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## BOARD MEETING MINUTES

June 27, 2018

Meeting Start time: 12:00 p.m.

1900 City Park Drive, Suite 500

Board Members in Attendance: Jean-Pierre Boisclair (Chair), Abebe Engdasaw, Anne MacDonald, Mindy McHardy, Nick Busing, Gregory Taylor, Diane Hupé, Wendy Nicklin, Pierre Tessier, Guy Freedman

Regrets: Barbara Foulds, Randy Reid

Executive Leadership Team Members in Attendance & LHIN Staff Presenters: Chantale LeClerc (CEO), Cal Martell, Patrice Connolly, Catherine Butler, Elaine Medline

### 1 Call to Order

The meeting was called to order at 12:05 p.m.

### 2 Conflict of Interest Declarations

No conflict of interest was declared.

### 3 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**

**To receive confidential information relating to:**

**3.1 Approval of confidential minutes of April 25, 2018 & May 23, 2018**

**3.2 Chair's Report**

**3.3 CEO's Report**

**3.4 Risk Assessment Framework**

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

**Chantale LeClerc**

**Cal Martell**

**Elaine Medline**

**Catherine Butler**

**Richard Wilson**

**Patrice Connolly  
Jamie Stevens  
Amber Kayed**

**Moved: G. Taylor / Seconded: A. Engdasaw  
All in favour  
Carried**

**MOTION to move out of camera:**

**Moved: G. Freedman / Seconded: D. Hupé  
All in favour  
Carried**

**BREAK (15 minutes) & return to public session**

#### **4 Welcome and Introduction**

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

The Chair welcomed Board members and public attendees to the meeting and outlined the Champlain LHIN's rules for engagement at public Board meetings. Guests were invited to introduce themselves.

##### Chair's Report:

The Chair explained the LHIN's caretaker role, which is still in place following the provincial election on June 7, 2018. As such, the Champlain LHIN Board will not make decisions or table any new business at this meeting. Formal decisions will be considered at subsequent meetings once the caretaker period has ended.

Several other recent events were highlighted:

- Expenditure restrictions: The Secretary of the Cabinet recently directed ministries and crown-corporations, including the LHIN, to adopt expenditure restrictions. These additional expenditure restrictions are beyond the original 8% administrative savings that the Champlain LHIN achieved in 2017-18, as mandated under the *Patients First Act*. The current restrictions in place prevent staff hiring (except for frontline staff), discretionary funding to health service providers (HSPs), and unnecessary travel, accommodations, and catering.
- Deputy Minister: Dr. Bob Bell has retired as the Deputy Minister of Health and Long-Term Care. The Champlain LHIN Chair was asked to provide remarks on behalf of the LHINs at a recent retirement event.

##### In-Camera Report:

The Board met in-camera to approve the confidential minutes of April 25, 2018 and May 23, 2018, and to receive confidential reports from the Chair and CEO. A draft risk assessment framework was also provided and will be recommended for approval at the August 22, 2018 Board Meeting.

#### **5 Approval of agenda**

With no objection, the agenda was approved as distributed.

**Moved: P. Tessier / Seconded: M. McHardy  
All in favour**

**Carried**

**6 CEO's Report**

The CEO provided an additional update on expenditure constraint measures put in place by the provincial government. Due to the restraint on hiring for positions that are not considered essential frontline services, the following motion was tabled.

**MOTION:**

**Whereas the Champlain LHIN Board of Directors:**

- **judges the Vice-President of Performance and Corporate Services, and Chief Financial Officer to be an essential position, linked to the organization's ability to deliver quality services within a framework of strong financial budgetary control consistent with the expectations for the diligent management of taxpayers' money; and**
- **has identified the need for an additional resource in the Finance department, namely a senior financial analyst, as recommended by Deloitte in the 2017-18 audit, which would support the financial management of the LHIN's budget;**

**Be it resolved that the Board authorize the CEO to submit a business case to the Ministry of Health and Long-Term Care asking for an exception to the expenditure restrictions currently in place, as they pertain to the two positions described above, and that would allow the Champlain LHIN to proceed in recruiting candidates for these positions.**

**Moved: A. MacDonald / Seconded: D. Hupé**

**All in favour**

**Carried**

The CEO's report, covering the period of April 14 to June 15, 2018, was pre-circulated and Board members were invited to ask questions.

- The Board was interested in knowing the measures of success and outcome-improvement for the first shared-care pediatric diabetes clinic in Cornwall.
- Clarification was provided regarding the type of funding (base) approved by the Ministry of Health and Long-Term Care for the expansion of Interprofessional Primary Care in Eastern and Western Champlain.

**MOTION:**

**That the Board of Directors approves the CEO's monthly report for the period of April 14 to June 15, 2018, as distributed.**

**Moved: G. Taylor / Seconded: G. Freedman**

**All in favour**

**Carried**

## 7 Consent Agenda

There being no concern or question expressed by members of the Board, the following items were approved as distributed:

- 7.1 Approval of minutes of April 25, 2018 & May 31, 2018
- 7.2 Approval of 2018-19 Committee work plans

**Moved: A. MacDonald / Seconded: G. Taylor**

**All in favour**

**Carried**

## NEW BUSINESS

## 8 Delivering on more integrated health care planning in the sub-regions and new pathways & more effective support of people

In follow-up to the presentation of the [Sub-Region Population Health Profiles for Champlain](#) report, presented to the Board in October 2018, Cal Martell, Vice-President of Integration at the Champlain LHIN, presented a proposed three-year roadmap to improve integrated care in the sub-regions. A [one-page summary](#) of the plan was provided to meeting attendees. This planning document will play a key role in the 2019-2022 Integrated Health Services Plan (IHSP). The plan focuses on the role of patients, the role of primary care, integrated care & support, health equity, digital health, and accountability. The Board was invited to provide feedback and a revised document will be recommended for approval following revision and consultation with key stakeholders.

The discussion centered on the key system elements outlined in the supporting document. To improve clarity, consistency and completeness, suggestions to the terminology used were provided (i.e. provider vs. physician, health care equity vs. health equity, resident of the Champlain region vs. resident). Other suggestions were outlined as follows:

- Concerning the timely access to primary care providers, consideration should be taken into including other methods of access (i.e. telephone, virtual consultation, etc.). While the provincial target of 48 hours is recognized, it was noted that the timing required to access is situation dependent and this should be reflected in the proposal.
- Clarification was provided on care planning vs. care coordination (complex care). In care coordination, a designated care coordinator acts as a health system navigator, on behalf of a patient requiring complex care.
- Health equity should focus on more than just accessing services. A strong focus should be placed on promoting health system knowledge and literacy to teach people what is available and how to access it. The Champlain LHIN should play a pro-active role in reaching out to populations who have difficulties accessing or are unaware how to access services.
- Health equity, digital health, and accountability are crosscutting elements and should be reflected throughout the plan.
- There is a need to understand how the Champlain LHIN will promote shared accountability. Additional details will be presented as part of the revised document for approval.

The Board expressed its agreement with the proposed directions for sub-region planning. The feedback received will be incorporated into a revised document and will be presented for the Board's approval at the next Board Meeting on July 25, 2018.

## 9 Update on Health Links

Cal Martell, Vice-President of Integration at the Champlain LHIN, provided a follow-up presentation to the Board's discussion on Health Links at the March 28, 2018 meeting. Clarification was provided that, once a patient is considered a Health Links patient, they will remain a patient until they die, move, or decline service and, if care coordination services are required after stabilization, patients are still able to access them. The eligibility criteria to become a Health Links client were also provided. Staff anticipates a steady state rate to be achieved by 2021-2022, in which approximately 11,000 people per year are expected to be receiving care through Health Links.

An updated communications plan and patient brochure were also pre-circulated. The Board discussed distribution methods of promotional materials and patient targeting strategies. To ensure the approach is more patient-centred, patients are given the opportunity to self-identify themselves to their physicians as potential candidates for Health Links. The LHIN should seek opportunities to speak to key stakeholders and groups that eligible patients may be a part of and to use the media to better promote this innovative approach to care to patients.

An evaluation of the Health Links approach is currently underway and a report will be shared with the Board when results are available. The Board Chair thanked Cal Martell and his team for their contributions to the Health Links approach.

## 10 Board Committee Stewardship Reports and Matters Arising Therefrom:

### 10.1 Governance

The Committee last met on May 2, 2018 (minutes were provided as part of the Board Meeting package) and a summary of the meeting was provided. Meeting discussions included an update on recent activities of the Patient and Family Advisory Committee (PFAC), the 2018-19 community engagement plan, and an overview of the process to develop the 2019-2022 Integrated Health Services Plan (IHSP). A Board retreat on the development of the IHSP is planned for after the Board Meeting on July 25, 2018. The Patient and Family Advisory Committee has been invited to speak at the September 26, 2018 Board Meeting. The next Committee meeting is scheduled on July 4, 2018.

### **MOTION:**

**The Governance Committee recommends to the Board the proposed approach for the development of the Champlain LHIN's 2019-2022 Integrated Health Service Plan, as presented.**

**Moved: A. MacDonald / Seconded: N. Busing**

**All in favour**

**Carried**

### 10.1.1 Review of strategic topics for upcoming Board Meetings

A memo outlining the schedule of the Board's upcoming strategic topic discussions and education sessions was pre-circulated by email. The Board was asked to provide their feedback on the proposed approach and the following suggestions were noted.

- A Board education session on social determinants of health & health promotion may be beneficial.
- There is a need to ensure that thoughtful follow-up and re-examination of past topics occurs on a regular basis.

#### 10.2 French Language Services

The next Committee meeting will take place on July 9, 2018 and the Board will receive a report at the July 25<sup>th</sup> meeting. There was nothing further to report.

#### 10.3 CEO Performance Evaluation & Compensation

The Committee has not met since the last report was provided. The meeting of June 25, 2018 will be rescheduled to a later date.

#### 10.4 Finance & Audit

Pierre Tessier provided a verbal report of the June 25<sup>th</sup> meeting on behalf of Randy Reid, Committee Chair. There were no areas of concern to report.

#### 10.5 Quality

The meeting minutes of April 17, 2018 were included in the meeting package. The Committee met on June 21, 2018 and Wendy Nicklin provided a verbal update on the proceedings. Highlights of the meeting included an assessment of privacy obligations and processes, review of the quarterly performance report and monthly waitlist snapshot, an update on the Champlain LHIN's interim accreditation report submission, and strategies to obtain patient feedback. The next meeting is scheduled for July 17, 2018.

At the Health Shared Service Ontario's *Achieving Excellence Together* conference, the Quality Committee chairs of each LHIN held an inaugural meeting to discuss information sharing and collaborative learning opportunities.

It was also noted that LHIN staff are developing a new format for performance reporting, which will be shared with the Board for feedback when ready.

### **11 Other Business**

Jean-Pierre Boisclair presented Chantale LeClerc, CEO of the Champlain LHIN, with a certificate of recognition for her ten years of service at the Champlain LHIN.

### **12 Adjournment of Meeting**

The meeting adjourned at 5:00 p.m.

**Motion to Adjourn:**

**Moved: M. McHardy / Seconded: P. Tessier**

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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