

South East Local Health Integration Network

Board of Directors Meeting No. 150

Monday August 21, 2017

Cardinal Room
South East LHIN Offices
71 Adam Street
Belleville, Ontario

MINUTES

Present: Chris Salt (Acting Chair); Brian Smith (Vice Chair); Annette Bergeron; Lois Burrows; Jack Butt; Steve Gauthier; Jean Lord; Maribeth Madgett; David Vigar; (quorum); and Paul Huras (CEO)

Recorder: Jacqui Prospero

Regrets:

Guests: Sherry Kennedy (VP, Operations); Cynthia Martineau (VP, Strategy, Planning & Integration); Jennifer Loshaw (Director, Home and Community Services); Caitlin denBoer (Directors, Communications & Engagement); Paula Heinemann (VP, Human Resources & Organizational Development); Gary Braida (Project Management Officer) and Janine DeVries (Board Coordinator).

1. Call to Order, Chair's Remarks and welcome of guests.

The Chair welcomed board members, guests and members of the public to the meeting and called for order at 9:32 am

2. Selection of Timer and Observer:

- a) Timer – B. Smith
- b) Observer – L. Burrows

3. Conflict of Interest Declaration

All members confirmed no conflicts.

Members discussed M. Stephens' involvement in the development of a report before the board; however were OK with it.

4. Consent Agenda:

- a. Monthly CEO Reports
- b. Board Correspondence
- c. Chairs Declaration
- d. Chairs Report
- e. Committee Summaries
- f. CEO Performance / Board Evaluation Committee - Board Performance Scorecard Results

That the Consent Agenda items be approved as circulated; with the removal of item C – Chairs Declaration and item # F Performance / Board Evaluation Committee – Board Performance Scorecard Results.

Moved by: D. Vigar
Seconded by: M. Stephens
Carried – 2017-150-01

Members returned to this discussion at 12:05 pm:

C – Chairs Declaration – P. Huras clarified for members concerns around the addition to this months' declaration and noted that an example to clarify would be around the expensing of meals as we have differing policies being merged and the addition of unions, etc.; which is providing the opportunity for harmonization of policies; this item will remain on this report until resolved; it was noted that several LHINs across the province have the same issue / declaration.

F - CEO Performance / Board Evaluation Committee – it was noted that the summary contains a number of actionable items (as attached to the August Board Package); J. Butt (Chair of the committee) noted that the Governance Committee incorporated some of the items from the list into their actions; in order to clarify the process of actioning items members were asked to send questions to the committee for consideration.

5. **Approval of the Agenda**
That the Board Agenda be approved as circulated.

Moved by: J. Lord
Seconded by: B. Smith
Carried – 2017-150-02

6. **Approval of Minutes June 26, 2017 Board Meeting #149 (attached)**
That the Minutes of Monday June 26, 2017 Board Meeting #149 be approved as amended.

Moved by: J. Butt
Seconded by: D. Vigar
Carried – 2017-150-03

7. **Generative Discussion:**
None at this time.

8. **Strategic Discussion:**

a. **Expert Panel Report – Public Health Units (PHU) – 9:41 am**

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; referenced appendices and a recommendation for the members' consideration.
 - Senior staff provided the following information based on questions and comments:
 - The report indicates changes in borders for the units and there is some confusion around how that might affect relationships with the LHINs and their catchment areas as the PHU borders would now cross LHIN borders; input on this report is not required until October 31, 2017.
 - Members discussed the potential for the LHIN to provide input based on both governance and operational level issues.
 - Members encouraged the LHIN to engage with the Health Service Providers (HSPs) in the regions to ensure that they provide input / guidance on this report.
 - Although the Expert Panel Report discusses the coordination of business plans the LHIN does not have specific direction from the Ministry of Health and Long-Term Care (MOHLTC) at this time.

That the LHIN Board Appoint the following members to an Ad Hoc Committee – A. Bergeron, J. Lord, D. Vigar, J. Butt to review the expert panel report on public health, with a specific focus on governance, coordinating a reply with LHIN staff to the board for consideration at the September Board meeting.

Moved by: L. Burrows
Seconded by: J. Butt
Carried – 2017-150-04

9. Fiduciary Discussion:

a. Patients First – Transformation Update – 10:02 am

- P. Huras provided an overview of the briefing note for members which included an executive summary and attached appendices.
 - Senior staff provided the following information based on questions and comments:
 - Health Links has not been actively promoted by the LHIN in the public realm; the promotions / discussions have been mostly with HSPs to further their education and understanding of the purpose and function of Health Links; evaluations to date are showing decreases in readmissions to ED, increased patient satisfaction, and increased consistent flow in the system between providers of health services; publically we are still discussing preliminary results and do not at this time have a specific timeline for results from the formal evaluation.
 - The 10th Annual Primary Health Care Forum is on October 05, 2017 in Kingston and one of the Plenary Speakers is Dr. Walter Wodchis who is providing leadership on the provincial evaluation of Health Links and will likely provide some insight.
 - As transformation moves along we are likely to see improved outcomes, education of the “new” system (i.e.: spread); there is likely to be more provincial discussions and public awareness on this as we move into the coming year with the political environment; Health Links are a success that will be celebrated.

b. Trenton Health Hub – Pre-Capital Endorsement – 10:22 am

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; risks; appendices and a recommendation for consideration.
- Members noted that M. Stephens was involved in these discussions prior to it reaching its conclusion and submission to the board.
 - Senior staff provided the following information based on questions and comments:
 - Co-location reference in the report should reference “home and community care” rather than the Community Care Access Centre (CCAC).
 - The community is behind this venture and there will be no impact on the services that are being provided in the region.
 - Although it was a challenging effort with the strong community and health providers who drove the need for a new concept, it has brought about an interesting change to providing health care services that we support.

That the South East LHIN Board endorse the Stage 1 Community Health Capital Programs (CHCP) application for the development of the Trenton Community Health Hub (TCHH) - Phase 2 to Health Capital Investment Branch and endorse Belleville and Quinte West Community Health Centre (BQWCHC) as the Lead Organization, with the proviso that:

- a) **The projected volumes of services are achievable within the approved staffing model and model of care of the Hub;**
- b) **The operational costs associated with the TCHH and space allocation can be financially managed by the partner organizations;**
- c) **There will not be any negative impacts on patient services and the community will be engaged in future planning; and**
- d) **That BQWCHC continues to meet the requirements of the Lead organization.**

**Moved by: B. Smith
Seconded by: D. Vigar
Carried – 2017-150-05**

c. Opioid Strategy Update – 10:35 am

- P. Huras reminded members that the strategy was approved in principle in June and staff are currently working with the Public Health Units to finalize the implementation plans and to ensure alignment with the Ministry's strategy.

BREAK – 10:43 am – 10:57 am

d. Chair's Update – 10:34 am

- C. Salt noted for members that a discussion on Mission, Vision and Goals was scheduled for later this month; however it will be rescheduled to early September to allow more time for the newly created Adhoc Workgroup to work through some opportunities.
- The appointment of a new Chair for the organization is still under the leadership of the PAS. We are hopeful to have direction in the coming months from the Ministers office.
- Board Member recruitment is moving forward and recommendations will be addressed in the In Camera session later today.
- Compensation Framework: with help from the Health Shared Services Organization (HSSO) is working with the LHIN to reply to the MOHLTC for selection of a vendor to provide this type of service.
- Governance Training with the Ministry is happening on two dates in late September and the other in early October.
- The Provincial Chairs group has been trying to clarify HSSO's ability to represent the interests of the LHINs.
- For clarification, HSSO has a board of governors; they do not report to the LHINs; they are a crown agency that was created by MOHLTC with the purpose of serving the LHINs; two CEOs of the LHINs are on the board along with two representatives from MOHLTC, however there is no governance LHIN level representation.
- Work is being done on the Adhoc goals working group from the retreat with the intent of something coming to the board in September.

e. Community Engagement – Board Member Updates – 10:39 am

- J. Butt is participating in a research project on Public Health Unit-LHIN Collaboration; he also reported on his engagement activities including the potential for "coaching" of HSP governors in the future and what some of the benefits might be for our own entity (including involving the Strengthening Collaborative Governance (SCG) or Governance / Nominating Committee).
- It was recommended that the SCG Committee will take the information provided by J. Butt and investigate the potential for future discussions involvements (a suggestion of a specific forum which could utilize it as a topic for discussion).

f. Committee Updates – 10:53 am

- Finance, Audit, Risk and Resource (FARR) Committee is meeting at the end of the month on a number of items including the Stub Audit; IT, etc.;
- Quality Committee met in June; defining quality is a challenge; a full framework which will help to establish a clear scope of work going forward is being considered; the MOHLTC is also working on a similar definition; this committee is still working on the terms of reference and work plans, etc.

g. Strengthening Collaborative Governance – Revisions to Policy 2.17 Community Engagement – 10:56 am

- M. Madgett provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.

That the South East LHIN Board of Directors approve the recommendation from the Strengthening Collaborative Governance Committee for changes to Policy 2.17 Community Engagement as presented in Appendix 1 as attached to this briefing material.

**Moved by: M. Madgett
Seconded by: B. Smith
Carried – 2017-150-06**

BREAK – 10:57 am – 11:07 am

h. Governance / Nominating Committee – 11:07 am

i. Board Work Plan 2017-18

- B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.
 - Senior staff provided the following information based on questions and comments:
 - Item # 20 – LHIN Scorecard results presented to the board including all of the background process / reviews / activities, thus not “presenting to the board” but coordinating the scorecard.
 - Item # 14 – oversight of organization health – is relevant to the indicators to the organizations (LHIN) health – HR, Financial, etc.
 - The quality committee will be added to this work plan in the coming months.
 - There will likely be amendments in the future for more consistency in the reporting processes for each committee.
 - This item will come back to the board (reviewed semi-annually); changes by committee will come to the board as part of the Governance / Nominating Committees’ monthly report.

That the Board of the South East LHIN accept the recommendation from the Governance / Nominating Committee to approve of the 2017-18 Board Work Plan as presented in Appendix 1 as attached in this briefing material.

**Moved by: B. Smith
Seconded by: J. Butt
Carried – 2017-150-07**

ii. Board Orientation Plan

- B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; referenced attachments and a recommendation for consideration.
 - Senior staff provided the following information based on questions and comments:
 - There is a need to ensure that a specific reference to governance forums is made in order to help new LHIN members better understand their function.

That the Board of the South East LHIN accept the recommendation from the Governance / Nominating Committee to approve of the Board Orientation Plan as presented in Appendix 1 of this briefing material as amended.

**Moved by: B. Smith
Seconded by: D. Vigar
Carried – 2017-150-08**

- iii. Board Education Framework and Annual Plan
 - B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendix and a recommendation for consideration.
 - Senior staff provided the following information based on questions and comments:
 - There is a need to ensure that education opportunities are strategic and drive generative discussions; including what is being achieved at each event (outcomes). The purpose of delegation shall not be to request funding.
 - Delegations to the board present an opportunity for learnings as well as community engagement sessions.
 - Committee Chairs have been asked to provide topics for consideration of future education sessions / information sessions that could likely drive future generative discussions. Some early suggestions are FARR October; Quality – January; CEO Evaluation – April; - do you want them listed on the agendas?
 - Historically retreats have been more adhoc; J. DeVries will solicit the board members for potential retreat dates in coordination with J. Prospero regarding staff commitments.
 - The retreat will need to have a strong purpose and scope for discussions that are strategically driven; members will send topics for consideration for a retreat to J. DeVries by Friday September 01, 2017.
 - A Governance Coaching approach would likely require an outside facilitator and the Board Coordinator would require direction to move this forward; it was agreed that the coaching can wait for a later initiation date, depending on the topics submitted for consideration by the members.

That the South East LHIN approve the recommendation from the Governance Nominating Committee on the proposed Board Education Framework / Education Plan. Requesting input specifically on Item 3 (page 2) Proposed Educational Plan 2017-18 (on topics for the Board Meeting Information Sessions (four topics per year) and the Board Education Sessions (Board Retreats).

**Moved by: B. Smith
Seconded by: J. Lord
Carried – 2017-150-09**

i. CEO Discussion Report – 11:36 am

- P. Huras provided an overview of the report which included:
 - a) **Health Care Tomorrow**
 - i. Hospital Project — no questions or comments at this time.
 - ii. Addictions and Mental Health Redesign - the report was provided late to the Strategic Alliance and they have asked for time to review it which is contributing to the delay for a more formal board update; the recommendations of what should be reviewed / monitored will come back to the LHIN in the fall; the LHIN has received the report, which is quite broad at this time, requiring a more focused discussion that the CEO / Alliance will be working on; the LHIN will likely make any recommendations after their final submission to the LHIN in the fall.
 - iii. SHiiP – no questions or comments at this time.

- b) **Older Adult Strategy Update** – a short hiatus had been implemented in the past 6 months due to transition activities and now with reassigned staff we have meetings set up for September in order to consider next steps going forward, specifically to discuss assisted housing, etc.; other agencies continue to bring forward ideas for consideration, ensuring that we are collaborative with those that could likely provide future improved services.
- c) **Patient / Family Advisory Committee (PFAC) Update** – the LHIN noticed that the Leeds Grenville region has a lesser representation on this committee; however we have discussed with potential representatives the time commitments, etc. in order to drive more participation from a regional perspective.
- d) **SECHEF Restructuring Update** – no questions or comments at this time.
- e) **Kingston Health Sciences Centre – District Epilepsy Centre Designation** – provincially there are likely less than 6 centres of this magnitude across the province.

That the CEO Discussion Report be received.

**Moved by: A. Bergeron
Seconded by: D. Vigar
Carried – 2017-150-10**

That the contents of the CEO Consent Report be removed from future meetings.

**Moved by: A. Bergeron
Seconded by: D. Vigar
Carried – 2017-150-10**

LUNCH BREAK – 12:13 pm – 12:46 pm

That the board consider matters of public interest regarding Approval of In Camera Session Minutes of the Board; Approval of In Camera Session Minutes of the Finance , Audit, Resource and Risk Committee; Governance / Nominating Committee – Recommendation for Board Membership; and organizations under Performance Improvement Plans (PIP) / Review pursuant to Section 9 (5) of the Local Health Systems Integration Act 2006.

**Moved by: B. Smith
Seconded by: J. Lord
Carried – 2017-150-12**

10. In-Camera Session – 12:46 pm

That the Chair rise and provide a verbal report from the In Camera Session regarding the Approval of In Camera Session Minutes of the Board; Approval of In Camera Session Minutes of the Finance , Audit, Resource and Risk Committee; Governance / Nominating Committee – Recommendation for Board Membership; and organizations under Performance Improvement Plans (PIP) / Review.

**Moved by: M. Madgett
Seconded by: L. Burrows
Carried – 2017-150-18**

11. Date, time and location of next meeting:

September 25, 2017 – SE LHIN Offices

Future meetings:

October 30, 2017 – SE LHIN Offices

December 11, 2017 – SE LHIN Offices

January 2018 - TBD

12. Timer & Observer:

Timer – just over on time; good job for the Vice Chairing their first meeting.

Observer – good discussion re: expert panel report and the establishment of an adhoc committee; good flow overall and contribution from everyone.

13. Adjournment

That the meeting be adjourned at 1:20 pm

Moved by: L. Burrows



Acting Chair:

Chris Salt



Secretary:

Paul Huras