

# OPEN MEETING MINUTES OF THE BOARD OF DIRECTORS

held, Wednesday, May 29, 2019 @ 1500 hours  
in the Victoria Hospital Board Room C3-401

## **Board Members Present:**

R. Robinson (Chair), P. Retty, P. Woods (x0 nv), C. Young-Ritchie, A. Lum, K. Ross, A. Walby, M. Hodgson, J. Wright, J. Brock, D. Cheng, S. Caplan, K. Haines, S. Pandey, R. Mikula, S. Jaekel, L. McBride, M. Wilson, T. Delaire, B. Bird, T. Mele

## **Board Directors Present by Teleconference:**

## **Healthcare Partner Representatives:**

H. Rundle, G. Kernaghan=R, B. Wilkinson

## **Board Member Regrets:**

## **Resource:**

T. Eskildsen

\*= teleconference

## **1.0 CALL TO ORDER**

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The meeting was called to order by Mrs. Robinson. There was reference made to the Conflict of Interest Policy and members were asked if they felt that they or another director were in conflict for any item on the agenda, to declare their conflict now or at the time of the item.

### **1.1 Patient Experience**

A patient experience presentation on care in unconventional spaces was provided.

## **2.0 REVIEW OF AGENDA**

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### **2.1 Approval of the Agenda**

The agenda was APPROVED by GENERAL CONSENT.

## **3.0 PRIORITY AGENDA**

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### **3.1 Balanced Scorecard Q4**

It was highlighted that this report will conclude a full three years of reporting and the leadership will be moving to the big dot performance reporting on the go forward. All administrative leads for quadrants provided an overview of their respective quadrant's progress towards goal, highlighting indicators that are not trending towards target or remained unchanged for this quarter.

### **3.2 Strategic Initiatives Q4**

Dr. Woods provided an overview to the strategic initiatives highlighting the journey the organization is on to validate appropriate data sources for maturity. This continues to be a work in progress. Dr. Woods invited his leaders to speak to any updates on initiatives. Highlights were shared on clinical documentation/Onechart, access and flow and staffing and scheduling.

## 4.0 RECOMMENDATIONS/REPORTS

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### 4.1 Chair's Report

Ms. Robinson expressed appreciation on behalf of the Board of Directors on their service to the organization of the soon to be retired members of leadership staff.

R. Walker, Integrated Vice President, Medical

S. Gilhuly, Executive Vice President and Chief Financial Officer.

Acknowledgements were made on the behalf of the board on the following:

- Sue McLeish, Brenda Wentzell and the Family Support Program have been nominated for their unwavering support shown to families, caregivers and people living with mental illness. It is a peer-led group offering education, resource sharing and support to families with loved ones experiencing mental illness, 24/7.
- Donor of Distinction Dinner, highlighting Artificial intelligence

### 4.2 CEO Report

Dr. Woods submitted his report into record and provided highlights on the following topics:

- The London Health Sciences Auxiliary raises funds for the hospital through retail shops and HELPP lottery sales. The Auxiliary's Annual meeting was in the last month and they had an interesting key note on personalized medicine, by Dr. Richard Kim.
- Engaged in a meeting with leadership of Middlesex Health Alliance to begin the process to look at opportunities to improve the patients that both organizations serve.

#### 4.2.1 CEO Goals 4<sup>th</sup> Quarter report.

Dr. Woods reviewed his report with the directors present.

### 4.3 Quality & Performance Monitoring

Mr. Matthew Wilson highlighted the last committee meeting had in addition to the patient experience discussion on care into conventional places, a deep dive into this issue and the work ongoing to address this moving forward. It was further reported that Dr. Sherar, President of Cancer Care Ontario was present to provide an overview of Cancer Care Ontario work ongoing and discuss the transition to Ontario Health Teams and the organization.

### 4.4 People and Culture

#### 4.4.1 2019/20 Indicators Recommendation

**The Board of Directors APPROVED by GENERAL CONSENT the 2019/20 Performance Indicators for People and Culture.**

#### 4.4.2 People Survey Results

Ms. Jaekel provided highlights on the report received on the People Survey, noting the engagement of the organization was ranked at a 55% response rate, while less than the previous survey was considered a reasonable response rate considering the work that was in progress on other initiatives and accreditation. The opportunities to improve were discussed briefly. In response to a question on the heat map results, it was noted that LHSC did not survey outsourced staff (i.e. Sodexo).

### 4.5 Medical Advisory Committee

#### 4.5.1 New Appointments to Professional Staff

#### 4.5.2 Changes to Professional Staff Appointments

#### 4.5.3 Clinical Fellow Appointments

**The Board of Directors APPROVED by GENERAL CONSENT the following Medical Advisory Committee credentialing recommendations to London Health Sciences Centre:**

#### **4.5.1 New Appointments to Professional Staff**

#### **4.5.2 Changes to Professional Staff Appointments**

#### **4.5.3 New Clinical Fellows Appointments**

#### 4.5.4 Recommendations for Chief of Dentistry

The Board Of Directors APPROVED by GENERAL CONSENT, Upon Receipt Of A Signed Letter Of Offer, The Continuation Of The Appointment Of Dr. Shawn Steele As The Interim City-Wide Chief Of Dentistry Effective August 1, 2019 To June 30, 2020, Or Until Such A Time As A New Chief Is Appointed, Whichever Comes First.

#### 4.5.5 Recommendation for Chief of Emergency Medicine

The Board Of Directors APPROVED by GENERAL CONSENT Upon Receipt Of A Signed Letter Of Offer, The Appointment Of Dr. Christine Macdonald As The Interim City-Wide Chief Of Emergency Medicine, Effective June 1, 2019 To March 31, 2020, Or Until A Permanent City-Wide Chief Is Appointed Or The Return Of The Incumbent Chief, Whichever Comes First.

#### 4.5.6 Recommendation for Chief of Midwifery

The Board of Directors APPROVED by GENERAL CONSENT, Upon Receipt Of A Signed Letter Of Offer, The Appointment Of Jessica (Dieneke) Kouwen, As The Interim City-Wide Chief Of Midwifery Effective June 1, 2019 To April 30, 2020 Or Until Such A Time As A New Chief Is Appointed Or The Return Of The Incumbent Interim Chief Whichever Comes First

#### 4.5.7 Recommendation for Chief of Obs-Gyn

The Board Of Directors Approved by GENERAL CONSENT, Upon Receipt Of A Signed Letter Of Offer, The Continuation Of The Appointment Of Dr. Tracey Crumley As The Inteirm City-Wide Chief Of Obstetrics And Gynaecology, Effective July 1, 2019 To June 30, 2020, Or Until Such Time As A Permanent Chief Is Appointed, Whichever Comes First.

### **4.6 Finance and Audit Committee**

#### 4.6.1 LHSC Audited Financial Statements

Ms. Bird highlighted that the Audit results package had been included and noted that other things for consideration in future from Ernst and Young were also included which highlighted Tools available to organizations on unusual payroll related trends and analytics as well as cyber security mechanisms for organizations to be further proactive.

The Board of Directors APPROVED by GENERAL CONSENT the draft Audited Financial Statements for the fiscal year ending March 31, 2019 and Submitted to the Members meeting to be accepted into record.

#### 4.6.2 Investment Subcommittee- Fund Manager Performance

The Board of Directors APPROVED by GENERAL CONSENT the Fund Manager Selection for F2019/20, (Jon Seabrook, CIBC Wood Gundy).

#### 4.6.3 Investment Subcommittee- Investment Allocations

The Board of Directors APPROVED by GENERAL CONSENT that no additional funds be invested at this time.

#### 4.6.4 Broader Public Sector Attestation

The Board of Directors APPROVED by GENERAL CONSENT the BPSAA Attestation Statement for F2018/19 that has been signed by the CEO and prepared in accordance with section 15 of the Broader Public Sector Accountability Act, 2010 (BPSAA).

#### 4.6.5 Medical Imaging Fleet Replacement

The Board of Directors APPROVE the Medical Imaging MR/IR Fleet Replacement costs – Phase II of \$34,278,424.

#### 4.6.6 External Auditor Recommendation

The Board of Directors APPROVED by GENERAL CONSENT, the reappointment of Ernst & Young as auditors for London Health Sciences Centre for the fiscal year 2019/20, subject to receiving fee estimates within the engagement letter in the Fall of 2019.

#### **4.7 Governance Committee**

##### 4.7.1 New Director Nomination

The Board of Directors **APPROVED BY GENERAL CONSENT and RECOMMENDED** to the Corporation the nomination for the appointment of the following individual for terms as noted to the Board of Directors of London Health Sciences as listed below:

Bruce Woods - 2 years

##### 4.7.2 Officer Appointment

The Board of Directors **APPROVED** by **GENERAL CONSENT** that the following Officers be **APPOINTED** for the 2019/20 Term:

Chair Ms. Amy Walby two year terms.

1st Vice Chair Ms. Phyllis Retty

2nd Vice Chair Mr. Matthew Wilson

Treasurer Mr. Michael Hodgson

It was noted that these appointments are two year appointments that are reconfirmed annually at the start of each Board term.

##### 4.7.3 Children's Committee

The Board of Directors **APPROVED** by **GENERAL CONSENT** the creation of a Board Committee for 2019/20 in recognition that Children's Hospital needs to be differentiated within the larger organizational context within which they operate, with protected funding for children's care being defined at the highest levels. This committee will be assessed at the completion of the first Board term by the Governance Committee of the Board.

Terms of reference are still in progress but it was noted that the initial review conducted by Governance and feedback by Dr. Woods did highlight the difficulty for this committee to address anything financial and those items will remain with Finance and Audit. The Governance Committee will continue their review into the summer.

##### 4.7.4 Professional Staff By-Law Amendment

The Board of Directors **APPROVED** by **GENERAL CONSENT** an additional Credentialed Professional Staff By-Law revision within Article 3.1 (D)(V) criteria for appointment to the Credentialed Professional Staff to remove "or College of Family Physicians of Canada the member will no longer qualify for an appointment under this Category" As well as In 3.1 (D)( Iv) And (V) to have consistent numbering in both paragraphs and that this be forwarded to the Members of the Corporation for approval.

## **5.0 HEALTH CARE PARTNER REPRESENTATIVES**

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### **5.1 Lawson Health Research Institute**

Mr. Wilkinson provided a yearend report of the Board on the work of Lawson highlighting the funding announcements recently received. The Board of Directors continues to review the appropriate model of operation and highlighting the concerns of the Lawson Board with respect to funding the operations and long term sustainability with grants seldom including operating costs in their funding mechanisms. The Board members were invited to a session that was being held on June 12, 2019 and a presentation from a Research Institute on alternative funding mechanisms.

### **5.2 St. Joseph's Health Care, London**

Dr. Rundle reported that St. Joseph's Health Care, London had eliminated a Board Committee by merging the Human Resources and Mission Committees into a single entity entitled People and Mission Committee. It was highlighted that St. Joseph's recently amended their Medical Assistance in Dying Policies, to support the patients up to the point of the procedure, which is a change from the previous policy. It was reconfirmed that St. Joseph's will not support the procedure itself.

A retreat was held by the Board of Directors on what Integrated Health Delivery would look like and what potential governance structures could exist and how Ontario Health Teams would be governed.

St. Joseph's Health Care, London recently passed their Audited Financial Statements in a surplus position of \$20 million dollars that the Board of Directors hopes to align some of the surplus dollars to future capital projects.

### **5.3 LHS Foundation**

Mr. Ron Mikula provided an overview of the LHS Foundation report highlighting their year end report in with \$27,000,000 in pledges and \$14 million in planned giving.

### **5.4 Children's Health Foundation.**

Mr. Delaire noted that this would be his last meeting highlighting that Elana Johnson would be taking on the Chair role in the next year.

### **5.5 Western University**

Dr. Cheng further highlighted the work to further oversee and monitor the international residents program and will be working with Helen Angus from the Ministry of Health to strategize how to better ensure that both Universities and hospital organizations do not experience a withdrawal of residents in future. The University is continuing to move the work forward with seeking a Chair/Chief Paediatrics and the selection committee next meetings June 19<sup>th</sup>.

It was further highlighted that the Obstetrics Chair Selection Committee is nearing the closure of its work with an impending announcement on a successful candidate.

### **5.6 Professional Staff Organization**

Dr. Pandey highlighted the upcoming Annual Meeting for the Professional Staff Organization and that it will take place on June 10, 2019.

## **6.0 CONSENT AGENDA**

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The Board of Directors **APPROVED** by **GENERAL CONSENT** the Consent Agenda for May 29, 2019 consisting of the following recommendations for approval and reports submitted into record:

### **6.1 Board of Directors Minutes April 24, 2019**

The Board of Directors **APPROVED** by **GENERAL CONSENT** the minutes of meeting for April 24, 2019.

### **6.2 Governance Committee**

#### *6.2.1 Fiscal Advisory Committee Terms of Reference*

The Board of Directors **APPROVED** by **GENERAL CONSENT** the Fiscal Advisory Committee Terms of Reference.

### **6.3 Finance and Audit Committee**

#### *6.3.1 Year End Results*

The Board of Directors **APPROVED** by **GENERAL CONSENT** the financial results for the fiscal year ending March 31, 2019.

### **6.4 President and CEO Report**

### **6.5 Committee Minutes of Meeting**

6.5.1 Finance and Audit Committee 20190522

6.5.2 People and Culture 20190514

6.5.3 Medical Advisory Committee 20190508

6.5.3 Quality and Performance Monitoring Committee 20190322

6.5.4 Governance Committee 20190521

## 7.0 OTHER BUSINESS

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There was no other business or items moved from the consent agenda.

## 8.0 ADJOURNMENT

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

Recorded by:  
Tammy L. Eskildsen

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Ramona Robinson, Chair  
Board of Directors