

Central West **LHIN** | **RLISS** du Centre-Ouest**MINUTES OF THE BOARD OF DIRECTORS' MEETING****WEDNESDAY, NOVEMBER 28, 2018****Commencing at 5:00 P.M.****199 County Court Boulevard – 'Brampton/Caledon Room'****Brampton, Ontario**

Board Members Present:	Carmine Domanico (Board Chair), Jeff Payne (Vice Chair), Moyra Vande Vooren (Member), Hugh O'Brodovich (Member), Anita Gittens (Member), Angel Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member), Adrian Bitá (Member), Neil Davis (Member)
LHIN Staff Present:	Scott McLeod (CEO) (tel), Kim Delahunt (V.P.) Acting CEO, Brock Hovey, (V.P.), Marla Krakower (V.P.), Kimberley Floyd (V.P.), Jas Rai (EA to CEO & Board Liaison), Sharanjeet Kaur (Director, Strategy & Project Management Office), Sanya Khan (Project Manager – Healthy Communities Initiative)
Guests:	Safia Ahmed, Executive Director, Rexdale Community Health Centre Alexander Lim, Board Chair, Rexdale CHC Mayo Hawco, Chief Executive Officer, Wellfort Community Health Services Christina Robertson, Board Chair, Wellfort CHS Jaineel Purohit, Vice Chair, Wellfort CHS Nancy Polsinelli, Commissioner, Health Services, Region of Peel Jane DeLacy, Associate Vice President, Clinic Programs & Site Executive, William Osler Health Services
Regrets:	Peter Harris (Member), Tamara Wallington (VP)

1.0 CALL TO ORDER

Carmine Domanico, Board Chair, called the Board Meeting to order at 5:15 p.m. Mr. Domanico welcomed the following guests to the meeting:

- Safia Ahmed, Executive Director, Rexdale Community Health Centre
- Alexander Lim, Board Chair, Rexdale CHC
- Mayo Hawco, Chief Executive Officer, Wellfort Community Health Services
- Christina Robertson, Board Chair, Wellfort CHS
- Jaineel Purohit, Vice Chair, Wellfort CHS
- Nancy Polsinelli, Commissioner, Health Services, Region of Peel
- Jane DeLacy, Associate Vice President, Clinic Programs & Site Executive, William Osler Health Services

Carmine Domanico also welcomed Laura Balbinot, as an observer, to the meeting.

1.1 Approval of Agenda

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

MOVED by Heather Picken and SECONDED by Jeff Payne, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, November 28, 2018 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.

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 October minutes are either underway or completed.

MOVED by Hugh O'Brodovich and SECONDED by Angel Rebelo, that the Consent Agenda be approved, as circulated.

CARRIED

3.0 PATIENT STORY

Kim Delahunt introduced a video clip that was shared by Lianne Barbour, Executive Director, Dufferin Area Family Health Team (DAFHT). Ms. Delahunt noted that DAFHT's intention is to highlight the many benefits of services and care they provide and this video has been widely shared on social media (Facebook), posted to the AFHTO website, DAFHT's website, as well as being played at their office. Kim Delahunt informed Members that this video provides a patient's perspective on their journey, and represents one of many patients that DAFHT will profile in a series of videos they plan to complete this year.

4.0 BOARD EDUCATION / GENERATIVE DIALOGUE

4.1 Rexdale Community Health Centre (Rexdale)

Kim Delahunt informed Members that the LHIN works closely with both Community Health Centre partners and noted they co-chair the LHIN Sub-Region Collaboratives, where they are doing an excellent job. Kim Delahunt introduced Safia Ahmed and Alexander Lim to provide an overview of programs and services at Rexdale.

Alexander Lim, Board Chair, thanked the Board for the opportunity to introduce Rexdale and proudly noted that they reached a milestone this year and celebrated their 25th anniversary, as well as receiving accreditation for the fifth time.

Alexander Lim was pleased to note that ninety-seven percent of Rexdale's clients have reported a positive impact on their well-being through services and care received at their centre. Mr. Lim informed Members that Rexdale has a high focus on social determinants of health by reviewing population base with a community driven approach. Mr. Lim noted that Rexdale has an inter-professional team that does referrals to other agencies, to help lessen the burden on the healthcare system.

Safia Ahmed provided an overview of Rexdale's Strategic Priorities that align with the Central West LHIN Integrated Health Service Plan (IHSP). Safia noted that one of Rexdale's focuses is on prevention of disease and injury and they are always looking for feedback from clients to improve care, through client surveys.

Ms. Ahmed noted that French Language Services are new to Rexdale due to the growing French speaking community, and Rexdale has a bi-lingual physician, health promoter and works with services in Toronto for legal services that may arise.

Safia Ahmed informed Members that Rexdale runs a food program which involves collecting surplus food grown in peoples yards called Urban Harvest, as well as a Social Supermarket, where food is sold to clients at a discounted rate, avoiding wastage.

Ms. Ahmed noted that Rexdale has a number of partnerships with agencies providing mental health care, which includes FAME (Family Association of Mental Health Everywhere), CMHA Peel Dufferin, CAMH (Centre for Addictions and Mental Health) and Family Services Toronto (FST) to help improve access to services.

Hugh O'Brodovich asked how Rexdale supports the many languages that are spoken in the neighbourhoods around them and if Rexdale has access to province wide services. Ms. Ahmed noted that there are some services where province-wide support is available, an example of which is interpretation (different languages) which are not readily available at the centre. Safia noted that Rexdale has a service they are able to contact, where, sometimes, a simple phone call will suffice or a face-to-face meeting can be booked.

Moyra Vande Vooren asked how the 24-7 Call Centre works. Safia Ahmed informed Members that a number of CHCs share an after hours on-call service where the client is connected with the correct provider.

Carmine Domanico asked if there was any overlap with clients that receive services from Home & Community Care (H&CC) and Rexdale. Ms. Ahmed noted that part of care coordination is to ensure no duplication of services, Rexdale knows what H&CC is doing and care coordinators are aligned with H&CC & Rexdale.

Hugh O'Brodovich asked if there are programs for clients who need legal services, such as advice on immigration, consumer debt, estate planning, wills, etc. Safia Ahmed noted that Rexdale has a program that provides these services through a lawyer and students funded through Legal Aid Ontario.

Hugh O'Brodovich asked if Rexdale has links to various religious communities. Safia Ahmed informed Members that Rexdale works with many different faith groups, the approach is to make services available to everyone in the community and often times Rexdale will go to various places of worship to share information about services offered.

Carmine Domanico asked if Rexdale are able to meet all the demands that come in. Safia Ahmed noted that they do experience some wait listing with physiotherapy and chiroprapist services where the demand is high. Ms. Ahmed noted that there were complaints from the Seniors Group regarding lack of Chiroprapist services, Rexdale did a review of services and came up with some good solutions to meet needs. Safia noted that there is a college program where students can provide some low level services that meet some of the needs of seniors, which has worked well with clients.

Carmine Domanico thanked Alexander Lim and Safia Ahmed for an interesting and informative presentation.

4.2 Wellfort Community Health Services (Wellfort)

Kim Delahunt introduced Mayo Hawco, CEO, Wellfort Community Health Services (Wellfort), to present their services and programs.

Mayo Hawco introduced Wellfort's Board Members present, Christina Robertson, Board Chair and Jaineel Purohit, Vice Chair.

Ms. Hawco shared a slide presentation with Members, which provided an overview of Wellfort's Vision, Mission and Values as their guiding principles.

Mayo Hawco informed Members that Wellfort has five different programs provided through various sites servicing the catchment areas of Brampton and Bramalea, which include Bramalea CHC, Four Corners Health Centre, Diabetes Education, Health n' Smiles and Bloom Clinic.

Ms. Hawco informed Members that Wellfort provides diabetes education to the community through presentations at religious locations or shopping centres such as Shoppers World and Bramalea City Centre. Mayo Hawco noted that Wellfort has also presented to a couple of the large employers in Brampton, namely Rogers and Chrysler.

Mayo Hawco informed Members that the Health n' Smiles program consists of a dental clinic run by four dentists, three hygienists, with a strong partnership with the Region of Peel. Ms. Hawco noted that the Region of Peel have low-income senior programs, where Wellfort provides services to clients aged 60+.

Ms. Hawco informed Members that the Bloom Clinic provides services to the homeless, transient population, people living in shelters, and correctional facilities.

Mayo Hawco noted that Wellfort's Model of Care works to support clients who interact with other providers to improve access, and maximize the effectiveness of various teams and at the same time take the burden off other providers.

Ms. Hawco shared a video of a client highlighting the need for free prescriptions for everyone. Mayo Hawco noted that Wellfort is hosting a social media campaign for #pharmacareforall, to engage audience from all over the province and MPPs.

Mayo Hawco was proud to share a video of their satellite office, Four Corners, which took ten years to complete, located in Malton and which opened in May 2018. Ms. Hawco noted that since opening two physicians passed away in the community, making it difficult for patients to get medical records transferred, which also created an unprecedented increase in volume at their clinic. Ms. Hawco noted that at this time the practice is closed to new patients due to high volume, and expects to reopen in January, however they are still bringing in 2 to 3 patients a month where urgent care is needed.

Carmine Domanico asked Mayo Hawco to let the LHIN know when the open house is scheduled.

Carmine Domanico thanked Mayo Hawco and the Board Members for taking the time to attend the Board Meeting and for a very informative and interesting 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:

- **Healthy Communities Initiative Celebration** – Carmine Domanico attended the celebration on November 6. Mr. Domanico informed Members that media was there, and one of the newspaper reporters interviewed him. Carmine Domanico noted that he did not see any articles in any of the local papers and suggested Marla Krakower's team check with the local cultural publications that were present for articles they may have published.

Action Item: Marla Krakower

- **Headwaters Health Care Centre Tour** – Carmine Domanico and a number of Board Members participated in a tour of the hospital on November 6. Mr. Domanico noted that it was a great tour.
- **Hospice Meetings** – Carmine Domanico and Scott McLeod recently met with Bethell and Dufferin Hospice governance members and another meeting is scheduled for next week, to discuss fund raising.
- **Pan-LHIN Chairs and Leadership Council** – Carmine Domanico informed Members that one of the discussion items at the Chairs table was reappointments of Board Members. Mr. Domanico noted that the Chairs wrote a letter to the Ministry to get this moved forward.

- **Peel Senior Link 25th Anniversary Celebration** – Carmine Domanico and Kimberley Floyd attended the celebration on November 26. Mr. Domanico informed the Board that past Mississauga Mayor, Hazel McCallion was the guest speaker, and did an excellent job.
- **Board Evaluation Committee** – Carmine Domanico, Chair of the Committee, informed Members that the work on the Board and Peer-to-Peer survey continues to move forward and expect approval at the January Committee meeting for rollout in April/May 2019.
- **William Osler Health System Strategic Plan Community Expo** – Carmine Domanico will attend the session on November 29 at Peel Memorial and will bring remarks on behalf of the LHIN. Moyra Vande Vooren and Jeff Payne will join Carmine Domanico.

5.2 Board Member Updates

- **Headwaters Health Care Centre Tour** – Heather Picken informed Members that she enjoyed the tour of the hospital, especially the gardens, which were wonderful.

Angel Rebelo also participated in the tour and loved the gardens and the fact that one volunteer creates and maintains them. Ms. Rebelo informed Members that she felt disturbed by how Headwaters housed mental health patients, currently in the paediatric area with a security guard, while waiting to be transferred.

- **William Osler Health System Gala** – Heather Picken and Neil Davis attended the Gala, which raised \$700,000.00. Both Heather Picken and Neil Davis informed Members that it was a very good event with a silent auction.
- **Central West LHIN Palliative Care Conference** – Moyra Vande Vooren attended the conference for the morning, and informed Members that it was an excellent conference. Ms. Vande Vooren informed Members that Yvonne Heath, who opened the conference, was very good and has a book, entitled “Love Your Life to Death” which talks about how to grieve and support people. Ms. Vande Vooren noted that Yvonne Heath highlighted how children at 18 years old should be making life choices, and organ donations, and people should make decisions when young or now if they have not already.

Anita Gittens also attended the conference and noted that she thoroughly enjoyed the Butterfly Model presentation at Malton Village, which is spreading widely. Ms. Gittens noted that the presentation entitled “The Highs & Lows of Cannabinoid Therapies” presented by Dr. Vincent Maida was very interesting and was a full room.

- **William Osler Health System Strategic Plan Community Expo** – Anita Gittens attended the open house on November 27 at Etobicoke General Hospital (EGH). Ms. Gittens noted that Osler’s President & CEO, Brendan Carr spoke about process and Gord Gunning, CANES, spoke about patient interaction with Osler. Ms. Gittens informed Members that EGH is looking very dated, and needs updating. Kim Delahunst informed Members that funds have been committed to Phase 2 at EGH for updates.

Hugh O'Brodovich asked about the LHINs input into Osler's Strategic Plan. Carmine Domanico informed Members that there was a full day event where the LHIN provided input into their Strategic Plan and staff have regular meetings with Osler to plan. Scott McLeod noted that Headwaters Health Care Centre (Headwaters) is also working on their Strategic Plan and the LHIN should invite both hospitals to present their plans to the Board in January to get input from us. Jeff Payne suggested the LHIN ask Headwaters to share their plan with us. Kim Delahunt noted that Headwaters are three quarters of the way to completion of their plan but the LHIN will engage them in January. Kim Delahunt confirmed that staff have been engaged with Osler in some parts of the planning stages. Kimberley Floyd informed Members that she has been invited to host a booth at the November 29 session of Osler's expo.

- **Heroes in the Home** – A number of Board Members attended and participated in the presentations of awards. Members noted that the stories were very touching and emotional. It was noted that a total of 70 awards were handed out with all recipients in attendance.
- **Mission, Vision, Values** – Carmine Domanico asked for an update on the status of rolling out the LHIN Mission, Vision, Values. Marla Krakower informed Members that the LHIN did an exercise internally on how staff will be living values, which included team conversations, and will be rolling that out and sharing with staff at the next Town Hall. Marla Krakower informed Members that staff were encouraged to take photos showing how they live values; using quotes; these photos and quotes will be displayed as wall art throughout the LHIN offices and posted to the LHIN website.

5.3 Report of the CEO

Kim Delahunt, as Acting CEO, provided an update on the following items:

- **Mental Health and Additions Funding** – Kim Delahunt informed Members that the LHIN would receive one-time funding of around \$1M to be spent by March 31, 2019, noting that all LHINs received some one-time funding.
- **Home & Community Care** – Kim Delahunt informed Members that the LHIN flu-shot campaign has been launched encouraging all staff to receive the shot. An external campaign where a service provider provides the flu shot to people who cannot leave their house is also underway. Home and Community Care also launched their Quality Council.
- **Sub-Region Collaboratives** – Kim Delahunt informed Members that the LHIN held its one-year sub-region collaborative celebration with over 100 people in attendance. She noted that a Dragons Den event was the highlight of the celebration where the highly engaged audience reviewed and voted for program submissions to move forward. Kim Delahunt noted that there were seven top submissions, which included a few submissions from CMHA and some other submissions from other providers and a service provider organization.
- **Patient Experience Dashboard** – Kim Delahunt informed Members that a dashboard has been created to collect data related to patient experience, to align patient experience at the sub-region level which will be a focus for the LHIN and will be promoted externally. Brock Hovey noted that the LHIN get health service partners to contribute to the data, and noted that it is early days, with some gaps in data, and still exploring

scope of what data will be included in the dashboard. Mr. Hovey noted that this information will be part of the scorecard.

- **Staff Suggestions** – Kim Delahunt informed Members that the LHIN Staff Suggestion campaign has been launched and ideas are starting to come in. Ms. Delahunt noted that the ideas will be reviewed at various managerial levels before decisions are made on what will be implemented.
- **CEO Report** – Kim Delahunt reminded Members that a new section has been added to the CEO Report - this month – “Innovative Approaches to Care”.

6.0 STRATEGIC DIALOGUE

6.1 Healthy Communities Initiative (HCI)

Kim Delahunt introduced Neil Davis as the Co-Chair of the Healthy Communities Initiative, Sharanjeet Kaur Director, Strategy & Project Management Office and Sanya Khan, Project Manager of the Healthy Communities Initiative. Kim Delahunt also welcomed two steering committee representatives: Jane DeLacy (Executive Director, Clinical Programs, William Osler Health System), and Nancy Polsinelli (Commissioner, Health Services, Region of Peel).

Neil Davis reminded Members that the Central West LHIN has the second fastest growing community in the province. Mr. Davis noted that the Committee reviewed healthy city programs in other communities, which included New York City and Oklahoma City. He noted that the Committee picked diabetes as a starting point and mental health will be a future undertaking.

Neil Davis informed Members that people are living longer, in poorer health with less people to pay for their healthcare needs. Neil Davis noted that the cost for type 2 diabetes in peel is ~\$1.4M a year and is on the rise. Mr. Davis informed Members that some large organizations have incentive programs, for example, staff receive paid premiums if they quit smoking. Mr. Davis noted that the message through HCI is that behaviour change will change the health of our community and that HCI is a unique structure to get the message out with involvement of some major players, for example, Ryerson wants to join HCI and have offered to do research.

Sharanjeet Kaur provided an overview of HCI, noting that William Osler Health System, Region of Peel and City of Brampton have been joint partners with the LHIN on this initiative. Sharanjeet Kaur noted that there are some good programs in the community but on a small scale, and limited to neighbourhoods. Ms. Kaur noted that diabetes rates have increased significantly in the last few years, which prompted the formation of the Healthy Communities Initiative.

Sharanjeet Kaur informed Members that the “Prescription for Change: 5-2-1-0” was adapted from similar strategies in BC and in the U.S. that has been used to address childhood obesity and promote healthy behaviour. Sharanjeet Kaur shared a “Call to Action” video that was filmed in Brampton with local Brampton talent, to promote healthy living among children and their families.

Ms. Kaur informed Members that HCI’s strategic framework includes three key pillars: demonstrating system leadership, creating supportive environments and supporting individuals to make healthy choices. An example

of this is promoting healthy eating habits, which includes menu labeling, and educating the population on making healthy choices.

Sanya Khan informed Members that corporate partnerships being explored include Loblaw's and Shoppers Drug Mart who provide access to pharmacies as well as registered dietitians. Ms. Khan noted that HCI's recent communications and marketing efforts are especially important to establish a consistent community presence. As part of this effort, four generic posters were created as permanent fixtures that organizations can post as a reminder of our prescription for change.

Sanya Khan shared a video showing highlights of the HCI celebration held on November 6, where the objectives were to create excitement, build momentum and enable attendees to be HCI champions. Scott McLeod informed Members that Nancy Naylor, Deputy Minister of Education attended the HCI celebration as a guest and was very impressed with the initiative.

Neil Davis thanked partners for their incredible efforts ensuring the success of the programs and noted that the initiative's momentum started with schools, as they were an active audience.

Hugh O'Brodovich complimented the initiative. Hugh O'Brodovich asked how results are measured, are there any major players in healthcare research that are involved, such as the Faculty of Medicine or universities? Neil Davis noted that Peel Public Health has enormous depth of research and Ryerson has health promotion elements with their programs.

Sharanjeet Kaur noted that HCI has an evaluation framework which is being revised in coordination with Peel Public Health, who has ten years of research developed and reviewed. Ms. Kaur noted that Peel Public Health has connections with health research and Public Health Ontario. However, the challenge of the collection of primary research, and analyzing the data is difficult as the spread is across so many different regions and there is a very long timeframe associated with seeing population-level behavior change and a decreased incidence of chronic disease.

Carmine Domanico thanked the members of the HCI team for the presentation.

7 FIDUCIARY DIALOGUE

7.1 Report of the Quality Committee Meeting, Monday, November 8, 2018

Moyra Vande Vooren provided a brief update on recent discussions of the Committee and noted that Mary Jane McNally and Sarabjit Rana, Co-Leads of the Patient and Family Advisory Committee (PFAC) provided a progress report on the Committee, highlighting successes and processes in the last two years. Ms. Vande Vooren noted that PFAC are planning a retreat in early 2019.

Moyra Vande Vooren informed Members that there was good discussion on the inaugural Patient Experience Dashboard on indicators and noted that Central West is not scoring well in some areas, and is working with partners to improve the patient experience.

Ms. Vande Vooren informed Members that planning for the Quality Awards is well underway with a submission deadline set for December 14, and the award ceremony scheduled to take place on February 21, 2019.

Moyra Vande Vooren reminded Members that the pan-LHIN Quality webinar is taking place tomorrow and there are 90 people signed up to participate.

7.2 Report of the Governance Committee Meeting, Thursday, November 12, 2018

Jeff Payne provided a brief update on recent discussions of the Committee where priority items for Board Education and Generative items were reviewed.

Jeff Payne reminded Members that a one-day Board Retreat is being planned for May 2019 and will be held at the Credit Valley Conservation office.

7.3 Report of the Finance & Audit Committee Meeting, Monday, November 26, 2018

Adrian Bitá provided a brief update on discussions at the November 26 meeting. Adrian Bitá noted that the financial results surplus was at \$797K, and now at \$84K, which is mostly Home & Community Care. Mr. Bitá noted that this is in reference to people not yet hired. Adrian Bitá informed Members that a \$2.3M deficit is currently being forecasted.

Adrian Bitá noted that the Ministry has asked all LHINs about their H&CC budget, and the LHIN has reported the deficit of \$2.3M. Scott McLeod noted that the LHIN is committed to balancing its budget but noted that any in-year relieve would be welcomed to prevent service and access reductions

Adrian Bitá informed Members that the LHIN has been working with the Ministry and both hospitals (Osler and Headwaters) regarding their financial pressures. Brock Hovey noted that the current Accountability Agreements for the hospitals have been extended until the end of December in anticipation of some additional funding for both organizations.

Adrian Bitá thanked Brock Hovey, Kimberley Floyd, Jody Boxall and their teams for their work on the financial reports.

8.0 IN-CAMERA SESSION

MOVED by Neil Davis and SECONDED by Heather Pickens, 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 Hugh O'Brodovich and SECONDED by Ashish Kemkar, 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

MOVED by Adrian Bitá and **SECONDED** by Moyra Vande Vooren, 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 Angel Rebelo and **SECONDED** by Ashish Kemkar, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, November 28, 2018 be adjourned at 9:15 p.m.

CARRIED

Carmine Domanico, Board Chair

Kim Delahunt, Acting CEO