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## Board Meeting – Approved Minutes

April 26, 2017

Champlain LHIN Boardroom, 1900 City Park, Suite 500, Ottawa

Board Members in Attendance: Jean-Pierre Boisclair (Chair), Marie Biron (Vice-Chair), Randy Reid, Elaine Ashfield, Diane Hupé, Wendy Nicklin, Guy Freedman, Abebe Engdasaw, Gregory Taylor\*

*\*joined via teleconference*

Regrets: Nick Busing, Barbara Foulds, Pierre Tessier

Staff Members in Attendance: Chantale LeClerc (CEO), Elaine Medline, Eric Partington, Joanne Yelle-Weatherall, Cal Martell

Guests Speakers:

Colin Preyra, Consultant, Preyra Solutions Group

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### 1 Call to Order

The meeting was called to order at 1100

### 2 Conflict of Interest Declarations

No conflict of interest was declared.

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1100-1145 ***THAT members attending this meeting move into a Closed Session pursuant to the following exceptions of LHINS set out in s.9(5) of the Local Health Integration Act, 2006:***

*X Personal or public interest*

*X Personnel matters*

*to receive confidential information relating to:*

*3.1 Approval of confidential minutes March 22, 2017*

*3.2 Chair's Report*

*3.3 CEO's Report*

*AND further that the following individuals be permitted to attend for these items:*

*Chantale LeClerc*

*Elaine Medline*

*Eric Partington*

*Cal Martell*

*3.4 Receive confidential report from the CEO Performance Evaluation and Compensation Committee*

*And further that only Chantale LeClerc be permitted to attend for part of item 3.4.*

**Moved: Randy Reid / Seconded: Elaine Ashfield**

**All in favour**

**Carried**

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## **Welcome and Introduction**

11:47

## **Chair's Report & In-Camera Report**

Meeting was called to order at 1205.

Guests were reminded about the rules of engagement for the LHIN's public board meetings. Members of the public were informed that they would have a chance to engage with Board Directors and senior managers during the short break, as well as with each other at the end of the meeting. Participants were asked to introduce themselves.

### Chair's Report

The Chair recognized Board Members Marie Biron and Elaine Ashfield for their contribution to the Champlain LHIN as the end of their term is approaching in early June. Also the Chair provided an introduction of the new Board Members Barbara Foulds and Dr. Gregory Taylor as well as to Anne MacDonald (her appointment will take effect on June 2, 2017).

Members were informed that the Board meeting on May 24 will proceed, but may be brief given that this will be the day the LHIN and the CCAC will be merging.

### In-Camera Report

The Chair provided a summary of the in-camera session that included the following approvals:

- Approval of confidential minutes;
- Approval of Board Members' assignment to Board Committees and the nomination of a new Vice-Chair, to replace Marie Biron;

- The Board also received and approved a report from the CEO Performance Evaluation and Compensation Committee on the performance of the CEO for fiscal year 2016-2017.

5 **Approval of Agenda**

There being no amendment, the agenda was approved as distributed.

**Moved: Wendy Nicklin / Seconded: Marie Biron**

**All in favour**

**Carried**

6 **CEO's Report and Compliance Attestation (Q4) and  
2016-17 Board-Governed Agency Attestation**

CEO's Report

The CEO answered questions and provided additional comments regarding her monthly report on the following topics:

- Specific roles played by the Champlain LHIN and tools used to help the community as it relates to the use of opioid/overdose events: The Champlain LHIN is providing advice to the Province to help inform the opioid strategy and is working with Ottawa Public Health as well as with other partners to identify potential solutions. LHIN staff is also working with partners already providing services in Champlain to enhance addictions services for younger people.
- Nurse Practitioners' (NP) expanded role related to medical assistance in dying: The CEO indicated that once merged with the CCAC, the LHIN will need to consider how nurse practitioners employed by the LHIN would be involved in providing or supporting this medical procedure.
- Suggestions are provided for future CEO reports post-transition: Reports should focus on key objective as well as report on LHIN renewal activities.

Compliance Attestation (Q4)

The LHIN CEO read her quarterly Compliance Attestation for the fourth quarter. No further questions or comments tabled.

2016-17 Board-Governed Agency Attestation

The CEO reviews documents previously distributed regarding the Board-Governed Agency Attestation for 2016-2017. Suggestion is made to include the document *Champlain LHIN Declaration of Compliance Checklist* in the Board Orientation Manual. ACTION: Sylvie Bleau.

**MOTION:**

**That the Board of Directors approves the following:**

- **The Compliance Attestation for Q4, as presented;**
- **The Board-Governed Agency Attestation 2016-2017, as presented; and**

- **The monthly CEO report for the period of March 11 to April 14, 2017, as presented.**

**Moved: Gregory Taylor / Seconded: Marie Biron**

**All in favour**

**Carried**

## 7 **Patients First Update**

The CEO and the Chair presented a verbal report on the work accomplished and the operational tasks to complete prior to transition day:

- A work plan of elements to be addressed immediately after transition is also being finalized. It will include harmonization of practices such as employee benefits package, hours of work, pay scales, etc.
- Directors confirmed within the new organizational structure are meeting their new team members and preparing their work plan post-transition.
- Staff is developing scripts to be shared with contracted service providers to help front line workers answer questions from their clients regarding the transition.
- The CEO met with contracted service providers, as well as with some of the union representatives. More meetings are scheduled before and after the transition.
- The signed Memorandum of Understanding and Ministry LHIN Accountability Agreements are available on our website.
- Chantale LeClerc and Jean-Pierre Boisclair are part of the Ministry advisory group developing a framework relating to LHIN's new powers under *Patients First Act 2016*.

## 8 **Consent Agenda**

There being no objection, the item listed under the consent agenda is approved as distributed:

- Minutes of March 22, 2017

**Moved: Abebe Engdasaw / Seconded: Diane Hupé**

**All in favour**

**Carried**

## 9 **Community Care Access Centre Report: *Meeting Health Care Needs***

Dr. Colin Preyra, lead consultant, presented highlights of the above-mentioned report to the LHIN Board ([see slide deck and full report available in the board meeting package](#)).

To understand root causes and identify what it would take to address the growing demand of home and community care services in Champlain, the LHIN and Champlain CCAC commissioned a study into the issue.

The report's key findings included:

- There is substantial unmet need for home-care services in the Champlain region, and it is primarily due to insufficient funding.
- Higher costs for contracted patient care services in Champlain also contribute to unmet need. Higher rates mean that fewer services can be provided.
- The Champlain CCAC is very efficient in administrative costs. At about 7%, its administrative costs are less than the provincial average.
- The Champlain CCAC is also efficient in its care model and case management model, and has adopted innovative solutions to try to meet demand and reduce costs.
- Community support services, which play a critical role in home care by substituting and complementing CCAC services, are also under-funded in Champlain relative to other regions by approximately 25% per capita less than would be expected.

Board Chair Jean-Pierre Boisclair thanked Mr. Preyra for the work and the report that will inform the Champlain LHIN's delivery of home and community care services.

BREAK (2:05-2:15)

## 10 Quarterly Performance and Risk Reports (Q3)

The LHIN Board received and discussed the [Third Quarter 2016-17 Performance Report](#), which was presented by Brian Schnarch, Champlain LHIN Director of System Performance and Analysis ([see slide deck available in the board meeting package](#))

A few points are noted for the minutes:

- When combining performance on all indicators, Champlain is the most improved of the 14 LHINs, year-over-year. Last year it was eleventh, now it is fourth.
- The Champlain LHIN achieved targets for hip replacement wait times, wait times for first home-care nursing visit received within five days of receiving the requisition, and repeat hospital re-admissions for certain chronic conditions.
- The indicator furthest from its target was for MRI scans (45% of the way toward the target). While performance on the MRI scan wait-time indicator is a little better than the provincial average, no LHIN is close to the target. It is noted that people who need scans most urgently get within targeted wait times. However, those with the least urgent need for scans make up the largest part of the demand. Strategies are being developed in Champlain to reduce waits for this group.
- For the first time, data was presented that compared performance across Champlain's five sub-regions.

During the question period more details were provided on certain performance indicators. Some of the points are noted below:

- MRI Wait Times: Chantale LeClerc indicated that consultants have been hired and are working with the MRI Steering Committee enabling them to move at a faster pace to reach their objectives. A presentation to the Board will be scheduled later this year to

present the current work plan of the MRI Steering Committee and timelines set to achieve results for this performance indicator.

- Hospital Occupancy Rates: Suggestion was tabled to include in the performance report an indicator and formal reporting to the Board on this issue. Chantale LeClerc will follow up on this request, work with staff and report back to the Board.
- Sub-Regions Analysis: Staff will perform more in-depth analysis of the sub-regions data to provide more clarity regarding certain indicators.
- Bypass Cardiac Wait Times: This is a monitoring indicator for the LHIN. This indicator has deteriorated because of a higher demand in Champlain compared to the volumes funded by the Ministry through the provincial program. The LHIN will continue to closely monitor this situation.

As part of the quarterly report, the Risk Report is presented by Eric Partington, Senior Director, Health System Performance ([see slide deck available in the board meeting package](#)).

In summary, ten risks have been identified for the quarterly report to the Board. In general, risks have decreased from the second to the third quarter. During the question period the risk associated to Health Links reaching the target number of clients over year 2 and 3 was discussed. The Board will receive an update on Health Links over the coming months. Also, the risk of funding associated with meeting the demand of home and community care services will be re-evaluated in the fourth quarterly report in view of the report tabled earlier today regarding this matter (*CCAC: Meeting Health Care Needs*).

Board members expressed their gratitude for the work involved in compiling the report, as the information is a key support to their governance and oversight roles.

**MOTION:**

**Be it resolved that the Board of Directors approves the Performance Report for the third quarter of 2016-17, as presented.**

**Moved: Randy Reid / Seconded: Elaine Ashfield**

**All in favour**

**Carried**

**11 Board Committee Stewardship Reports and Matters Arising Therefrom:**

11.1 Governance

It is noted that the next meeting will be held on May 3, 2017. The committee will be reviewing board and committees meeting logistics (meeting times, venues, document distribution, education sessions, etc.).

11.2 French Language Services

The next meeting of the committee will be held in June. At the last meeting the committee held April 18, 2017, members agreed to schedule a board-to-board meeting with Le Réseau des

services de santé de l'Est de l'Ontario later this year. The agenda will focus on knowledge exchange regarding respective roles and objectives of each organisation. The committee also reviewed and amended their work plan based on *Patients First Act 2016*.

### 11.3 CEO Performance Evaluation & Compensation

During the in-camera session held earlier today, the committee presented to the Board a report regarding the annual performance of the CEO. The Chair of the committee reported that the performance report was very favorable of the CEO and the overall performance was rated as "exceeds expectations". The following motion was tabled:

#### **MOTION:**

**That the Champlain LHIN Board of Directors congratulates Chantale LeClerc for her performance as CEO during 2016-2017 which exceeded Board expectations in delivering results for the local health system while also preparing for a very smooth transition to the implementation of the expanded LHIN mandate under the *Patients First Act 2016*.**

**Moved: Marie Biron / Seconded: Elaine Ashfield**

**All in favour**

**Carried**

### 11.4 Finance & Audit`

The Committee chair reported on a brief meeting that took place on April 5, 2017. The main objectives focused on a few readiness items such as selecting a date to receive monthly report post-transition. It was decided that committee meetings will be held every 4<sup>th</sup> Mondays (2 days prior to the monthly board meeting). The committee also discussed other readiness operational issues for the first 100 days post-transition and later. The Board was made aware that CCAC audit survey results will be approved by their Board prior to the transition.

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### **Other Business**

The Chair acknowledges the celebration of the Champlain LHIN held in late April marking over ten years of service in Champlain. It was well attended by current and alumni members of the Board and personnel over that period.

**13      Adjournment of Meeting**

There being no objection, the meeting adjourned at 1540.

Moved by: Wendy Nicklin.



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Jean-Pierre Boisclair  
Chair, Board of Directors  
Champlain Local Health Integration Network

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Chantale LeClerc  
CEO  
Champlain Local Health Integration Network