

Central West LHIN | RLISS du Centre-Ouest

MINUTES OF THE BOARD OF DIRECTORS' MEETING

WEDNESDAY, DECEMBER 20, 2017

Commencing at 5:00 P.M.

199 County Court Boulevard – 'Brampton/Caledon Room'

Brampton, Ontario

Board Members Present:	Carmine Domanico (Board Chair), Jeff Payne (Interim Vice Chair), Neil Davis (Member), Moyra Vande Vooren (Member), Hugh O'Brodovich (Member), Anita Gittens (Member), Peter Harris (Member), Angelique Rebelo (Member)
LHIN Staff Present:	Scott McLeod (CEO), Kimberley Floyd (V.P.), Marla Krakower (V.P.), Tamara Wallington (V.P.), Kim Delahunt (V.P.), Michele Williams (Board & CEO Liaison), Jas Rai (EA to CEO), Chih-Chi Lee (Interim Director, Decision Support and System Flow), Sharanjeet Kaur (Director of Strategy & Project Management Office), Alex Phillips (Specialist, Decision Support)
Regrets:	Ashish Kemkar (Member)
Guests:	Stacey Daub, Chief Executive Officer, Headwaters Health Care Centre, Louise Kindree, Board Chair, Headwaters Health Care Centre

1.0 CALL TO ORDER

Carmine Domanico, Board Chair, called the Board Meeting to order at 5:10 p.m. and welcomed guests, Stacey Daub, CEO, and Louise Kindree, Board Chair, Headwaters Health Care Centre, to the meeting.

1.1 Approval of Agenda

Mr. Domanico asked if there were any additional agenda items to be added. No additional items were added to the agenda.

MOVED by Peter Harris and SECONDED by Jeff Payne, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, December 20, 2017 be approved, as circulated.

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.

Neil Davis noted that he acts for a tenant who sent a letter to the Mayor of Brampton regarding property adjacent to the Peel Memorial site that was included in the information items. Carmine Domanico noted that this was only an information item and there was no perceived or actual conflict.

There were no further 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. Scott McLeod advised that all action items in the November minutes are either underway or completed.

Scott McLeod advised members that Item 2.4 – the full Risk Report was not for approval but for information only.

Moyra Vande Vooren requested that item 2.5. PFAC briefing note be updated to complete the sentence related to the role of the advisory committee.

Action: Brock Hovey

MOVED by Moyra Vande Vooren and SECONDED by Peter Harris that the Consent Agenda be approved, as circulated.

CARRIED

3.0 REPORTS OF THE BOARD CHAIR, BOARD MEMBERS, AND CHIEF EXECUTIVE OFFICER

3.1 Report of the Board Chair

Carmine Domanico provided a brief update on the two Leadership Council Committees he sits on.

Carmine is the Lead on the Pan-LHIN Board Evaluation Committee established to determine the best approach to evaluate Board and Board Member performance. He indicated that the first meeting of the group took place last week and the next meeting is scheduled to take place in January.

Mr. Domanico noted that he is also on the Leadership Council committee to develop the next Ministry LHIN Accountability Agreement.

Carmine also noted that he and Scott McLeod are scheduled to meet with Ms. Kamal Khera, MP, on January 15.

3.2 Verbal Updates from Board Members

Moyra Vande Vooren noted that she attended two staff events last week, Michele Williams' Farewell Open House and the Staff Holiday lunch. Moyra informed members that both events were well organized and enjoyable.

Carmine noted that he attended the Open House and Staff Lunch with Anita Gittens and Moyra Vande Vooren. He requested that pictures from both events be shared with the Board.

Action: Jas Rai

Carmine indicated that he sent a letter to the Chair of William Osler outlining the motion approved at the November Board meeting.

Finally, Carmine Domanico noted that today is Michele Williams last official Board Meeting. Carmine thanked Michele for her significant contributions to the LHIN over the last 11 years and wished her the best on her retirement.

3.3 Report of the Chief Executive Officer

Scott McLeod provided highlights from the CEO report including:

- **CHRIS 3.0** – A major upgrade took place to the CHRIS system on December 1. This is the system used by Home and Community Care. Health Shared Services Ontario (HSSO) has been providing support to address a number of issues encountered with the upgrade.
- **Health Quality Ontario (HQO) Quality Improvement Plans (QIP)** - HQO released QIP guidelines for 2018/19 to all LHINs. Home and Community Care QIPs will be developed for approval in March, and sub-region QIPs will be considered for next year.
- **Health Energy Efficiency Program (HEEP)** – Scott noted that Headwaters Health Care Centre received \$3.5 Million in one-time funding to implement a number of initiatives in this fiscal year.
- **Sub-Region Update** - Work is progressing well, Kim Delahunt will provide a more in-depth update later in the meeting.
- **Hips/Knees:** Central West received additional funding for 32 additional Hips and Knee replacements and have provided this funding to Osler.
- **Endavaron** - Endavaron is a medication approved for use in the treatment of early diagnosis of Amyotrophic Lateral Sclerosis (ALS) patients (in the USA). Endavaron has not been approved by Health Canada but Canadians can bring it in to Canada. There has been a lot of advocacy by ALS groups to try and get this medication approved in Canada. LHINs have received approval from the Ministry to use public funds to pay for administering the medication. Scott noted that this does not cover the cost of the medication, which patient continues to pay for. Central West LHIN has two patients on this medication.
- **Flu update** - Scott McLeod informed members that the flu season has definitely hit Central West. There are five Long Term Care homes (as of today) that are in outbreak due to Influenza A virus. When in outbreak the home can be closed for admissions to a unit or to the building. This is also affecting hospitals. Trillium has an outbreak in one unit and Etobicoke General Hospital has an outbreak two units. The LHIN chairs a weekly call with providers regarding the Flu Surge Planning. These calls provide status

updates and allow partners to respond proactively to pressures being experienced in various parts of the system.

As requested at the November meeting, Marla informed members that only 25% of LHIN staff reported receiving the flu shot. However, this number may be higher as not all staff received the flu shot at the office and may have received it elsewhere but haven't let us know.

Following Scott's update, there were a number of questions by members.

Angelique Rebelo asked if there was still an opportunity to participate in the Indigenous Training. Kim Delahunt indicated there are still spots left for January and she will have someone connect with her. Hugh O'Brodovich, who recently took the training, indicated that there is some excellent information that would be helpful to have but was not available to download. Kim will follow up to see if there is a way to get access to this information.

Action: Kim Delahunt

Hugh O'Brodovich asked who was using Patient Oriented Discharge Summary (PODs). Brock informed members that the tool is a patient friendly summary of care provided to patients after discharge from the hospital. Osler is participating in this initiative and Headwaters is on a pathway to adopt this tool.

Hugh O'Brodovich indicated that information for Osler on volumes regarding Diagnostic Imaging is not available through HQO's report. Brock Hovey informed members that Osler encountered an issue with data, and will be repopulating data.

4.0 BOARD EDUCATION / GENERATIVE DIALOGUE

4.1 Headwaters Health Care Centre

Carmine Domanico welcomed Stacey Daub, CEO and Louise Kindree, Board Chair, Headwaters Health Care Centre (HHCC).

Ms. Daub provided members with an overview and reflection on her ten months as CEO of HHCC. Stacey informed members that she conducted a 30-day review of the organization which included meeting with staff at all levels, individually and in teams, it was noted that there has been a lot of change in the organization. Stacey noted that there is a very close relationship between the hospital and community.

Stacey noted that individuals with Mental Health continues to be an issue for HHCC. She indicated that there has been a 30% increase in patient stays, and an 85% increase in mental patient days.

Stacey noted that some of the challenges faced by HHCC are related to funding. She noted that HHCC developed a Business Case for the LHIN and the MOHLTC and are working collaboratively with the LHIN and the MOHLTC to advance a base funding adjustment.

Carmine thanked Stacey Daub and Louise Kindree for attending the meeting and for their informative presentation.

5.0 STRATEGIC DIALOGUE

5.1 Overview of Sub Regions

Kim Delahunt provided members with an overview of the work ongoing at the sub region level. The Central West LHIN has five sub-regions aligned to the Health Links areas. She informed members that Central West LHIN is growing very rapidly, with an aging population, as well as being a very diverse LHIN, with over 50% of the population being a visible minority. Kim informed members that Central West LHIN has established a sub region collaborative for each of the sub regions.

Kim informed members that all sub region meeting material is posted on the LHIN website. Work Plans have been developed for each region to identify commonalities and uniqueness, and each sub region will focus on a design that can be implemented in the near future.

After a brief discussion Members agreed that Digital Health and Primary Care are both important priorities at the sub region level.

Carmine Domanico asked about the link between the Regional Quality Table and the Board Quality Committee. Brock Hovey advised that a plan is being developed which includes some work identified at the Regional and Local tables, and a framework will be brought forward to the Board for approval.

Action Item: Kim Delahunt & Brock Hovey

5.2 MLAA Indicators Dashboard for 2017-2018 – Q2

Alex Phillips, Decision Support Specialist, provided an overview of the MLAA Indicators for 2017/2018 – 2nd Quarter (Q2). She advised that the focus this year is on the 13 performance indicators. It was noted that Central West LHIN is ranked as one of the top seven LHINs in six indicators and outperformed in six indicators.

The following Indicator presents a move from green to red this cycle and is being monitored closely for opportunities for improvement or further investigation:

- Readmission within 30 days for selected Health Based Allocation Model Inpatient Grouper (HIG) Conditions (*Acute myocardial infarction, Cardiac conditions (excluding heart attack), Congestive heart failure, Chronic Obstructive Pulmonary Disease, Pneumonia, Diabetes, Stroke, and Gastrointestinal disease*)

Carmine Domanico requested that staff provide him with an overview of the indicators that we need and what we don't need. He indicated that it would be helpful for him to have this information to support his role on the Leadership Council Indicators working group. Members requested that staff update a new Balanced Scorecard and specifically identify the top three indicators being focused on.

Action Item: Brock Hovey

5.3 William Osler Health System Functional Program: Endovascular Therapeutic Suite

Kim Delahunt informed members that Osler received a \$25M anonymous donation for the development of Endovascular suite. Osler has submitted a formal request to change one of the ORs into an Endovascular Therapeutics Program (EVAR), using their own funds. It was noted that no additional operating funding is required but Board approval is required to advance the redevelopment to the next stage.

Scott McLeod informed members that Osler has committed to using existing funding and not committing any additional funding for future EVARs. Kim Delahunt will reconfirm with Osler that they will be using their own funds.

Action Item: Kim Delahunt

MOVED by Neil Davis and SECONDED by Peter Harris that the Central West LHIN Board of Directors approves the Part A program and service elements for both Stage 1 and 2 for the Endovascular Therapeutic Suite to be built at the Brampton Civic Hospital site of the William Osler Health System, as submitted.

CARRIED

5.4 2018-2019 Annual Business Plan (ABP)

Kim Delahunt provided a brief background on the ABP. The ABP outlines how we are going to operationalize our Strategic Plan during the upcoming fiscal year. Kim shared at a high level the goals that align to what is in the Minister's mandate letter and the ABP

Kim advised members that a draft ABP will be submitted to the Ministry by end of this week for their review and will be brought forward to the February Board Meeting for Board approval to submit to the Ministry by March 31. She also confirmed that the Ministry has requested that all LHINs not redevelop their Integrated Health Service Plan (IHSP). The current IHSP is in its final year and staff will begin the process to develop the new IHSP in 2018. Kim noted that the work the Board and staff have been doing on the Mission, Vision, Values will continue. We hope to finalize the Mission Visions Values for the final submission of the ABP.

Following the presentation there was a general discussion about the priorities outlined in the ABP. It was noted that Osler has a very high level of C-sections and perhaps there should be some specific reference to work that will be undertaken in that regard. It was agreed that staff should follow-up with Osler regarding their plans to address the C-section rates.

It was also noted that we should consider adding a specific goal for Autism related to an approach for screening and diagnosing at an earlier age, between 1 and 3 years old.

Board Members were asked to email any suggestions / feedback regarding the ABP content to Jas Rai by January 12.

Action Item: Board Members /Kim Delahunt

6.0 FIDUCIARY DIALOGUE

6.1 Report of the Quality Committee Meeting, December 11, 2017

Moyra Vande Vooren provided members with a verbal update on the Quality Committee meeting of December 11, 2017. She noted that the Quality Committee approved the recommendation for staff to work with Accreditation Canada to initiate a 6-month extension of the current accreditation status for the legacy CCAC by submitting a report in June 2018. This will ultimately be followed by a full LHIN survey in June 2019.

MOVED by Hugh O’Brodivich and SECONDED by Peter Harris, that the recommendation of Option #1 for Accreditation through Accreditation Canada be approved, as presented.

CARRIED

6.2 Report of the Finance & Audit Committee Meeting, December 18, 2017

Adrian Bita provided the Board with a verbal update regarding the Finance and Audit Committee meeting held December 18th. He noted that the LHIN operations are running a surplus of \$567,000. Staff are developing a plan to ensure that the LHIN maximizes the use of the resources.

Adrian thanked Brock Hovey and his team for their hard work. Jeff Payne also acknowledged the hard work of Staff and for their support of the Board over the last number of months.

6.3 2017-1028 Risk Report – 3rd Quarter (Q3)

Brock Hovey informed members that in addition to the Integrated Enterprise Risk Management Report there are two other reports to go to MOHLTC, the Detailed Agency Risk Report and the Quarterly Risk Summary. He informed members that the Senior Team reviews all risks quarterly and brings high risks to the Board for approval.

Carmine Domanico asked if there was a risk regarding email / technology due to recent issues with system being down/unavailable. Scott McLeod confirmed that there is a specific risk related to this and the recent issues are being addressed by HSSO.

MOVED by Anita Gittens and SECONDED by Jeff Payne, that the 2017/18 Q3 Enterprise Risk Management (ERM) Report be approved, as submitted.

CARRIED

6.4 Multi-Sector Service Accountability Agreement (M-SAA)

Brock Hovey informed members that at this time the revised M-SAA template was included for Board approval. He noted that this is a common issue for LHINs requiring a 2/3 vote by the 14 LHINs. Once approved the template will become the agreement for Health Service Providers who fall under the MSAA. It was noted that this will be a 1 year agreement from April 1, 2018 to March 31, 2019. Brock noted that new template incorporates revisions identified by LHIN Legal that were required based on the Patients First legislation.

There was a brief discussion and clarification of some clauses.

MOVED by Neil Davis and SECONDED by Peter Harris that the Central West LHIN Board of Directors approves the Multi-Sector Service Accountability Agreement template for the period from April 1, 2018 to March 31, 2019.

CARRIED

MOVED by Neil Davis and SECONDED by Peter Harris that the Central West LHIN Board of Directors approves that the Board Chair and LHIN CEO be authorized to execute the M-SAAs on behalf of the LHIN provided that the execution version of the M-SAA is substantially the same as the draft template as submitted.

CARRIED

7.0 IN-CAMERA SESSION

MOVED by Adrian Bitá and SECONDED by Angelique Rebelo, that at 8:10 p.m., the Central West LHIN Board of Directors consider Matters of Public Interest in a Closed Session as set out by the Local Health Integration Act, 2006, s.9(5)(a), and further, that Staff Members in attendance be invited to stay for this portion of the meeting.

CARRIED

8.0 DIRECTORS' ONLY DIALOGUE

At this point in the meeting (8:30 p.m.), all staff except the CEO, were excused from the meeting for a Directors' Only dialogue.

MOVED by Peter Harris and SECONDED by Moyra Vande Vooren, that at 9:15 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

CARRIED

9.0 ADJOURNMENT OF BOARD MEETING

MOVED by Neil Davis and SECONDED by Peter Harris , that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, December 20, 2017 be adjourned at 9:15 p.m.

CARRIED

Carmine Domanico, Board Chair

Scott McLeod, CEO