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BOARD MEETING MINUTES

September 27, 2017

Public Meeting Start time: 12:30

Groves Park Lodge - 470 Raglan St. N. Renfrew Ontario

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

Executive Leadership Team Members in Attendance & LHIN Staff Presenters: Chantale LeClerc (CEO), Elaine Medline, Cal Martell, Catherine Butler, Wendy Grimshaw, Kevin Barclay, Elizabeth Woodbury

Guests Speakers:

George Weber, President and CEO, The Royal Ottawa Mental Health Centre

Bernard Leduc, President and CEO, Hôpital Montfort

Rachel Steger, Senior Associate Optimus SBR

Randy Penney, President and CEO, Renfrew Victoria Hospital

Eric Hanna, President and CEO, Arnprior Regional Health

Jacinthe Desaulniers, President and CEO, Le Réseau des services de santé en français de l'est de l'Ontario

Jasmin Manseau, Project Manager, Le Réseau des services de santé en français de l'est de l'Ontario

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| 1 | <p>Call to Order</p> <p>The meeting was called to order at 12:00.</p> |
| 2 | <p>Conflict of Interest Declarations</p> <p>No conflict of interest was declared.</p> |
| 3 | <p>In-Camera Session</p> <p>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:"</p> <p style="padding-left: 40px;">X Personal or public interest</p> <p style="padding-left: 40px;">X Anticipated negotiations between the network and bargaining agent</p> |

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| | <p>To receive confidential information relating to:</p> <p>3.1 Approval of confidential minutes June 28, 2017</p> <p>3.2 Chair’s Report:</p> <p><u>Attendance update: Pierre Tessier arrived at 12:15 PM</u></p> <p>3.3 CEO’s Report</p> <p>3.4 Finance & Audit Committee Report</p> <p>AND further that the following individuals be permitted to attend for these items:</p> <p>Chantale LeClerc</p> <p>Elaine Medline</p> <p>Cal Martell</p> <p>Catherine Butler</p> <p>Wendy Grimshaw</p> <p>Moved: Guy Freedman / Seconded: Abebe Engdasaw</p> <p>All in favour</p> <p>Carried</p> |
| <p>LUNCH BREAK (30 minutes)</p> | |
| <p>4</p> | <p>Welcome and Introduction</p> <p>Chair’s Report & In-Camera Report</p> |
| | <p>The Board Chair welcomed Board Members and guests. Guests were reminded about the rules of engagement for the LHIN’s public board meetings and the chance for members of the public to engage, during breaks or after the meeting, with Board Directors and senior managers, as well as with each other. Participants were asked to introduce themselves.</p> <p><u>In-Camera Report:</u></p> <ul style="list-style-type: none"> • The Chair indicated that during the in-camera session confidential minutes were approved. The Board received information, confidential in nature, regarding the upcoming collective bargaining process and the Board was asked to approve the negotiating mandate. <p><u>Chair’s Report:</u></p> <p>The Chair also provided a brief report to the Board on a meeting with the LHIN Leadership Council and Minister Hoskins.</p> |
| <p>5</p> | <p>Approval of Agenda</p> |
| | <p>There being no amendment, the agenda was approved as distributed.</p> |

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| | <p>Moved: Diane Hupé / Seconded: Greg Taylor All in favour Carried</p> |
| 6 | <p>CEO's Report</p> |
| | <p>The CEO presented highlights of her latest report previously shared with the Board.</p> <ul style="list-style-type: none"> • <u>Home and community care services wait list</u>: Since March 31, 2017 the number of people on the list waiting for services decreased from 5400 to 1700. This reduction happened more quickly than expected and some of the reasons provided were as follows: some people waiting ended up making other arrangements or moving to another level of care such as long-term care; also fewer new clients signed up for services. The Champlain LHIN is developing a new forecasting model that will predict more accurately home-care demand. LHIN staff will also be seeking validation of the revised forecasting model from a third party. The LHIN also asked its contracted agencies to take on more clients visits. However, a shortage in the number of personal support workers to cover the increased volume has posed a challenge, especially in rural areas. LHIN staff members are working with contracted agencies and partners to find solutions to meet the needs of the population. • <u>Recruitment primary care leads in sub-regions</u>: It was reported that recruitment was undertaken and is presently wrapping up. • <u>Next step on Sub-Regions</u>: The development of sub-region is also progressing well and a report will be tabled at a future board meeting. • <u>Opioid addictions</u>: In some areas of Champlain, some additional resources were made available for this fiscal year through existing agencies providing mental health and addictions services, for youth, parents and adults. • <u>Vice-President Clinical Leads</u>: Following a concern expressed by the Board that the Champlain LHIN as yet to recruit for this position, clarification was provided that LHIN leadership would prefer to review financial reports for a few more months prior to recruiting for this position. Further discussion will take place regarding this issue at the Board retreat in October. <p>MOTION:</p> <p>That the Board approves the CEO Report for the period of July 8 to September 15, 2017 as distributed.</p> <p>Moved: Pierre Tessier / Seconded: Greg Taylor All in favour Carried</p> |
| 7 | <p>Consent Agenda</p> |
| | <p>There being no concern or question expressed by members of the Board regarding the item listed under the consent agenda, the following item was approved as distributed:</p> |

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| | <p>7.1 Minutes of July 26, 2017</p> <p>Moved: Nick Busing / Seconded: Wendy Nicklin All in favour Carried</p> |
| <p>NEW BUSINESS</p> | |
| <p>8</p> | <p>Approval of laptop lease program</p> |
| | <p>The Board received material providing details regarding the lease agreement for replacement of laptop computers. It was clarified that the annual amount payment for the lease program exceeds the delegated authority of CEO and must be tabled and approved by the Board. Discussion followed and it was agreed that the Finance and Audit Committee will review and amend this policy and propose an increase in the amounts listed under the financial delegation authority to the CEO. ACTION: LHIN Staff & Finance and Audit Committee.</p> <p>MOTION:</p> <p>The LHIN Board hereby authorizes the CEO to enter into a three year lease agreement for replacement laptop computers with annual payments of up to \$225,000 (excluding HST)</p> <p>Moved: Anne MacDonald / Seconded: Diane Hupé All in favour Carried</p> |
| <p>9</p> | <p>Health needs and access to French language services of francophones in Champlain</p> |
| | <p>Jacinthe Desaulniers (President and CEO of Le Réseau des services de santé en français de l'est de l'Ontario) and Jasmin Manseau (Project Manager at Le Réseau) gave an overview of recent efforts to collect and analyze data on French-language health services in Champlain (see slide deck available on our website in the board meeting package, as well as board highlights providing more details).</p> <p>(see slide deck available on our website in the board meeting package, as well as board highlights providing more details).</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> • The linguistic variable pilot project tracks the number of Francophones treated in hospitals across eastern Ontario. The aim is to help participating LHINs and partners understand utilization of health services by Francophones and improve their access to care. • The LHINs and Le Réseau will analyze the data based on overall patient volumes, health conditions, emergency department lengths of stay, and other measures. |

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| | <ul style="list-style-type: none"> • Le Réseau examined the distribution of agencies designated to provide French-language services by sub-region in Champlain. Currently, there are 24 providers in Champlain that are fully designated to provide French-language services • Next steps: Le Réseau will continue to build on the sub-region data, in particular to analyze geographical data for non-identified agencies, and address deficiencies in French-language services. <p>The Board commended Le Réseau and all involved in producing this analysis. During the question period clarifications were provided and noted: The linguistic variable project will continue (no longer a pilot project); health service providers will in the future be able to access the data through a web-based application; the database will also be used by epidemiologists/researchers to help identify issues that are not only language related.</p> |
| <p>10</p> | <p>In-patient mental health and addictions capacity report</p> |
| | <p>George Weber (The Royal’s President and CEO) and Dr. Bernard Leduc (President and CEO at Hôpital Montfort) presented findings of a project for which the Champlain LHIN asked them to lead. The Champlain LHIN and hospital partners have conducted a study on how to improve inpatient mental health and addictions services in the region, producing a plan examining how best to use current bed capacity and dollars in the most effective, high-quality, and efficient way (see slide deck available on our website in the board meeting package, as well as board highlights providing more details).</p> <p>The report contains 13 recommendations, which have been endorsed by the all participating hospitals. Some of the recommendations involve changes to several areas—leadership, governance and culture; equity and access; patient flow; service delivery and health human resources. Other recommendations suggest better supporting primary care providers to deliver mental health and addictions services to their patients, and building or reallocating capacity for high-needs, specialized populations such as people with neuropsychiatric disorders. Some of the next steps will be to establish the regional leadership group and prioritize some of the actions identified.</p> <p><u>Attendance Update: Barbara Foulds arrives at 2:30 p.m.</u></p> <p>During the discussion/question period clarifications and comments were provided and a few were noted as follows: An earlier study will be shared with the Board relating to a three-year plan to improve integration and coordination of mental health and addictions services in the community (ACTION: S. Bleau); the recommendations within the three-year plan, that focused on community services, and the recommendations of the latest study will be implemented in parallel; suggestion was provided to the presenters for the need to establish strong academic and research linkages to help identify best practices.</p> <p>The Board commended presenters and Kevin Barclay for the presentation and for the work accomplished to date.</p> |

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| | <p>MOTION:</p> <p>That the Board of the Champlain LHIN endorse the Champlain LHIN Inpatient Mental Health & Addictions Capacity Plan and direct staff to begin work on the recommendations contained therein.</p> <p>Moved: Barb Foulds / Seconded: Abebe Engdasaw</p> <p>All in favour</p> <p>Carried</p> |
| <p>11</p> | <p>Overview of rural health hubs under development in Champlain</p> |
| | <p>The LHIN Board heard presentations about two rural health hubs in Renfrew County, the Arnprior and Area Rural Health Hub and the Madawaska Communities Circle of Health (see slide deck available on our website in the board meeting package, as well as board highlights providing more details).</p> <p>Arnprior Regional Health CEO Eric Hanna and Rural Health Hub Local Lead Merryn Douglas explained how the hub was formed, and gave examples of its successes and challenges.</p> <p>Randy Penney (CEO of St. Francis Memorial Hospital and Renfrew Victoria Hospital) and Lisa Hubers (Executive Director of Madawaska Valley Hospice Palliative Care) spoke to the LHIN Board about the Circle of Health’s tangible results. The LHIN has supported the development of both these initiatives.</p> <p>The Board thanked and commended presenters for sharing a profile of their hubs and achievements.</p> |
| <p>12</p> | <p>Strategic topics for forthcoming Board meetings</p> |
| | <p>The Board Chair provided details on the process and results of a survey that took place to identify strategic topics to be addressed by the Board during fiscal year 2017-2018. Members of the Board and of the Executive Leadership Team were surveyed. Results were reviewed at the Governance Committee and the top thirteen topics were identified and will be scheduled using various settings such as retreats, board meetings or education sessions.</p> <p>Discussion followed and a few points are noted: The Board agreed with the top strategic topics identified; concern was expressed regarding the priority assigned to the topic related to the health of indigenous peoples and it was agreed that the topic <i>meeting the health needs of indigenous peoples</i> will be added to the top strategic topics to be addressed by the Board.</p> <p>The first strategic retreat is scheduled for October 13, 2017.</p> |
| <p>13</p> | <p>Pre-capital submission for outfitting of space for inpatient beds at the University of Ottawa Heart Institute</p> |

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| | <p>The Board received a presentation regarding the creation of a new inpatient unit of 23 acute-care beds, using space being built as part of a larger capital project (see slide deck available on our website in the board meeting package, as well as board highlights providing more details). The beds will serve cardiology patients and patients requiring cardiac surgery or procedures. LHIN staff and members of the Executive Leadership LHIN team have reviewed and endorsed the proposal.</p> <p>During the question period further explanations are provided and the following points are noted: These beds will also help in relieving pressures on the emergency room; clarification was provided that the pre-capital submission reviewed by LHIN staff included data such as volume projection by major procedure basis, admission rate for each procedure and average length of stay (based on trends) for each procedure and the average length of stay required for surgery patients; further details were also provided by Dr. Mesana, President and CEO of the University of Ottawa Heart Institute, regarding the long-term projection/strategies in place to address the need of the population, the development of advance technologies for surgery, as well as the continued development of the hub and spoke model to provide services in rural areas of Champlain.</p> <p>MOTION:</p> <p>Whereas the LHIN staff has reviewed The University of Ottawa Heart Institute’s pre-capital submission for the Tower – Ward Beds Project and has found that it demonstrates consistency and strategic fit with LHIN priorities and that the program and service elements are aligned with the provider’s present and future role in the Champlain health care system,</p> <p>Be it resolved that the Champlain LHIN Board of Directors endorses the program and service elements outlined in The University of Ottawa Heart Institute’s pre-capital submission for the Tower – Ward Beds Project.</p> <p>Moved: Randy Reid / Seconded: Abebe Engdasaw All in favour Carried</p> |
| <p>14</p> | <p>Executive compensation framework</p> |
| | <p>The Board received a progress report and details regarding the development of the Executive Compensation Framework in response to the Broader Public Sector Executive Compensation Act. All LHIN Boards are asked to endorse a motion (see below). The resolution drafted by LHIN Legal Counsel was explained, as well as the process developed to date regarding next steps. The group agreed with the development of a common approach and to authorize the Board Chair to represent the Champlain LHIN. The motion will also authorize the Executive Compensation Small Group (task force) to provide input on behalf of the Champlain LHIN in the development of an Executive Compensation Framework.</p> |

JP Boisclair will continue to keep members of the Board abreast of further developments on this front and will also work with the CEO Performance Evaluation and Compensation Committee. Concern was expressed regarding the sensitivity of this issue.

MOTION:

BE IT RESOLVED THAT:

1. **The Champlain LHIN Board of Directors hereby authorizes the Board Chair to represent to the LHIN Leadership Council that the Champlain Local Health Integration Network agrees that the development of an Executive Compensation Framework is a common issue under Memorandum of Understanding between the Minister of Health and Long-Term Care and Champlain Local Health Integration Network in regard to which all LHINs should take a common position and approach.**

2. **The Champlain LHIN Board of Directors hereby authorizes an Executive Compensation Framework Small Group, comprised of the Chairs of Central LHIN, Central East LHIN, Hamilton Niagara Haldimand Brant LHIN and North East LHIN and the CEOs of Central LHIN, Central East LHIN, Champlain LHIN, and North West LHIN, to provide input on behalf of the Champlain LHIN in the development of an Executive Compensation Framework under the *Broader Public Sector Executive Compensation Act, 2014* (the “Framework”) by:**
 - i. **meeting and working with Gallagher McDowell Associates as necessary to support the development by Gallagher McDowell Associates of a report to assist the Small Group in the development of a draft Framework;**
 - ii. **working with the Gallagher McDowell Associates’ report to develop a draft of the Framework, which shall include the required comparative analysis;**
 - iii. **submitting that draft to the LHINs for review and approval by their Boards;**
 - iv. **once all of the LHINs have submitted the draft Framework to the Ministry of Health and Long-Term Care (“MOHLTC”), receiving questions and comments on the draft Framework from MOHLTC;**
 - v. **working with MOHLTC to prepare a second version of the Framework for consideration by the Boards of Directors of all LHINs, and**
 - vi. **reporting back to the Champlain LHIN Board Chairs as required with updates relevant to the Framework and when additional input is required from the Champlain LHIN Board of Directors.**

Moved: Guy Freedman / Seconded: Randy Reid

All in favour

Carried

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Board committee stewardship reports and matters arising therefrom:

15.1 Governance

A summary of the last meeting held September 6 was provided ([minutes are available in the board meeting package of September 27](#)). The master work plan was finalized by all committees and tabled for Board approval. Some of the other business tabled at the committee included: revision of the board strategic survey results discussed early today; the annual process for performance evaluation of board committees; and finally an agreement that Board and Committee minutes in the future will reflect a summary of discussion points. **ACTION: Committee Chairs and Executive Assistant to the Board.**

MOTION:

That the Governance Committee recommends the Board approves the revised work plan for the Board and Committees as amended.

Moved: Anne MacDonald / Seconded: Diane Hupé

All in favour

Carried

15.2 French Language Services

The new French Language Services Coordinator was hired: Myriam Taillon. She will be introduced at the next Board Meeting. The committee will meet on October 30 and Pierre Tessier will present a more fulsome report at the next Board meeting, including the approval of the Joint Action Plan and its deliverable for this fiscal year.

15.3 CEO Performance Evaluation & Compensation

The next meeting will take place on October 23 and will be dealing with the Executive Compensation Framework, as well as receive a report from the CEO against performance objectives (to be shared with the Board in the November board meeting package).

15.4 Finance & Audit

The committee met on September 25 (minutes will be shared with the Board in the meeting package of October 25, 2017). The verbal report to the Board included: an update on the Health Shared Services of Ontario undertaking negotiations relating to auditor's contract (to reflect changes in the scope of the present contract); the revised financial statements from July in a new format and the Glossary 2017-18 were shared with the Board for their information; the revised August financial statements and narratives will be shared with the Board on October 25 for their information; the committee reviewed performance/financial indicators and service accountability agreements for hospitals and the community sector; and finally the committee discussed possible financial literacy training, education sessions and/or tools for Board Members.

15.5. Quality

A summary report from the meeting of September 19 was provided (minutes will be shared with the Board in the meeting package of October 25, 2017). The verbal report included: an

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| | update on the final version of the committee’s terms of reference with a slight revision as it relates to health and safety (will be shared with the Board for their information); the committee received a very good presentation by staff on performance indicators; also received an update on the accreditation process and various strategies for approaching this activity; and finally the committee received an informative presentation on privacy. |
| 16 | Other Business |
| 17 | Adjournment of Meeting --- 5:40 p.m. |

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

Chantale LeClerc
 CEO
 Champlain Local Health Integration Network