

## Central West LHIN | RLISS du Centre-Ouest

## MINUTES OF THE BOARD OF DIRECTORS' MEETING

WEDNESDAY, SEPTEMBER 28, 2016

Commencing at 5:00 p.m.

Central West LHIN Office

8 Nelson Street West, Suite 300

Brampton, Ontario



<b>Board Members Present:</b>	John McDermid (Acting Board Chair), Lorraine Gandolfo (Member), Suzan Hall (Member), Pardeep Singh Nagra (Member), Adrian Bita (Member), Jeff Payne (Member)  Maria Britto (Board Chair) – (departed meeting at 6:00 p.m.)
<b>LHIN Staff Present:</b>	Scott McLeod (CEO), Brock Hovey (Senior Director), Kim Delahunt (Senior Director), Tom Miller, Mark Edmonds, Tellis George, Michele Williams
<b>Regrets:</b>	Ken Topping (Member)

## 1.0 Call to Order

Maria Britto, Board Chair, called the Board Meeting to order at 5:00 p.m. and welcomed everyone to the meeting. There were no Observers in attendance.

Maria noted Ken Topping's 'Regrets' for this meeting, and reminded Members that this would have been his last Board Meeting, as he is about to complete his second term on the Central West LHIN Board of Directors on October 5, 2016. She thanked Ken for his outstanding work and dedication to the Central West LHIN over the past six years, noting that he had been an excellent Chair of the CEO Performance Review & Compensation Committee, and had also made other significant contributions to the Board. Board Members wished Ken well in his future endeavours.

Maria then welcomed Kim Delahunt, the new Senior Director of Health System Integration to the meeting. Board Members congratulated Kim on her appointment.

Maria advised that she would have to leave the meeting by 6:00 p.m., as she was scheduled to present an award later that evening. John McDermid will step in as Acting Chair for the meeting. She further advised that she would be providing a brief In-Camera Board Chair Update prior to her departure from the meeting, and that the In-Camera minutes would reflect her update accordingly. She then turned the meeting over to John McDermid as Acting Board Chair.

**1.1 Approval of Agenda**

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

**MOVED by Lorraine Gandolfo and SECONDED by Adrian Bitá, that the Regular Agenda for the Central West LHIN Board of Directors' meeting of Wednesday, September 28, 2016 be approved, as circulated.**

**CARRIED**

**1.2 Conflict of Interest**

John McDermid reminded Members of the need to declare a Conflict of Interest with respect to any items that could potentially place them in a conflict situation. There were no declarations. He requested that all cell phones be turned off or muted during the meeting.

**2.0 Consent Agenda**

John reminded Board Members that the process is that they can ask questions for clarification from the Consent Agenda, but if further discussion is required, the item will be pulled and added to the Regular Agenda.

Scott advised that all action items from the Board Minutes of Wednesday, June 22, 2016 had been addressed. A brief discussion followed with some general questions and clarification regarding items in the previous minutes. He noted that there had been a considerable amount of material placed within the Consent Agenda this month, which is typical for a September Board Meeting, and includes all Board Committee Terms of Reference, Work Plans, and Annual Committee Effectiveness Assessments carried out over the summer, all of which were very positive.

**MOVED by Adrian Bitá and SECONDED by Jeff Payne, that the Central West LHIN Board of Directors approves the Consent Agenda, as circulated.**

**CARRIED**

At this point in the meeting (5:10 p.m.), the Board of Directors' meeting was moved In-Camera.

**MOVED by Lorraine Gandolfo and SECONDED by Jeff Payne that, at 5:10 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 Staff Members in attendance be invited to stay for this portion of the meeting.**

**CARRIED**

**MOVED by Lorraine Gandolfo and SECONDED by Jeff Payne that, at 5:20 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.**

**CARRIED**

### 3.0 Report of the Chief Executive Officer

Scott referenced his CEO Report and provided a brief review of the various LHIN activities over the past month, highlighting the following areas:

#### **Current Integration Initiatives**

Both the Canadian Mental Health Association (CMHA) Peel Dufferin, and Peach Ranch/Supportive Housing in Peel (SHIP) integrations are proceeding well, but have required a significant amount of work on the part of LHIN staff, who have worked hard behind the scenes to assist as the organizations carry out their respective due diligence.

#### **Palliative Care /End of Life Conference**

The Palliative Care/End of Life conference is scheduled for November 16, 2016 and Scott advised that the Deputy Minister will be attending to bring opening remarks. He further advised that the Associate Deputy has also agreed to attend.

#### **Pressures in the Acute Care System**

William Osler Health System has continued to experience extreme pressures, particularly at the Brampton Civic Hospital where very high volumes of Emergency Department visits have taken place in addition to a high number of admissions. Continued efforts are underway to provide some funding relief for WOHS and the pressures have been recognized by the Ministry of Health and Long-Term Care and they are working to secure additional funding to support them.

Similar pressures are also being experienced at Trillium Health Partners in Mississauga, where very high Alternative Level of Care (ALC) volumes have resulted in the Mississauga Halton LHIN declaring Trillium as '1A Status', in an attempt to place ALC patients waiting for long-term care home in the first available bed. Their 1A Status, which has been in place for approximately six weeks, has had potential impact on the surrounding LHINs, and as a result, the situation is being monitored very closely.

#### **LHIN Staff Announcements**

Welcome to Kim Delahunt, Senior Director, Health System Integration who is currently in her third week at the LHIN and is attending her first Board Meeting tonight.

Welcome to Kimberly Floyd, Senior Director, Transition, who will be leading our Local Transition Team.

Farewell and thank-you to Patrick Boily, French Language Services Coordinator, who is preparing to leave the LHIN to join the Ontario Community Support Association (OCSA) as the Manager of Policy and Stakeholder Engagement. This is a very positive career move for Patrick, and we wish him all the best.

### 4.0 Board Education/Generative Dialogue: Patients' First

Scott advised that he would the Government remains fully committed to reintroducing Patients' First Legislation at the earliest possible date, and likely in the next few weeks. Planning continues with the understanding that if the Legislation is reintroduced and is passed, we will be in a good place to move forward.

**Key Work Stream Updates:****Governance**

The development of a consistent Governance Skills matrix is mostly completed and there is a proposed process for populating LHIN Boards with new members to replace the current turnover in membership, as well as identify potential new Board Members to increase the membership to 12, should the Legislation be reintroduced and passed. There are plans for early advertisement beginning in October for vacant or pending vacancies, with a target to complete the full process across the 14 LHINs by December, 2016.

**Management**

A prototypical Management Organizational Structure is being developed for all LHINs and an external consultant will be retained to support the process of developing naming conventions, job descriptions, salary scales, and provide advice on a recruitment process to be applied consistently across the 14 LHINs.

**Work Force**

This group is currently outlining a process for the smooth transition of unionized staff to the LHIN. Other key Work Streams currently underway include the Corporate Services Entity Work Stream, the Capacity-Building & Readiness Work Stream, the Sub Regions Work Stream, and the Clinical Leadership Work Stream.

**5.0 Strategic Dialogue****5.1 Balanced Scorecard Summer Cycle 2016-2017**

Brock provided an overview of the Balanced Scorecard for the 2016-2017 Summer Cycle, noting that the Central West LHIN had ranked in the top five among all LHINs for 13 of 23 MLAA Indicators and outperformed the province in 15 of 23 Indicators.

He further advised that Indicators requiring investigation this cycle included the following:

- Indicator # 2 - 90<sup>th</sup> percentile ED length of stay for high acuity patients
- Indicator # 10 – Repeat unscheduled ED visits for substance abuse conditions
- Indicator # 19 - Proportion of Wait Time Indicators achieving target

There was a query and brief discussion regarding the high number of ED visits for substance abuse in the Central West LHIN, particularly with respect to alcohol. There was a request that staff obtain, if possible, socio-economic information with respect to the age group of the individuals who present to the Emergency Department with repeat visits relating to alcohol abuse.

**Action: Brock Hovey**

### 5.2 2016-2017 – 2<sup>nd</sup> Quarter (Q2) Enterprise Risk Management (ERM) Report

Brock and Tellis provided an overview of the 2016-2017 – 2<sup>nd</sup> Quarter (Q2) ERM Report and Scott noted that he had received an earlier email from Board Member Jeff Payne with some specific questions regarding the following areas:

- Sustainability of United Achievers
- Central West LHIN Board Member turnover
- SRI contingency plan

Scott noted that he had provided a response to Jeff by email, and that he would circulate that email to all Board Members for information and clarity.

**Action: Scott McLeod**

A further review of the Top Risks took place, and after a brief discussion, the following motion took place:

**MOVED by Lorraine Gandolfo and SECONDED by Jeff Payne, that the Central West LHIN Board of Directors approves the 2016-2017 – 2<sup>nd</sup> Quarter (Q2) Enterprise Risk Management (ERM) Report, as circulated.**

**CARRIED**

### 5.3 2016-2017 Central West LHIN Community Based Sector Funding Update

Brock provided, for Board Members' information, an overview of the funding allocations that have been made to date, including:

- \$3,114,100 in base funding for fiscal year 2016/2017 to expand service provision for high needs Central West Community Care Access Centre (CCAC) clients under the Levels of Care (LOC) framework, and increasing consistency in service provision for all CCAC clients.
- \$778,500 in base funding to the Central West CCAC to provide respite services for caregivers in greatest need.
- \$924,800 in base funding (net of one-time mitigation) for the fiscal year 2016/2017 for the Central West CCAC under Health System Funding Reform (HSFR).

Brock further noted that unrestricted base funding to be allocated at the LHIN's discretion amounted to \$1,675,900 in base funding for fiscal year 2016/2017 to support investments in the community sector. He further noted that with respect to the community sector, the above-noted represents an initial allocation. It is understood that a second allocation for targeted investment strategies is forthcoming and the LHIN is waiting for further details regarding this second allocation from the Ministry of Health and Long-Term Care.

#### 5.4 Supportive Housing in Peel (SHIP) – Peach Ranch Facilitated Integration

Staff provided a chronology of progress in the Facilitated Integration for Peace Ranch and Supportive Housing in Peel (SHIP), noting that it is now time for the Central West LHIN to support the Facilitated Integration and notify the Ministry of Health and Long-Term Care of their support once all Letters Patent of Amalgamation agreement have been received from the two organizations.

There was a brief discussion as to the completion of due diligence on the part of both organizations and Board Members agreed that upon completion of the organizations' due diligence, and to the satisfaction of the Central West LHIN, that the Board supports the Facilitated Integration, as follows:

**MOVED by John McDermid and SECONDED by Lorraine Gandolfo, that the Central West LHIN Board of Directors supports the Facilitated Integration of Peace Ranch with Supportive Housing in Peel (SHIP), ('The Parties'), and the respective Members' resolutions to finalize an Application for Letters Patent of Amalgamation and an Amalgamation Agreement for approval by the membership of the respective corporations,**

**AND, pending evidence that due diligence has been completed by both organizations to the satisfaction of the Central West LHIN, that the LHIN Board Chair be authorized to sign the Integration Decision and communicate such to the Ministry of Health and Long-Term Care.**

**CARRIED**

#### 5.5 Osler Business Case to Operate Peel Memorial Centre as a Hospital

Scott advised that this approval is, for the most part, a technical step required under the Public Hospitals Act and noted that on September 9, 2016 the LHIN received a Business Case from William Osler Health System seeking permission to operating the Peel Memorial Centre for Integrated Health and Wellness as a hospital under Section 4(2) of the Public Hospitals' Act.

Staff noted that as per the approvals protocol, LHIN staff have reviewed the Business Case which briefly encapsulates the totality of planning from 2009 to present. Based on the Business Case and the LHIN's involvement at each step of the planning process, the LHIN believes that the proposed programs and services to be offered at the Peel Memorial Centre for Integrated Health and Wellness are consistent with the LHIN's vision and priorities for the local health system and in keeping with the current Integrated Health Service Plan. Furthermore, the LHIN is aware of the funding implications of operating the facility and have worked with William Osler Health System and the Ministry of Health and Long-Term Care on identifying the source and usage of funds.

**MOVED by Jeff Payne and SECONDED by Adrian Bitá, that the Central West LHIN Board of Directors recommends to the Ministry of Health and Long-Term Care that the request of William Osler Health System to operate the Peel Memorial Centre for Integrated Health and Wellness as a hospital, as per Section 4(2) of the Public Hospitals' Act, be approved.**

**CARRIED**

## 6.0 Fiduciary Dialogue

### 6.1 Verbal Report from Quality Committee Meeting – Monday, September 12, 2016

John provided an update on discussions at the Quality Committee meeting held on September 12<sup>th</sup> including System Level Quality Aims, the potential pilot with Health Quality Ontario, and the Regional Quality Table with their first meeting scheduled for October 4<sup>th</sup>. He further advised that the two Quality sub-committees are continuing their work on the Central West LHIN Quality Awards event to be held in January 2017.

### 6.2 Verbal Report from Governance Committee Meeting – Thursday, September 15, 2016

Lorraine provided an update on discussions at the Governance Committee meeting held on September 15<sup>th</sup> noting that the Committee had discussed the next round of Governance and Leadership Forums to take place over the next several months including a Forum in Late Fall (November, 2016) with Christine Elliott on 'Patient Ombudsman', the Central West LHIN Quality Event in January, and a potential Forum in the Spring of 2017 on 'Primary Care'. Scott advised that he has already reached out to Christine Elliott to determine her availability for November 2017 and once confirmed, a 'hold the date' invitation will be sent out.

Scott further noted that there had also been discussion at the Governance Committee meeting regarding the Board Skills Matrix and he advised that he had prepared a new Matrix based on the categories that had recently been sent from the Public Appointments Secretariat. He asked Board Members to populate their respective areas with 2-3 key areas of skill/expertise and return as soon as possible.

**Action: Board Members**

### 6.3 Verbal Update from Finance & Audit Committee Meeting – Monday, September 26, 2016

Adrian provided an update on discussions held at the Finance & Audit Committee meeting of Monday, September 26<sup>th</sup> and noted that he would require Board approval of the 2016/2017 – 2<sup>nd</sup> Quarter (Q2) Report and the 2015/2016 Year-End Review.

After a review of materials and brief discussion, the following motions resulted:

**MOVED by Suzan Hall and SECONDED by Pardeep Singh Nagra, that the Central West LHIN Board of Directors approves the 2016/2017 – 2<sup>nd</sup> Quarter (Q2) Report, as circulated.**

**CARRIED**

**MOVED by Suzan Hall and SECONDED by Adrian Bitá, that the Central West LHIN Board of Directors approves the 2015/2016 Year-End Review, as circulated.**

**CARRIED**

**7.0 In-Camera Session**

**MOVED** by Suzan Hall and **SECONDED** by Adrian Bitá that, at 7:30 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 Staff Members in attendance be invited to stay for this portion of the meeting.

**CARRIED**

**MOVED** by Pardeep Singh Nagra and **SECONDED** by Lorraine Gandolfo, that at 8:10 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

**CARRIED**

**8.0 Adjournment of Board Meeting**

**MOVED** by Jeff Payne and **SECONDED** by Suzan Hall, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, September 28, 2016 be adjourned at 8:10 p.m.

**CARRIED**

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John McDermid, Acting Board Chair

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Scott McLeod, CEO