

**BOARD APPROVED MINUTES  
BOARD OF DIRECTORS MEETING  
Wednesday, July 22, 2015  
Ontario Shores Centre for Mental Health Sciences  
700 Gordon St. Whitby, ON  
9:00 AM – 3:30 PM**

**Directors Present:** Mr. Wayne Gladstone (Chair)  
Mr. S. Gopikrishna (Member)  
Ms. Joanne Hough (Member)  
Ms. Margaret Risk (Member)  
Ms. Amorell Saunders N'Daw (Member) (*via teleconference*)  
Ms. Samantha Singh (Member)

**Director Regrets:** Mr. David Sudbury (Vice-Chair)

**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 and Integration)  
Mr. Marco Aguila (Director, Corporate Services, Controller)  
Ms. Indra Narula (System Optimization Consultant)  
Ms. Katie Cronin-Wood (Director, Communications and Community Engagement)  
Ms. Karen O'Brien (Public Affairs)  
Ms. Sheila Rogoski (Executive Coordinator)  
Ms. Barbara Millar (Governance Coordinator)  
Ms. Vinitha Navarathinam (Corporate Governance Administrative Assistant, Minutes Recorder)

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

Mr. Gladstone noted that Ms. Amorell Saunders N'Daw would be joining the meeting via teleconference.

### **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. Gladstone declared the meeting duly constituted for the transaction of business.

## **2.1 CONSENT AGENDA**

Prior to introducing the motion, Mr. Gladstone 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. Hough  
Be it resolved, that the consent agenda of the July 22, 2015 meeting of the Central East LHIN Board of Directors be approved.
- Included are the following items for approval:
    - Board meeting agenda: July 22, 2015
    - Board meeting minutes: June 24, 2015
    - Board Correspondence report
    - Chair's Report to the Board

**SECONDED:** Mr. Gopikrishna

### **MOTION CARRIED**

## **2.2 DECLARATION OF CONFLICTS OF INTEREST**

Mr. Gladstone 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. Gladstone indicated that there were no delegations to the Board.

## **4.1 ONTARIO SHORES CENTRE FOR MENTAL HEALTH SCIENCES – STAGE 7 AND THE WAY ONTARIO SHORES IS CHANGING MENTAL HEALTH CARE**

Ms. Amorell Saunders N'Daw joined the meeting at this time.

Mr. Karim Mamdani, President and Chief Executive Officer of Ontario Shores Centre for Mental Health Sciences was welcomed by Mr. Gladstone to present Ontario Shores' journey to Electronic Medical Records Adoption Model (EMRAM) Stage 7. Mr. Mamdani

introduced his colleagues, Dr. Ilan Fischler, Medical Director, Psychiatry and Ms. Sanaz Riahi, Director, Professional Practice and Clinical Information, who provided an overview of how Ontario Shores is changing mental health care delivery through an electronic health record. An overview of the system was provided and Dr. Fischler walked members of the Board through a demonstration of the EMRAM Stage 7 system.

Members of the Board thanked staff at Ontario Shores for their hospitality in accommodating the Central East LHIN Board meeting and for the informative demonstration of the new stage 7 information system.

### **5.1 BUSINESS ARISING FROM LAST MEETING OF JUNE 24, 2015**

Mr. Gladstone asked for any business arising from the last Board meeting on June 24, 2015. There were no items of business arising by members of the Board.

### **5.2 NORTHUMBERLAND HILLS HOSPITAL – EXTERNAL OPERATIONAL REVIEW**

Mr. Stewart Sutley, Senior Director, System Finance and Performance Management, provided an update on Northumberland Hills Hospital's (NHH) External Operational Review. It was noted that the Hay Group was selected to conduct the External Operational Review. The team will focus on the following five areas to develop the Improvement Plan:

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

It was indicated that the External Operational Review Steering Committee will be supporting the team and bi-weekly check-in meetings have been scheduled with the external review team.

The External Operational Review Team will conduct their work over the next three months with a report being presented to the NHH Board and then to LHIN Board in October.

### **5.3 NORTHUMBERLAND HILLS HOSPITAL – CAPITAL REQUEST**

Mr. Sutley reviewed the capital request submitted by NHH to lease a portion of the hospital's property for the construction of a medical arts building on the east side of the existing hospital parking lot.

**MOTION:** By Mr. Gopikrishna  
Be it resolved that the Central East LHIN Board recommends to the Ministry of Health and Long Term Care, Northumberland Hills Hospital's

request for approval to lease a portion of the hospital property for the construction of a medical arts building.

**SECONDED:** Ms. Risk

**MOTION CARRIED**

**5.4 2015-16 HEALTH SYSTEM FUNDING REFORM ALLOCATIONS**

Mr. Sutley addressed the Board regarding the Health System Funding Reform (HSFR) 2015-16 allocations and provided an overview of the HSFR components and implementation progress. Mr. Sutley highlighted the Central East LHIN hospitals Quality-Based Procedure (QBP), Health Based Allocation Model (HBAM) and Global Budget allocations. It was noted that the Ministry has confirmed Global Budget funding of \$648M for the Central East LHIN for Fiscal Year (FY) 2015-16.

Mr. Sutley reported on the Central East Community Care Access Centre (CECCAC) HSFR allocations and noted that the CECCAC will receive HBAM funding of \$78,046,030, which included an increase of \$1,351,944, or a 1.73% increase in its HSFR funding for FY 2015/16. It was indicated that there were no new QBPs for CCACs for FY 2015-16 and that the CECCAC will receive \$1,540,441 to deliver unilateral hip rehabilitation, unilateral knee rehabilitation and bilateral hip/knee rehabilitation QBPs in 2015/16.

Mr. Sutley indicated that the Central East LHIN will receive an additional allocation of \$7,010,400 for community investments for FY 2015-16 and noted that staff will report back to the Board in September with funding recommendations for the community investments.

**MOTION:** By Ms. Singh  
Be it resolved that the Central East LHIN Board approve the Ministry-determined allocations for Quality-Based Procedures, and the LHIN-determined “growth” allocation for Quality-Based Procedures, totaling \$127,897,579, as the starting point for service provision by the six affected hospitals in 2015/16, as per Schedule 1.

And further be it resolved that the Central East LHIN Board approve the Ministry-determined Health Based Allocation Model and Global Budget allocations, totaling \$1,033,486,492 for the six affected hospitals, as per Schedule 2.

And further be it resolved that the Central East LHIN Board approve the Ministry-determined Health Based Allocation Model, Quality-Based Procedure, Protected Programs, and Global Budget allocation, totaling \$277,248,661, for the Central East Community Care Access Centre, as per Schedule 3.

**SECONDED:** Ms. Saunders N'Daw

**MOTION CARRIED**

**5.5 LAKERIDGE HEALTH HARPA DESIGNATION FOR ANGIOGRAPHY CT**

Mr. Sutley reported that Lakeridge Health is seeking the Board's endorsement to purchase and operate a replacement Angiography Interventional Radiography (IR) unit with Computed Tomography (CT) three dimensional imaging functionality and to purchase and operate a new IR unit with CT functionality at the Oshawa site.

**MOTION:** By Ms. Hough  
Be it resolved that the Central East LHIN Board of Directors direct the Chief Executive Officer to communicate to the Ministry of Health and Long-Term Care its endorsement of Lakeridge Health's own-funds capital request to designate and operate a replacement Angiography Interventional Radiography unit with Computed Tomography (CT) functionality and a new Angiography Interventional Radiography unit with CT functionality located at the Oshawa Campus under the *Healing Arts Radiation and Protection Act* (HARPA).

**SECONDED:** Ms. Risk

**MOTION CARRIED**

**5.6 HOSPITAL INFORMATION SYSTEM – UPDATE**

Ms. Hammons noted that the Central East LHIN continues to be on hold moving forward with the Hospital Information System (HIS) initiative. Ms. Hammons provided a report on the eHealth Strategy 2.0 and HIS Renewal. It was noted that the Ministry has established an eHealth Investment and Sustainment Board to be the focal point for engaging the health system in renewing the provincial strategy for ehealth. The Board's mandate is to provide advice to the Minister on the eHealth Strategy 2.0 and to monitor its implementation. Ms. Hammons noted that the Board is chaired by Deputy Minister Bell and consists of members of the Ministry senior executives, LHIN representatives, CEO of eHealth Ontario and a cross-section of special advisors. It was reported that the Ministry will be establishing an advisory panel to consider critical, time-sensitive matters that fall outside the scope of the standing governance. Further updates on the status will be presented at a future meeting.

**5.7 2015-2018 MINISTRY-LHIN ACCOUNTABILITY AGREEMENT (MLAA)**

Ms. Hammons provided an overview of the new 2015-2018 Ministry-LHIN Accountability Agreement (MLAA). A recommendation was tabled for the Board's approval.

**MOTION:** By Mr. Gopikrishna  
Be it resolved that the Central East LHIN Board of Directors hereby approve in principle the 2015-2018 Ministry-LHIN Accountability Agreement and to authorize the Chair to sign the agreement on behalf of the Board, subject to final approval by the Minister of Health and Long Term Care and subject to there being no material changes to the MLAA from the draft dated June 9<sup>th</sup>, 2015, which was reviewed by the Central East LHIN Board.

**SECONDED:** Ms. Hough

**MOTION CARRIED**

#### 6.1 **THE SCARBOROUGH HOSPITAL – ROUGE VALLEY HEALTH SYSTEM – INTEGRATION ACTIVITIES – PROGRESS UPDATE**

Ms. Marla Fryers, Executive Vice President of The Scarborough Hospital (TSH) and Ms. Amelia McCutcheon, Chief Nurse Executive and Vice President Cancer, Cardiac and Surgery of Rouge Valley Health System (RVHS) presented an update on the Facilitated Integration Planning activities between TSH and RVHS.

Ms. McCutcheon presented the short term integration opportunities identified in the 2013 Workbooks. It was noted that both hospitals will continue to work in collaboration with respect to regional planning opportunities in vascular, diabetes, oncology, cardiology, nephrology, orthopedics, thoracic services, mental health and addictions, maternal newborn/pediatric services, vision care and information technology. It was indicated that both hospitals are involved in the implementation of the South Scarborough Health Link. Ms. McCutcheon reported that RVHS and TSH are currently implementing a Pediatric Developmental Care service and a Pediatric Obesity Clinic and both hospitals are developing a business case for the care of medically complex children in partnership with Hospital for Sick Children and other health service providers in the Central East LHIN.

Ms. Fryers and Ms. McCutcheon were thanked for their presentation and members of the Board were notified of the next update which is scheduled to come forward in October 2015.

**MOTION:** By Ms. Saunders N'Daw  
Be it resolved that the Central East LHIN Board of Directors acknowledges receipt of The Scarborough Hospital – Rouge Valley Health System – Integration Activities progress update.

**SECONDED:** Ms. Hough

**MOTION CARRIED**

## 6.2 REPORT OF THE AUDIT AND FINANCE COMMITTEE

Ms. Joanne Hough, Vice-Chair of the Audit and Finance Committee, provided a report on the business tabled at the July 8, 2015 meeting of the Audit and Finance Committee. The Committee reviewed the Board budget, Expenses and Per Diem claims from Q1. It was noted that the Q1 reports submitted to the Ministry on Health and Long-Term Care (MOHLTC) on June 30, 2015 included the Operations Forecast and Transfer Payment Agency reports. The Quarterly Declaration of Compliance report was tabled for review and approval by the Board for submission to the MOHLTC, with one exception related to LHIN's insurance.

A review of the Hospital Service Accountability Agreement (H-SAA), Multi-Sector Service Accountability Agreement (MSAA) and Long-Term Care Service Accountability Agreement (LSAA) performance dashboard were completed.

**MOTION:**

By Ms. Hough

Be it resolved that the Central East LHIN Board authorize the Chair, by resolution dated the 22<sup>nd</sup> day of July, 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 April 1 through to June 30, 2015, with the noted exception to LHINs Insurance.

**SECONDED:** Ms. Saunders N'Daw

**MOTION CARRIED**

**MOTION:**

By Ms. Hough

Be it resolved that the Central East LHIN Board receive the Chair's report of the Audit and Finance Committee meeting from July 8, 2015.

**SECONDED:** Ms. Singh

**MOTION CARRIED**

### 6.3 **REPORT OF THE GOVERNANCE AND COMMUNITY NOMINATIONS COMMITTEE**

Ms. Samantha Singh, Chair of the Governance and Community Nominations Committee, provided a report on the business tabled at the July 8, 2015, meeting of the Governance and Community Nominations Committee. The Committee reviewed the outcomes of the Board Retreat that took place on April 30, 2015 and May 1, 2015, which included a revision to the Central East LHIN Mission, Vision, Values and Strategic Directions.

**MOTION:** By Ms. Singh  
Be it resolved that the Central East LHIN Board of Directors approves the revised Mission, Vision, Values and Strategic Directions.

**SECONDED:** Ms. Risk

#### **MOTION CARRIED**

Ms. Singh noted that the Committee reviewed a Pan-LHIN comparison report on Quality and Safety Committees of the Boards and recommends that the Governance and Community Nominations Committee assume a defined Quality oversight role on behalf of the Board and revise the Committee name to be referred as Governance, Quality and Community Nominations, effective immediately. Changes to the Governance and Community Nominations Terms of Reference (TOR) were made and presented to the Board for approval.

**MOTION:** By Mr. Gopikrishna  
Be it resolved that the Central East LHIN Board of Directors approves the Governance and Community Nominations Committee assuming a defined Quality oversight role on behalf on the Board of Directors, effectively revising the Committee to be referred to as 'Governance, Quality and Community Nominations'.

And further be it resolved that the Central East LHIN Board approve the revised Terms of Reference for the Central East LHIN Governance, Quality and Community Nominations Committee.

**SECONDED:** Ms. Singh

#### **MOTION CARRIED**

Ms. Singh reported that a review of the 2015-2016 Board Work Plan was completed and it was noted that the Committee will complete a quarterly review of the work plan to assess the quality activities. It was communicated that a thorough review of the Board By-Laws #1 and #2 and the Ministry-LHIN Memorandum of Understanding (MOU) were completed and reported that the Central East LHIN Board continues to be compliance with all provisions in these documents. Mr. Gladstone noted that the Committee will begin its recruitment process for the upcoming vacancies in the Fall.



**MOTION:** By Ms. Risk  
Be it resolved that the Central East LHIN Board of Directors approves the 2015/16 Board Work Plan.

**SECONDED:** Ms. Hough

**MOTION CARRIED**

**MOTION:** By Ms. Singh  
Be it resolved that the Central East LHIN Board of Directors receive the Chair's report of the Governance and Community Nominations Committee meeting from July 8, 2015.

**SECONDED:** Ms. Hough

**MOTION CARRIED**

**6.4 COMMUNITY HEALTH SERVICES INTEGRATION PHASE II IMPLEMENTATION ROLL-OUT**

Ms. Indra Narula, Senior Consultant, System Optimization, refreshed the Board on the approved three-year Community Health Services (CHS) Integration Strategy, which is to address demographic pressures, adjust to changing expectations of clients and families, and to meet the provincial expectations on improving access, quality and value for investment. It was noted that the overall aim of the strategy remains unchanged as it is to design and implement a cluster-based service delivery model through integration of front-line services, back office functions, leadership and/or governance. It was reported that the implementation of Phase 1 of the strategy involved the participation of Community Support Services agencies, Community Health Centres and, in the North East Cluster, the four small and medium sized hospitals. This strategy facilitated integration planning processes in all three clusters of the LHIN, Scarborough, Durham, and the North East. Ms. Narula highlighted that Phase 2 was formally launched in September 2014 and aligns with the overall aims of the strategy, with the project scope consisting of three components:

- 1) Development of standards for services within the community sector;
- 2) Standardized intake and referral; and
- 3) Opportunities for improved technology and procurement services through a shared service model or integrated services.

It was indicated that an Integrated Planning Team (IPT) has been established. Staff will be working with the IPT to finalize the project charter and develop all needed work plans by November 2015. Ms. Narula noted that a business case will be coming back to the Board for approval at the December 2015 Board meeting.

**MOTION:** By Ms. Singh  
Be it resolved that the Central East LHIN Board of Directors acknowledges receipt of Community Health Services Integration Phase II Implementation Roll-out report.

**SECONDED:** Mr. Gopikrishna

**MOTION CARRIED**

## 6.5 CEO REPORT – Q & A

Ms. Hammons presented the CEO report for review and questions and noted that highlights of the environmental scan will be coming forward to the Board in September.

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

**SECONDED:** Ms. Saunders N'Daw

**MOTION CARRIED**

## 7.0 MOVED INTO CLOSED SESSION

**MOTION:** By Ms. Hough  
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 Central East LHIN staff, Deborah Hammons, Brian Laundry, Stewart Sutley, Katie Cronin-Wood, Karen O'Brien, Emily Van de Klippe, Marco Aguila, Sheila Rogoski, Barbara Millar, and Vinitha Navarathinam join the Board in the closed session

**SECONDED:** Ms. Singh

**MOTION CARRIED**

**12.1 REPORT ON CLOSED SESSION**

*Upon reconvening to the open session, Mr. Gladstone 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. Singh  
Be it resolved that the Chair's report of the July 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**

**12.2 MOTION OF TERMINATION**

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

**SECONDED:** Ms. Hough

**MOTION CARRIED**

The meeting was terminated at 3:30 PM

Original Signed

Original Signed

\_\_\_\_\_  
Wayne Gladstone  
Board Chair, Central East LHIN

\_\_\_\_\_  
Deborah Hammons  
Chief Executive Officer, Board Secretary