

South East Local Health Integration Network

Board of Directors Meeting No. 153

Monday December 11, 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; Linda Murray; Marsha Stephen**; David Vigar; (quorum); and Paul Huras (CEO)

Recorder: Jacqui Prospero

Regrets:

Resources: Sherry Kennedy (VP, Operations); Joanne Billing (VP, Home and Community Care); Cynthia Martineau (VP, Strategy, Planning and Intergradation); Caitlin denBoer (Directors, Communications & Engagement); Paula Heinemann (VP, Human Resources & Organizational Development); Dr. David Zelt (VP Clinical); Dr. Colin Wilson (Quality Lead) **; and Janine DeVries (Board Coordinator).

****PHONE**

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 9:30 am.

2. Selection of Timer and Observer:

- a) Timer – J. Lord
- b) Observer – M. Madgett

3. Conflict of Interest Declaration

All members confirmed no conflicts.

4. Consent Agenda:

- a. Board Correspondence
- b. Chairs Declaration
- c. Chairs Report
- d. Committee Minutes

That the Consent Agenda items be approved as circulated.

**Moved by: B. Smith
Seconded by: J. Butt
Carried – 2017-153-01**

5. Approval of the Agenda

That the Board Agenda be approved as circulated.

**Moved by: D. Vigar
Seconded by: L. Burrows
Carried – 2017-153-02**

6. Approval of Minutes

a) Approval of Minutes October 30, 2017 Board Meeting #152 (attached)

That the Minutes of Monday October 30, 2017 Board Meeting #152 be approved as amended to reflect Board Member Marsha Stephens attendance;

**Moved by: B. Smith
Seconded by: J. Butt
Carried – 2017-153-03**

a) Approval of Minutes November 27, 2017 Special Board Meeting #152 A (attached)

That the Minutes of Monday November 27, 2017 Special Board Meeting #152 A be approved as amended to reflect the proper spelling for Board Member Marsha Stephen.

**Moved by: B. Smith
Seconded by: J. Butt
Carried – 2017-153-04**

7. Generative Discussion:

None at this time.

8. Strategic Discussion:

a. Clinical Lead Portfolio Overview – 9:40 am

- P. Huras provided an introduction to this item and asked Dr. Zelt to provide an overview of the presentation circulated to members which included information on the evolution of clinical engagement in our region; medical leadership; a brief summary of the Patients First Act and the mandate letter; requirements for clinical (physician) input and leadership; physician lead by sub region; clinical committees within the LHIN; vertical and horizontal integration planning for integrated care; a refresher of the SECHEF Clinical Table – involving members and scope; a review of special physician relationships in the LHIN;
- Board members and senior staff provided the following information based on questions and comments:
 - Members look forward to terms of reference from each clinical table that would help to further clarify relationship, etc.; the reference to the Quality Table could be confusing to Health Service Providers (HSPs), however it is expected that it will be integrated into other committees as required; it was noted that it is not linked to the Quality Committee of the LHIN Board; public health participation is included in the clinical component of the new hospitals CEO table; in the future there will be no “joint” meeting of the clinical and the CEO group from SECHEF on a monthly basis; the LHIN VP of Clinical will work with the CEO group and ensure there is communication between the groups; provincially the Primary Health Care Work Group will be working closely with the VP Clinical Group (on a provincial level); at this early stage there have been minimal challenges, most important has been the acceptance of the clinical focus at the LHIN level since integration with the home and community care group; the Board thanked D. Zelt for the update on his Portfolio .

b. Home and Community Care Portfolio Overview – 10:00 am

- P. Huras provided an introduction to this item and asked J. Billing to provide an overview of the presentation circulated to members which included a quick perspective of Patients First Act; home and community care within the LHIN; service volumes; referral volumes; transformation; key initiatives;
- Board members and senior staff provided the following information based on questions and comments:
 - All of the services previously provided by the South East Community Care Access Centre (SE CCAC) have continued, uninterrupted, since integration with the South East LHIN; in the future updates will likely include trends to more accurately reflect how the changes in the system are progressing over time (versus percentages); the
 - Board thanked J. Billing for the update on her Portfolio.

9. Fiduciary & Oversight Discussion:

a. Opioid Strategy Update – 10:14 am

- P. Huras provided an overview of the briefing note for members which included a purpose and an executive summary for members' consideration.
- Senior staff provided the following information based on questions and comments:
 - A larger portion of funding went to the Addictions and Mental Health Hastings Prince Edward (AMHS – HPE) and is reflective of the need in the area (not an increased need over another area), but an intent to build capacity in the area to ensure equitable distribution throughout the South East.

b. Meeting Efficiencies – 10:16 am

- P. Huras / C. Salt noted for the members that there have been ongoing meetings / discussions about how efficiencies could be initiated in the future; a fulsome briefing note and recommendation will come to the members in January for consideration; there are a lot of processes that need to be considered, both LHIN and Ministry of Health and Long-Term Care (MOHLCT); members wanted to ensure that we create an understanding of what is expected to come to the board over the next 12 months (fiscal year), identifying when and in which month certain items will be discussed.
- The work plans for each committee will need to be adjusted to reflect the requirements of the overall board work plan, including timing of meetings, etc.

c. CEO Discussion Report – 10:20 am

- P. Huras provided an overview of the report which included:
 - a) **Health Care Tomorrow**
 - i. Hospital Project — hospitals will be considering decisions as they relate to the regional Hospital Information System (HIS) project in the January / February 2018 timeframe; although all participants understand the clinical / patient benefits of an integrated HIS system, the Boards' concerns revolve around financing and governance; the final motion (s) provided to the hospitals for consideration will be a common one.
 - ii. Addictions and Mental Health Redesign – no questions or comments at this time.
 - iii. Enabling Technologies Update – no questions or comments at this time.
 - b) **Home and Community Care Update** – health care connect is changing at a provincial level and will shift / adjust at the local LHIN level with the creation of sub regions and the higher integration of services to support this initiative; although the LHIN is getting more funding for health care connectors (those that connect patients to doctors) one of the regions larger challenges is the ability to draw and keep primary health care physicians in the region, to ensure capacity is available for the care connectors to connect their patients.

- c) **LHIN Culture Update** – the values referenced in this area are for the staff / corporation rather than the board; the board will see the values when the staff have confirmed a commitment to something specific.
- d) **MOHLTC / LHIN Accountabilities Process Map** – no questions or comments at this time.
- e) **Health Links – Q2 Update** – no questions or comments at this time.
- f) **Trenton Health Hub Update** – no questions or comments at this time.
- g) **Sub Region Update** - no questions or comments at this time.

That the CEO Discussion Report be received.

**Moved by: J. Butt
Seconded by: D. Vigar
Carried – 2017-153–05**

d. Chair’s Update – 10:34 am

- C. Salt reviewed the briefing note for members which included a purpose and executive summary on a variety of topics for members.
- Pan LHIN discussions over the past six months have been focused on the executive compensation framework which our board recently approved;
- Members were encouraged to provide topics for generative discussions in the future to the LHIN Board Coordinator.

e. Community Engagement – Board Member Updates –

- J. Butt noted for members his attendance (along with other board members) at the recent governance forum which was well attended and discussions were fulsome in nature, including a presentation from Dr. Jeffrey Turnbull (Health Quality Ontario (HQQ)).
- J. Lord attended the 7th Rendez-vous Santé en français 2017 involving all provinces where French is a minority; interesting discussions on legislation, process and engagement initiatives each province is undertaking; development of new strategies for both a provincial and local level.
- M. Madgett attended the Central Governance Forum (with J. Lord); at a recent Eastern Governance Forum which provided the opportunity to discuss the notion that age may not be the primary indicator of need; importance of involving the client in discussions about probable care plans.

BREAK – 10:46 am – 11:00 am

f. CEO Performance / Board Evaluation Committee – Terms of Reference and Work Plan – 11:01 am

- J. Butt provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration.

That the South East LHIN Board of Directors approve the CEO Evaluation and Compensation and Board Evaluation Committee Terms of Reference and Work Plan as recommended by the Committee as presented in Appendix 1 and 2, understanding that further changes will be made to the Work Plan following a decision on the new Board and Committee meeting framework and schedule.

**Moved by: J. Butt
Seconded by: L. Burrows
Carried – 2017-153–06**

g. Finance, Audit, Risk and Resource (FARR) Committee – 11:05 am

i. 2nd Quarter Finance Report – 11:05 am

- A. Bergeron provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration.

That the South East LHIN Board of Directors accept the 2nd Quarter Financial Report as recommended by the Finance Audit Risk Resource (FARR) Committee as presented in Appendix 1.

**Moved by: A. Bergeron
Seconded by: B. Smith
Carried – 2017-153–07**

ii. 2018-19 LHIN Budget Approval – 11:07 am

- A. Bergeron provided an overview of the briefing note for members which included a purpose; executive summary; background; associated risks; relevant appendices and a recommendation for consideration.
- Members provided the following information based on questions and comments:
 - Baseline for administrative percentages will be 6.7% for this fiscal, which is a reduction of the prior organizations percentages; in integrating the CCAC and the LHIN there was an initial savings of 8% as it relates to overall administrative costs.

That the Board of the South East LHIN approve the 2018/19 budget summary of \$142.138 M in total revenue and expenses, including a 3.5% funding assumption within the homecare / LHIN delivered services envelope, and further, that staff be directed to develop contingency plans to mitigate expenses in the event the above funding assumption isn't accepted by the Ministry of Health and Long Term Care (MOHLTC) or additional funding is approved at a lesser amount.

**Moved by: A. Bergeron
Seconded by: D. Vigar
Carried – 2017-153–08**

iii. Terms of Reference and Work Plan – 11:12 am

- A. Bergeron provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration.
- Members provided the following information based on questions and comments:
 - Terms of reference indicate that the term of office for membership, including chair, is one year and it is recommended that the terms of reference be amended to reflect consistency with other committees with a two year term; members noted that the standard paragraph as it relates to organizational risk should be sufficient and that section 7.3 in the terms of reference could be removed;
 - Membership for the chair position will be addressed by the Governance Committee in a review of all of the terms of reference to ensure consistency;

iv. Committee Report – 11:17 am

- A. Bergeron provided an overview of the briefing note for members which included a summary of previous committee meetings for reference.
- Members provided the following information based on questions and comments:
 - Several items including discussions around community engagement guidelines / expectation, budgetary constraints will be discussed at the committee and reported back at a later date to the board.
 - Performance indicators will require a further discussion at the committee level to determine the most appropriate committee to address them, either FARR or Quality.
 - Addressing Home and Community Care items may need a merged committee as many are both FARR and Quality related.

h. Governance / Nominating Committee – Terms of Reference and Work Plan – 11:22 am

- B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration.

That the South East LHIN Board of Directors approve the Governance / Nominating Committee Terms of Reference and Work Plan as recommended by the Committee as presented in Appendix 1 and 2, understanding that further changes will be made to the Work Plan following a decision on the new Board and Committee meeting framework and schedule.

**Moved by: B. Smith
Seconded by: J. Lord
Carried – 2017-153–09**

i. Quality Committee – Terms of Reference and Work Plan – 11:27 am

- L. Burrows provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration.
- Members provided the following information based on questions and comments:
 - Quorum will be discussed by the Governance / Nominating committee and brought back to the LHIN board.

That the South East LHIN Board of Directors approve the Quality Committee Terms of Reference and Work Plan as recommended by the Quality Committee as presented in Appendix 1 and 2, understanding that further changes will be made to the Terms of Reference following the completion of the Quality Framework and that changes will be made to the Work Plan following a decision on the new Board and Committee meeting framework and schedule.

**Moved by: L. Burrows
Seconded by: D. Vigar
Carried – 2017-153–10**

Members of the LHIN Board agreed to add the following item for decision during the discussion of the Quality Committee

**Moved by: L. Burrows
Seconded by: A. Bergeron
Carried – 2017-153–12**

ADDITION – Client Caregiver Experience and Evaluation Survey (CCEE) Survey

- L. Burrows noted for the members that a quality improvement plan (including a quality metrics and stocktake report) will be coming to the board of directors in January
- Of note that the recent CCEE survey shows 94% of responders have had an overall positive experience; including client care appointments, linkages to other services, etc.; Key Performance Indicators (KPI) are statistically significantly higher than provincial average in seven categories; and issues around capacity are being addressed.

That the South East LHIN Board of Directors congratulate LHIN staff on the results of the recent CCEE Survey; noting their appreciation of the hard work of staff to attain this high standard. Through qualitative feedback in these surveys the LHIN is currently providing improvements through initiatives in addressing shortages in Health Human Resources within the community sector, educating staff and a broader system of communication to best meet the needs of patients.

**Moved by: L. Burrows
Seconded by: D. Vigar
Carried – 2017-153–13**

j. Strengthening Collaborative Governance – 11:37 am

i. Terms of Reference & Work Plan – 11:37 am

- M. Madgett provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration.
- Members provided the following information based on questions and comments:
 - Measures of success are being refined as they relate to the governance forums and as they are still evolving at different speeds;

That the South East LHIN Board of Directors approve the Strengthening Collaborative Governance Committee Terms of Reference and Work Plan as recommended by the Committee as presented in Appendix 1 and 2, understanding that further changes may be made to the Work Plan following a decision on the new Board and Committee meeting framework and schedule.

**Moved by: M. Madgett
Seconded by: B. Smith
Carried – 2017-153–14**

ii. Committee Report – 11:40 am

- M. Madgett provided overview of the briefing note for members which included a summary of previous committee meetings for reference.
- Members provided the following information based on questions and comments:
 - Some of the forums are of the mindset that LHIN Liaison Representatives should be active participants (voting) on items; members indicated that the terms of reference for the governance forums should clearly reflect that LHIN Liaison members are not voting members in order to maintain neutrality.

That the board consider matters of public interest regarding Approval of In Camera Session Minutes of the Board; Approval of In Camera Session Minutes from Committees; Addictions and Mental Health – Kingston Frontenac Lennox and Addington (KFLA) Update Recommendation to Appoint Investigator; Finance, Audit, Risk and Resource (FARR) Committee; CEO Performance / Board Evaluation Committee pursuant to Section 9 (5) of the Local Health Systems Integration Act 2006.

**Moved by: J. Butt
Seconded by: A. Bergeron
Carried – 2017-153–15**

10. In-Camera Session – 11:45 am

LUNCH BREAK – 12:30 pm – 1:17 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 from Committees; Addictions and Mental Health – Kingston Frontenac Lennox and Addington (KFLA) Update Recommendation to Appoint Investigator; Finance, Audit, Risk and Resource (FARR) Committee; CEO Performance / Board Evaluation Committee.

**Moved by: B. Smith
Seconded by: J. Butt
Carried – 2017-153–20**

11. Open Session (continued): - 1:26 pm

a) Addictions and Mental Health – Kingston Frontenac Lennox and Addington (KFLA) Update Recommendation to Appoint Investigator –

- C. Salt asked for the following motion to be read into the public minutes for record:

That Given that AMHS-KFLA:

- has had significant and recurring challenges in delivering on its Multi-Sector Service Accountability Agreement (MSAA) since its inception both financially and with respect to the delivery of AMH Redesign requirements;
- has been unable to deliver on a robust, reliable, accurate, and stable Regional Back Office service for itself or its two AMHS partners;
- has recently notified the LHIN of a \$1.11 M error (7% of total budget) related to purported inaccurate estimates for amalgamation expenses in March 2015;
- is identifying significant reductions in services to balance; and

Given that the LHIN has been unsuccessful in all other performance interventions including extensive facilitation, coaching at a staff and leadership level, direct staff support, funding of consultants, detailed analysis and performance improvement planning (effectively a Performance Improvement Plan) additional temporary funding to enable the agency to implement necessary components, and CEO to CEO intervention as recently as this past August 2017 (see Chart 1 for a summary of interventions); and

Given that it is assessed as in the public interest to proceed to Investigator as a result of:

- prolonged and repeated financial mismanagement;
- emergent issue (materiality of financial error);
- failure to meet obligations in the SAA (balanced budget, AMH Redesign implementation components);
- unstable/ineffective organizational leadership disruptive to the effective functioning of both the organization and the system (as the regional back office provider);
- persistent conflict with other AMH agencies leadership;
- the anticipated benefit of a zero-based budget assessment with the Redesign and at efficient benchmarks to enable the LHIN and the agency Board to determine if the LHIN's financial expectations are reasonable;

Therefore, it is recommended that an Investigator be appointed to AMHS-KFLA to:

- Examine and inspect all administrative, financial and human resource management aspects of the organization to identify the underlying drivers and validate the current position of the organization.
- Examine and consider the efficiency and effectiveness of clinical and community-based service operations and make recommendations for improvement within the umbrella of the AMH Redesign. To be clear, the Investigator is not being asked to reconsider AMH Redesign components.
- Develop recommendations to improve all aspects of the organization: leadership (Board and administration), clinical and community-based service operations (structure and delivery within AMH Redesign parameters), and all regional back office components including but not limited to human resource administration, financial administration, information technology and procurement.
- Examine and consider any risks associated with current community and municipal partnerships and co-funded programs that involve addictions and mental health service or housing provision.
- Perform an assessment of whether improvements can be delivered by the current operational management structure and governance.
- Develop a zero-based budget for the agency, within the current AMH Redesign and at current service levels at a minimum to demonstrate whether the LHIN expectations are valid.
- Identify any necessary remedial actions.

Moved by: B. Smith
Seconded by: D. Vigar
Carried – 2017-153-18

12. Date, time and location of next meeting:

January 29, 2017 – South East LHIN Offices – North Site

Future meetings:

February 26, 2018 – South East LHIN Offices – North Site

March 2018 – TBD

April 2018 - TBD

13. Timer & Observer:

Timer – noted that we were within parameters of the meeting;

Observer – good meeting; plenty of opportunity for discussion;

14. Adjournment

That the meeting be adjourned at 1:36 pm

Moved by: S. Gauthier

Vice Chair:



Brian Smith

Secretary:



Paul Huras