

# MEETING MINUTES OF THE BOARD OF DIRECTORS

Held, Wednesday, October 30, 2019 @ 1500 hours  
in the University Hospital Board Room C3-170or  
by teleconference: 1-866-542-9023 passcode 6858262#

## **Board Members Present:**

Mr. J. Brock, Mr. M. Hodgson, Ms. K. Haines, Mr. L. McBride, Ms. P. Retty, Ms. R. Robinson, Mr. K. Ross, Ms. A. Walby (Chair), Dr. S. Pandey, Mr. B. Woods, Dr. P. Woods, Ms. C. Young-Ritchie

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

Dr. S. McKay

## **Board Member Regrets:**

Ms. B. Bird, Mr. J. Wright, Ms. R. Choja, Mr. T. Marcus, Mr. M. Wilson, Ms. S. Jaekel

## **Healthcare Partner Representatives:**

J. Batch, G. Kernaghan, B. Wilkinson, D. Cheng, R. Mikula, E. Johnson

## **Resource:**

T. Eskildsen

\*= teleconference

## **1.0 CALL TO ORDER**

---

The October meeting was called to order by Ms. Walby.

Ms. Walby reviewed the Ethical Decision Making Framework on the back of the agenda and highlighted its use by the Board of Directors at their meetings. The Conflict of Interest policy was highlighted and Directors were reminded that if they feel that they or another Director are in conflict to declare it either at the beginning of the meeting or at the time of item.

### *1.1 Patient Experience*

Ms. Carol Young Ritchie provided an overview of an alternate level of care experience of an elderly patient. It was highlighted that examples like this put the important conversation that occur at the table in perspective.

## **2.0 REVIEW OF FULL AGENDA**

---

### *2.1 Approval of the Agenda*

The floor was opened for feedback on the agenda and there were not requests made for changed. **The Agenda was APPROVED by GENERAL CONSENT.**

## **3.0 PRIORITY AGENDA**

---

There were no items on the priority agenda or moved to the priority agenda.

## **4.0 RECOMMENDATIONS/REPORTS**

---

### *4.1 Chair's Report*

Ms. Walby provided a brief report on the items that occurred since the Board last met or upcoming events and the following items were noted:

- Congratulations were extended to St. Joseph's for obtaining exemplary standing during their accreditation review.
- Country Classic Auction is coming up within the next week.
- Service Award for Staff is scheduled for November 14, 2019 and if Directors have time to attend to take part in thanking staff, physicians and volunteers for their service, RSVPs will be accepted until October 31, 2019.
- President Awards is currently scheduled for December 13<sup>th</sup>, an appointment has been sent to everyone's calendar.
- The Executive Compensation Committee will be convened for a single meeting and Ms. Walby requested volunteers to populate this committee to touch base with Ms. Eskildsen on their interest.
- A number of organizations in the City of London are involved in Mental Health strategy development. There is a planning forum being planned for November 28, 2019 from 0800-1200 to and Ms. Walby wondered if anyone was interested in participating and asked that those interested and have a keen interest in mental health should contact A. Walby.

#### 4.2 CEO Report

Dr. Woods submitted his report into record, offered to answer questions on any item and the following points were highlighted:

- The commemoration of the survivors of the residential school system on September 30, 2019;
- Further highlights were noted on the Carechart system and that access to after-hours support will help patients better manage their symptoms at home, reducing unnecessary emergency department visits. Aligned with this work the College of Physicians and Surgeons of Ontario (CPSO) Council recently approved four inter-related continuity of care policies. Continuity of care is an essential component of patient-centred care and an important contributor to patient safety. While the CPSO recognizes that physicians are not solely responsible for ensuring that continuity of care is achieved, physicians do have a role to play given the prominent and important role they hold in the health care system. The policies focus on issues that are within the physicians control and are inter-related in nature. They include; Availability and Coverage, Managing Tests, Transitions in Care and Walk in clinics;
- A review of the access strategy and recent media attention with respect to announced bed closures occurred;
- Western Ontario Team submission occurred on November 9, 2019 and was submitted with 116 groups/individuals who have signed on in some way. The next step in the process would be an in person visit by the Ministry with the Ontario Health Coordinating Counsel later in November and Phase IV would be the phase where the team and participants would commit to certain deliverables.
- A leader level session is occurring with respect to just culture training. A total of 50 formal and informal leaders will also receive specific training to assume the role of an internal champion. A team of 15 facilitators will then begin training all leaders across the organization beginning in November. In response to a question on how the Board of Directors will know that this is working, it was highlighted that this work will dovetail with the quality work ongoing and the success would be demonstrated in the People Survey.
- Surgery Centre is nearing completion and the Board Directors were invited for a tour in December 2019.

#### 4.3 Quality & Performance Monitoring Committee

Mr. McBride highlighted the work of the last Quality and Performance Monitoring system and the upcoming joint meeting of the Quality and Performance Monitoring and Finance and Audit Committees in December.

There was a further update on the QCIPA process and that there will be work ongoing at the November meeting with respect to pressure injury.

#### 4.4 Children's Hospital Committee

Ms. Retty highlighted that the group met for the first time earlier this month and Ms. Retty filled in as Chair. There was a great presentation to orient the committee members to the work ongoing within the organization, provincially and nationally.

#### 4.5 People and Culture

Mr. Woods updated the group on Ms. Jaekel's behalf and highlighted the work of the committee including some insight the People and Culture Committee received on Overtime and Sick time use in the organization.

There was a report received on the Acuity Based staffing model and staff mix. It was highlighted that the future and final goal is 85%/15% RN to RPN ratio at LHSC but that work is completed through consultation and attrition and will take time to complete. There has been the addition of Charge Nurses added as part of the Acuity Based Staffing work where required.

A presentation occurred on the components of ethical decision making that occurs within the organization.

#### 4.6 Medical Advisory Committee

Mr. McKay presented his recommendations for approval.

##### **4.6.1 New Appointments to Professional Staff**

**The Board of Directors APPROVED by GENERAL CONSENT that the Professional Staff New Appointments to the London Health Sciences Centre.**

##### **4.6.2 Changes to Professional Staff Appointments**

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

##### **4.6.3 Clinical Fellow Appointments**

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

#### 4.7 Finance and Audit Committee

Mr. Hodgson highlighted the work of the committee at the last meeting.

##### **4.7.1 Internal Audit Charter**

**The Board of Directors APPROVED by GENERAL CONSENT the Internal Audit Charter for 2019/20.**

##### **4.7.2 Internal Audit Work plan**

Mr. Hodgson highlighted in reviewing the work plan that the work that Mr. Katchabaw and his team completes annually is an expanded role from a pure Internal Audit function to include some consultative work. It was also highlighted that last year Mr. Katchabaw gave extra time to LHSC and therefore this work plan has slightly more time on the St. Joseph's work plan items.

**The Board of Directors APPROVED by GENERAL CONSENT the Internal Audit Plan for 2019/20.**

#### 4.8 Governance Committee

Ms. Retty provided an overview of the Governance Committee work and highlighted the following:

- S. Katchabaw was present to discuss the work ongoing with the work to split the Conflict of Interest Policy and create one for safe reporting. A more formal feedback session will occur at the November Governance Committee meeting.
- Continuous Improvement of Care was going to start in November in a hybrid way at the committee, but Dr. Woods has requested a deferral until 2020. How this work will evolve at the Board and Committee tables will be discussed at Governance in December 2019.

#### **4.8.1 Delegation of Authority Recommendation**

Ms. Retty reported that the delegation of Authority is required to be reapproved this year due to the recent change in position holder of the Chief Privacy Officer role. This role will now be held by Susan Nickle.

**The Board of Directors APPROVED by GENERAL CONSENT the amendments to the Freedom of Information and Protection of Privacy Delegation of Duties.**

## **5.0 RECOMMENDATIONS/REPORTS**

---

### 5.1 Western University

Dr. Davy Cheng provided updated on recent recruitments including:

- Dr. Chris Watling has accepted the role as Director of the Centre for Education Research & Innovation;
- Dr. Andrea Lum has accepted the role as Vice Dean, Faculty Affairs; and
- Dr. Sandra Northcott has accepted the role of Associate Dean, Learner Equity & Wellness. New

In other updates Dr. Cheng mentioned:

- The School held several events recently including the 50th anniversary of Clinical Neurological Sciences;
- A panel discussion on burnout and mental health was moderated by André Picard with Drs. Ernest Chan, Jeremy Chitpin, Gillian Kernaghan, Mithu Sen, Javeed Sukhera, and Dentistry student Christine Huynh; a lecture with Dr. Danyaal Raza, MD'09
- Oncology Selection Committee has been struck and work is ongoing to review the Department as part of the regular processes.
- Further work is ongoing with meetings with the Ministry of training and Ministry of Health to consider the reinstatement of international residents.

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

Mr. Batch provided an update on the work of the organization to achieve Exemplary Standing for the fourth year in a row, through Accreditation Canada. The Tribute Dinner was successful with the announcement of Bill and Lynne Gray's historic gift to St. Joseph's Health Care, London to Peter Mansbridge's presentation about Canada's contribution to the world. Mr. Batch further reported that Governance Committee has initiated a Selection Committee to select a 2<sup>nd</sup> Vice chair of the Board as part of normal governance processes.

### 5.3 Lawson Health Research Institute

Mr. Wilkinson provided an overview of the work that has occurred at the Lawson Board of Director's meetings. Mr. Wilkinson highlighted that there will be a think tank to review, affirm and receive input on next steps with respect to the results of the Lawson's operational review.

It has been announced that Lawson Health Research Institute will retain its 8<sup>th</sup> place nationally which is significant accomplishment.

### 5.4 London Health Sciences Foundation

Mr. Mikula reviewed the upcoming country classic auction event that has been ongoing for over 26 years and has raised a cumulative amount of approximately \$11 million.

### 5.5 Children's Health Foundation

Ms. Johnson reported that the Children's Health Foundation have hit the mid-point in their year. The Tim Horton's smile campaign successfully raised \$314,000 dollars. Ms. Johnson highlighted partnered events of the Dream Lottery and expecting an early sell out. Children's magical winter ball encourages families to come together in support of paediatric patients who access the Child Life Program at Children's Hospital, London Health Sciences Centre. Ms. Johnson highlighted that there is an announcement expected that will hold a seven figure impact.

### 5.6 Professional Staff Organization

There was no update available.

## **6.0 CONSENT AGENDA**

---

The chair opened the floor for any Director to consider any of the approvals or reports under a separate item. There were no requested noted.

**The Board of Directors APPROVED by GENERAL CONSENT the recommendations, Minutes of the last Board meeting and submitted into record the committee minutes and any other reports within the consent agenda which began on page 50 of the package noted as follows:**

### **6.1 Board of Directors Minutes September 25, 2019**

#### **6.2 Governance Committee**

- 6.2.1 [Committee Terms of Reference](#)
- 6.2.2 [Work plans for Recommendation](#)
- 6.2.3 [Role Document Amendment](#)

#### **6.3 Committee Minutes of Meeting**

- 6.3.1 [Finance and Audit Committee 20191017](#)
- 6.3.2 [Children's Hospital Committee 20191015](#)
- 6.3.3 [People and Culture 20191008](#)
- 6.3.4 [Quality and Performance Monitoring Committee 20190920](#)
- 6.3.5 [Governance Committee 20190819](#)
- 6.3.6 [Medical Advisory Committee 20191009](#)
- 6.3.7 [Joint Collaboration Committee 20191015](#)

## **7.0 OTHER BUSINESS**

---

There was no other business noted.

## **8.0 ADJOURNMENT**

---

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

Recorded by  
Tammy Eskildsen

---

Amy Walby, Chair  
Board of Directors