

MEETING MINUTES OF THE BOARD OF DIRECTORS

Held, Wednesday, April 29, 2020 @ 1500 hours
By videoconference and teleconference

Board Members Present by Teleconference:

Mr. J. Brock, Ms. K. Haines, Mr. L. McBride, Ms. P. Retty, Mr. K. Ross, Ms. A. Walby (Chair), Mr. B. Woods, Ms. C. Young-Ritchie (xo), Dr. S. McKay (xo), Mr. J. Wright, Ms. R. Choja, Mr. T. Marcus, Mr. M. Wilson, M. Hodgson, R. Robinson, S. Jaekel, S. Pandey (xo), N. Johnson (I-CEO) (xo)

Board Member Regrets: B. Bird, P. Woods

Resource:

T. Eskildsen

R- Regrets

1.0 CALL TO ORDER

The meeting was called to order at 3:00 p.m.

2.0 REVIEW of AGENDA/MINUTES OF LAST MEETING

2.1 Review of Agenda

The agenda was review and APPROVED by GENERAL CONSENT.

3.0 PRIORITY AGENDA

3.1 2018-2020 Strategic Plan Update

Mr. Neil Johnson was asked to provide an overview of the continuing work of the Strategic plan under the COVID-19 pandemic situation and moving forward as the issues resolve to allow a return to more normal business. Mr. Johnson provided an overview of the 2018-2020 Strategic Plan development and original approach. It was highlighted that some of the data analysis work to measure progress to goal has been temporarily paused to take care of urgent needs of the organization. The leadership team have been discussing the organization's path including what's next in the short term as well as to look further into the future. There is continued need for guidance from a strategy longer term but there is a need for it to be a better-informed strategy moving forward into the new normal as return to past practices fully are not contemplated at this time. It was highlighted that the Mission, Vision and Values are felt to be relevant and represent the foundation of LHSC. Leadership supports and recommends not engaging in further detail evaluation at this time of the foundational documents.

It was reported that prior to COVID-19, work had been ongoing to look at the initiatives and validate as required to evolve the short term tactics to meet the goals identified in Strategic Plan. In recent weeks, the organization continues to address issues proactively and the leadership team is attempting to anchor their efforts with further clarity and focus to build a forward-facing approach to what might be in the near future for LHSC.

Work is ongoing to define the most pressing priorities and cultivating destination metrics or tactics. In response to a question on True North amendments, Mr. Johnson reported that people metrics will likely need to be changed to focus on staff safety. It was suggested that the strategic plan and reporting remain somewhat fluid in order reprioritize short term tactics/metrics as required. It is

estimated that COVID-19 will be affecting change for approximately an additional six to eighteen months and LHSC will need to be prepared to adapt dynamically in the short term but will continue to build stability from the Mission, Vision, Values for long-term goals.

4.0 RECOMMENDATIONS/REPORTS

4.1 Chair's Report

The Chair of the Board provided some highlights and the following points were noted:

- Appreciation was expressed by the Chair on behalf of the Board to the Staff, Physicians and Leadership team. The Board is aware and acknowledged the tireless efforts of a 24/7 marathon in recent weeks for not only LHSC but our healthcare partners as well.
- Appreciation was extended to Dr. Cheng as he concludes his interim role as Dean, Schulich School of Medicine and Dentistry for broadening the conversations at the table with Western's perspective and continuing to make the work he does on behalf of the University live.
- Weekly updates will continue in the short term, noting how quickly things change on a daily basis. The chair encouraged members to attend and requested that any questions that are available in advance be sent to Ms. Walby.

4.2 CEO Report

Mr. Johnson reported that in the next week, LHSC will be providing forward facing messages that LHSC is open for business and that it is safe to come to the hospital if individuals need medical attention. There is a media statement that will be published on May 1st in collaboration with St. Joseph's Health Care, London for this purpose.

Other communications will be provided to answer commonly asked questions and highlighting around essential services, births, transplant requirements etc.

Jackie Schleifer Taylor provided an overview of the work ongoing, strategies and planning in the unique geography that LHSC covers across the region.

An overview was provided on the three main streams of accountabilities including:

- LHSC Regional/provincial accountabilities (i.e. deployment of leadership roles, management of local or regional assessment centres and post event reporting)
- LHSC pandemic incident management accountabilities, including phases of preparation, stages of implementation, current state, etc.)
- LHSC Maintenance of Essential Hospital operations

Executive Leadership team has been discussing the approach of the third stream of work to ensure that LHSC preserves business and clinical continuity of essential health services. This third stream is divided into three focus areas:

- Essential services optimization for later projected capacity which includes defining and quantifying essential health services at LHSC.
- Altered standards which acknowledges altered levels of care within essential services and;
- Acknowledging and Mitigating patient impacts across all clinical services focusing on the aspects of patient adverse outcomes (risk mitigation)

Dr. Schleifer Taylor provided an overview to the approach of leadership with respect to the eventual resumption of clinical services. It was noted that it won't be a complete return to normal but that the five-stage process to ensure due diligence has been implemented for due.

4.3 Quality and Performance Monitoring

The committee conducted its first virtual meeting and major discussion areas included a better understanding of transitions as a component of the Quality Improvement Plan. Further discussion was centred on the Quality Improvement Plan recommendation, reporting that with the new normal during COVID-19 that some of the indicators are not as relevant as they should be. The recommendation would be to defer decision until June 2020.

2020/21 Quality Improvement Indicators Recommendation to Delay

The Board of Directors APPROVED by GENERAL CONSENT that the approval of the submission of the 2020/2021 Quality Improvement Plan (QIP) to Ontario Health – Quality be delayed until June 2020.

4.4. Medical Advisory Committee

Dr. Scott McKay provided a brief overview of the work ongoing for Medical Advisory Committee and highlighted that in his opinion, the Emergency Department is running smoothly and efficiently.

3.4.1 New Appointments to Professional Staff

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

3.4.2 Changes to Professional Staff Appointments

The Board of Directors APPROVED by GENERAL CONSENT the Changes to the Professional Staff appointments.

3.4.3 Clinical Fellow Appointments

The Board of Directors APPROVED by GENERAL CONSENT the Clinical Fellow Appointments.

4.4.4 Chief Recommendation--Paediatrics

It was noted that the search is still underway and the interim co-appointment is to help balance the workload on the academic and clinical portions of the department as Dr. Yoo leaves to begin his permanent role as Dean, Schulich School of Medicine and Dentistry.

The Board of Directors APPROVED by GENERAL CONSENT, upon receipt of signed letters of offer, the appointment of Dr. Ram Singh and Dr. Craig Campbell, as the interim city-wide co-chiefs of Paediatrics effective May 1, 2020 to December 31, 2020, or until such a time as a new chief is appointed, whichever comes first.

4.4.5 Chief Recommendation--Midwifery

It was reported that the search for a permanent Chief of Midwifery is still in progress. The LHSC representative on this selection committee noted that interviews were being set for mid-May 2020.

The Board of Directors APPROVED by GENERAL CONSENT that the appointment of Jessica (Dieneke) Kouwen, as the interim city-wide chief of midwifery be extended effective May 1, 2020 to September 30, 2020 or until such a time as a new chief is appointed, whichever comes first.

4.5 Finance and Audit Committee

The current expenditures related to COVID-19 are estimated to be \$16 million as of March 31, 2020. And it was highlighted that the year end deficit is near finalization and is currently estimated at \$12 million.

4.5.1 Diagnostic Imaging -University Hospital

It was highlighted that this area is overdue for an upgrade and it was noted that this will be mostly funded by the Government.

The Board of Directors APPROVED by GENERAL CONSENT the UH Diagnostic Imaging Interim Redevelopment Project totaling \$4,029,000 for the Stage 3.2 Submission (2020).

4.6 Governance Committee

Ms. Retty provided an overview of the meeting in further detailing the upcoming changes to the Administrative and Credentialed Staff Bylaw. It was noted that nominating processes are temporarily on hold due to the physical distancing requirements. It was highlighted that the topic of Nominating will move to a standing agenda item as the Board of Directors begins the work to prepare for the Annual Members meeting. The committee recommended for appointment Mr. Jim Brock for the Pathology and Laboratory Medicine Chief Selection Committee and that recommendation is located in the consent agenda.

5.0 HEALTH CARE PARTNER REPORTS

5.1 Children's Health Foundation

Ms. Elana Johnson reported that COVID-19 has had an impact on fundraising, highlighting that the foundation experienced the lowest fundraising in the last 10 years, and April, to date, is the lowest it has been in 20 years. The CHF office is currently closed. It was highlighted that Brandon Prust is challenging the local community to match his Foundation's donation of \$25,000 towards helping families with sick children to find accommodations during the pandemic.

5.2 Professional Staff Organization

Dr. Pandey highlighted that most of the bursaries and awards are currently on hold.

5.3 Western University

Dr. Davy Cheng highlighted the recent work at the University and the following points were highlighted:

- Professor Lesley Rigg (Geology) will join Western as Vice-President (Research) on August 1. She is currently Dean of the Faculty of Science, University of Calgary.
- Dr. Terri Paul (Endocrinology) has been appointed Interim Assistant Dean, Resident Wellbeing, Learner Equity & Wellness for a six-month term from April 9, 2020 to September 30, 2020. This is in addition to her role as Interim Assistant Dean, Faculty Equity Wellbeing.
- Aiming June/July for trainees (UGME and PGME) to restart with graded non-clinical/simulation to clinical training.
- Dean's office: Working actively with the Royal College on examination and certification of the graduating residents, CPSO on temporary/education license, and Immigration Canada for entry of international fellows (14 days isolation).
- Schulich and Lawson have great success in COVID-19 research funding from federal (CIHR, NSERC), provincial (Ontario Rapid Research), local (Western).
- Challenges exist in the Research community both Schulich and Lawson of the non-COVID-19 research have been paused but expenses continue in research staff and scientists

5.4 St. Joseph's Health Care, London

Mr. Batch provided a brief update of the work of the St. Joseph's Health Care, London Board and Governance Committee over the last month.

5.5 Lawson Health Research Institute

Mr. Wilkinson noted that he had no substantive update for open session.

5.6 London Health Sciences Foundation

Mr. Mikula provided an overview of the COVID-19 fundraising efforts, highlighting that the fund currently contains \$650,000 in donations. Mr. Mikula highlighted the success of the live stream event and expressed appreciation to those that participated.

6.0 CONSENT AGENDA

The chair opened the floor for any Director to consider any of the approvals under a separate item. There were no requests to move an item to open session noted.

The Board of Directors APPROVED by GENERAL CONSENT the minutes of the last Board meeting and recommendations within the consent agenda in section 6, are approved.

6.1 Board of Directors Minutes March 25, 2020

6.2 **Governance Committee**

6.2.1 Chair/Chief Selection Committee

7.0 OTHER BUSINESS

There was no other business noted.

8.0 ADJOURNMENT

The meeting was ADJOURNED by GENERAL CONSENT.

Recorded by
T. Eskildsen

A. Walby, Chair
Board of Directors