

**REGULAR MINUTES OF THE BOARD OF DIRECTORS' MEETING
OF THE CENTRAL WEST LOCAL HEALTH INTEGRATION NETWORK**

**HELD WEDNESDAY, OCTOBER 29, 2014 AT 5:00 P.M.
8 NELSON STREET WEST, SUITE 300, BRAMPTON**

Board Members Present:

Maria Britto (Board Chair), John McDermid (Vice Chair), Lorraine Gandolfo (Member), Ken Topping (Member), Suzan Hall (Member), Gerry Merkley (Member), Pardeep Singh Nagra (Member)

Staff Members Present:

Scott McLeod (CEO), Brock Hovey, David Colgan, Michele Williams, Tom Miller, Neil McIntosh

Regrets:

Winston Isaac (Member)

Guest:

Chris Helyar, Consultant, Hay Group

1.0 Call to Order

Maria Britto, Board Chair, called the regular meeting to order at 5:00 p.m.

1.1 Approval of Agenda

There was a minor re-ordering of discussion items, but no new items were added to the Regular Agenda.

MOVED by Lorraine Gandolfo and SECONDED by Pardeep Singh Nagra, that the Regular Agenda, as circulated, be approved.

CARRIED

1.2 Conflict of Interest

Maria reminded Board Members of the need to declare any Conflict of Interest with respect to items appearing on the Regular Agenda. No conflicts were declared.

2.0 Consent Agenda

Suzan Hall noted an omission in the previous minutes under Item # 7.4 – 'Update on Etobicoke General Hospital'. She requested that the following be added to her comments, as follows:

“A presentation to the Central West LHIN Board on the reconfiguring of the Etobicoke General Hospital Redevelopment site and an overview of the long term process by William Osler Health System staff was supported by the Board.”

Action: Scott McLeod

There was a brief discussion and clarification of some of the other items within the Consent Agenda after which the following motion resulted:

MOVED by Ken Topping and SECONDED by Suzan Hall, that the Central West LHIN Board of Directors approves the Consent Agenda, as amended.

CARRIED

3.0 Report of the Board Chair and Chief Executive Officer

3.1 Report of the Board Chair

Maria reviewed her written report for Board Members' information. There was some discussion with respect to the LHIN Leadership Council Work Groups and Ken Topping requested a copy of 'Bill 8' regarding Executive Compensation.

Action: Michele Williams

Maria advised that the Pan-LHIN Board Governance webinar has been confirmed for Thursday, November 27, 2014. However, the Central West LHIN Board will not be able to participate as it is the same date as the Joint Board Retreat with William Osler Health System, Headwaters Health Care Centre and Central West CCAC, which our Board had already committed to.

Maria made a suggestion that the Central West LHIN begin profiling health service provider organizations on a monthly basis, similar to what is currently done with the monthly staff profiles in the CEO Report. She felt it would be an excellent opportunity to profile some of the good work that is being done across the Central West LHIN, as well as provide some information on what each organization is responsible for, and who they provide services to. Scott advised that this is something that will be incorporated into future monthly CEO Reports.

Action: Scott McLeod

Finally, Maria reminded Board Members to complete the Board Meeting evaluation form sent out after each meeting so that we can continually improve upon our processes.

3.2 Report of the Chief Executive Officer

The CEO Report was pre-circulated with the meeting package and Scott indicated he would be happy to answer any questions or provide clarification. Scott advised that the Central West LHIN had completed and submitted the Management Response to the Ministry's Health Audit Service Team (HAST) with respect to the recent audit of the Central West LHIN on governance and procurement practices. Overall, he noted that the review was positive with no significant findings. Scott noted that our Management Response flags the process of retaining expert clinical input through the Clinical Leads. He noted that this is a Pan-LHIN issue and a table has been established to review and resolve the process.

3.2.1 Executive Leadership Development

Scott provided an overview of his briefing note with respect to the second phase of the Central West LHIN Executive Leadership Development program with the University of Toronto's Rotman School of Business. He noted that the first phase of the program had been very well received and that a diverse group of 45 participants, who are emerging leaders in the Central West, including physicians, had completed the program. He noted that given the success of the first program, there is value in proceeding with a second module for the Central West LHIN. The cost would be approximately \$206,000 plus room rental (approximately \$4,600 per participant). The funds would be taken from the One-Time Community Allocation. He advised that this initiative is within his spending limits but wanted the Board to be aware of the great success of the program, noting that it helps in building relationships, sharing understanding, common experience and trust between the diverse group of participants, which are all key enablers to successful transformation.

The Board noted their support and Gerry requested that a summary of the projects undertaken in the first phase of the Executive Leadership Development Program be shared with the Board at a later date.

Action: Scott McLeod

4.0 Generative Dialogue

4.1 Ministers' Mandate Letters

Scott provided an overview of the Ministers' Mandate Letters and the emerging work streams that the Deputy is considering as priorities to deliver on the Mandate. The Board discussed the letters and Deputy's work streams and considered implications for our work.

It was noted that much of the content of the Ministers' Mandate Letters has already been incorporated into the work we are currently doing, for example, Health Links, Primary Care, and

Mental Health and Addictions. Further, as we begin the process of developing the 2015/2016 Annual Business Plan, that any “new work” be incorporated through that mechanism. The Board agreed that we should keep to the current IHSP schedule, rather than trying to do a fast turnaround one year early.

Scott advised that he would, therefore, let the CEO Council know that the Central West LHIN does not support initiating a new IHSP earlier than is currently planned.

Action: Scott McLeod

5.0 Strategy Dialogue

5.1 Update on 2014-2015 Base Funding to the Community Sector

David Colgan provided an overview of the 2014-2015 base funding to the community sector, noting that in advance of the September Board Meeting, information had been provided about the Central West LHIN’s approach to allocating 2014-2015 base funding to the community sector. At the September meeting, the Board had approved annualized funding to proceed with implementing community-based mental health and addictions services and an allocation to the Central West CCAC to address the five-day wait time targets for Personal Support and Nursing Services, subject to receiving the Ministry’s formal 2014-2015 community funding allocations.

David then provided an overview of the 12 Business Cases that had undergone a comprehensive review and are recommended for approval. He noted that staff will work to finalize the details of the business cases to be funded in 2014-2015 and confirm funding and performance targets. He then asked for the Board’s approval of the recommendation to allow the CEO and staff to finalize the specific allocations to the HSPs and report back on the final allocations at the November 26, 2014 Board of Directors’ meeting.

MOVED by Lorraine Gandolfo and SECONDED by Pardeep Singh Nagra, that the Central West LHIN Board of Directors approves the CEO to proceed to finalize the specific allocation for each Health Service Provider for the following initiatives, and report back on the final allocations at the November Board Meeting, conditional upon receipt of the letter of approval from the Ministry of Health and Long-Term Care for the 2014-2015 base funding increase to the community sector and LHIN staff’s final review and negotiations with Health Service Providers concerning the business case. Total specific allocations are not to exceed \$1.6 million.

CARRIED

5.2 Update on 2014-2015 Base Funding to the Community Sector – Mental Health & Addictions

David Colgan noted that at the September Board Meeting, the Board had approved annualized funding of \$2,591,865 (\$2.6 million, pro-rated for 2014-2015 and not to exceed the total 2014-2015 allocation for this purpose) to proceed with the implementation of services in the single, collaborative business case submitted by mental health and addictions service providers to improve access to community-based services. LHIN staff were subsequently asked to work with the Mental Health and Addiction Services Core Action Group to develop a plan for the use of the additional base funding of \$1.1 million to continue to reduce repeat hospital Emergency Department use and hospitalizations and to support individuals in the community.

Staff recommended that \$500,000 be directed towards enhancing services in North Etobicoke and Dufferin and that \$600,000 be directed to enhancing crisis response through the Canadian Mental Health Association (Peel).

David noted that with Board approval, staff will finalize all funding details and performance targets to provide these services. Once finalized, funding letters will be issued and staff will report back on the outcome of these discussions in November.

MOVED by Ken Topping, and SECONDED by Gerry Merkley that the Central West LHIN Board of Directors approves the 2014-2015 Base Funding to the Community Sector for Mental Health Services, as circulated.

CARRIED

5.3 CCAC Comparative Study – Hay Consulting

Scott introduced Chris Helyar, Consultant of Hay Group and noted that he had commissioned this report based on the excellent work that Hay Group had conducted as part of their review of the North East CCAC. Scott noted that the primary purpose in commissioning this report was to provide a third party, comparative, data-based analysis of the Central West CCAC with no recommendations, just specific observations. He further noted that a meeting of the senior leadership teams of both Central West LHIN and Central West CCAC had been held in the past week to review the preliminary findings of the report. Scott noted that the CCAC senior staff had acknowledged that there are opportunities identified in the report to be pursued through CCAC decision-support mechanisms, and specifically around nursing clinics.

Chris Helyar reviewed his presentation and noted that he believes there are some limitations when it comes to a smaller CCAC. For example, it is quite possible to have 30-40% of their costs being directed towards administration. He advised that the 'cost per individual served' is lowest in the Central West LHIN. He noted that the demand in the Central West is going to be greater than the

current funding mechanism will be able to accommodate and there will be continued pressures on the CCAC. Chris indicated that there may be opportunities for the CCAC to see what their peers are doing and incorporate best practices as applicable.

There was a question from the Board as to who the report would be shared with, and specifically, whether the Central West CCAC Board had been in receipt of the report. Board Members requested that Scott send a letter, along with the summary, to the Central West CCAC Board Chair and CEO from himself and the Central West LHIN Board Chair, outlining actions and next steps.

Action: Scott McLeod

6.0 Fiduciary Dialogue

6.1 Verbal Update from Quality Committee Meeting – October 14, 2014

John McDermid provided an overview of discussions at the Quality Committee meeting held Monday, October 14, 2014 and noted that, as a result of the completed evaluations for the recent G2G & Senior Leadership Forum on Quality, it appeared that most people had found the session to be very informative and useful. John thanked Brenda Fraser, in particular, for her work in pulling together and executing the content for the session, and for facilitating the work group discussions over the summer which helped to facilitate the group discussions at the G2G event. John also acknowledged Central West LHIN staff members Michele Williams, Tom Miller and Jas Rai, for their great ‘behind the scenes’ work.

6.2 Verbal Update from Finance & Audit Committee Meeting – October 21, 2014

Gerry Merkley provided an overview of discussions at the Finance & Audit Committee meeting held Tuesday, October 21, 2014 and noted that staff had introduced and presented an overview of the new Finance & Audit Committee ‘Dashboard’, a copy of which was circulated to Board Members.

Gerry noted that as a result of discussing the 2014-2015 - 1st Quarter (Q1) Procurement Report at the Finance & Audit Committee meeting, Committee Members had requested that a discussion regarding a Mental Health Lead for the Central West LHIN be a topic for conversation at a future Board Meeting. Scott advised that this item would be tabled for further discussion at a future Board Meeting.

Action: Scott McLeod

6.3 Year-End Review of 2013-2014 Community Investments

Brock Hovey introduced Neil McIntosh, Director of Performance & Accountability, who is the featured staff member in the CEO Report this month. Neil provided a brief presentation on the 2013-2014 Year-End Review of New Investments for the Central West LHIN. Included were approximately \$14.6 million in community funding provided to 15 health service providers from the following funding sources:

- 2012-2013 Community Investments
- 2013-2014 Community Investments
- Beds in Abeyance (Kipling Acres Long Term Care Home) Funding
- Physiotherapy, Exercise and Falls Prevention Funding

Neil noted that approximately 85% of the money allocated to the Central West LHIN had been spent, with 10% being returned to the Ministry which represents approximately \$1.4 million. The delays in funding made it difficult for HSPs to ramp up new programs and services as quickly as originally anticipated. He advised that next steps in the process is to recover and re-invest funds from low-performing investments and where appropriate, to work with HSPs to ensure that they are able to monitor performance indicators and to follow up with individual providers regarding the review's findings and opportunities for improvement. Finally, it was noted that the LHIN will require greater oversight of implementation planning for new funding, so that in-year reallocations can be considered.

6.4 CEO Attestation – Second Quarter (Q2) of 2014-2015

Scott presented his 2014-2015 – Second Quarter (Q2) Attestation and noted that there continues to be two exceptions.

MOVED BY John McDermid and SECONDED by Suzan Hall, that the Central West LHIN Board of Directors approves the 2014-2015 Second Quarter (Q2) CEO Attestation, as circulated.

CARRIED

7.0 In-Camera Session

MOVED by Gerry Merkley and SECONDED by Suzan Hall, that at 8:25 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 Scott McLeod, Brock Hovey, David Colgan, Michele Williams and Tom Miller be invited to stay for this portion of the meeting.

CARRIED

MOVED by John McDermid and SECONDED by Pardeep Singh Nagra, 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

8.0 In-Camera Session

MOVED by Gerry Merkley and SECONDED by Ken Topping, that there being no further business for discussion, that the Central West LHIN Board of Directors' meeting of Wednesday, October 29, 2014 be adjourned at 9:15 p.m.

CARRIED

Maria Britto, Board Chair

Scott McLeod, Board Secretary