

**BOARD APPROVED MINUTES
BOARD OF DIRECTORS MEETING
Wednesday, April 22, 2015
Scarborough Room, Central East LHIN
314 Harwood Avenue South, Ajax
9:00 AM – 3:00 PM**

Directors Present: Mr. David Sudbury (Vice-Chair)
Ms. Valmay Barkey (Member)
Mr. S. Gopikrishna (Member)
Ms. Joanne Hough (Member) (*via teleconference*)
Ms. Margaret Risk (Member)
Ms. Amorell Saunders N'Daw (Member)
Ms. Samantha Singh (Member)

Director Regrets: Mr. Wayne Gladstone (Chair)

Staff Present: Ms. Deborah Hammons (Chief Executive Officer)
Mr. Stewart Sutley (Senior Director, System Finance and Performance Management)
Mr. Brian Laundry (Acting Senior Director, System Design and Implementation)
Ms. Emily Van de Klippe (Lead, Performance and Accountability)
Ms. Marilee Suter (Decision Support Consultant)
Ms. Jenny Greensmith (Central East Hospice Palliative Care Network (CEHPCN) Coordinator)
Ms. Kasia Luebke (Team Lead, Integration & Implementation)
Ms. Sherry Harvey (Senior Finance Consultant, System Finance and Performance Management)
Ms. Katie Cronin-Wood (Director, Communications and Community Engagement)
Ms. Karen O'Brien (Public Affairs)
Ms. Sheila Rogoski (Executive Coordinator)
Ms. Jennifer Persaud (Governance Coordinator)
Ms. Vinitha Navarathinam (Corporate Governance Administrative Assistant, Minutes Recorder)

Mr. Sudbury, Vice-Chair of the Central East Local Health Integration Network (the "Central East LHIN") Board of Directors chaired the meeting.

1.1 MEETING CALLED TO ORDER

Mr. Sudbury called the meeting to order at 9:00 am and welcomed the members of the public to the Central East LHIN open Board meeting.

Constitution of Meeting and Quorum

Notice of the meeting having been properly given to the public and to each Board member, and a quorum of Board members being present at the meeting, Mr. Sudbury declared the meeting duly constituted for the transaction of business.

2.1 CONSENT AGENDA

Prior to introducing the motion, Mr. Sudbury asked if there were any items on the consent agenda requiring further discussion.

There were no items raised for discussion by members in attendance.

MOTION:

By Ms. Singh

Be it resolved, that the consent agenda of the April 22, 2015 meeting of the Central East LHIN Board of Directors be approved.

- Included are the following items for approval:
 - Board meeting agenda: April 22, 2015
 - Board meeting minutes: March 25, 2015
 - Chair's Report to the Board

SECONDED: Mr. Gopikrishna

MOTION CARRIED

2.2 DECLARATION OF CONFLICTS OF INTEREST

Mr. Sudbury requested that those in attendance declare any conflicts of interest. There were no conflicts raised by members in attendance.

3.0 DELEGATIONS TO THE BOARD

Mr. Sudbury indicated that there were no delegations at this time.

4.1 PETERBOROUGH CITY COUNTY PUBLIC HEALTH UNIT – OVERVIEW

The Chief Medical Officers of Health from across the Central East LHIN have been invited to present their Strategic Plans as part of the Board's information series. Dr. Rosana Pellizzari, Chief Medical Officer of Health from the Peterborough County-City Health Unit (PCCHU) was welcomed by Mr. Sudbury to provide an overview on the services offered by the organization.

Dr. Pellizzari noted that the PCCHU Board consists of membership from County Council representatives, City Council representatives, Provincial Appointees, a representative of the Curve Lake Nation and a representative of the Hiawatha First Nation. Dr. Pellizzari highlighted the following key areas of the current PCCHU Strategic Plan:

- Community-Centered Focus;
- Determinants of Health and Health Equity;
- Capacity and Infrastructure; and
- Quality and Performance.

Mr. Larry Stinson, Director, Public Health Programs, PCCHU, walked members of the Board through the accountability agreement indicators and noted that PCCHU is on track with meeting its targets. It was indicated that PCCHU is in the process of developing an engagement strategy.

Members of the Board thanked Dr. Pellizzari and Mr. Stinson for their presentation and Ms. Hammons noted that a presentation from Durham Public Health will be coming forward to the Board at a future meeting. Staff were requested to review possible collaboration opportunities, including the falls prevention initiative between PCCHU and the Central East LHIN and Ms. Hammons noted that discussion on the topic is ongoing between the LHIN and the Chief Medical Officers of Health.

4.2 FRENCH LANGUAGE SERVICE ENTITÉ #4 – OVERVIEW

Mr. Sudbury welcomed Ms. Manon Lemonde, Board Chair and Ms. Estelle Duchon, Executive Director of the French Language Entité #4 to report on the role of the Entité and the initiatives in the Central East LHIN.

An overview of the French Language Health Planning Entities was presented. It was noted that the Entité's 2015-16 Joint Action Plan is in alignment with the priorities of the Ministry of Health and Long-Term Care (MOHLTC) and focuses on the following four priority sectors:

- Care for Seniors
- Primary Care
- Mental Health and Addictions
- Care for patients with a chronic condition

Ms. Duchon indicated that the Ministry will be reviewing the LHIN-French Language Health Planning Entity Model.

Mr. Sudbury thanked Ms. Lemonde and Ms. Duchon for their presentation and requested that findings from the Ministry of the LHIN-French Language Health Planning Entity Model be shared with the LHIN Board.

5.1 BUSINESS ARISING FROM LAST MEETING OF MARCH 25, 2015

Mr. Sudbury asked for any business arising from the Board meeting on March 25, 2015.

Ms. Hammons reported on the announcement of the Scarborough West Durham Health Care Plan Panel, which took place on April 10, 2015. It was indicated that the panel has been established to address infrastructure needs as well as opportunities for improving access and integration of acute health care services in the Scarborough and West Durham region. Ms. Hammons noted that the Panel's Terms of Reference is in the process of being finalized and will be circulated to the Board.

Ms. Hammons informed the Board that a meeting would be scheduled to take place with the Board Chair and Vice-Chair of the Central East LHIN and the Chair of the Panel to discuss the reporting relationship between the LHIN Board and the Panel. Further updates on the Panel's work will be presented at the upcoming Board meetings.

5.2 NORTHUMBERLAND HILLS HOSPITAL – UPDATE

Mr. Stewart Sutley, Senior Director, System Finance and Performance Management, provided an update on Northumberland Hills Hospital's (NHH) preliminary 2014-15 year-end operating position. It was noted that the hospital is on-track to meet both its balanced budget and working capital deficit obligations. The MOHLTC has accepted the LHIN's payment direction to release \$422,900 to NHH in working capital remedy for Fiscal Year (FY) 2014-15.

Mr. Sutley reported on the status of initiating the NHH external operational review. It was indicated that the Central East LHIN developed Terms of Reference to help NHH meet its Hospital Service Accountability Agreement (HSAA) obligations. It was noted that the review will facilitate the development of an Improvement Plan and focus on the following areas:

- Financial Management Practices;
- Clinical Services and Operations;
- Clinical Quality;
- Integration; and
- Governance Oversight.

Mr. Sutley informed the Board that a Request for Proposal (RFP) will be sent out by NHH for a vendor to conduct an external operational review and that the Central East LHIN will lead the review, selection and appointment of a successful bidder. It was noted that the operational review will begin on-site at NHH in June 2015 and the completed Improvement Plan will be presented to NHH's leadership within three months of commencing the review.

Staff were requested to work with the hospital to ensure that the timelines are respected and report back on the status at the June 24, 2015 Board meeting.

5.3 SERVICE ACCOUNTABILITY AGREEMENTS – UPDATE

Ms. Emily Van de Klippe, Team Lead, Performance and Accountability, provided an update on the 2015-16 Long-Term Care Service Accountability Agreements (LSAAs). It was noted that Leisureworld Senior Care Corporation will be rebranding itself to Sienna Senior Living Inc. and five other Leisureworld Senior Care Corporation Homes within the Central East LHIN.

MOTION: By Mr. Gopikrishna
Whereas Leisureworld Senior Care Corporation is rebranding and seeks to change its corporate name to 'Sienna Senior Living Inc.' and its Central East LHIN Long-Term Care Homes to:

- Altamont Care Community
- Fieldstone Commons Care Community
- Rockcliffe Care Community
- Case Manor Care Community

Be it resolved that the Central East LHIN Board of Directors delegate authority to the Central East LHIN Board Chair and Chief Executive Officer to execute amended agreements with Leisureworld Senior Care Corporation as required.

SECONDED: Ms. Saunders N'Daw

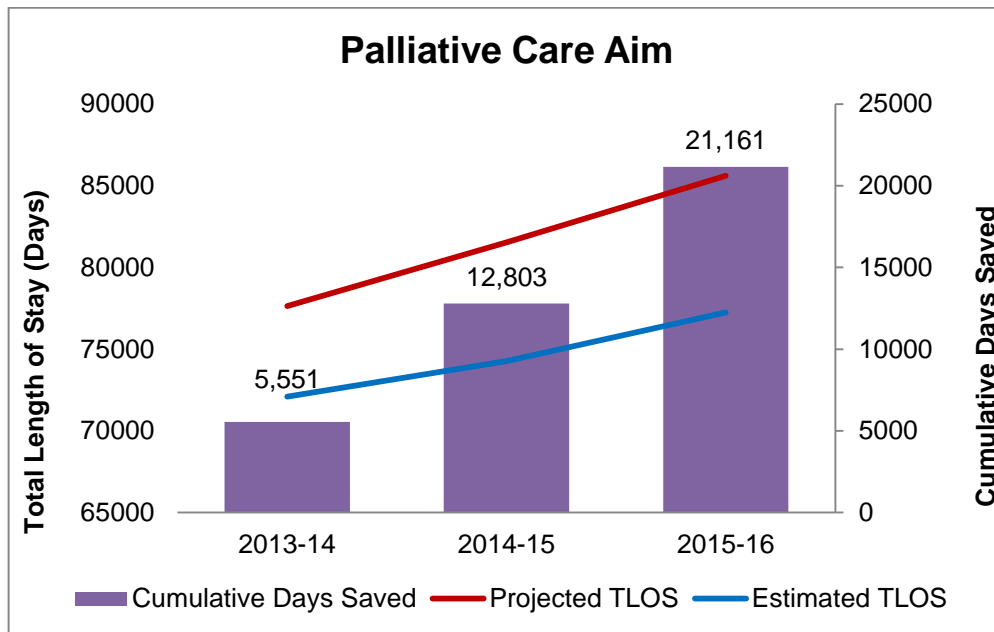
MOTION CARRIED

6.1 CENTRAL EAST LHIN STRATEGIC AIMS – UPDATE

Palliative Care

Increase the number of palliative patients who die at home by choice and spend 12,000 more days in their community by 2016.

Ms. Marilee Suter, Decision Support Consultant, provided an overview of the progress on the Integrated Health Service Plan (IHSP) Palliative Care Strategic Aim. Ms. Suter reported on the measurement and progress of the palliative aim and supporting indicators:



Indicators	Baseline	CE LHIN Target	Current Performance ¹	Current Status	Direction
Average Hospital Length of Stay for Palliative Patients, in Days (decrease)	14.8	13.3	14.0	●	↘
Percentage ALC days for Palliative Patients (decrease)	16.0%	14.4%	13.0%	●	↘
Percentage of Palliative InPatients who were discharged "Home with Support Services" (increase)	66.0%	72.6%	74.0%	●	↗
Percentage of Palliative InPatients who Died in Hospital (decrease)	65.7%	59.1%	65.0%	●	↘

Notes:
1. Most recent available data: 14/15 Q2

It was indicated that the Central East LHIN will meet its target for the Palliative Care Strategic Aim. The Central East LHIN will monitor four (4) supporting indicators to further understand the effect of regional initiatives implemented during the Integrated Health Service Plan (IHSP) period.

Ms. Jenny Greensmith, Central East Hospice Palliative Care Network (CEHPCN) Coordinator, reviewed the five priority recommendations of the Central East LHIN Regional Palliative Care Plan:

- Establish dedicated interdisciplinary Palliative Care Community Teams;
- Enhance Hospice Palliative Care Education and Training;
- Create Integrated Hospice Palliative Care Hospital Programs;
- Create Integrated Hospice Palliative Care Programs in Long-Term Care Homes; and
- Promote Community Hospices as Central Hubs.

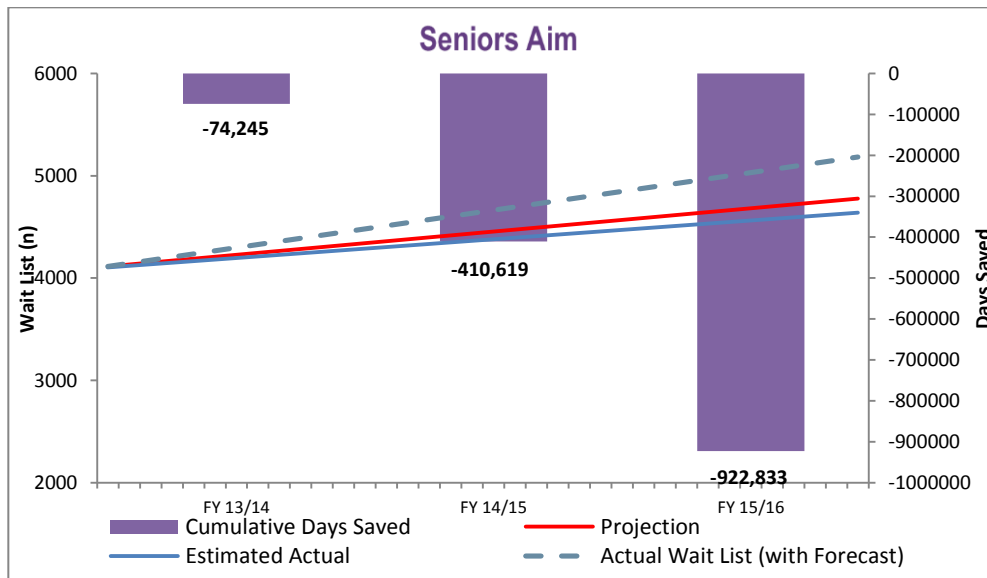
It was noted that the Central East LHIN has partnered with the Central East Regional Cancer Program (CERCP) for joint funding and accountability for a Palliative Care Physician Lead to provide leadership across the Central East region. Next steps include deployment of LHIN-wide palliative education and capacity-building strategies for targeted audiences, implementation of the Long Term Care strategy and the development of the Palliative Aim Strategy for the next IHSP.

Members of the Board congratulated staff on the progress made in developing the Palliative Care plan and Mr. Sudbury noted that a report back will be provided in October 2015.

Seniors

Reduce the demand for long-term care so that seniors spend 320,000 more days at home in their communities by 2016.

Ms. Suter reported on the seniors aim calculation and reviewed the assumptions and parameters being incorporated into the figures for projected savings:



It was noted that the wait list is increasing at a greater rate than anticipated and the time to placement has increased at a faster rate than expected. The wait list is not a sufficient proxy for the population growth in the seniors population. It was indicated that the bed rates per 1,000 is decreasing faster than the provincial rate and the bed turnover rate is lower than the provincial rate.

Ms. Suter reported that the Central East LHIN Decision Support Team will be conducting an in-depth Root Cause Analysis to address the disconnect between the Seniors Big Dot indicator and the positive effects of the community initiatives.

Ms. Kasia Luebke, Team Lead, Integration and Implementation, introduced Ms. Kelly Kay, Executive Director, Seniors Care Network, to provided an overview of the Seniors Care Network and the 2015-16 Service Plan. Ms. Kay highlighted the five programs offered by the specialized geriatric services in the Central East LHIN:

- Behavioural Supports Ontario (BSO);
- Geriatric Assessment and Intervention Network (GAIN);
- Geriatric Emergency Management (GEM) Nurses;
- Nurse Practitioners Supporting Teams Averting Transfers (NPSTAT); and
- Senior Friendly Care.

Members of the Board commended staff on their evidence-based approach in developing the initiative to advance the Seniors Aim. It was requested that staff provide a report back on the Root Cause Analysis comparing gaps and best practices in other LHINs at the next Board meeting.

6.2 QUARTERLY CAPITAL UPDATE

Ms. Sherry Harvey, Senior Finance Consultant, SFPM, walked members of the Board through the Quarterly Capital Projects report. It was noted that Lakeridge Health is seeking the Board's endorsement to purchase and operate a replacement Single Photon Emission Computed Tomography (SPECT/CT) system in the Nuclear Medicine Department at the Oshawa site.

MOTION: By Ms. Hough
Be it resolved that the Central East LHIN Board of Directors direct the Chief Executive Officer (CEO) to communicate to the Ministry of Health and Long-Term Care (MOHLTC) its endorsement of Lakeridge Health's own-funds capital request to designate and operate a replacement Single Photon Emission Computed Tomography (SPECT/CT) camera for the nuclear Medicine Department located at the Oshawa Campus under the *Healing Arts Radiation and Protection Act* (HARPA).

SECONDED: Ms. Barkey

MOTION CARRIED

6.3 EXERCISE AND FALLS PREVENTION EXPANSION

Ms. Luebke provided an update on the Exercise and Falls Prevention Expansion Plan pertaining to the physiotherapy reform. The proposed FY 2015-16 funding allocation for the expansion of the exercise and falls prevention classes was tabled for the Board’s approval. It was noted that the annualized funding associated with the new and expanded sites and classes is \$132,000. In total, the annualized amount of \$1,203,840 would be funded for 248 exercise classes and 634 falls prevention classes, leaving \$10,600 of unallocated funding.

MOTION: By Mr. Gopikrishna
 Be it resolved that the Central East LHIN Board of Directors approve the allocation of funds for exercise and falls prevention classes as per table below:

Lead Agency	2015/16 Expansion
Carefirst	\$ 18,720
TransCare	\$ 12,960
Community Care Durham	\$ 33,600
Oshawa Senior Citizens Centre	\$ 3,840
Community Care Northumberland	\$ 5,760
Community Care Peterborough	\$ 18,720
Community Care City of Kawartha Lakes	\$ 9,600
Haliburton Highlands Health Services	\$ 4,800
Cardiovascular Rehabilitation & Secondary Prevention Program	\$ 24,000
Total	\$ 132,000

SECONDED: Ms. Saunders N’Daw

MOTION CARRIED

MOTION: By Mr. Gopikrishna
 Be it resolved that the Central East LHIN Board of Directors delegate the authority for allocating the remaining funds in the amount of \$10,600 to the Central East LHIN Chief Executive Officer.

SECONDED: Ms. Saunders N’Daw

MOTION CARRIED

6.4 **CENTRAL EAST LHIN 2016-19 INTEGRATED HEALTH SERVICE PLAN (IHSP)**

Mr. Laundry walked members of the Board through the Central East LHIN 2016-19 IHSP #4 presentation. The project timelines and phases were reviewed. IHSP #4 is expected to be launched on April 1, 2016. Mr. Laundry highlighted three commonalities across the LHINs in planning for the new IHSP:

- Pan-LHIN Environmental Scan;
- Community Engagement Framework; and
- Alignment with Provincial Priorities and Imperatives.

The IHSP Road Map outlines expectations for a mature system of planning and health care integration in Ontario. The IHSP #4 will build on the success of prior plans and focus on the actions to integrate and improve the local health care system.

A progress report will be provided in the monthly CEO Report and regular updates will be presented to the Board.

6.5 **REPORT OF THE AUDIT AND FINANCE COMMITTEE**

Mr. Sudbury, Chair, Audit and Finance Committee, provided a report on the business of the Audit and Finance Committee meeting that took place on April 8, 2014. The Committee reviewed the Board budget, expenses and per diem claims from Q4. The quarterly Declaration of Compliance report was tabled for review and approval by the Board for submission to the MOHLTC, with two exceptions relating to the insurance policy of all 14 LHINs and LHIN funding documentation standards. It was noted that an update on the FY 2014-15 reallocations and internal controls at the Central East LHIN was provided to the Committee in preparation for the annual Audit. The Committee will be meeting on May 13, 2015 with the Auditors to review the Drafted Audited Financial Statements.

MOTION:

By Ms. Singh

Be it resolved that the Central East LHIN Board authorize the Chair, by resolution dated the 22nd day of April, 2015, to declare to the Minister of Health and Long-Term Care that to the best of the Board's knowledge and belief, upon due enquiry of the Chief Executive Officer and other appropriate LHIN officers and personnel, the Central East LHIN:

1. fulfilled its obligations under the Memorandum of Understanding dated April 1, 2007, the Ministry LHIN Performance Agreement and applicable law; and
2. without limiting the generality of the foregoing, complied with the provisions of the government directives applicable to it, including the Transfer Payment Accountability Directive, Procurement Directives and the Travel, Meal & Hospitality Expenses Directive.

during the Applicable Period of January 1 through to March 31, 2015, with the noted exception to LHINs Insurance and LHIN funding documentation standards.

SECONDED: Ms. Barkey

MOTION CARRIED

MOTION: By Mr. Sudbury
Be it resolved that the Committee Chair's report of the April 8, 2015 Audit and Finance Committee meeting be received by the Central East LHIN Board of Directors.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

6.6 REPORT OF THE GOVERNANCE AND COMMUNITY NOMINATIONS COMMITTEE

Ms. Samantha Singh, Chair, Governance and Community Nominations Committee, provided a report on the business tabled at the March 31, 2015 and April 8, 2015 meetings of the Governance and Community Nominations Committee. Ms. Singh reported that the recruitment for Board vacancies is currently underway. The Committee received an update on the Balanced Scorecard and it was noted that another report on the four quadrants will be coming forward to the Committee in July.

Ms. Singh informed the Board that the Committee reviewed the Draft Roles and Responsibilities for a Board mentoring program. The Committee recommended the program as an addition to the Board Orientation framework on a six-month pilot basis.

MOTION: By Ms. Singh
Be it resolved that the Central East LHIN Board of Directors approve the implementation of the Board Mentoring Program for all new Appointees and further support that an evaluation of the pilot program will be tabled for the Governance and Community Nominations Committee's consideration no later than December 31, 2015.

SECONDED: Ms. Risk

MOTION CARRIED

Ms. Singh reported that the planning for the Spring Retreat for the Central East LHIN Board of Directors is underway. It was noted that a facilitator has been selected and a telephone meeting has been scheduled to finalize the agenda. Staff will be circulating the agenda and pre-read materials to the Board.

MOTION: By Ms. Barkey
Be it resolved that the Committee Chair's report of the March 31, 2015 April 8, 2015 Governance and Community Nominations Committee meetings be received by the Central East LHIN Board of Directors.

SECONDED: Ms. Singh

MOTION CARRIED

6.7 CEO REPORT – Q & A

Ms. Katie Cronin-Wood, Director, Communications and Community Engagement, provided an update on the Emergency Management and Emergency Preparedness activities. It was noted that the Central East LHIN took part in a three-day mock planning exercise, involving the federal government, provincial government, selected health service providers and the LHINs. Participating in this exercise provided another opportunity in ensuring continued access to health care services during emergency events and to test the communication protocols in preparations for the 2015 Pan Am and Parapan Am Games in July.

Mr. Sudbury asked for questions of Ms. Hammons regarding the CEO Report to the Board.

Ms. Hammons reported that an update on the Vascular Health and Mental Health and Addiction Strategic Aims will be coming forward to the Board in June.

MOTION: By Ms. Singh
Be it resolved that the Central East LHIN Board of Directors receive the April 22, 2015 report of the Central East LHIN CEO for information.

SECONDED: Mr. Gopikrishna

MOTION CARRIED

7.0 MOVED INTO CLOSED SESSION

MOTION: By Ms. Singh

Be it resolved that the Board of Directors move into closed session, pursuant to Section 9, subsection 5 of the Local Health System Integration Act (LHSIA) to:

- √ consider a matter concerns personal or public interest
- √ consider a matter that would prejudice legal proceedings; and
- √ consider a personnel matter.

and that the following persons including members of the Central East LHIN staff, Deborah Hammons, Brian Laundry, Stewart Sutley, Katie Cronin-Wood, Karen O'Brien, Sheila Rogoski, Jennifer Persaud, Marco Aguila and Vinitha Navarathinam join the Board in the closed session

SECONDED: Ms. Hough

MOTION CARRIED

12.1 REPORT ON CLOSED SESSION

Upon reconvening to the open session, Mr. Sudbury reported that during the in-camera session the Board discussed details pertaining to personnel, consider a matter concerning personal or public interest and matters that could prejudice legal proceedings.

MOTION: By Ms. Barkey
Be it resolved that the Chair's report of the April 22, 2015 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Ms. Risk

MOTION CARRIED

Ms. Barkey addressed the Vice Chair and asked for permission to speak off the agenda. Indicating that this meeting was officially her last Board Meeting with the Central East LHIN Board; Ms. Barkey indicated that she wanted to share how much she appreciated the opportunity to work with this LHIN and what a great privilege it has been to serve on the Board.

Mr. Sudbury said that speaking on behalf of the Chair, Wayne Gladstone, the Board wishes Ms. Barkey the best in all of her future endeavours. It should be noted that Ms. Barkey's leadership, participation, comments and feedback have provided a great deal of value add to the Central East LHIN.

12.2 MOTION OF TERMINATION

MOTION: By Ms. Risk
Be it resolved that the April 22, 2015 Central East LHIN Board meeting be adjourned.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

The meeting was terminated at 3:00 PM

David Sudbury
Vice-Chair, Central East LHIN

Deborah Hammons
Chief Executive Officer, Central East LHIN
Secretary