's Hospital Committee

Highlights from the Children's Hospital Committee were shared with the Board and the following points were noted:

- Orientation on the Women's care program occurred which is integrally connected to the Children's Hospital and this work represents a range of capabilities and services that address key aspects of women's health through all stages of life
- Branding briefing note is in the package and Mr. Ross highlighted that work has been restarted. Children's Hospital's position in the market is unclear, which may have negative effects on operational aspects of the business as well as fundraising. Strategies to address operational challenges (i.e. recruitment, retention) would benefit from a re-brand which clearly articulates the brand promise.

4.5 People and Culture Committee

Ms. Haines reviewed the work of the committee in October including a brief summary of the results from KPMG External Review, patient safety culture survey results and initiatives and activities ongoing to address the findings. The development of a People Strategy that is crisp and focused is in progress. This work will return to the People and Culture Committee in January 2022.

The committee deferred a conversation on Culture until November. The committee will be creating a standing agenda item to spend time discussing organizational culture.

4.6 Finance and Audit Committee

The committee received an overview of the Joint Ventures and other shared arrangements, a broad financial picture report on Lawson Health Research Institute from Mr. Brad Campbell, the Capital planning subcommittee update and the current state of capital needs with an enlarged perspective of a future three-year plan.

4.6.1 Recommendation UH Parking Garage Loan Refinancing

Mr. Marcus reviewed the discussion at the committee, the interest rates and the risks.

The Board of Directors APPROVED by GENERAL CONSENT the refinancing for the University Hospital parking garage loan with CIBC, using the interest rate swap option and the corresponding proposed CIBC Credit Agreement.

4.6.2 Annual Internal Audit Charter Recommendation

A change in charter was required as Internal Audit has moved to be a service for LHSC only and no longer holds integrated status with St. Joseph's.

The Board of Directors APPROVED by GENERAL CONSENT the revised Internal Audit Charter for 2021/22.

4.6.3 Internal Audit Plan Q3 Recommendation

The Board of Directors APPROVED by GENERAL CONSENT the Internal Audit Plan for Q3 of 2021/22.

4.7 Medical Advisory Committee

4.7.1 New Appointments to the Professional Staff

The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff new appointments to the London Health Sciences Centre for October 2021.

4.7.2 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 October 2021.

4.7.3 Clinical Fellow Appointments

The Board of Directors APPROVED by GENERAL CONSENT the New Clinical Fellow appointments to the London Health Sciences Centre for October 2021.

4.7.4 PS Reappointment Recommendation

The professional staff in the briefing note have now completed their e-learning modules and the Chief of their respective Departments have now supported the individuals for reappointment.

The Board of Directors APPROVED by GENERAL CONSENT the October 2021 Professional Staff Applications for Re-appointment.

4.8 Governance Committee

4.8.1 Consulting Services for non-Board Community member and Elected Director Recruitment RFP

Mr. Wilson highlighted that the Governance Committee has recommended with a lens to our equity diversity and inclusion that consulting services be contracted to support Board and community member recruitment for 2022.

The Board of Directors APPROVE, the development of a request for proposal for the use of consulting services to support non-Board Community member and Elected Director recruitment for 2022.

5.0 HEALTH CARE PARTNER REPORTS

5.1 Professional Staff Organization

Dr. Mele highlighted that no meeting has occurred since last report.

5.2 Western University

Dr. Yoo reported that Western University has achieved 100% vaccination.

5.3 St. Joseph's Health Care London.

Mr. Tahir provided updates on the St. Joseph's Health Care London Board discussion noting the Federal Government changes for Medical Assistance in dying to who may be eligible to obtain medical assistance in dying and the process of assessment, which required St. Joseph's to amend their policy. To mark the 100th anniversary of the discovery of insulin, the St. Joseph's Healthcare Foundation will be holding a virtual event. A survivor of the 2018 Humboldt Broncos bus crash will be the keynote speaker at 'Coming together for Diabetes'. The governance committee will begin the work to review and amend Bylaws as required for the Not for Profit Corporation Act which came into force in October. The OHA has indicated that they working on a revised prototype.

Dr. Butler highlighted that the Academic Hospital CEO meeting focused on Health Human Resource Strategies as this is an important issue across the province. St. Joseph's is four weeks away in terms of their mandatory vaccination policy and remarked that they have very similar processes happening at St. Joseph's and currently 94% of staff are fully vaccinated. Dr. Butler further highlighted a funding increase to long term care, new mental health bed funding and the first double hand transplant is expected to occur in London and will be the first in Canada.

5.4 Lawson Health Research Institute

Dr. Hill reported that LHRI is back to 100% research activity, with the exception being the current restrictions still in place on research volunteers entering the organization. Total research expenditure was increased approximately 16% year over year.

In September, Lawson launched a four-part special feature series highlighting how the area's hospital research enterprise quickly responded to the pandemic and the research conducted to understand COVID-19, explore diagnosis and treatments, and show the impacts of the pandemic.

5.5 London Health Sciences Foundation

Ms. Brown provided an update on pledges and donations received to date and highlighted the shared initiative of the Lottery with St. Joseph's and Children's Health Foundation where the proceeds are split between the three foundations.

5.6 Children's Health Foundation

Mr. Fortnum updated that the lottery may sell out within the next 24 to 48 hours. The Children's Health Foundation has had a good financial year and acknowledged the support of the Community. The Foundation will be adding \$1M to additional granting to Children's Hospital. The foundation is ahead of projection in their finances and the Smile Cookie campaign raised approximately \$198K.

6.0 CONSENT AGENDA

The Board of Directors APPROVED by GENERAL CONSENT the Consent Agenda for the October 27, 2021 Board meeting, consisting of the recommendations and reports found in Section 6 beginning on page 75 be approved

6.1 Board of Directors Minutes – September 29, 2021

6.2 Governance Committee Recommendation

- **2021/22 Committee Terms of Reference**
- **2021/22 Committee Workplans**
- **2021/22 Role Document Amendments**

6.3 Vice Chair, Medical Advisory Committee Recommendation

7.0 WRITTEN UPDATES

The written updates were submitted into record. There was no discussion noted.

8.0 ADJOURNMENT

The meeting ADJOURNED by GENERAL CONSENT.

Recorded by
Tammy L. Eskildsen

Phyllis Retty, Chair,
Board of Directors