

Central West **LHIN** | **RLISS** du Centre-Ouest**MINUTES OF THE BOARD OF DIRECTORS' MEETING****WEDNESDAY, JUNE 28, 2017****Commencing at 6:00 p.m.****Central West LHIN Head Office****199 County Court Boulevard – 'Brampton/Caledon Room'****Brampton, Ontario**

<b>Board Members Present:</b>	Carmine Domanico (Board Chair), Jeff Payne (Member), Adrian Bitá (Member), Neil Davis (Member), Moyra Vande Vooren (Member), Ashish Kemkar (Member), Hugh O'Brodovich (Member), Anita Gittens (Member)
<b>LHIN Staff Present:</b>	Scott McLeod (CEO), Kim Delahunt (V.P.), Kimberley Floyd (V.P.), Marla Krakower (V.P.), Tom Miller, Sharanjeet Kaur, Alex Phillips, Michele Williams
<b>Regrets:</b>	Peter Harris (Member), Brock Hovey (V.P.)
<b>Guests:</b>	Celia Silva, Senior Underwriter, HIROC Shahbaz Haque, Senior Account Executive, HIROC

**1.0 CALL TO ORDER**

Carmine Domanico, Board Chair, called the Board Meeting to order at 6:15 p.m., and welcomed Tina Hamilton from Saint Elizabeth, as an Observer at the meeting.

Carmine also welcomed Anita Gittens, Board Member, and congratulated her on her Appointment to the Board, noting that Anita had previously served as a founding Member of the Central West LHIN Board from 2006 to 2011.

Board Members spent a few minutes providing a brief overview of their respective backgrounds. Carmine then provided a brief overview of his expectations as the incoming Board Chair and protocol for Board and Committee meetings. A brief discussion followed.

**1.1 Approval of Agenda**

No additional items were added to the Regular Agenda, as circulated.

**MOVED by Moyra Vande Vooren and SECONDED by Jeff Payne, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, June 28, 2017 be approved, as circulated.**

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

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 if further discussion is required, the item will be pulled and added to the Regular Agenda.

Scott McLeod advised that all follow-up action items from the previous minutes of Wednesday, May 24, 2017 had been addressed.

**MOVED by Adrian Bitá and SECONDED by Jeff Payne, 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 an update on his activities over the past couple of weeks as Chair of the Board and some of the discussions that had taken place at the LHIN Leadership Council and LHIN Chairs' meetings downtown. He noted that he had attended the recent Health Shared Services Ontario (HSSO) annual conference on June 14th entitled 'Achieving Excellence Together', and provided an update on some of the discussions that had taken place with the Minister of Health and Long Term Care. Carmine also advised that he had expressed his interest in participating on a Pan-LHIN Work Group on 'Executive Compensation'.

### **3.2 Information Sharing by Board Members**

June was a busy month for Health Service Provider organizations and their AGMs, and several Board Members provided updates on the various AGMs and other activities that they had taken part in over the past month.

Jeff Payne noted that he had participated in a couple of calls in Carmine's absence, one being a call with Scott McLeod and the Public Appointments Secretariat to discuss the current vacancies on the Central West LHIN Board and strategies to fill the existing vacancies. The other call was a pan-LHIN call to discuss onboarding of new Directors to the LHINs and additional Governance Training for new Directors in addition to what is currently mandated through the Ministry's Public Appointments Secretariat (PAS).

Neil Davis provided a brief update on the Healthy Communities Initiative, noting that the group has made very good progress to date with the 17 schools involved. He advised that he would provide further updates in September on next steps for this group going forward.

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

Scott McLeod provided a brief overview of his monthly CEO Report, highlighting specific areas and responded to questions from the Board. A summary of highlights followed.

### **Primary Care Lead Recruitment**

This process is well underway and the first round of interviews have taken place for the Sub Region Clinical Lead roles, which will be one day per week. There was considerable interest in these positions, with over 35 applicants. The Recruitment for the Vice President, Clinical, is also well underway with a short list of 6 individuals. Interviews for this position are being scheduled for early July.

### **Patients First**

The last three LHINs completed their transitions last week and all have been very smooth and successful. Central West is now three weeks in, and there continues to be considerable engagement with staff and lots of excitement about the journey ahead.

### **Palliative Care**

The Ontario Palliative Care Network hosted a meeting with the Regional Cancer Care Ontario Vice Presidents and the LHIN CEOs to begin the consultation on new indicators expected to be rolled out in the Fall. While there is much work to do, it was a long-awaited first step. The Local Network is now taking the Big Dot indicators and developing driver diagrams to identify specific initiatives/priorities to undertake and improve the performance.

### **Long Term Care – Kipling Acres**

An official opening has taken place and Moyra Vande Vooren brought greetings on behalf of the Central West LHIN Board. The organization has begun the process of admitting residents to the new LTC Home and all beds should be fully operational by July 2017.

### **Home and Community Care**

- Comprehensive Wound Care Program launched on March 1, 2017 and is aligned with Health Quality Ontario's new standards. This is an important initiative to improve outcomes in wound management.
- The Falls Prevention Project was initiated to reduce ED visits and admissions by 20% as a result of implementing the comprehensive Falls Prevention Framework.
- Care Giver Respite is an important initiative to support caregivers who are helping keep loved ones safe in the home environment and early results are very positive.,

### **Annual General Meetings**

June is a busy month as many of our health service providers (HSPs) hold their Annual General Meetings. The Board has been very supportive and we have had great feedback from the organizations that the LHIN's support is very much appreciated. This is a great way to introduce new Board Members to the HSPs.

### **Space Planning for the Central West LHIN**

Infrastructure Ontario has been engaged to develop a space plan that maximizes the use of our assets. In time, the objective is to consolidate everyone to 199 County Court and perhaps use the space at 8 Nelson Street for some other purpose. It is hoped that a plan will be completed in the next few months and in the meantime, we are also working on a short-term plan to relocate key staff to 199 County Court.

### **New CEO at William Osler Health System**

Dr. Brendan Carr has been named Osler's new President and CEO. Dr. Carr is currently President and CEO of Vancouver Island Health Authority in British Columbia. He is most known and respected for, his ability to galvanize people around a mission of delivery of safe, quality care. This is also a time to recognize the outstanding job that Joanne Flewwelling did as Interim CEO.

### **New Medical Officer of Health – Region of Peel**

Dr. Jessica Hopkins will commence her new responsibilities as the Medical Officer of Health for the Region of Peel in August. In her new role, Dr. Hopkins will oversee the operations of Ontario's second-largest public health unit, which administers health protection and promotion, and disease prevention services and programs to more than 1.4 million people who live in Brampton, Caledon and Mississauga. Jessica has served as the Medical Officer of Health for both Niagara Region and the City of Hamilton.

### **Central West LHIN Leadership Retreat**

On June 19<sup>th</sup>, the LHIN had a very productive one-day leadership retreat and used KPMG (retained by the Ministry) to facilitate the session and included a discussion on the same key questions that the Board had used at the Board Retreat, as well as the preliminary development of some key values for working together. It was a great beginning and very positive feedback was received after the Retreat.

### **Emergency Operations Centre**

Over the past week, the Emergency Operations Centre (EOC) has been activated to deal with two significant issues that involved pan-LHIN involvement. The flooding that occurred in Ontario due to the unusually high amounts of rainfall causing evacuation of some Ontario towns. To date, Central West HSPs have not reported any direct impact but there has been flooding in Dufferin County. The other item was the Pfizer product shortage and recall of an important drug, Sodium Bicarbonate, which has created a provincial and national response to ensure we have adequate supply where needed. Both Osler and Headwaters have implemented conversation strategies and will share if required. They both have approximately four weeks' supply. Daily calls related to this issue will continue.

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

### **4.1 Hospital Insurance Reciprocal of Canada (HIROC)**

Carmine Domanico introduced Celia Silva and Shahbaz Haque from HIROC, who provided a comprehensive overview of the coverage provided by HIROC. After a very informative presentation, a fulsome discussion took place. It was noted that HIROC has agreed to provide additional coverage for past CCAC Board Members at no additional cost to the LHIN. It was agreed that staff should provide HIROC with the previous Board Member names to be added to the coverage

**Action: Scott McLeod**

## 5.0 STRATEGIC DIALOGUE

### 5.1 – Patients First Update

Scott McLeod advised that as of today, we are four weeks post t-Day and all continues to move forward in a positive manner. He noted that all 14 LHINs have now completed their respective transitions and are now focusing on developing their '100 day' plans. Further information will be shared as it becomes available.

### 5.2 – 2016/2017 – 4<sup>th</sup> Quarter (Q4) Scorecard

Sharanjeet Kaur, Director of Decision Support, provided an overview of the Central West LHIN's performance as outlined in the Ministry LHIN Accountability Agreement (MLAA) for the 2016/2017 Spring Cycle. The Central West LHIN MLAA Indicators Dashboard has the following three categories of indicators: Performance, Monitoring and Developmental. Overall the Central West LHIN ranked in the top seven among all LHINs for 16 of 23 MLAA Indicators and outperformed the province in 15 of 23 indicators. This report focuses on the 13 Performance Indicators, given that the LHIN is held accountable for performance in these areas. For the 13 performance indicators, Central West LHIN:

- Outperformed the province in 7 of the indicators
- Ranked in the top three for 4 indicators, and
- Ranked in the top seven for 8 indicators

Indicators that presented opportunities for improvement or further investigation this cycle included the following:

- #4 – 90<sup>th</sup> percentile ED Length of Stay for Complex Patients
- #8 – Percent of Priority 2, 3 and 4 cases completed within access target for Hip Replacement
- #9 – Percent of Priority 2, 3 and 4 cases completed within access target for Knee Replacement
- #13 – Repeat unscheduled Emergency Visits within 30 days for Substance Abuse Conditions

As a recap to the discussion, Sharanjeet advised that the Central West LHIN continues to perform quite well in certain areas with some really 'bright spots' and that work continues on moving the other indicators forward.

### 5.3 – 2016/2017 Annual Report – Final Draft

Marla Krakower and Tom Miller presented the final draft of the 2016/2017 Annual Report noting that the document requires Board approval. Following that, any Board recommendations, feedback and and/or edits will be incorporated into a final version, sent out for French translation, printed submitted to the MOHLTC.

Scott McLeod advised that the production of pan-LHIN Annual Reports is a requirement and structure that has been directed by the MOHLTC and the reports must be tabled in the Legislature before they can be released to the public.

**MOVED by Neil Davis and SECONDED by Jeff Payne, that the 2016/2017 Annual Report (Final Draft), be approved as circulated.**

**CARRIED**

#### **5.4 – 2017/2018 Annual Business Plan (ABP)**

Scott McLeod provided an overview of the 2017-/2018 Annual Business Plan which required final Board approval. He advised that the document had been brought to the Board as an initial draft back in March, 2017 and feedback received from the Board at that time had been incorporated. The ABP was subsequently submitted to the MOHLTC itself for review and they returned it to the LHIN with minor changes for final Board approval. Scott noted that the ABP is very much aligned to Patients First, the Minister's Mandate Letter, and the IHSP.

After a review of the document, further suggestions were received from Board Members particularly with respect to the photos for the Board Chair and Board Members, which need to be updated to reflect the current Board.

Scott advised that the next steps in the process is to obtain Board approval of the document, as amended, and for staff to make the required changes. The document will then be sent out for French translation. Finally, when we receive word from the MOHLTC that the document can be released to the public, it will be posted on the Central West LHIN website in both French and English and will also be shared with our HSPs and other stakeholders as appropriate.

**MOVED by Moyra Vande Vooren and SECONDED by Hugh O'Brodovich, that the Central West LHIN Board of Directors approves the final 2017/2018 Annual Business Plan (ABP), as amended.**

**CARRIED**

#### **5.5 – 2017/2018 – 1<sup>st</sup> Quarter (Q1) Enterprise Risk Management (ERM) Report**

Board Members reviewed the 2017/2018 Enterprise Risk Management (ERM) Report, including changes that had occurred between Q4 (January to March 2017) and Q1 (April to June 2017). Members reviewed a summary diagram plotting the top 6 risks, as at June 2017, that were assigned a relative priority score of 8 or more (representing risks that are considered high to medium impact and/or high to medium probability) and a corresponding list of the top 6 risks including short risk description, colour-coded LHIN risk category, and the relative priority, impact and probability scores for each risk.

Also reviewed were Risk Management Worksheets for the top 6 risks, with detailed information on description of the risk event, mitigation/prevention options, probable causes, contingency plans and triggers. In addition, two diagrams reflecting heat maps that highlight the number of risks associated with the relative priority scores (based on impact x probability) and the changes between March and June 2017. Over time, the objective is for risks to move below the risk tolerance line on the heat map, demonstrating effective mitigation strategies and contingency planning.

**MOVED by Ashish Kemkar and SECONDED by Neil Davis, that the Central West LHIN Board of Directors approves the 2017/2018 1<sup>st</sup> Quarter (Q1) Enterprise Risk Management (ERM) Report, as circulated.**

**CARRIED**

It was requested that staff bring a further overview of the ERM process / templates / risk tolerance to the September meeting of the Board.

**ACTION: Scott McLeod**

## **6.0 FIDUCIARY DIALOGUE**

### **6.1 – Report of the Governance Committee**

Jeff Payne, who had stepped in as interim Governance Committee Chair following John McDermid's departure from the Board, provided a brief update on discussions that had taken place at the June 8, 2017 Governance Committee and advised that several documents from that meeting had been placed on the Consent Agenda. These documents included the Central West LHIN Board Retreat Summary Report that had been received from John Whincup at Optimus/SBR, the Final Report from the Joint Board Quality Retreat (Osler, Headwaters, CCAC and LHIN), and the Central West LHIN 2016/2017 Whole Board Evaluation Report from Deloitte. A brief discussion followed. Jeff noted that staff would be bringing forward suggestions for improvement from the Whole Board Evaluation to the Governance Committee in September.

### **6.2 – Report of the Quality Committee**

Jeff Payne, Committee Chair, provided a brief update on discussions that had taken place at the June 12, 2017 Quality Committee meeting and noted that the Committee had undertaken a "compare and contrast" with the 'Legacy CCAC' Quality Committee Terms of reference, and in conjunction with provincial directives. A brief discussion followed.

**MOVED by Adrian Bitz and SECONDED by Anita Gittens, that the Central West LHIN Board of Directors approves the Quality Committee Terms of Reference, as presented.**

**CARRIED**

### **6.3 – 2016/2017 LHIN Report on Consultant Use**

Kim Delahunt provided a brief overview on the 2016/2017 LHIN Report on Consultant Use for the period ending March 31, 2017 noting that the document requires Board approval. She advised that the annual reporting period covers the timeframe April 1, 2016 to March 31, 2017 and is due to be submitted to the MOHLTC by June 30, 2017. The report is based on the expenditures within the 2016/2017 year and includes procurements with both carry forwards from the prior year along with the current year. Kim noted that this report includes LHIN Physician Leads and they are not considered consultants for internal LHIN reporting purposes.

**MOVED by Moyra Vande Vooren and SECONDED by Ashish Kemkar, that the Central West LHIN Board of Directors approves the 2016/2017 LHIN Report on Consultant use, as circulated.**

**CARRIED**

At this point in the meeting (9:20 p.m.), and due to the lateness of the evening, it was agreed that the items on the In-Camera would be deferred to the September Board Meeting for approval and that the meeting would be adjourned.

**8.0 ADJOURNMENT OF BOARD MEETING**

**MOVED** by Neil Davis and **SECONDED** by Anita Gittens, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, June 28, 2017 be adjourned at 9:20 p.m.

**CARRIED**

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Carmine Domanico, Board Chair

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Scott McLeod, CEO