

**PRESENT:** Mr. T. Allen, Ms. L. Conley, Ms. A. Dean, Ms. L. Harrison, Mr. T. Marcus (2<sup>nd</sup> VC), Dr. T. Mele (xo), Ms. P. Retty (Chair), Dr. J. Schleifer Taylor (CEO), Ms. K. Serniwka, Dr. F. Siddiqi (xo), Mr. S. Smith, Ms. H. Wade, Mr. W. Wallace, Mr. M. Wilson, Mr. B. Woods

**REGRETS:** Ms. H. Lokko, Mr. J. Leitch

**HEALTHCARE PARTNERS:** Ms. T. Brown, Mr. B. Morrill, Mr. S. Fortnum

**GOVERNANCE RESOURCES:** Ms. T. Eskildsen

**GUESTS:** Mr. Robert Sibbald

## **1.0 CALL TO ORDER/REVIEW OF AGENDA**

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### **The meeting was CALLED to ORDER**

The Chair of the Board welcomed everyone to the Board meeting and brought to the committee's attention the Conflict of Interest Policy. Members were encouraged to declare any conflicts either at the start of the meeting or at the time of the item.

## **2.0 EDUCATION**

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### Ethical Framework

Mr. Sibbald, Director of Health Ethics, presented on the Framework for ethical decision-making which has been submitted within the package. A visual update has been made to the previously approved ethical framework. The Ethical Framework encourages the use of a variety of resources within the organization. One of the resources is the Accountability for Reasonableness template, which is a decisional framework that focuses on a fairness process. Mr. Sibbald provided examples of when this ethics framework would be used.

The floor was open to questions and concerns, on how Board members could be supported to use this framework, or how they have used the framework in the past.

A response to a question posed about the framework being part of the policy framework within the hospital standards, in which ethics are embedded in every decision by the organization. It is not embedded within a policy but is used for processes. This framework is being used in decisions within Board Committees, but is being used intuitively versus step by step, however an opportunity to assess if values-based framework was fully utilized is an opportunity for committees to pause and reflect if the Board used it completely and effectively at end of complex recommendations that took longer

The Governance and Transition Committee was asked to consider an agenda item to discuss how to incorporate the tool more formally consistently across the committees to demonstrate evidence.

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### 3.0 REVIEW OF AGENDA

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#### 3.1 Approval of Agenda

**The full agenda for the January 25, 2023 Board meeting was APPROVED by GENERAL CONSENT with an amendment to move item 5.4.4. Professional Staff Reappointment to the Closed Meeting of the Board of Directors.**

### 4.0 PRIORITY AGENDA

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#### 4.1 Strategic Planning Update

Dr. Schleifer Taylor thanked the Executive Team, Physician Leaders and Administrative Leaders across the hospital who have continued to work on the strategic planning. A briefing note has been submitted within the package. Mr. Campbell detailed the focus areas of each of the three formal touchpoints with the Board of Directors for strategic planning, which will allow for thoughtful input from the board members. The first session was in October 2022, with the next session scheduled for January 27, 2023, where it is intended to solidify the key concepts to be incorporated into the shared vision and purpose statements of LHSC. A closed session in February will be an opportunity for the board to have a discussion on specific priorities with the strategic plan coming to the board meeting in March 2023.

### 5.0 RECOMMENDATIONS/REPORTS

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#### 5.1 Chairs Report

Ms. Retty provided updates on the following:

- Master Planning regional partner meetings
- MAC Chair interview
- Mock survey for Accreditation
- Tri-board Social
- Mayor's city address
- Master Planning charettes

#### 5.2 CEO Report

Dr. Schleifer Taylor submitted her new improved environmental scan report into the corporate record and highlighted the important milestones for LHSC.

The Minister of Health toured the Children's Hospital during her provincial tours. This visit was very productive with the Executives and Physician Leadership speaking with the Minister about the current state of the Children's Hospital. Dr. Schleifer Taylor placed a huge emphasis on this success with the Board and the support of the Chair and individual board members.

A summary of the progress to date of the Ontario Health Team was highlighted. This team has been having conversations with Ontario Health West in terms of the Team's response to another wave of the pandemic in order to continue to advance their original goals and objectives. The London Middlesex Ontario Health Team's focus is chronic populations. This team will be working on the pathways of treating priority populations and will play a significant role in the mental health and substance abuse

transformation. **ACTION:** An update will be planned for a future Quality and Culture Committee meeting in the spring (i.e. March or April).

### 5.3 Quality and Culture Committee

Mr. Woods provided an overview of the recent committee meeting activities and highlighted the following items:

- The data for time to bed from the emergency department, the number of hours to see the physician, number of people who have left without being seen.
- The discussion of the Quality Improvement Plan indicators in which indicators and targets will be submitted end of March 2023 to Health Quality Ontario. In response to queries on the type of indicators that LHSC is monitoring, it was noted that there are many monitored emergency department indicators but the particular indicator was chosen because the acuity of patients represents a clinical risk to the organization and the indicator provides a wider view to the progress of the entire organization trending over time (units, health disciplines, discharges, etc.)

#### 5.3.1 *Accreditation Status Update*

Ms. Quigley supplemented the submitted written report with a verbal update on the progress to date in preparation for Accreditation.

### 5.4 Resource and Audit Committee

Mr. Marcus submitted his report to record and highlighted the deep dive overtime discussion which provided a better understanding of how overtime is impacting the budgeted savings for the fiscal year-end.

#### 5.4.1 *Contract over \$5M Procurement Strategy – Contrast Media*

It was recommended that LHSC participate in a multi-provincial request for proposal to take advantage of a larger purchasing group which may aid in reducing contract prices for contrast media in the future.

**The Board of Directors APPROVED by GENERAL CONSENT that LHSC participates in the Mohawk Medbuy, and Plexxus (MPSC) multi-provincial Request for Proposal for contrast media estimated spend over five years (plus two option years) for LHSC approximately \$10.6 million from the operating budget.**

### 5.5 Medical Advisory Committee

New Professional Staff, Changes to Professional Staff, New Clinical Fellows, and Professional Staff Reappointment appointment changes are within the package. The City-Wide Joint MAC has reviewed the recommendations and there are no concerns moving forward.

#### 5.5.1 *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 January.**

*5.5.2 Changes to Professional Staff Appointment*

**The Board of Directors APPROVED by GENERAL CONSENT the Professional Staff appointment changes to the London Health Sciences Centre for January.**

*5.5.3 New Clinical Fellows*

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

*5.5.4 Professional Staff Reappointment*

Agenda amendment: This item was moved to the Closed section.

5.6 Professional Staff Organization

There were no updates noted.

5.7 Governance & Transition Committee

Mr. M. Wilson submitted the Governance and Transition Chair's report into the record. An overview of the last meeting was given and the following was highlighted:

- Annual Meeting format
- Governance functioning
- Amendments to by-laws
- Continuing legislation of Not-for-Profit Corporation Act
- Recruitment cycle is ongoing with two Board vacancies as well as Board officer recruitment 2<sup>nd</sup> Vice Chair and Treasurer
- Whistleblower policy
- Land acknowledgement preparation for the annual meeting
- Skills matrix updates being finalized

**6.0 HEALTHCARE PARTNER UPDATE**

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6.1 London Health Sciences Foundation

Ms. Brown provided a budget status update. Highlighted were various future events and lotteries, as well as a donor story, was shared with the group where a patient's mother had a deep appreciation of the power of hope and donates yearly to the love your liver fund.

6.2 Children's Health Foundation

Mr. Fortnum provided a brief report on Mr. Morrill's behalf. The Foundation continues to track ahead of budget. It was noted that a successful couple of years allowed for additional commitments. Mr. Fortnum highlighted that Bubbles and Baubles is in person this year and planned for February 8<sup>th</sup>. Everyone was encouraged to attend this great event.

In response to questions on fundraising in the face of many competing organizations for available dollars, it was highlighted that the Foundation's relationships with donors are very strong and the foundation is a top philanthropic priority for many residents of the population LHSC and Children's Hospital serves.

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## **7.0 CONSENT AGENDA**

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The Board of Directors **APPROVED** by **GENERAL CONSENT** the Consent Agenda for the January 25, 2023 Board meeting, consisting of the recommendations found in Section 5 starting on page 63

**7.1 Minutes June 29, 2022**

**7.2 Resource and Audit Committee**

**7.2.1 CIBC Credit Facility Annual Review**

**7.2.2 RBC Credit Facility Annual Review**

**7.3 Governance & Transition Committee**

**7.3.1 Board Policy Recommendation**

- **CEO Compensation Policy Amendment**
- **Board Meeting Policy Amendment**

**7.3.2 Strategic Redevelopment Committee Chair & Vice Chair**

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## **8.0 WRITTEN UPDATES**

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No documents submitted for written updates at this time

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## **9.0 ADJOURNMENT**

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The meeting was **ADJOURNED** by **GENERAL CONSENT**.

Recorded by:  
L. Shanahan