

**BOARD APPROVED MINUTES
BOARD OF DIRECTORS MEETING
Wednesday, December 21, 2016
10:15 am to 4:00 pm
Scarborough Room, Central East LHIN
Ajax**

Directors Present:

Mr. Louis O'Brien (Chair)
Ms. Margaret Risk (Vice-Chair)
Ms. Amorell Saunders N'Daw (Member)
Mr. S. Gopikrishna (Member)
Ms. Joanne Hough (Member)
Mr. Glenn Rogers (Member)
Ms. Bonnie St. George (Member)
Ms. Aileen Ashman (Member)

Staff Present:

Ms. Deborah Hammons (Chief Executive Officer)
Mr. Stewart Sutley (Senior Director, System Finance and Performance Management)
Mr. Brian Laundry (Senior Director, System Design & Integration)
Ms. Katie Cronin-Wood (Director, Special Projects)
Ms. Heather Roseveare (Director, Communications & Community Engagement)
Ms. Karen O'Brien (Consultant, Public Affairs/Community Engagement, Corporate)
Mr. Marco Aguila, (Director, Corporate Services, Controller)
Ms. Monika Smith (Project Manager, ETI)
Ms. Marilee Suter (Lead, Decision Support, Corporate)
Ms. Karen Poon (Analyst, Decision Support, Corporate)
Mr. Alex Ruppert (Consultant, Decision Support, Corporate)
Ms. Emily Van de Klippe (Lead, SFPM)
Ms. Tunde Igli (Senior Consultant, SFPM)
Ms. Chantelle Vernon (Consultant, SDI)
Ms. Sheila Rogoski (Executive Coordinator)
Ms. Jennifer Persaud (Governance Coordinator, Minutes Recorder)

Mr. Louis O'Brien, 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. O'Brien called the meeting to order at 10:15 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. O'Brien declared the meeting duly constituted for the transaction of business.

1.2 PATIENT EXPERIENCE

Ms. Katie Cronin-Wood, Director, Special Projects, highlighted a patient story and noted the supports of Health Links that were put in place following a hospital admission, these supports included a Personal Support Worker from TransCare's Home-at-Last service who accompanied the patient when she was transported home, meals-on-wheels service, CCAC Personal Support and joint safety visits helped her to live at home through the support of Health Links.

1.3 THANKS FROM MINISTER HOSKINS

Mr. O'Brien shared appreciation and gratitude, on behalf of the Honourable Eric Hoskins, Minister of Health and Long-Term Care for the work that staff and the Board at both the Central East LHIN and Central East CCAC have been involved in and encouragement was offered as both organizations move towards the date for transition.

2.1 CONSENT AGENDA

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

MOTION: Ms. Ashman
Be it resolved that the consent agenda of the December 21, 2016 meeting of the Central East LHIN Board of Directors be approved.

- Included are the following items for approval:
 - Board meeting agenda: December 21, 2016
 - Board meeting minutes: November 23, 2016
 - Chair's Report to the Board

SECONDED: Mr. Gopikrishna

MOTION CARRIED

2.2 DECLARATION OF CONFLICTS OF INTEREST

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

4.1 CENTRAL EAST LHIN HEALTH LINK PROFILES

Ms. Marilee Suter, Lead, Decision Support, walked members of the Board through the Central East LHIN Health Link profiles. Ms. Suter acknowledged the support from Mr. Brian Laundry, Mr. Alex Ruppert and Ms. Karen Poon in finalizing these profiles.

Ms. Hammons indicated that the initiation of sub-region tables will find these profiles useful. Phases are planned and these will be released to the field themselves.

5.1 BUSINESS ARISING FROM LAST MEETING OF NOVEMBER 23, 2016

Mr. O'Brien asked for any business arising from the last Board meeting on November 23, 2016.

There were no further items of business arising raised by members of the Board.

5.2 UPDATE ON CAMPBELLFORD MEMORIAL HOSPITAL AND PETERBOROUGH REGIONAL HEALTH CENTRE VOLUNTARY LAB INTEGRATION

Mr. O'Brien and Ms. Hammons provided an update on the Campbellford Memorial Hospital (CMH) and Peterborough Regional Health Centre Voluntary Lab Integration.

Ms. Hammons reported that CMH's board has confirmed they are willing to move forward with Phase I and they are prepared to work with a 3rd party to work through Phase II. It is expected that the Lab Integration – Phase I will come forward to the Board in January for decision.

5.3 NORTHUMBERLAND HILLS HOSPITAL – HOSPITAL IMPROVEMENT PLAN – LHIN UPDATE

Mr. O'Brien welcomed Mr. Jack Russell, Board Chair and Ms. Linda Davis, President and Chief Executive Officer of Northumberland Hills Hospital to provide the Board with a quarterly update on their Hospital Improvement Plan.

Ms. Davis provided background on the Hospital Improvement Plan (HIP) which has been in place since mid-January 2016. It was noted that the following initiatives for 2016/17 are still in progress:

- Implementation of coding review recommendations (underway)
- Full implementation of plan with CCAC (underway)
- Reduction of C-section rate (underway)
- Clinical engineering/maintenance contracts (underway - no savings targeted)
- Full implementation of voice recognition integration (underway)
- Reduction of locum costs to offset cost of Hospitalist program (underway)

It was reported that several 2016/17 initiatives are unattainable:

- Savings in ED:
 - Recommended productivity level reached, no savings
 - No further staff reductions recommended (consultant)

- Savings related to reduced length of stay (LOS):
 - Unable to capture savings in light of sustained patient surge
- Point of care testing:
 - business case did not support implementation, no savings targeted in HIP
- Budgeting for 1% surplus

Ms. Davis noted that the Savings target for HIP Year 1 (2016/17) initiatives was in the amount of \$1.30M. Despite inability to capture savings from the Emergency Department and Length of Stay, NHH is on target to capture \$1.15M. An update was given on 17/18 initiatives as well as integrations underway, it was noted that NHH continues to explore other integration opportunities with partners.

Ms. Davis and Mr. Russell offered comments related to the steps ahead and noted that the HIP has had significant impact to organizational culture and staff morale and stated that service reductions will not serve the community. Mr. Russell indicated that for 2016/17, there was a total of \$690,000 in unbudgeted operating requirements and an additional projected requirement for 2017/18 in the amount of \$730,000.

A question was raised about organizational capacity and competency within the organization. Mr. Russell noted that a structural funding issue continues to be an issue that the hospital faces which dates back to the inception of NHH. NHH is innovative and willing to undertake change.

Members of the Board thanked Mr. Russell and Ms. Davis for the presentation and Mr. O'Brien noted that the next presentation would be coming forward in March 2017.

5.4 PATIENT FAMILY ADVISORY COMMITTEE (PFAC)

Mr. Stewart Suttley, Senior Director – System Finance and Performance Management, presented an update to the Board on the Central East LHIN Patient and Family Advisory Committee.

It was noted that the objectives of the Central East LHIN Patient and Family Advisory Committee were as follows:

- The PFAC will both *advise* and *collaborate* with the Central East LHIN, its leaders, Health Service Providers (HSP) and staff regarding *system-level* policies, practices, strategy, planning, and delivery of patient- and family-centred care within the Central East LHIN region.
- The PFAC's scope includes:
 - Identifying strategic priorities relating to patient- and family-centred care, and supporting/ co-designing solutions to help realize these priorities;
 - Providing direction and support on system-level practice change relating to patient- and family-centred care;
 - Developing draft policies or position papers in support of policy change aimed at supporting patient- and family-centred care;
 - Identifying opportunities for improving quality of care in the Central East LHIN, and participate in quality improvement activities; and
 - Establishing a strategy to increase meaningful patient engagement, and advance the culture of patient- and family-centred care within the Central East LHIN.

An overview was provided on the recruitment process which began in late-September, a total of 44 responses were received and a team-based approach was used to screen and interview candidates.

A total of seven (7) members will be invited to join the Committee, the first meeting will be held in early-2017, regularly scheduled quarterly meetings will be arranged. A baseline orientation will be provided to all members.

6.1 SERVICE ACCOUNTABILITY AGREEMENTS

Ms. Emily Van de Klippe, Lead, SFPM, walked members of the Board through the 2017/18 Service Accountability Agreements Refresh Process.

MOTION: By Mr. Gopikrishna
Be it resolved that the proposed HSAA Amending Agreement to be made as of April 1, 2017, and amending the 2008-17 HSAA by extending its term to March 31, 2018 and by replacing the 2016/17 Schedules with 2017/18 Schedules, be approved as presented to the Board and;

Be It further resolved that the Central East LHIN Board of Directors authorize the Board Chair and Chief Executive Officer to negotiate and execute the 2017/18 Hospital Service Accountability Amending Agreements on behalf of the Board, effective March 31, 2017.

SECONDED: Mr. Rogers
MOTION CARRIED

MOTION: By Ms. Saunders N'Daw
Be it resolved that the proposed LSAA Amending Agreement to be made as of April 1, 2017, and amending certain Schedules and amending Section 6.2(c) of the 2016-19 LSAA, be approved as presented to the Board and;

Be It further resolved that: The Central East LHIN Board of Directors authorize the Board Chair and Chief Executive Officer to negotiate and execute the 2017/18 Long-Term Care Home Service Accountability Amending Agreements on behalf of the Board, effective March 31, 2017.

SECONDED: Ms. St. George
MOTION CARRIED

MOTION: By Ms. Ashman
Be it resolved that the proposed MSAA Amending Agreement to be made as of April 1, 2017, and amending the 2014-17 MSAA by extending its term to March 31, 2018 and by continuing in effect the 2016/17 Schedules except to the extent that a Schedule or Schedules is replaced with one or more 2017/18 Schedules attached to the MSAA Amending Agreement, be approved as presented to the Board and;

Be It further resolved that the Central East LHIN Board of Directors authorize the Board Chair and Chief Executive Officer to negotiate and execute the 2017/18

Multi-Sector Service Accountability Amending Agreements on behalf of the Board, effective March 31, 2017.

SECONDED: Ms. Risk
MOTION CARRIED

6.2 CAPITAL

Mr. Sutley and Ms. Tunde Igli, Senior Consultant, presented the Scarborough and Rouge Hospital Pre Capital proposal dealing with the Dialysis Isolation Rooms and recommended the endorsement of an upgrade to eight (8) existing patient rooms to meet the current codes in medicine, nephrology and paediatric units.

MOTION: By Mr. Rogers
Be it resolved that the Central East Local Health Integration Network Board of Directors endorses the program and service elements (Part A) of the General Campus Isolation Rooms Renovation Pre-Capital Submission from The Scarborough Hospital, which is now part of the Scarborough and Rouge Hospital, and instructs the Scarborough and Rouge Hospital to submit Part A and Part B of the pre-capital submission to the Ministry of Health and Long-Term Care for review.

SECONDED: Ms. St. George

MOTION CARRIED

6.3 ANNUAL BUSINESS PLAN – PROGRESS UPDATE

Mr. Brian Laundry, Senior Director, System Design and Integration, presented an update to the Board on the Central East LHIN's Annual Business Plan.

6.4 LHIN RENEWAL

Ms. Hammons walked members of the Board the summary of the *Patients First Act*, 2016 and took questions from members of the Board.

6.5 CEO REPORT – Q & A

Ms. Hammons presented the CEO report for review and questions. Mr. O'Brien requested that the CEO report be added to the consent agenda and that a one-page summary of the report would be provided to the Board.

MOTION: By Ms. Ashman
Be it resolved that the Central East LHIN Board of Directors receive the December 21, 2016 report of the Central East LHIN CEO for information.

SECONDED: Mr. Rogers

MOTION CARRIED

7.0 MOVED INTO CLOSED SESSION

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

And that the following Central East LHIN staff, Deborah Hammons, Stewart Sutley, Brian Laundry, Katie Cronin-Wood, Karen O'Brien, Heather Roseveare, Marco Aguila, Jennifer Persaud and Sheila Rogoski join the Board in the closed session.

SECONDED: By Ms. Hough

MOTION CARRIED

12.1 REPORT ON CLOSED SESSION

Upon reconvening to the open session, Mr. O'Brien 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. Hough
Be it resolved that the Chair's report of the December 21, 2016 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

12.2 MOTION OF TERMINATION

MOTION: By Ms. Ashman
Be it resolved that the December 21, 2016 Central East LHIN Board meeting be adjourned.

SECONDED: Mr. Gopikrishna

MOTION CARRIED

The meeting was terminated at 5:40 PM

ORIGINAL SIGNED BY

Louis O'Brien
Chair, Central East LHIN

ORIGINAL SIGNED BY

Deborah Hammons
Chief Executive Officer, Board Secretary