

Central West **LHIN** | **RLISS** du Centre-Ouest**MINUTES OF THE BOARD OF DIRECTORS' MEETING****WEDNESDAY, DECEMBER 19, 2018****Commencing at 5:00 P.M.****199 County Court Boulevard – ‘Brampton/Caledon Room’****Brampton, Ontario**

<b>Board Members Present:</b>	Carmine Domanico (Board Chair), Jeff Payne (Vice Chair), Moyra Vande Vooren (Member), Hugh O’Brodivich (Member), Anita Gittens (Member), Angel Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member), Adrian Bita (Member), Neil Davis (Member), Peter Harris (Member),
<b>LHIN Staff Present:</b>	Scott McLeod (CEO), Kim Delahunt (V.P.), Brock Hovey, (V.P.), Marla Krakower (V.P.), Kimberley Floyd (V.P.), Jas Rai (EA to CEO & Board Liaison), Igor Orel (Director, IT & IM)
<b>Guests:</b>	Kevvie Fowler, Partner, National Resilience Leader, Deloitte
<b>Regrets:</b>	Tamara Wallington (VP)

**1.0 CALL TO ORDER**

Carmine Domanico, Board Chair, called the Board Meeting to order at 5:00 p.m. Mr. Domanico welcomed Kevvie Fowler of Deloitte, and staff member Igor Orel, to the meeting.

**1.1 Approval of Agenda**

Carmine Domanico asked if there were any additional agenda items to be added. Jeff Payne requested that Board Member Reappointment update be added as a new item to the Agenda as Item 8.0, before the In-Camera portion of the meeting.

**MOVED by Angel Rebelo and SECONDED by Jeff Payne, that the Regular Agenda for the Central West LHIN Board of Directors’ Meeting of Wednesday, December 19, 2018 be approved, as amended.**

**CARRIED****1.2 Conflict of Interest**

Carmine Domanico reminded members of the Conflict of Interest Guidelines and asked if any members had any conflicts to declare.

There were no declarations of Conflict of Interest.

## **2.0 CONSENT AGENDA**

Carmine Domanico reminded Members that the process is that they can ask questions and seek clarification on items within the Consent Agenda, but should further discussion be required, the item will be pulled and added to the Regular Agenda. Kim Delahunt advised that all action items in the November minutes are either underway or completed.

**MOVED by Heather Picken and SECONDED by Anita Gittens, that the Consent Agenda be approved, as circulated.**

**CARRIED**

## **3.0 PATIENT STORY**

Brock Hovey provided a patient experience story that was generated through the ETMS system. Brock Hovey noted that this story highlights the journey of the Home and Community Care Team with a client and family to coordinate care and to meet the wishes of the patient.

Brock Hovey informed Members that this particular client was part of the Wait At Home Care Program, a short-term Alternate Level of Care (ALC) emergency wait time strategy with a 50-day waiting period. Mr. Hovey noted that the caregiver was over-come with stress due to the spouse's health and family dynamics. Brock informed Members that the care coordinators were able to ensure the patient's wishes were upheld.

Moyra Vande Vooren asked how the LHIN determines if the caregiver is making the best decisions for the client. Brock Hovey noted that in this particular case a conversation took place with the patient. Kimberley Floyd noted that if there is no Power of Attorney (POA), the LHIN goes through the normal channel of family hierarchy members. Kimberley noted that this patient story highlights the importance of ensuring the patient wishes are honoured and the mechanisms available up to and including the Consent and Capacity Board when there are concerns. She noted that LHIN staff have been through extensive training on checking on who has the patient's best interests in mind.

## **4.0 BOARD EDUCATION / GENERATIVE DIALOGUE**

### **4.1 Cyber-Security**

Carmine welcomed Kevvie Fowler, Partner, National Resilience Leader, Deloitte and Igor Orel, Director, Information Management, Information Technology and Facilities, Central West LHIN, to the meeting.

Scott McLeod noted that he and Kevvie Fowler have been communicating for a number of months via teleconference in reference to a recent provider cyber-security issue. Mr.

McLeod noted that HIROC engaged Deloitte to provide support to the LHINs and Health Shared Services Ontario (HSSO), to work through complex cyber-security issues.

Kevvie Fowler thanked Scott for the introduction and the Board for the opportunity to present. Mr. Fowler informed Members that he has been a Partner and Resilience Leader at Deloitte for over a year. Mr. Fowler noted that he is the author of a book called “Data Breach”, as well as having been a contributing author of six other books, to help organizations prepare for cyber-security issues and has provided expertise in high profile legal cases.

Mr. Fowler noted that assistance in cyber-security is a very high in demand job, and demand will increase over the years. Because of the high demand, Kevvie noted that Deloitte hires individuals with basic training and invests heavily to train candidates to get them in the field to work with clients.

Kevvie Fowler informed the Board that the threat of insider misuse of information is very real and there is always some aspect of insider involvement in breaches and security issues. Ashish Kemkar asked about the security of using a cloud based system. Mr. Fowler noted that using a cloud-based system is a good thing as long as the user sets up their own security, this system is successfully used by many large organizations, for example, some banks use a cloud based system.

Kevvie informed the Board about the “Dark Web” which is an area of the web that requires specific applications in order to gain access. He noted that Dark Web users are usually intelligence agencies, journalists and those conducting criminal and illegal activity via the web (to advertise illegal services, such as sales of illegal products – firearms, drugs, and personal information).

Kevvie Fowler noted that user name and passwords acquired through the Dark Web can be used for all kinds of cyber fraud, for example, gaining access to personal health information to extort money from a person. Kevvie also noted that personal information online has a very long shelf life, as long as a persons lifetime.

Mr. Fowler informed the Board that data breach costs companies lots of money, insurance rates increase, and based on research this could be anywhere from 15 to 200%. He also noted that breaches affect credit rating, responding to breaches in a timely manner minimizes these costs and many companies lose revenue due to loss of customer confidence.

At this point of the discussion the meeting went into In-Camera for privileged and confidential discussion.

**MOVED by Neil Davis and SECONDED by Anita Gittens, that the Central West LHIN Board of Directors consider matters: related to Personnel, Solicitor-Client Privilege, Personal and Public Interest in a closed session to pursuant to s.9(5)(a) or s 9(5.1) of the Local Health Integration Act, 2006**

**CARRIED**

**MOVED by Heather Picken and SECONDED by Jeff Payne, that at 6:20 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.**

**CARRIED**

**MOVED by Ashish Kemkar and SECONDED by Adrian Bitz, that the actions taken during the Closed Session should not be reported in the Minutes.**

**CARRIED**

Carmine Domanico thanked Kevvie Fowler and Igor Orel for an interesting and informative presentation.

## **5.0 REPORTS OF THE BOARD CHAIR, BOARD MEMBERS, AND CHIEF EXECUTIVE OFFICER**

### **5.1 Report of the Board Chair**

Carmine Domanico provided an update on the following items:

- **Hospice Meeting** – Carmine Domanico and Scott McLeod met with Bethell and Dufferin Hospice Board Chairs earlier this month and made some good progress in discussions regarding fund-raising and advancing opportunities to work together more closely.
- **Ministry Meeting** – Carmine Domanico, Scott McLeod along with Osler's CEO, Brendan Carr and Board Chair, Jane McMullen met with Minister Christine Elliot to review funding issues and challenges in Central West. He noted that discussion items included challenges with hospital, Home and Community Care funding, and shared comparisons regarding provincial funding equity. Carmine noted that during discussions Board Member reappointments, appointments were raised, and the Minister indicated she expects the appointments to occur. He flagged for the Minister that Peel Phase 2 and longer-term need for acute care was identified as a concern. Overall it was a very positive meeting.
- **LHIN Chairs Council Meeting** – Carmine Domanico participated in discussions regarding the collection of **bold** ideas across the province, which generated a long and

comprehensive list of ideas. Mr. Domanico noted that the Council is not in a position to share ideas with the government yet, so this is on hold for the time being.

- **Board Evaluation Committee** – Carmine Domanico, as Chair of this Committee, informed Members that material will be coming to the LHIN Leadership Committee in January for approval, and will include a Whole Board Evaluation as well as Peer-to-Peer and Chair evaluation.

## 5.2 Board Member Updates

- Carmine Domanico thanked Jeff Payne and Moyra Vande Vooren for joining the Senior Team this morning to host the staff pancake breakfast. The event was a great success.
- Anita Gittens informed Members that on December 6 she attended CANES Stakeholder Forum. Ms. Gittens noted that it was an excellent event and noted that Kim Delahunt did an excellent presentation, which generated some good conversation.

## 5.3 Report of the CEO

Scott McLeod provided an update on the following items:

- Scott McLeod informed Members that a new model for hospital TA team, centralizing acute care intake was launched on November 26.
- **MSK Strategy** – Scott McLeod noted that central intake and rapid access clinics had its launch at the beginning of month.
- **Behavioural Supports Ontario (BSO)** – Mr. McLeod noted that BSO expansion has occurred, which supports seniors with responsive behaviour, understanding and managing the triggers to prevent these behaviours.
- **Accountability Agreements** – Scott McLeod noted that the Multi-Sector Service Accountability Agreement (MSAA) was approved at CEO Council. Scott reminded the Board that at the January 2018 Board Meeting the Board delegated the approval of the Service Accountability Agreements to the CEO so the template agreements are no longer required to come to the Board for approval. This includes the Hospital SAA, Long-Term Care Homes SAA and MSAA.
- **School Based Rehabilitation Services** – Scott McLeod informed the Board that as of January 2019 these services would transfer from the LHIN to the Ministry of Children & Youth Services for delivery. Mr. McLeod noted that the Children's Treatment Centers, Erinoak in Central West's case, indicate they are ready to assume this new responsibility. LHIN Staff who were supporting these services will be re-deployed internally.
- Scott McLeod and Kimberley Floyd did a LHIN road show over last two days, visiting all LHIN sites to engage with staff and encourage them to complete the employee engagement survey. Scott McLeod noted that a high-level update on survey results will be shared with the Board at the January Board meeting.

- Jeff Payne noted that the Minister of Health was at St. Michaels Hospital today and announced funding for mental health beds and asked if the LHIN had any information. Scott noted that these are specialty mental health beds for seriously mental health patients. At this point, he didn't believe that any had been allocated to Central West. Scott McLeod noted that Kim Delahunt will follow up regarding details.

**Action Item: Kim Delahunt**

- **Indigenous Training** – Jeff Payne noted that Item 3.2 in the CEO Report referenced an Indigenous Health Services Symposium and asked about Board Members participation. Marla Krakower noted that she will look into if the training can be extended to Board members. Angel Rebelo also indicated she would be interested in doing this.

**Action Item: Marla Krakower**

## **6.0 STRATEGIC DIALOGUE**

### **6.1 Integrated Health Service Plan (IHSP) 2019-2022**

Kim Delahunt informed members that the LHIN received feedback from the Ministry regarding the draft IHSP with minimal suggestions. Kim Delahunt noted that there were two points specific for Central West LHIN, related to community engagement and highlighting the sub-region work. Kim informed Members that these updates were made and tracked in the material shared in the Board package.

**MOVED by Neil Davis and SECONDED by Angel Rebelo, that the Integrated Health Services Plan 2019-2022, as revised, be approved for resubmission to the Ministry for final approval.**

**CARRIED**

Ashish Kemkar asked if this would be a public facing document. Kim Delahunt noted that the final public facing version is currently being formatted by Communications and will include graphics. The document will be translated and then both versions will be posted to the LHIN website in February 2019. Kim noted that the Annual Business Plan for 2019/20, which outlines the activities we will undertake in the first year of the new IHSP, is currently being prepared and will be brought to the Board in January 2019.

Carmine Domanico thanked Kim Delahunt and her team for the work on the IHSP 2019-2022.

## **7 FIDUCIARY DIALOGUE**

### **7.1 Report of the Quality Committee Meeting, Monday, December 10, 2018**

Moyra Vande Vooren provided a brief update on recent discussions of the Committee.

Moyra noted that a regular quality agenda item is to spotlight a patient story which, this month, highlighted quality of care review, process on how front line staff were involved and other LHIN staff, using different tools to see what could be improved in the process.

Brock Hovey provided a brief overview of Health Quality Ontario's Measuring Up Report. Brock noted a couple of highlights of the reports included that residents live longer in this LHIN, low acuity patients are discharged in good time, and patients are going to walk-in clinics, rather than their family doctor. Brock noted that there are many areas for improvements and results will be shared at the various quality tables to be used for quality improvement.

Moyra Vande Vooren provided an update on the quality plan where work continues, and next steps will be to share the plan with providers.

Ms. Vande Vooren reminded Members that Change Day Ontario is in full swing and there are many opportunities to participate.

Moyra noted that the Quality Committee is on target with everything in the work plan and the next meeting is set for February. Ms. Vande Vooren reminded Members that the Central West LHIN Quality Awards event is confirmed for February 21, 2019.

## **7.2 Report of the Finance & Audit Committee Meeting, Monday, December 17, 2018**

Adrian Bita provided a brief update on discussions at the December 17 meeting.

Adrian Bita noted that the monthly operating results show a deficit of \$168,000 and that the current forecast is that the LHIN is at risk of a deficit of \$2.5 Million.

Scott McLeod informed Members that staff have been working with the Ministry regarding the current pressures and a formal letter has been sent to Ministry outlining the pressures, a contingency plan to balance the budget (which includes significant reduction in access) and a proposal for use of restricted funds and inter-LHIN transfers to achieve a balanced position. Mr. McLeod also noted that he has had a number of promising discussions with Tim Hadwen and Amy Olmstead regarding strategies and possible solutions.

Scott McLeod noted that some LHINS are running major surpluses in Home and Community and he has initiated discussions about an inter-LHIN transfer which will address this year's problem. Mr. McLeod noted that the Ministry does not want the LHIN to implement contingency plans that would drastically reduce access to services and is committed to working with us to address current pressures. Scott noted that current

solutions being considered will not resolve the base allocation and we will need to revisit our run rate as of April 1 if we don't get additional H&CC base funding.

Carmine thanked Adrian and the committee for their work and requested that staff keep the Board apprised of discussions with the Ministry.

*Neil Davis left the meeting at 7:15 pm.*

## **8.0 OIC Appointments**

Carmine Domanico noted that this was discussed with the Minister, who indicated that reappointments and appointments are in process.

There followed a brief discussion regarding filling the roles of the Committee Chairs and Vice Chair in case the reappointments for Jeff Payne and Adrian Bitá do not come through.

Ashish Kemkar volunteered to act as Interim Chair of the Finance & Audit Committee and Heather Picken volunteered to act as interim Chair of the Governance Committee.

Carmine Domanico also noted that the Finance Committee has an opportunity to appoint a Community Member and recommended that Adrian Bitá be appointed in the event his reappointment does not come through.

Carmine Domanico asked for a volunteer for the role of interim Vice Chair, Moyra Vande Vooren agreed to take on the role in the interim.

**MOVED by Hugh O'Brodovich and SECONDED by Angel Rebelo, that subject to appointments not being renewed prior to December 31, 2018 that:**

- **Ashish Kemkar be appointed as the interim Chair of Finance and Audit Committee**
- **Heather Picken be appointed as the interim Chair of the Governance Committee**
- **Moyra Vande Vooren be appointed as the interim Vice Chair of the Board**
- **Adrian Bitá be appointed to the Finance and Audit Committee as a community representative**

**CARRIED**

Carmine Domanico thanked the volunteer Members for agreeing to fill in the roles of Committee Chairs and Vice Chair. Carmine Domanico also thanked Jeff Payne and Adrian Bitá for their enormous contributions to the Board and for their leadership to the Committees they chaired. In the event that their reappointments are not finalized by December 31, he encouraged them to continue to attend the Board Meetings as members of the public.



**9.0 IN-CAMERA SESSION**

**MOVED by Adrian Bitá and SECONDED by Jeff Payne, that the Central West LHIN Board of Directors consider matters: related to Personnel, Solicitor-Client Privilege, Personal and Public Interest in a closed session to pursuant to s.9(5)(a) or s 9(5.1) of the Local Health Integration Act, 2006.**

**CARRIED**

**MOVED by Anita Gittens and SECONDED by Hugh O’Brodovich, that at 8:00 p.m., the Central West LHIN Board of Directors’ meeting be moved Out-of-Camera and back into the Regular Session.**

**CARRIED**

**MOVED by Angel Rebelo and SECONDED by Peter Harris, that the Central West LHIN Board of Directors approve the business conducted during the Closed Session and that the actions taken during the Closed Session should not be reported in the minutes.**

**CARRIED**

**9.0 ADJOURNMENT OF BOARD MEETING**

**MOVED by Ashish Kemkar and SECONDED by Moyra Vande Vooren, that there being no further business for discussion, that the Central West LHIN Board of Directors’ Meeting of Wednesday, December 19, 2018 be adjourned at 8:00 p.m.**

**CARRIED**

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Carmine Domanico, Board Chair

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Scott McLeod, CEO