

Central West **LHIN** | **RLISS** du Centre-Ouest**MINUTES OF THE BOARD OF DIRECTORS' MEETING****WEDNESDAY, FEBRUARY 28, 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 (Interim Vice Chair), Adrian Bitá (Member), Neil Davis (Member), Moyra Vande Vooren (Member), Hugh O'Brodovich (Member) via teleconference, Anita Gittens (Member), Peter Harris (Member), Angelique Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member)
<b>LHIN Staff Present:</b>	Scott McLeod (CEO), Brock Hovey, (V.P.), Kimberley Floyd (V.P.), Marla Krakower (V.P.), Kim Delahunt (V.P.), Jas Rai (EA to CEO & Board Liaison), Sharanjeet Kaur (Director of Strategy and Project Management Office)
<b>Guests:</b>	Peter Kaftarian, Assistant Deputy Minister, Health Capital Division, MOHLTC Nicole Williams, Manager, Capital Projects (MOHLTC)
<b>Regrets:</b>	Tamara Wallington (V.P.)

**1.0 CALL TO ORDER**

Carmine Domanico, Board Chair, called the Board Meeting to order at 5:00 p.m., and welcomed guests, Peter Kaftarian and Nicole Williams 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. A change to the agenda order was made to accommodate our guests. The Capital Process will occur following the review of the consent agenda.

**MOVED by Jeff Payne and SECONDED by Peter Harris, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, February 28, 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. Scott McLeod advised that all action items in the January minutes are either underway or completed.

Hugh O'Brodovich requested a correction to the minutes in Item 4.1 - Patient Story. He requested that the sentence be revised to read: "Hugh reminded members that recent media clippings highlighted a story of the Northern Ontario Medical School that has had significant success in attracting and graduating medical students who self-identify as Indigenous".

**MOVED by Moyra Vande Vooren and SECONDED by Neil Davis that the Consent Agenda be approved, as amended.**

**CARRIED**

## 3.0 BOARD EDUCATION / GENERATIVE DIALOGUE

### 3.1 – MOHLTC – Capital Process

Carmine Domanico welcomed Peter Kaftarian, Assistant Deputy Minister, and Nicole Williams, Manager, Health Capital Division, to the meeting.

Peter Kaftarian thanked the Board for the opportunity to present and provided a brief introduction about his and Nicole's roles at the Ministry. Peter informed members that he would be providing: (i) an overview of health capital planning in Ontario, (ii) the Ministry / LHIN review frameworks for early capital planning stages, and (iii) an overview of the current Long-Term Care (LTC) Home call for applications.

Mr. Kaftarian reminded members that the 2017 budget included a commitment to provide more than \$20 Billion in capital grants to hospitals. He informed Members that there was great progress with capital projects over the last year provincially and locally in Central West. He noted that he had the opportunity to take a tour of the Brampton Civic Hospital and Peel Memorial.

Peter advised that the Health Capital Division has a dedicated branch that deals with all capital projects which was first rolled out in 2009. Peter provided an overview of the 5 stage Capital Planning Process. He noted that the LHIN Board has a key role in endorsing the pre-capital submission outlining the need for a capital project. It is then forwarded to the Ministry at which point it is reviewed in detail to understand the need, Peter noted that new hospitals can take between 7 and 10 years to become operational.

Peter informed members that expectations for hospital capital investments are high across Ontario. Planning parameters are effective at managing expectations and moving to project implementation. For example, an area with no growth, would not receive approval for a 40 bed hospital to go to 200 beds, we would rather

improve programs. However, approval of a planning grant does not indicate that a proposal will go to construction now or in the future.

Peter noted that the Planning Grant for Peel Phase II had been sent to Osler and the LHIN. Carmine Domanico noted that this is very good news that will enable the planning for Phase II to get underway.

Carmine Domanico indicated that the population growth rate in Central West LHIN has been and continues to be very high. He asked if the Ministry is forecasting capital needs based on population growth. Peter indicated that they have forecasting tools where they can see and demonstrate growth. Carmine Domanico asked about the long-term care homes and the 30,000 beds that were announced recently.

Peter informed members that there are two initiatives under way. The first is the redevelopment of existing 30,000 LTC beds to contemporary standards. Scott McLeod reminded members that there are 7 homes in Central West that have been identified for redevelopment and two homes, Avalon and Faith Manor, are in the process of being redeveloped.

The second is the announcement in the fall of 2017 of 5,000 new LTC beds as part of the larger commitment of 30,000 new beds, over 10 years, as part of the provincial Seniors Strategy. There is an open application process for the first 5,000 beds. He indicated that the process has been open for two and a half weeks, and applications will be jointly reviewed by the LHIN and the MOHLTC over the next week with recommendations to be announced in the Spring.

Peter Kaftarian advised that they are looking at continuum of care models for seniors that could involve other providers as the homes are redeveloped. He noted that supportive housing is a hidden gem, if we can get more supportive housing for those who cannot afford to be in long-term care homes, this would be ideal.

Peter reminded members that applications for the 30,000 beds will close this Friday at 5pm. There is a need to get homes built in four years. He noted that the Ministry will be working with the LHIN to get our best input and advice on the LTC submissions.

Neil Davis asked about the approach for funding residential Hospice beds for palliative care. He noted that we don't have hospice beds in Brampton.

Peter Kaftarian noted that last year a capital allocation for residential hospice was made. It provides a capital up to a maximum of \$200K per bed for approved Hospice Capital projects. Additionally annually, the LHIN provides \$105k per bed Operating Dollars for PSW/ Nursing Services in the residential hospice.

Carmine thanked Peter and Nicole on behalf of the Board for the informative presentation and discussion.

#### **4.0 PATIENT STORY**

Kimberley Floyd shared a story which reflected a good example of the LHIN Mission. Kimberley read a letter written to the LHIN from a patient's spouse, who is also the primary caregiver, who referenced the excellent care and support provided by Orangeville Alzheimer's Society, Central West Home and Community Care, the hospital Emergency Department and Bethell Hospice. The story highlighted the complex nature and delivery of care.

Members thanked Kimberly for sharing this patient story.

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

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

- **Whole Board Evaluation** - Carmine Domanico provided a brief update on the plans for the 2018/19 Board self-Evaluation. Mr. Domanico reminded members that a survey with all the Chairs and CEOs was done recently with a good response rate to identify the evaluation themes to focus on this year for the evaluation report. Carmine indicated that the Chair of the Leadership Council has written to the Minister requesting that the requirement to conduct a whole Board evaluation be waived for this year given the significant membership changes that has occurred during the last year. In the meantime, a "lite" Board evaluation survey is being developed with HSSO and will be administered in April/May if the Minister does not waive the requirement.
- **Chair's Council Retreat** - Carmine informed members that the Board chairs had a retreat on February 27 facilitated by KPMG. The morning was spent with the CEOs to talk about the Ministry LHIN Accountability Agreement (MLAA). The afternoon session with the Chairs only, focused on the relationship with Ministry and HSSO. Mr. Domanico indicated that at the meeting nine priorities were identified, which he will share with the Board.

**ACTION: Carmine Domanico / Jas Rai**

- **Order-in-Council** – Carmine indicated that we continue to recruit for a north Etobicoke members. He also noted that the appointment of Jeff Payne as Vice Chair is still pending approval. Scott McLeod informed members that any Orders in Council that expires after March 11 will only be reappointed for a period of six months and will require another reappointment following the election for the balance of the three year term.
- **Writ** - Carmine Domanico reminded members that the Writ session webinar conflicts with the Governance & Leadership Forum on March 6. He indicated that Jeffrey Simser, LHIN Legal has been confirmed to attend the March 28 Board Meeting to provide members with an overview.

### **5.2 Verbal Updates from Board Members**

Ashish Kemkar informed members that he attended two events this month, the William Osler Futures Summit Event on February 7, and the Brampton Board of Trade State of the City Luncheon along with a number of Board Members. Both events were interesting.

### **5.3 Report of the Chief Executive Officer**

Scott McLeod provided highlights from the CEO report including:

- **Long-Term Care Bed Expansions** – Scott McLeod provided a brief update on the status of the application process for the first 5,000 beds. He indicated that we are expecting to receive a number of applications and will be evaluating them next week. Scott noted that following the announcement of the initiative, the LHIN hosted a meeting of long-term care home operators and other Health Services Providers to discuss the local context and need in Central West. Mr. McLeod noted that the Ministry has not made a specific allocation by LHIN and bed numbers will be determined based on the response to the open call.
- **King Nursing Home** – Scott McLeod advised the Board that all patients have been successfully and safely repatriated to King Nursing Home. He noted that this incident was managed exceptionally well and he expressed thanks to all LHIN staff and partner organizations that responded so rapidly to this situation. Thank you notes have been sent to all staff involved and an event to acknowledge their work will be scheduled. Scott advised that we have a plan to debrief to understand the root cause of the incident and opportunities for process improvement.
- **Digital Health** - Mr. McLeod updated members on a number of new digital health initiatives that are being implemented in Central West LHIN including: E-visit, E-shift, E-referral and E-consult. These initiatives will improve access to primary care, specialists, home and community in a timely manner, and help manage complex patients.
- **MSK Strategy** - Scott McLeod informed members that a key element of this work is central intake, which will leverage resources through the Home & Community Care call centre to review and prioritize patients.
- **Governance and Leadership Forum** – Scott McLeod informed members that there is close to 200 registered attendees for the next Governance and Leadership Forum scheduled for March 6 with a focus on Public Health / Population Health.
- **Naheed Dosani** – Scott noted that Dr. Dosani was profiled in the CEO report “Outstanding People” for receiving the Governor General's Meritorious Service Cross Award for his work in the Toronto area for providing end-of-life care for the homeless population. Dr. Dosani has privileges at William Osler and is a Palliative Clinical Lead in Central West.
- **Surge Update** – Scott McLeod informed members that staff continue to facilitate weekly calls, to manage pressures in the hospital sector as a result of the flu season. This has been a particularly bad flu season resulting in significant pressures at William Osler and Headwaters. Scott indicated that the LHIN receives and monitors a daily census report which provides an overview of capacity at hospitals. Brampton Civic and Etobicoke General have been consistently running at over 100% occupancy. We will continue to work with the Hospitals and community partners to support flow. Scott noted that it does appear that the flu season has peaked which will help reduce ED admissions related to flu.

## 6.0 STRATEGIC DIALOGUE

### 6.1 Mission, Vision and Values

Kim Delahunt provided an overview of the process and consultation that has been underway to develop the Mission, Vision and Values to get to this stage.

There were a number of minor changes suggested to the Mission, Vision and Values which will be incorporated into the final version.

**Action Item: Kim Delahunt**

**MOVED by Neil Davis and SECONDED by Angel Rebelo that the updated Central West LHIN Mission, Vision, and Values be approved, as amended.**

**CARRIED**

### 6.2 Annual Business Plan

Kim Delahunt noted that the final draft of the Annual Business Plan was circulated with the Board package and the changes that were incorporated based on feedback from the Board and the Ministry were highlighted using "track changes". There was a brief discussion but there were no further suggestions to the plan.

**MOVED by Adrian Bitá and SECONDED by Neil Davis that the Central West LHIN 2018-19 Annual Business Plan be approved, as circulated.**

**CARRIED**

### 6.3 Health Shared Services Ontario (HSSOntario) Enterprise Review

Scott McLeod briefly highlighted the Enterprise Review that it being undertaken by HSSO and the LHINS. He noted that this is the first stage of the review of back office functions and opportunities for efficiencies.

Ashish Kemkar asked about the role of HSSO on a pan-LHIN basis. Scott McLeod clarified that HSSO exists to serve the LHIN and currently support the LHINS with IT/IM, Labour Relations/Human Resources and general support to the Chairs and CEOs. This review will look at opportunities for common shared services including: payroll, AR/AP, procurement, benefits etc.

### 6.4 Employee Engagement Pulse Survey

Marla Krakower provided a brief update on the employee engagement survey conducted in November 2017. Marla indicated that this was an opportunity to engage staff post transition, and to set a new base line as a new organization as well as to reinforce the ongoing commitment to staff.

Marla informed members that the overall participation rate was 79% of all employees and the overall engagement score was 69 percent. She highlighted the positive themes that came out of survey as well as the opportunities for improvement

Marla informed members that the results have been shared with each portfolio, Directors and Managers and they are reviewing them with their respective teams with the expectation that specific initiatives be undertaken to improve performance. Additionally, a cross-organizational work group is being established to develop corporate strategies to improve employee engagement and experience.

Scott McLeod informed members that even though the score of 69 percent is positive it still means that there are opportunities for improvement. He noted that there were some opportunities for some “quick wins” which we will be advancing in the short term.

Moyra Vande Vooren asked for information regarding performance management of the leadership team. Marla informed members that every leader and employee has a performance plan in place but that going forward we will be working to harmonize to a single performance tool.

It was noted that some of the dissatisfaction reported in the survey results is related to work load. Neil Davis asked if there were digital technologies that would allow staff to manage more effectively. Kimberley Floyd noted that there are and indicated that all Care Coordinators, for example, have the ability to connect via a secure skype so they can do their visits with patients and physicians remotely. Kimberley also referred to e-Shift that is a new technology that is being implemented now. This technology allows shift nurses anywhere in Ontario to be available to support Personal Support Worker (PSW) working with patients in their homes.

## **7.0 FIDUCIARY DIALOGUE**

### **7.1 Report of the Quality Committee Meeting, February 12, 2018**

Moyra Vande Vooren informed members that they were pleased to welcome Angelique Rebelo as the newest member of this committee.

Moyra provided a brief update on discussions at the February 12 Quality Committee Meeting. Moyra reported that the LHIN had received a letter from Accreditation Canada which outlined the requirements to receive an extension of the Accreditation status. She noted that the LHIN will be submitting the required evidence by July 31, 2018.

Ms. Vande Vooren noted that consultation is continuing with key stakeholders in reference to the Strategic Quality Framework. The framework will continue to be refined and an update will be brought to the Board at the March meeting.

Moyra informed members that planning is underway for the second Central West Quality Awards to be held in the fall of 2018.

## **7.2 Report of the Finance & Audit Committee Meeting, February 26, 2018**

Adrian Bita provided a verbal update of the Finance & Audit Committee Meeting held on February 26, 2018.

**7.2.1 - 2017-18 Audit Services Plan** – Mr. Bita informed Members that all 14 LHINs are required to use the same auditing firm. As previously approved, the 14 LHINs have entered into an amending agreement with Deloitte LLP appointing them as the LHIN auditor for the year ending March 31 2018. He noted that Deloitte reviewed the Audit Plan and is scheduled to begin on March 26. The final audit report is scheduled to be made to the Board May 26, 2018.

**MOVED by Adrian Bita and SECONDED by Ashish Kemkar that the Central West LHIN Audit Service Plan for the Year Ending March 31, 2018 be approved, as circulated.**

**CARRIED**

Adrian provided an overview of the Statement of Operations to March 31<sup>st</sup>, which shows a surplus of \$891,000 at the end of January. He noted that staff provided an overview of the plans to reduce this surplus for year-end which included removing approximately 400 patients off the waitlist and onto service.

## **8.0 IN-CAMERA SESSION**

**MOVED by Moyra Vande Vooren and SECONDED by Neil Harris, that at 8:15 p.m., the Central West LHIN Board of Directors consider matters: related to Personnel, Labour Relations and subject to Solicitor Client Privilege 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 Angelique Rebelo and SECONDED by Anita Gittens, that at 9:00 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.**

**CARRIED**

**MOVED by Jeff Payne and SECONDED by Neil Harris that the actions taken during the Closed Session should not be reported in the minutes.**

**CARRIED**

## **9.0 ADJOURNMENT OF BOARD MEETING**

**MOVED by Peter Harris and SECONDED by Jeff Payne, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, February 28, 2018 be adjourned at 9:00 p.m.**

**CARRIED**



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Carmine Domanico, Board Chair

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Scott McLeod, CEO