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Approved Board Minutes

June 24, 2015 – 12:00 noon

Calédonia Community Centre, 6900 County Rd. #22, St-Bernardin, ON K0B 1N0

Board Members in Attendance: Jean-Pierre Boisclair (Board Chair), David Somppi, Alexa Brewer, Elaine Ashfield, Randy Reid, Jocelyne Beauchamp, Marie Biron, Pierre Tessier (arrival at 1:05).

Staff Members in Attendance: Chantale LeClerc (CEO), Eric Partington, Cal Martell, Elaine Medline, Brian Schnarch, James Fahey, Elan Graves.

Guests:

Marie-Josée Trépanier, Regional Director, Champlain Maternal Newborn Regional Program (item 9.1)

Nadine Valk, Executive Director, Champlain Hospice Palliative Care Program (item 9.2)

Sylvie Lefebvre, Board Chair, Champlain Hospice Palliative Care Program (item 9.2)

Agenda Item	Summary of Discussion and Results
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1 Call to Order and Moment of Reflection

The meeting is called to order at 12:00 p.m.

Jean-Pierre Boisclair welcomes everyone and asks participants to introduce themselves.

Observers are reminded about the rules of engagement of our public board meeting and the scheduled break providing members of the public and Board Directors time to engage with each other and for Board Directors to answer questions. For the media, Chantale LeClerc will be the spokesperson and she will be available during the break.

2 Conflict of Interest Declarations

D. Somppi declares a potential conflict of interest regarding Pricewaterhouse Coopers.

3 Approval of Agenda

There being no amendment, the agenda is approved as presented.

MOVED: Jocelyne Beauchamp / SECONDED: David Somppi
All in Favour
Carried

4 Chair's Introductory Remarks and Report

Jean-Pierre Boisclair distributes a summary list of activities and events he attended since the last Board meeting in April and provides comments on a few which included: attending several meetings with health service providers, including some annual general meetings; chaired three Board retreats regarding the next Champlain LHIN Integrated Health Services Plan 2016-19. During these strategic deliberations, aimed at providing direction to LHIN staff, some contextual elements were identified by the Board including: fiscal climate; important shift in demographics; need to maintain the quality of health services in Champlain; and new performance indicators in our next Ministry-LHIN Accountability Agreement.

5 CEO's Report

Chantale LeClerc shares a few comments on activities that took place during the period from April to June:

- An increase in assisted living services for high risk seniors for Algonquins of Pikwakanagan in Golden Lake was confirmed.
- All 20 hospitals in our region are now participating in the Healthy Food in Hospitals initiative. This initiative seeks to increase the offering of healthy foods in hospital cafeterias, gift shops, vending machines and other retail outlets and phase-out unhealthy offerings. Another hospital achieved bronze designation. Winchester District Memorial Hospital now joins Arnprior Regional Health.
- The University of Ottawa Heart Institute continued to maintain its performance and surpassed its wait time goal by achieving 100% of patients requiring bypass surgery receiving that surgery within the target of 90 days for the months of April and May.
- Health Links continue to progress in our region with more patients with high needs having integrated care plans in place.
- A provincial webinar regarding Health Links was held by the Ministry of Health and continued support for Health Links was expressed.
- Eric Partington was the successful candidate for the Senior Director, Health System Performance position and Elizabeth Woodbury was hired into the Director of Health System Accountability role.
- LHIN staff has now received some information regarding funding allocations for health service providers for this fiscal year. A preliminary briefing with the Ministry of Health

regarding funding allocations for 2015-16 for Community Care Access Centre and the hospital sector will take place shortly.

6

Consent Agenda Items

There being no request submitted by the Board to remove items from the consent agenda and no question previously expressed, the motion is tabled:

MOTION:

That the Champlain LHIN Board of Directors approves the item listed under the consent agenda as distributed:

6.1 Approval of Board Meeting Minutes: March 25, April 22 and May 27, 2015;

6.2 Approval of *Annual Report* - Year-Ended March 31, 2015;

6.3 Authorize the negotiating team to act on behalf of the Champlain LHIN to coordinate and manage the negotiations process for the development of the 2016-2019 Long Term Care Service Accountability Agreement template;

6.4 Approval of the Finance & Audit Committee:

- Quarterly reports for the fourth quarter (capital planning; health service providers allocation; and cash advance);
- 2015-16 decision making framework and weights;
- Policy regarding commitment and spending authority; annual operational budget 2015-16.

MOVED: Jean-Pierre Boisclair / SECONDED: Randy Reid

All in favour

Carried

7

Performance Accountability

7.1 Presentation of Fourth Quarter Performance Scorecard;

Management Comments and Discussion on the Year's Performance by the Board

Brian Schnarch, Director of System Performance and Analysis, presents the fourth quarter performance results ([see full report and slides in the board package 2015 06 24 posted on our website](#)). Results of the fourth quarter showed good performance. Champlain LHIN showed improvement on more indicators in the past year compared to all other LHINs.

During the question period clarifications are provided:

- The MRI Steering Committee has decided to hire a third party with expertise in queuing theory to assist in addressing wait time challenges. Lessons learned from this work could also be applied to the CT scan wait time.
- Clarification is provided that there are inconsistencies across CCACs in the province as to

when patients are recorded on wait lists for home care services. This issue will continue to be addressed at provincial LHIN CEOs & CCAC meetings. Also noted, there are still historical inequities in funding across the province that the new funding formula will address over time.

Chantale LeClerc presents an analysis of the Champlain LHIN overall performance for fiscal year 2014-15. Some of the points noted include:

- The performance scorecard is a crucial element in tracking progress of the LHIN's work, but does not indicate if we have improved the overall health of our population.
- We have improved or maintained performance on 67% of our 15 Ministry-LHIN Accountability Agreement indicators.
- The achievement of improvements in performance required:
 - A concerted effort on the part of several providers
 - The LHIN to make the performance challenge visible and assist stakeholders in understanding regional performance data
 - Leadership at the highest levels to become engaged and feel accountable towards the regional targets
 - Some investments, however funding in and of itself was not sufficient
 - An agency like the LHIN to coordinate efforts, mobilize service providers, target investments and hold people accountable to achieve results.
- The indicators that required particular attention and effort are those where poor performance would result in harm to the patients and to the health system:
 - Percentage of people awaiting an Alternate Level of Care (including for those awaiting palliative care)
 - Emergency department wait times
 - Readmission to hospitals for certain conditions
 - Repeat visits to emergency departments by people with mental health and addictions conditions
 - Wait time for CCAC services
 - ER visits that should be handled by the primary care sector

Board Directors expressed thanks and congratulations to LHIN staff, health service providers and other partners for the significant improvement in the performance of our health system in recent years. The need to maintain strong partnerships with all actors in the health system, notably with primary care was emphasized. It was also noted that the LHIN will need to continue to push for availability of data particularly in the community sector in order to target performance improvement initiatives and drive performance.

7.2 Approval of 2015-2016 Annual Business Plan (final version)

Cal Martell presents a brief summary of the Champlain LHIN's Annual Business Plan for this fiscal year ([see slides in the board package 2015 06 24 posted on our website](#)). The Annual

Business Plan will be available to the public and posted on our website once approved by the Ministry of Health and Long-Term Care.

During the question period clarification is provided regarding our continued commitment to mental health and addictions and the fact that investments made last fiscal year are being fully annualized this fiscal. It is noted that LHIN staff is comfortable with the number of initiatives contained in the plan and confirms that surge capacity has been built into it.

MOTION:

That the Board of Directors approves the 2015-2016 Champlain LHIN Annual Business Plan as presented.

MOVED: Elaine Ashfield / SECONDED: Alexa Brewer

All in favour

Carried

Break (2:00 to 2:20)

8 Regional Planning and Community Engagement

8.1 Report on 2014-2015 community engagement activity report and approval of 2015/2016 Community Engagement Plan

Jessica Searson, Champlain LHIN Community Engagement Coordinator, presents a few highlights of the report and plan ([see report, plan and slides in the board package 2015 06 24 posted on our website](#)). In 2014-15, Champlain LHIN staff and Board members conducted more than 180 one-time and 95 ongoing engagements with the community, connecting with roughly 8,000 people. Increasingly, the LHIN is working with patients, clients and family members to inform its work (in addition to health professionals and agency administrators).

The plan for this year has three goals: to foster better understanding of the LHIN and support for programs in the development of a patient-centered health system; to collaborate with providers and partners to improve community-engagement practices; and to engage with local communities to advance key result areas for health-system change. An important objective in 2015-16 aims to increase the number of health consumers and family members on existing LHIN advisory committees.

During the question period clarification is requested regarding the number of clients/patients we reached through direct engagements or through network engagements (rather than the percentage as expressed in the report). This information will be provided to Board Directors. ACTION: J. Searson.

A suggestion from the Board was tabled for LHIN staff to help engineer a system to optimize Board attendance at annual general meetings. It is a challenge since they are held during the same period. ACTION: J. Searson.

MOTION:

Whereas community engagement is integral when developing plans and priorities,

Whereas the LHIN has designed its Community Engagement Plan to support the achievement of the Integrated Health Service Plan 2013-16 key result areas and health improvement initiatives of the Annual Business Plan 2015-16,

Be It Resolved that the Champlain LHIN Board approves the proposed Community Engagement Plan 2015-16.

MOVED: Randy Reid / SECONDED: Marie Biron

All in favour

Carried

8.2 2016-2019 Integrated Health Services Plan Development—progress and key steps taken to date, forthcoming steps and discussions on substantive matters arising to date.

Cal Martell, Senior Director of Health System Integration at the LHIN, provides an update to the Board on the development of the next Integrated Health Services Plan ([see slides in the board package 2015 06 24 posted on our website](#)). Chantale LeClerc discusses with the Board her views of overall challenges facing health care in the coming three years and stressed the importance of building a strong foundation of primary care, home and community care. Achieving significant progress in so doing, in the view of the CEO, will help to better manage the burden on other parts of the health system such as acute care hospitals and long term care homes.

9 Planning Approvals Required

9.1 Champlain Maternal Newborn Strategic Plan

Cal Martell and guest speaker Marie-Josée Trépanier, Regional Director, Champlain Maternal Newborn Regional Program present strategic imperatives of the Champlain Maternal Newborn Regional Program for 2015-2018 ([see plan and slides in the board package 2015 06 24 posted on our website](#)). The plan has four aims:

- To champion the transition of mothers and babies from hospital to home
- To drive performance and quality through metrics and data
- To foster knowledge-to-action (e.g. build knowledge and skills across different professions through a ‘train-the-trainer’ approach)
- To deliver on the regional program’s vision (e.g. prioritize and realign financial and human resources to achieve the new strategic directions)

During the question period some clarifications are provided:

- Some of the gains the plan expects to produce at the end of two years will include: cost savings, a better understanding of services available across the Champlain, a network that is more integrated and working better, and a network that provides leadership to other regions.
- A task force has identified that the health system would benefit from more midwifery care,

including providing midwives with hospital privileges. The task force is working towards achieving these goals.

- In the program's strategy, a focus on better addressing the needs of minorities and vulnerable populations has been included.
- The program has been instrumental in helping our region achieve top levels of performance on 5 of the 6 provincial indicators.

MOTION:

That the Champlain LHIN Board of Directors endorses the 2015-18 Strategic Imperatives of the Champlain Maternal Newborn Regional Program.

MOVED: Jocelyne Beauchamp / SECONDED: Pierre Tessier

All in favour

Carried

9.2 Champlain Hospice Palliative Care Strategic Plan

Elan Graves, Senior Integration Specialist with the Champlain LHIN, and guest speakers Sylvie Lefebvre, Board Chair, Champlain Hospice Palliative Care Program and Nadine Valk, Executive Director, Champlain Hospice Palliative Care Program, present the 2014-2019 Action Plan of the Champlain Regional Hospice Palliative Care Program ([see plan and slides in the board package 2015 06 24 posted on our website](#)).

The plan has five objectives:

- Increase the number of residential hospice beds
- Engage primary care providers and build capacity at the primary level
- Enhance in-home palliative care services
- Implement a regional bereavement plan
- Develop and enhance volunteer programs.

Clarifications are provided during the question period and the following points are noted:

- Educational sessions for volunteers, as well physicians, are available to help providers discuss end of life with patients including advance care planning and other related issues.
- The number of volunteers signing up to provide palliative care continues to be high and meet our current needs.
- Gaps identified in the plan for hospice beds remain a risk and a challenge. Presently, fundraising is one of the main realities for funding hospice beds.

MOTION:

Whereas it is understood that implementation of additional or expanded hospice palliative care services will be contingent on available funding;

Be it resolved that the Champlain LHIN Board endorses the strategic directions

presented in the Hospice Palliative Care Regional Program 5 Year Action Plan (2014-2019).

MOVED: Alexa Brewer / SECONDED: Marie Biron
All in favour
Carried

10 **Board Committee Stewardship Reports and Matters Arising Therefrom**

10.1 Community Nominations: An update on the recruitment for a new Board Director is provided. It is noted that candidates interviewed were all excellent. The committee will present more details during the in-camera session. The Board previously received a copy of the draft letter to the Minister with the committee's recommendation and a motion is tabled for approval.

MOTION:

That the Board approves the recommendations of the Community Nominations Committee for the vacant Board Director position as distributed.

MOVED: Alexa Brewer / SECONDED: Marie Biron
All in favour
Carried

10.2 French Language Services: Pierre Tessier reports that there has been no meeting of the committee since he assumed the role of chair. More details will be provided in September.

10.3 Governance: Randy Reid provides a verbal report on the Governance committee meeting of May 6th ([draft minutes are available in the board package of 2015 06 24](#)). The Committee has no motion to table.

10.4 CEO Performance Evaluation & Compensation: David Somppi provides an update on the committee meeting of June 4th. The performance evaluation of the CEO took place earlier this spring using the pan-LHIN evaluation process and common tools. The process surveyed Board Directors, senior managers, members of LHIN staff, as well as external stakeholders in Champlain. The committee will be sharing results with the Board during the in-camera session.

10.5 Finance & Audit: Marie Biron provides a summary of the Finance and Audit Committee meeting of May 25th. ([draft minutes are available in the board package of 2015 06 24](#)) She reports that motions from the committee were previously approved under the consent agenda. Marie Biron relates details on the financial reports presented to the Board for approval. There being no further question on the financial reports the motion is tabled.

MOTION:

That the Finance and Audit Committee recommends the Board approves the following reports as presented:

- Annual Operational Budget 2015-16
- LHIN Financial Report (2014-15 Q4)
- Use of Consultant Report (2014-15 Q4)

MOVED: Marie Biron / SECONDED: Elaine Ashfield

All in favour

Carried

At the last committee meeting it was agreed the Acting Controller will carry out an internal audit exercise over the summer months. Results of this audit will be reported to the Board in the fall. It is noted that, in the consent agenda, the decision making framework was approved with weights that remained unchanged from the last exercise. New weights will be approved when the new Integrated Health Service Plan is adopted.

11

In-Camera Session

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 address the following items:

- To approve confidential minutes
- To receive confidential information from the Board Chair's report
- To receive confidential information from the CEO's report
- To receive confidential information from the Community Nomination Committee

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

Chantale LeClerc
Sylvie Bleau

ALSO to address the following item:

- To receive confidential information from the CEO Performance Evaluation and Compensation Committee

AND further that the following individual be permitted to attend for this item;

Chantale LeClerc

MOVED: Alexa Brewer / SECONDED: Pierre Tessier

All in favour

Carried

The Chair has a few matters to report in the public meeting regarding business conducted during

the in-camera session and the Board agrees with the business conducted and information received:

- The Board received results of the interview process/recruitment of a new Board Director.
- The Board received the report and results on the performance evaluation survey of the CEO for the period 2014-2015.

The Board also agrees that it is in the best interest of the Champlain LHIN that the remainder of the business conducted and actions taken during the in-camera session are not to be reflected in the public minutes.

12 Termination of Meeting

Board Directors are reminded to complete and return their evaluation form.
There being no further business the meeting is adjourned at 5:00 p.m.

MOVED: Jocelyne Beauchamp
All in favour
Carried

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

Chantale LeClerc
CEO
Champlain Local Health Integration Network