



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY,
FEBRUARY 22, 2024 (VIA MICROSOFT OFFICE TEAMS).

Voting Members:					
P	Cordelia Clarke Julien, Chair	P	Thushyan Kayilas	P	Anita Neeson
P	Nicole Blackman	P	Duncan Mathieson	R	Ijade Maxwell Rodrigues
R	Shashi Bhatia	P	Tom McCulloch	P	Bill Sims
P	Scott Briggs	R	Mark Mulima	P	Mary Flindall-Simpson
P	Peter Hobb	P	Steven Murphy	P	Rachel Traore-Takura
P	Lewis Hooper				
Other Members:					
P	Cynthia Davis (Ex Officio)	P	Dr. Randy Wax (Ex Officio)	P	Dr. M. Suri (Ex Officio)
P	Petrina McGrath (Ex Officio)	P	Dr. J.A. Francis (Ex Officio)	P	S. Pye, (Recorder)
Guests:					
P	Tabitha Carroll	P	Dr. Ilan Lenga	P	Cheri Smith
P	Sonya Pak	P	Chris Squire	P	Nancy Shaw
P	Holly-Ann Campbell	P	Kirsten Burgomaster	P	Spencer Huson
P= Present R=Regrets TC= teleconference					

1. LAND ACKNOWLEDGEMENT
2. CALL TO ORDER: 5:00 p.m.

2.1 Strategic Planning at a Glance

The Strategic Plan at a Glance outlines the strategic directions and annual priorities. This document is included in the package each month and is meant as a reminder to help ensure the Board of Trustees remains aligned with the organization's strategic goals and objectives.

2.2 Declaration of Conflict of Interest

There were no conflicts of interest declared.

2.3 Approval of Agenda

MOTION: It was MOVED by L. Hooper and SECONDED by M. Flindall-Simpson that the Board of Trustees approves the Open Agenda for the Lakeridge Health Board of Trustees meeting held February 22, 2024.

CARRIED

3. CONSENT AGENDA: FOR INFORMATION

MOTION: It was MOVED by R. Traore-Takura and SECONDED by N. Blackman to receive the Lakeridge Health Board of Trustees February 22, 2024, Consent Agenda for Information Items 3.1 – 3.8.

- 3.1 Board Chair Report
- 3.2 Chief Executive Officer Report

- 3.3 Chief of Staff Report
- 3.4 Governance Committee Draft Meeting Minutes: February 7, 2024
- 3.5 Resources Committee Draft Meeting Minutes: February 9, 2024
- 3.6 Quality Committee Draft Meeting Minutes: February 8, 2024
- 3.7 IDEAA Committee Draft Meeting Minutes: February 6, 2024
- 3.8 Medical Advisory Committee Draft Meeting Minutes: January 23, 2024

CARRIED

4. CONSENT AGENDA: FOR DECISION

4.1 Board of Trustees Draft Meeting Minutes: January 18, 2024

MOTION: It was MOVED by S. Murphy and SECONDED by T. McCulloch that the Board of Trustees approves the Board meeting minutes for the Lakeridge Health Board of Trustees Meeting of January 18, 2024.

CARRIED

4.2 Recommended by Governance Committee

4.2.1 2024/25 OHA Board Self-Assessment Survey Action Plan

MOTION: It was MOVED by D. Mathieson and SECONDED by T. Kayilas that as recommended by the Governance Committee, the Board of Trustees approves to develop an action plan as follows:

- Consider and implement changes to the Board & Committee agenda templates, as deemed appropriate, to ensure there is sufficient time and opportunity to discuss important/critical issues, and balance between considering future issues and dealing with current governance matters;
- Create resources to ensure Board is aware of the CEO succession planning and process; and,
- Ensure sufficient learning opportunities and resources are provided to make clear the difference between the Board's governance role and the role of the CEO and management.

CARRIED

4.2.2 Board Member Peer Evaluation Process Review

MOTION: It was MOVED by B. Sims and SECONDED by A. Neeson that as recommended by the Governance Committee, the Board of Trustees approves the following policies:

- B1-40 Standing Committees of the Board Policy
- B2-10 Governance Accountability and Responsibilities of the Board Policy
- B2-30 Conduct, Duties and Expectations, and Conflict of Interest Policy
- B2-110 Non-Voting Board of Trustees Policy
- B5-10 Open Board Meetings Policy
- B5-20 Board and Committee Meetings Policy

CARRIED

4.3 Recommended by Resource Committee

4.3.1 Long Term Care Home Service Accountability Agreement (L-SAA) Declaration of Compliance

MOTION: Whereas Lakeridge Health (in respect to Lakeridge Gardens) has not met the requirement for zero total margin under the LSAA and is documenting an exception.

It was MOVED by S. Briggs and SECONDED by P. Hobb as recommended by the Resources Committee, the Board of Trustees approves the Chair of the Board of Trustees to sign Schedule E – Declaration of Compliance required under the LSAA in the form attached as Appendix 1 and the LSAA Declaration of Compliance Checklist in the form attached as Appendix 2.

CARRIED

4.3.2 Ministry of Children, Community and Social Services, Reporting and Auditing Obligations for 2021-2022 and 2022-2023 Fiscal Years

MOTION: It was MOVED by M. Flindall-Simpson and SECONDED by L. Hooper as recommended by the Resources Committee, the Board of Trustees approves the 2021-2022 and 2022-2023 Transfer Payment Annual Reconciliation submissions for the Child and Youth Mental Health program.

CARRIED

4.3.3 Dialysis Supplies

MOTION: It was MOVED by N. Blackman and SECONDED by R. Traore-Takura as recommended by the Resources Committee, the Board of Trustees approves the participating in the Mohawk Medbuy Corporation Agreements with Baxter and Fresenius, with a three-year term and an option to renew for an additional two year, with an estimated total combined value of \$18.4M (inclusive of HST) for the provision of Home Peritoneal Dialysis supplies, equipment, and services.

CARRIED

4.4 Recommended by Quality Committee

4.4.1 Annual Business Plan: Financial and People Indicators

MOTION: It was MOVED by T. McCulloch and SECONDED by S. Murphy as recommended by the Quality Committee, the Board of Trustees approves the Annual Priorities, Scorecard Measures and Targets for the fiscal year 2024/25.

CARRIED

5. **NEW BUSINESS: FOR INFORMATION**

5.1 Board Committee Chair Reports

R. Traore-Takura, Chair, Governance Committee provided the following highlights:

- **2024/25 OHA Board Self-Assessment Survey Action Plan:** At the January Board meeting a session was held to review and discuss the OHA Board Assessment survey results. Feedback

received has been incorporated into an Action Plan, which addresses areas of opportunity and recommendations made by the Board to enhance Lakeridge Health Board effectiveness.

- **Board Policy Review:** In accordance with the Terms of Reference, the Governance Committee is accountable for reviewing and recommending updates on all Board policies. The Governance Committee reviewed six (6) policies as a part of the annual process. All policies were evaluated to ensure alignment with current legal and legislative requirements and governance best practice. The policies were reviewed by the IDEAA Committee from an Inclusion, Diversity and Equity (IDE) lens.

There is an important change to the Conduct Duties and Expectations, and Conflict of Interest Policy (B2-30). Currently, Trustees are asked to identify any conflicts they may have through the annual declaration form and at the outset of Committee and Board meetings. As a result, the Trustee is asked not to participate in the discussion or vote on that particular matter. The updated policy notes that when a Trustee declares a conflict, the Trustee must excuse themselves from the meeting for the discussion and vote. This change aligns with the new Ontario Not for Profit Corporation Act (ONCA) legislation.

- The next meeting in March will include the 2023/24 Q3 Corporate Scorecard & Performance Indicators, 2023/24 Q3 Enterprise Risk Management, Board Renewal & Board Chair Recommendations.

P. Hobb, Chair, Resources Committee provided the following highlights:

- **New Payroll System:** Implementation of the new payroll system will begin February 2024 and take approximately 9 months to complete. Downtime procedures and business continuity plans will be in place and the Human Resources Information System (HRIS) risk will be updated from Very High to High on the Risk Registry. The risk will be removed from the Risk Registry once the implementation of the new payroll system is complete.
- The next meeting in March will include the Investment Portfolio Manager presentation by BMO, January Financial Statements, 2023/24 Q3 Human Resource Key Performance Indicators and the 2023/24 Q3 Internal Audit Indicators (KPMG).

B. Sims, Chair, Quality Committee provided the following highlights:

- **Laboratory Clinical Service presentation** included a story shared about a recent incident with labelling specimens that led to process improvements and protocols for technology downtimes. It should be noted that improvements were informed by patient input.
- Grant Johnson and Dr. Nadia Ismiil shared the potential for digital pathology to transform services. The team has reached out to the Lakeridge Health Foundation to support digital pathology, molecular diagnostics, and flow cytometry.
- **Infection Prevention and Control Clinical Service** presentation highlighted the teams development of a hand hygiene auditing app and have trained over 50 hand hygiene champions over the past six (6) months. This work has assisted in collecting meaningful data across the organization.
- The Lakeridge Health Regional IPAC Hub team has been provincially recognized for its model and collaborative relationships. The team is currently waiting to find out whether funding will continue for 2024/25.
- The next meeting in March will include: 2023/24 Q3 Scorecard and Performance Indicators, 2023/24 Enterprise Risk Management (ERM) Update, 2023/24 Q3 Incidents Report, 2023/24 Q2 Statement of Claims Report, Healthy Aging Clinical Service Presentation, Community & Family Practice Clinical Service Presentation, 2024/25 Quality Improvement Plan (QIP) and a Report of the Quality, Safety Experience and Practice (QSEP) Committee – Status of Critical Incident Recommendations.

N. Blackman, Chair, IDEAA Committee provided the following highlights:

- **Monitoring Progress of Embedding IDEAA Learnings and Accountabilities across all Board Committees:** On January 22, 2024, the Chairs and/or Vice-Chairs of Governance, Medical Advisory Committee, Quality and Resources met with the Health System Executives, President & CEO, and Dr. N. Massaquoi to discuss Embedding IDEAA across all Board Committees. Dr. Massaquoi shared education and guidance on priority committee activities and overarching Board priorities.
- How to embed IDEAA into Board Committees was discussed related to Terms of Reference, work plans and learning. Information will be shared with the chairs and vice-chairs in the next few weeks.
- **Annual Business Plan: Approval of IDEAA Indicators:** Board Members reviewed the indicators related to IDEAA, asked for some revisions, and subsequently endorsed the revisions made. This is reflected in the motion being voted on later in the agenda.
- The next meeting in March will include: 2023/24 Q3 Scorecard and Performance Indicators, 2023/24 Q3 Enterprise Risk Management (ERM) Update, Monitoring Progress of Embedding IDEAA Learning and Accountability across all Board Committees, IDEAA Year 2 Plan Review and 2023/24 Q3 Human Rights Claims.

T. McCulloch, Board Member, Medical Advisory Committee provided the following highlights:

- The proposed **Chief and Medical Director – Inclusion, Diversity, Equity, Accessibility and Anti-Racism & Health Equity position** will be a key position within the medical team and builds upon the current Co-Lead, Lakeridge Health Inclusion, Diversity, Equity Program Development position.
- The newly envisioned role will be formally integrated into the medical and program infrastructure of the organization and be well positioned to support Chiefs, Program Leaders, Medical Affairs and others as the IDEAA and health equity lens is woven into the fabric of our organization.
- MAC is asked to review the position profile and reflect on the proposed role and provide comments over the next 2 weeks. Once feedback is received, it will be sent for electronic approval from MAC prior to advancing to the board.

5.2 Lakeridge Health Email Address' – Board of Trustees

Lakeridge Health email addresses have been established for all Board members to protect information and maintain online security. Future correspondence will only be sent using Lakeridge Health emails starting March 8, 2024.

6. **MOTION TO MOVE IN-CAMERA**

MOTION: It was MOVED by T. Kayilas and SECONDED by D. Mathieson to move in-camera.

CARRIED

7. **IN-CAMERA MATTERS**

8. **MOTION TO COME OUT OF IN-CAMERA**

8.1 MOTION: It was MOVED by S. Briggs and SECONDED by P. Hobb to come out of in-camera.

CARRIED

8.2 MOTION: It was MOVED by M. Flindall-Simpson and SECONDED by L. Hooper to accept actions taken in-camera.

CARRIED₅

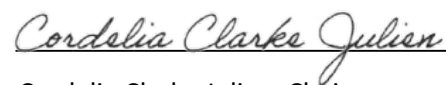
9. OTHER BUSINESS

9.1 Next Meeting: March 21, 2024

9.2 Adjournment

MOTION: It was MOVED by N. Blackman and SECONDED by R. Traore-Takura that the Board of Trustees approves adjournment of the meeting of February 22, 2024.

CARRIED


Cordelia Clarke Julien, Chair