

Central West LHIN | RLISS du Centre-Ouest

MINUTES OF THE BOARD OF DIRECTORS' MEETING

WEDNESDAY, SEPTEMBER 26, 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) (via tele), Anita Gittens (Member) (via tele), Angel Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member), Adrian Bitá (Member), Neil Davis (Member), Peter Harris (Member),
LHIN Staff Present:	Scott McLeod (CEO), Kim Delahunt (V.P.), Brock Hovey, (V.P.), Marla Krakower (V.P.), Kimberley Floyd (V.P.), Jas Rai (EA to CEO & Board Liaison), Martha McKelvey (Nurse Practitioner, Central West Palliative Care Network), Richlyn Lorimer (Director, Human Resources & Organizational Development), Josee Coutu (Director, Home & Community Care), Sharanjeet Kaur (Director, Strategy and Project Management Office), Margaret Paan (Director, Central West Palliative Care Network)
Guests:	Dr. Martin Chasen, Regional Clinical Co-Lead for the Central West Palliative Care Network and Medical Director, Palliative Care for WOHS John Whincup, Optimus SBR Andrea Spencer, Optimus SBR
Regrets:	Tamara Wallington (V.P.)

1.0 CALL TO ORDER

Carmine Domanico, Board Chair, called the Board Meeting to order at 5:10 p.m. Mr. Domanico welcomed guests, John Whincup & Andrea Spencer, of Optimus SBR, and Dr. Martin Chasen to the meeting.

Carmine welcomed the following Observers to the meeting: Laura Balbinot, Sunpreet Mahal, Navpreet Kundal and Kelly Jankowski.

Carmine also welcomed staff members Margaret Paan, Martha McKelvey, Josee Coutu and Richlyn Lorimer 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 Angel Rebelo and SECONDED by Heather Picken, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, September 26, 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. Scott McLeod advised that all action items in the June minutes are either underway or completed.

Jeff Payne requested a correction to the Board of Directors Meeting Minutes of June 27 - page 2, to replace Jeff Payne's name with another Board member who was present at the meeting. As the Acting Chair Jeff Payne cannot move an item.

Jeff Payne also requested an additional update to the Board of Directors Meeting Minutes of June 27 - to change the wording for the item on Page 5 under CEO Update titled "breaking news". Upon review Members agreed to remove the item from the minutes.

Action item: Jas Rai

MOVED by Adrian Bitá and SECONDED by Jeff Payne, that the Consent Agenda be approved, as amended.

CARRIED

3.0 PATIENT STORY

Kim Delahunt introduced Margaret Paan, Director, Central West LHIN Palliative Care Network, to share a patient story focusing on palliative care end of life. Kim also welcomed Dr. Martin Chasen and Martha McKelvey, who will join Margaret Paan to present agenda item 4.1 – Palliative Care in Central West LHIN.

Margaret Paan shared a story that highlighted the work being done on Palliative Care and informed Members that a CIHI Report – **Access to Palliative Care in Canada** - has just been released which talks about the importance of early identification. A Care Coordinator who provided care for a 90-year-old widow with complex health issues shared a story of the client's daughter who was looking after the client and was not coping well with care. The Care Coordinator had recently had education from the Palliative Care Network Team on identifying someone's care with a palliative approach. The Central West LHIN team were able to assist the daughter with navigating through the health care system to provide the best care for her mother and prepare for end of life.

Carmine Domanico asked how early identification can be promoted. Margaret noted that education is key, to include clinicians and partners. Margaret informed Members that one of the key questions that should be asked is,

“would you be surprised if the patient died within 12 months?” If the answer is no, then it is time to have those discussions, i.e. regarding wishes, health care preferences, etc. Margaret noted that this work is done through Home and Community Care with improvement reflected on system impact as well as better outcomes for the caregivers, clients and families.

Scott McLeod informed Members that a recent Central West LHIN Rotman project focused on how we get people to have conversations about palliative end of life. The main outcome of the project was the need for a strategy to develop awareness campaigns, to build public awareness of palliative care in the Central West region. Margaret provided copies of a publication titled “Speak up” which addresses having those important conversations regarding end-of-life and decisions. The publication is also available online via the Speak Up Ontario website. Scott McLeod noted that this publication provides a very simple and good way to ask people what they would like, and very helpful for family members to know and understand the wishes of their loved ones at the end of life.

4.0 BOARD EDUCATION / GENERATIVE DIALOGUE

4.1 Palliative Care in the Central West LHIN

Margaret Paan provided a high-level overview of the pre-circulated presentation, which focused on the Central West Palliative Care / End of Life “pledge” – **Together we will deliver outstanding palliative care.** The presentation provided highlights on the following:

- A background on the Palliative Care Network
- Governance Structure – Regional Networks and Shared Leadership
- Regional Initiatives – Shared Priorities
- Performance – System Level Measures
- Regional Capacity Building, Education and Accolades
- Roadmap – Central West Palliative Care Network 3 Year Roadmap, Advancing of the Pledge

Dr. Martin Chasen proudly noted that the Central West Palliative Care Network is highlighted as a leader in early identification in the CIHI Report – **Access to Palliative Care in Canada.** Dr. Martin referenced a handout that depicted “The Bowtie Model”, an internationally recognized palliative care approach to care.

Dr. Chasen emphasized the importance of early identification, and that long-term care homes play a large role. He noted that the goal is to early identify and treat patients, and survivorship is part of palliative care. Dr. Chasen noted that twenty-five percent of patients at Osler are sent to family physicians for treatment, as there is a shortage of beds in this LHIN. He also noted that there is a shortage of trained professionals, which have been identified in this LHIN and the Network is addressing within its priorities.

Dr. Chasen informed Members that at present 56 percent of palliative patients in Ontario die in hospitals, with twenty percent at home, and 19 percent in other health care facilities, this number should be reversed. He noted that in 2016-17, Central West LHIN had the highest percentage of deaths in hospital. However, he also noted that Central West has seen the strongest improvement in the province with a decrease of over three percent in numbers recently but there is still a long way to go. Ms. Paan noted that data comes from provincial

reporting. Dr. Chasen also informed Members that there is a large increase of palliative care physicians in Central West including the current 11 palliative care physicians compared to four previously at William Osler Health System.

Carmine Domanico asked if there are pockets in our region that are performing better than others are. Margaret indicated that there are variations by sub-region. For example the North Etobicoke, Malton, West Woodbridge Sub Region has a higher percentage of patients who die in an acute care setting. Margaret noted that in addition to working with Health Service Providers the LHIN is working with the Sub Regions to inform and educate about available palliative care services and identify local needs.

Angel Rebelo asked if LHINs share and adopt best practices. Margaret informed Members that there is a lot of sharing among the LHINs, which include models of care and care delivery. Central West is a leader in early identification and connection with the Ontario Palliative Care Network provides access to resources and learnings.

Martha McKelvey provided a brief overview of Learning Essential Approaches to Palliative Care (LEAP). These are one or two day courses that provide dedicated training to understand palliative care, increase dialogue with primary care providers and physicians. Martha noted that the goal is to have 20 of the 23 Central West LHIN Long-Term Care Homes trained in LEAP by the first quarter of 2019/20. She noted that LEAP training provides healthcare professionals across different settings with the skills and tools to provide a palliative care approach. LEAP offers practical and evidence-based solutions to increase the level of access to a palliative care approach by educating health care professionals and by increasing community capacity to help their loved ones.

Margaret Paan indicated that future goals include establishing a public awareness campaign, complete LEAP training at all Long-Term Care homes and exploring a centralized intake and referral model.

To close Dr. Chasen informed Members that there are some people that just cannot die at home for a variety of reasons, which is why early identification is so important. He noted that having a better community based palliative care program is much more cost effective. The cost of dying at home is approximately \$200 as opposed to \$700 in a hospice and \$1000+ in hospital.

Carmine Domanico thanked Dr. Chasen, Margaret Paan and Martha McKelvey for their very informative 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:

- **Chairs and CEO Meeting:** Carmine Domanico informed Members that the Minister sent regrets but Helen Angus, Deputy Minister attended the meeting to provide updates on emerging provincial priorities.

- **Governance and Leadership Forum** – October 1 – Carmine Domanico reminded members about the upcoming Forum and noted that Jeff Payne will act as his delegate at the Forum as he is unable to attend.
- **MPPs Meetings** – Carmine Domanico indicated that he and Scott McLeod continue to meet with MPPs. He noted that MPPs have been supportive and receptive about access and funding inequities and the priorities we have identified.
- **Ministry LHIN Accountability Agreement (MLAA)** – Mr. Domanico informed Members that discussions with the Ministry are resuming in October to advance a refreshed MLAA for April 1, 2019.
- **Chairs Meeting** - Carmine noted that recent discussions have centred on identifying bold ideas to put forward as pan-LHIN projects from a Chairs and CEOs perspective. He noted that a list of “what are proud accomplishments” at each LHIN is being developed and will be shared LHIN-wide.
- **Premier’s Council - Reuben Devlin** – Carmine informed Members that the Chair’s Council has requested a meeting with Reuben Devlin who is in the process of assembling his team.
- **Board Peer Evaluation Sub-Committee** – Carmine Domanico noted that HSSOntario are creating a “Whole Board” and “Peer-to-Peer” evaluation and will be presenting the process to LHIN Chairs for approval in January. Carmine noted that annually LHINs are required to provide the Minister with the results of a Whole Board Self-Assessment on how Boards are performing. He noted that the same survey tool will be used by all 14 LHINs and the results presented to the Minister by end of June 2019.

Carmine Domanico noted that the Peer-to-Peer assessment survey will provide an opportunity for members to assess each other’s performance, contribution level and value to the team. The survey results will only be shared individually with each Board Member and the Board Chair.

5.2 Board Member Updates

- Carmine Domanico thanked Hugh O’Brodivich for attending Bethell Hospice AGM on September 18. Hugh noted that the presentation was impressive, and that Bethel’s statement of values replicated the LHINs with the acronym “CICARE”. Hugh noted the event also celebrated volunteers with awards.
- Adrian Bita attended a Public Ethics Training Session on September 17. Adrian noted the focus of this session was on the “dos and don’ts” of governors during an election.
- Anita Gittens joined Carmine Domanico at the Rexdale CHC’s AGM on September 14, which was also their 25th anniversary celebration and fair. Anita noted that the event highlighted the commitment and dedication of the Board, Senior Management and staff, volunteers and community. Carmine noted that he has invited Rexdale to present at a future Board Meeting. Scott McLeod noted he would reach out to Safia Ahmed.
Action Item: Scott McLeod
- Jeff Payne and Angel Rebelo attended CMHA Peel’s AGM with Scott McLeod. Jeff noted that they shared a video presentation with an excellent patient story, which we should share at a future Board meeting. Kim Delahunt will contact CMHA Peel to get a copy of the patient story for the October Board meeting.
Action Item: Kim Delahunt

5.3 Report of the CEO

Scott McLeod provided an update on the following items:

- **CEO Report** – Scott McLeod noted that over the summer the team continued to produce a CEO report to help keep Members up to date and connected during the period where there were no Board Meetings. It was agreed that this was a helpful process and that staff should continue the practice next year.
- **Rotman Leadership Program** – Scott McLeod was pleased to report that the fifth cohort of the program graduated on September 14 with over 120 participants and past graduates in attendance. Scott noted that there were six projects presented and under review to evaluate which can be advanced and/or funded, one of which is the Palliative End of Life.
- **LHIN Priority Initiatives – Best Practices Nominations** – Scott McLeod informed members that the LHIN CEOs undertook an initiative to identify local proven best practices that could be spread and scaled across the 14 LHINs. A total of 27 suggestions were submitted and evaluated using eight criteria and recommendations would be presented to the LHINs and the Ministry in early October. Scott noted that Central West LHIN submitted three: Wound Care, Sub-Region Planning and Healthy Communities Initiatives.

Heather Picken asked Scott about next steps in reference to the three priorities. Scott McLeod noted the intent is to identify a few high priority opportunities and reach agreement at the CEO and Ministry tables that we need to collectively spread and scale the ideas in the next 12 months.

- **Cyber security** – Scott McLeod informed Members that he has been actively involved in the process to support remediation of the VON ransomware attack, which has now gone public. Scott noted that confirmation has been received indicating there was no breach of personal Health Information. He informed Members that VON are now in the final stages of a remediation plan but that reconnection to the CHRIS system will not be permitted until all steps are completed to LHIN and HSSO satisfaction. Scott noted that because of the recent cyber-attacks, all LHINs have had a third party cyber assessment of all Service Provider Organizations which will result in recommendations for additional security provisions to be implemented.
- **Osler Endovascular (EVAR) Therapeutic Suite** – Scott informed Members that the specialized EVAR Suite, which the LHIN approved last year, has now opened.
- **New Associate Deputy Minister (ADM)** – Scott McLeod informed Members that the Ministry announced that Melanie Fraser is the new ADM and starts next week. Scott noted that she comes from the Ministry of Government and Consumer Services.
- **Mandate Letters and Memorandum of Understanding (MOU)** – Scott McLeod noted that the Ministry has advised the LHINs that the Mandate Letter and the MOU, required to be provided by the Minister under regulation, have been waived until April 2019.
- **Accreditation** – Scott McLeod noted that Accreditation Canada have provided Central West LHIN with an extension until September 2019. He noted that next steps would be for the LHIN CEOs to have a

discussion on whether this a common issue across LHINs and if so to develop a request for services. Scott will keep members updated.

Moyra Vande Vooren asked about the status of the proposed expansion of safe injection sites. Scott noted that the Minister has put them all on hold pending an assessment; the Minister will be making a recommendation in the near future.

6.0 STRATEGIC DIALOGUE

6.1 Integrated Health Service Plan (IHSP) 2019-2022

Kim Delahunt introduced John Whincup and Andrea Spencer of Optimus SBR. Kim Delahunt reminded Members that this project began in May 2018 at the Board of Directors Retreat. She noted that since then extensive consultation has occurred with health service providers, service provider organizations and the public to provide input and feedback regarding the emerging priorities.

Kim Delahunt noted that the draft incorporates the priorities that the Ministry has identified including: hospital overcrowding, mental health and addictions, long-term care, home and community care and capacity planning. Additionally she noted that the Strategic Initiatives were agreed upon by all 14 LHINs and the Ministry although there may be variation in the Strategic Actions within each Initiative.

Andrea Spencer provided an overview of the process to date, the general structure of the IHSP and the intent of the discussion with the Board. She indicated that the Board's input would be incorporated into the final draft report that will come to the Board again at the October Board of Directors Meeting for approval to submit the draft to the Ministry on October 29th. The Ministry is expected to provide any feedback within four weeks, which would then be incorporated, and a final version brought to the Board for final approval in January 2019.

Andrea facilitated the review of the Strategic Actions for the IHSP and received suggestions for improvement from the members. Following the facilitated discussion, Andrea Spencer and John Whincup thanked the Board for their input and advised that updates will be made based on the feedback received.

Andrea Spencer provided Members with an overview of the Governance and Leadership Forum taking place on October 1, which is focused on receiving final input on the Strategic Action. Ms. Spencer noted that during the discussions on October 1, a scribe has been assigned to each table to capture all ideas and to note any questions that come up.

Carmine Domanico thanked Andrea Spencer, John Whincup and Kim Delahunt and her team for the excellent work so far on the IHSP.

7 FIDUCIARY DIALOGUE

7.1 Report of the Quality Committee Meeting, Monday, September 10

Moyra Vande Vooren provided a brief update on recent discussions at the Committee. Moyra Vande Vooren informed Members that Kimberley Floyd had brought forward a patient story regarding a palliative care patient who did not have OHIP. Moyra noted that ultimately appropriate care was provided to the patient but indicated that patients without OHIP coverage is an issue in our LHIN.

Moyra Vande Vooren noted that the Quality Committee Work Plan and the Terms of Reference were reviewed and will now go to the Governance Committee before coming to the Board for approval.

7.1.1 2018-19 Central West LHIN Integrated Quality Plan

Moyra informed members that the Integrated Quality Plan is for the next three years, and the priority areas are as follows:

- Palliative Care
- Mental Health and Addictions
- Integrated Care
- Chronic Disease

Ashish Kemkar asked how the priorities were identified. Moyra Vande Vooren noted that the priorities align to the priorities of the sub-regions, local quality planning and from a Ministry perspective and aligns with the IHSP.

There was no further discussion.

MOVED by Moyra Vande Vooren and SECONDED by Angel Rebelo that the 2019-2022 Integrated Quality Plan be approved, as circulated.

CARRIED

7.2 Report of the Finance & Audit Committee Meeting, Monday, September 24, 2018

Adrian Bitz provided a brief update on recent discussions. Adrian Bitz was pleased to note that Central West LHIN funding has now reached over \$1 billion.

Adrian Bitz noted that there was a lot of work completed over the summer to complete the 2017-18 Year-End Review and Compliance Report of Health Service Providers. Adrian thanked Brock Hovey and his team for their work on the report.

Moyra Vande Vooren asked for clarification that once an item is approved as part of the consent agenda a separate motion is not required. Scott McLeod confirmed that if further discussion is required on an item in the Consent Agenda, then it will be pulled out of the consent agenda and discussed as a separate item and a

separate motion would result. It was noted that one of the items in the Consent Agenda was titled draft, it was agreed that going forward the word "draft" not to be included.

7.3 Report of the Governance Committee Meeting, Thursday, September 13, 2018

Jeff Payne provided a brief update on recent discussions at the Committee and noted that the Committee Evaluation survey results were reviewed and appears that committees are functioning well. Jeff Payne informed Members that the expense directive and presentation will be reviewed to be presented at a future Board Meeting to provide further clarity.

8.0 IN-CAMERA SESSION

MOVED by Jeff Payne and SECONDED by Adrian Bitz, 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 Angel Rebelo and SECONDED by Peter Harris, that at 9:20 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

CARRIED

MOVED by Ashish Kemkar and SECONDED by Neil Davis, 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 Heather Picken and SECONDED by Jeff Payne, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, September 26, 2018 be adjourned at 9:20 p.m.

CARRIED

Carmine Domanico, Board Chair

Scott McLeod, CEO