

South East Local Health Integration Network

Board of Directors Meeting No. 123

Monday, December 15, 2014

Cardinal Room
South East Local Health Integration Network
71 Adam Street
Belleville, Ontario

MINUTES

Present: Donna Segal (Chair); Andreas von Cramon (Vice Chair); Lois Burrows; Janet Cosier; Dave Sansom (quorum); and Paul Huras (CEO)

Recorder: Patricia Reynolds

Regrets:

Guests: Sherry Kennedy (COO); Cynthia Martineau (Director, Health System Planning); Caitlin Lavoie, (Communications Lead); Larry Hofmeister (Director, HSP Funding); Paula Heinemann (Director Corporate Services); Cynthia Martineau (Director Health System Design- portion of meeting) Jennifer Hayward, Planning & Integration Consultant; Meagan Feeney, Corporate Services Assistant; Deborah Goulden (Health System Design Consultant); Members of the public.

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

The Chair welcomed guests and members to the meeting at 9:32 am.

2. Selection of Timer and Observer:

- a. Timer = Andreas von Cramon
- b. Observer = Lois Burrows

3. Conflict of Interest Declaration

All members confirmed no conflicts.

4. Approval of the Agenda

That the Agenda be approved as amended with the addition of CEO Evaluation Committee to the In-Camera items.

**Moved by: D. Sansom
Seconded by: J. Cosier
Carried – 2014-123-01**

5. Consent Agenda:

- a. Monthly CEO Reports
- b. Board Correspondence
- c. Chairs Declaration
- d. Chairs Report
- e. Committee Summaries
- f. Funding Adjustment

That the Consent Agenda be accepted as circulated.

**Moved by: J. Cosier
Seconded by: A. von Cramon
Carried – 2014-123-02**

6. Approval of Minutes

- a. Minutes of Monday October 27, 2014 Board Meeting #122 (attached)

That the Minutes of Monday October 27, 2014 Board Meeting #122 be approved.

**Moved by: D. Sansom
Seconded by: J. Cosier
Carried – 2014-123-03**

7. Business Arising:

- a. Voluntary Integration Decision –Alzheimer’s Societies– 9:30 pm
- Consistent with LHIN approach and the LHIN is supportive of this integration;
 - Members noted acceptance of voluntary integration and were in agreement that no action be taken to prevent it;
 - Members agreed that a letter of congratulations be sent to the agencies involved;

**That the South East LHIN Board does not object to the proposed voluntary integration between:
1) Alzheimer Society of Belleville-Hastings and Alzheimer Society of Prince Edward County 2)
Alzheimer Society of Lanark County and Alzheimer Society Leeds-Grenville. The South East
LHIN Board will take no action to prevent the voluntary integration from proceeding.**

**Moved by D. Sansom
Seconded by A. von Cramon
Carried – 2014 -123-04**

- b. AMH Redesign Facilitated Integration Decision- 9:50 am
- P. Huras and senior staff reviewed each of the briefing notes and responded to questions from members which included updates on the transition teams and alliance team as well as the recommendation for facilitated integration, including identification of the agencies involved;
 - It was noted that sign off by all seven boards has been achieved in writing with full due diligence being undertaken for both financial and legal implications;
 - LHIN legal services have been consulted throughout the process;
 - It was noted that substantial community engagement at all levels has occurred over the almost two years since inception of this project;
 - Peer support from the Mental Health Support Network was highlighted as a need by all;
 - Consolidation of agencies will be followed by transition of services and addressing gaps to achieve the ideal individual experience;
 - Some agencies have proceeded to develop draft Letters Patent and draft By-Laws in order to achieve the timeline of March 31, 2015;
 - Cross border client issues with the Champlain LHIN are being addressed by the service providers. There is no anticipated reduction in service;
 - Kingston Frontenac Lennox & Addington Addictions and Mental Health – A Peer Ombudsman was created as part of the process to support clients through the transition;
 - It was noted that all the information is available online as a resource for all the agencies, clients, staff and the public to review;
 - The Governance Transition Teams for each region have taken a leadership role throughout the process;

- The agencies have demonstrated a position of readiness to get on with the process;
- Question related to staff morale and how they are feeling about the changes. It was noted that the longer the process is delayed until a decision is reached, the greater the level of anxiety;
- Ongoing communication remains a key component;
- Meetings with OPSEU representatives have occurred and were very positive in nature;
- Apprehension was expressed in relation to delaying the decision further;
- The Governance Transition and Transitional Alliance Teams , as well as LHIN staff were commended for a tremendous job in bringing this information to the board;
- Communications plan is vital to the success of the project and members expressed a desire to explore the communication plan further in January in an in-camera session;

That the board amend the agenda to move in-camera for the Addictions Mental Health discussion.

Moved by D. Segal

Seconded by A. von Cramon

Carried – 2014-123-05

That the Chair rise and provide a verbal report from Addictions Mental Health Redesign Future State Planning.

Moved by: J. Cosier

Seconded by: L. Burrows

Carried – 2014-123-06

Decision of the South East Local Health Integration Network issues pursuant to s. 25(2)(a) of the *Local Health Systems Integration Act, 2006*.

1. Date: December 15, 2014

2. Parties to the Decision (the “Parties”)

- **Addictions Centre (Hastings and Prince Edward Counties) Inc.**
- **The Brock Cottage**
- **Frontenac Community Mental Health and Addiction Services**
- **Leeds and Grenville Mental Health**
- **Lennox & Addington Addiction and Community Mental Health Services Inc.**
- **Mental Health Services – Hastings Prince Edward Corp.**
- **Tri County Addictions Program**

3. Facts

a) Description of the Parties

- The Parties have separately entered into service accountability agreements with the South East LHIN (the “LHIN”).**
- The LHIN provides funding to each of the Parties.**

b) Purpose of the Proposed Facilitation

- To redesign addictions and mental health services into a regional system that works for the residents of the LHIN.**
- To reduce duplication of services, duplication of assessments (multiple story telling) difficulties in transitioning between provider, difficulty and inconsistency in accessing services and the stigma often faced in accessing these and other health services, while maintaining and anticipating increasing volume of services to satisfy demand into the future.**

4. Process

- i. In August 2014, the LHIN Board directed the Parties to proceed with a facilitated integration through the development of integration and transition plans for each of the proposed Addiction and Mental Health Redesign Entities and Strategic Alliance (“AMH Redesign”).
- ii. AMH Redesign includes the “Ideal Individual Experience”, “Service Elements”, and refined governance model as described in the LHIN Board August 18, 2014 materials.
- iii. Following the LHIN Board’s August 2014 direction, three Governance Transition Teams (“GTTs”) were developed.
- iv. The GTT members developed Memorandums of Understanding to guide their efforts and interactions and engaged external legal consultants and project management support.
- v. The members were tireless in their efforts, attending many meetings, reviewing documentation, engaging with their colleague GTT members from other geographies to discuss items of mutual interest and participating on the Transitional Alliance.
- vi. In the past two years, there has been extensive community engagement across multiple groups of people and across the region, to substantiate the nature of, and need for change; to consider and design the desired end state; and to articulate a model that could more effectively deliver that end state.
- vii. Community engagement has included surveys, emails, visioning and validation sessions, Redesign Task Force and Future State Planning Teams, various engagement session to review progress and numerous committee meetings.
- viii. The information received through community engagement resulted in a richer, more robust design along with valuable suggestions on how to proceed.
- ix. The following Integration Plans (the “Plans”) were developed further to the direction of the LHIN Board in August, 2014 and approved by the Parties Boards’ as indicated below:
 - i. Addictions and Mental Health Redesign Integration Plan – Hastings and Prince Edward Counties (as attached)
 - Approved by the following boards:
 - Mental Health Services – Hastings Prince Edward Corp.
 - Addictions Centre – (Hastings and Prince Edward Counties) Inc.
 - ii. Addiction and Mental Health Redesign and Integration Plan – Kingston Frontenac Lennox and Addington (as attached)
 - Approved by the following boards:
 - Frontenac Community Mental Health and Addiction Services
 - Lennox and Addington Addictions and Community Mental Health Services Inc.
 - iii. Integration Implementation Plan – For Tri County Addictions Program, The Brock Cottage and Leeds and Grenville Mental Health (as attached)
 - Approved by the following boards:
 - Leeds and Grenville Mental Health
 - Tri County Addictions Program
 - The Brock Cottage

5. Analysis of Intended Integration

- i. The Plans have been provided to the LHIN.
- ii. These Plans indicate the intent of the Parties to complete the legal requirements for the contemplated amalgamation by April 1, 2015.
- iii. The Plans propose the creation of three new Addiction and Mental Health Agencies:
 - Addictions and Mental Health Services – Hastings Prince Edward;
 - Addiction and Mental Health Services, Kingston Frontenac Lennox Addington
 - Lanark, Leeds and Grenville Addictions and Mental Health.
- iv. Transition:
 - The Plans also delineate how the inaugural CEO will be selected and how clients and staff will be supported during transition.
 - The Plans identify how staff will be supported through the transition.
 - The Parties have identified the relevant implications and processes with respect to their human resources plans including the applicability of the *Public Sector Labour Relation Act and the Pay Equity Act*.
 - A foundational assumption is that service levels for clients will at minimum be maintained so that no service staff reductions are anticipated (although there may be some changes in position titles and the like)

6. Decision

Pursuant to subsection 24(2)(a) of the *Local Health Systems Integration Act, 2006*, the Parties are hereby required to implement the following approved plans by April 1, 2015:

- i. Addictions and Mental Health Redesign Integration Plan – Hastings and Prince Edward Counties;
- ii. Addiction and Mental Health Redesign and Integration Plan – Kingston Frontenac Lennox and Addington;
- iii. Integration Implementation Plan – For Tri County Addictions Program, The Brock Cottage and Leeds and Grenville Mental Health

Moved by: J. Cosier
Seconded by: L. Burrows
Carried – 2014-123-07

The Governance Transition and Transitional Alliance Teams, as well as the LHIN staff are to be congratulated and it is recognized that the agencies are recommending this amalgamation. We are proud as a region to move in this direction with Addictions and Mental Health working in concert. Congratulate the agency board and staff for putting the client first and recommending a reorganization of structure to allow the system to be transformed in a consistent manner across the region. A communications plan will also be provided and we understand the ongoing importance of communicating with staff, patients and the community.

(Lunch Break 1:20 - 1:55 pm)

- c. Hospitality Sustainability (Healthcare Tomorrow) Update – 1:55 pm
 - P. Huras reviewed the briefing note with members including a summary from the Visioning Day.
 - Board members expressed an interest in providing input and being engaged further in identifying growth strategies and opportunities. It was noted that governance opportunities are being planned. Community engagement will occur throughout the process.
 - A resolution has been signed by each hospital board, which demonstrates a high level of commitment.
 - Transformation of hospital governance was discussed.

d. Bariatric Surgery Final Approval – 2:45 pm

- P. Huras reviewed the briefing note with members.

To endorse the recommendations from Kingston Bariatric Surgery Steering Committee supported by Hotel Dieu Hospital (HDH), Kingston General Hospital (KGH) and SECHEF members for the development of a Bariatric Centre of Excellence in Ontario (BCoE) in Kingston to meet the bariatric surgical needs within the South East LHIN. Note that this is a Ministry of Health and Long Term Care (MOHLTC) directed program and so any additional operational financial support will be sought directly from the MOHLTC through the Ontario Bariatric Network. No request for funding is being made at this time.

**Moved by A. von Cramon
Seconded by D. Sansom
Carried – 2014-123-08**

e. Pre Capital Request – Prince Edward County – 1:05 pm

- P. Huras reviewed the briefing note with members including the processes taken to come to this recommendation.
- It was noted that ongoing communications will be provided every second month.
- The future steps were outlined for members.
- It was clarified that the existing facility was not suitable for renovation and that the architectural and engineering firms confirmed a rebuilt was the best option.

That the South East LHIN Board endorses the Pre-Capital Submission Form (PCSF) from the Quinte Healthcare Corporation related to the redevelopment of the Prince Edward County Memorial Hospital (PECMH), with the proviso that there will be no negative impact on current or future operating dollars, and front-line services as a result of the project and that continued planning in the development of this project will incorporate the recommendations from the Health Care Tomorrow Sustainability Project.

**Moved by D. Sansom
Seconded by A. von Cramon
Carried – 2014-123-09**

f. Pre-Capital Request – Kingston General Hospital – 2:00 pm

That the South East LHIN Board endorses the Pre-Capital Submission Form (PCSF) from the Kingston General Hospital related to the development of the W.J. Henderson Centre for Patient Oriented Research in Connell 4, with the proviso that there will be no negative impact on current or future operating dollars, and front-line services as a result of the project.

**Moved by L. Burrows
Seconded by D. Sansom
Carried – 2014-123-10**

That the South East LHIN Board endorse the Pre-Capital Submission Form (PCSF) from the Kingston General Hospital related to the renovation of existing space in Kidd 1, in order to accommodate the replacement of one of its Nuclear Medicine (NM) cameras, with the proviso that:

- a) The hospital will absorb any increased requirement for operating dollars (as a result of the proposed development) within its existing budget.**
- b) There will not be any negative impacts on patient services during and after the upgrade.**

**Moved by L. Burrows
Seconded by D. Sansom
Carried – 2014-123-11**

- g. Gateway CHC Capital Endorsement – 2:50 pm
- P. Huras reviewed the report provided to members.

That the South East LHIN Board endorse the Stage 1 and 2 submissions from the Gateway Community Health Centre (GCHC) related to the expansion of its facility in Tweed, with the proviso that there will be no negative impact on current or future operating dollars or front-line service as a result.

**Moved by L. Burrows
Seconded by D. Sansom
Carried – 2014-123-12**

- h. Chair's Update – 2:55 pm
- New board member announced, Maribeth Madgett from Inverary, was appointed by Order in Council, effective December 10, 2014. Other appointments are in progress.
 - Met with the Chair and Vice-Chair of Perth Smiths Falls District Hospital in relation to cross border issues with the Champlain LHIN. Have met with the Champlain LHIN once and will continue to meet on a regular basis. Request from PSFDH to meet board to board with the LHIN.
 - Pan-LHIN Collaborative Governance Training Session held by videoconference with all LHIN boards, chaired by D. Segal.
- i. Community Engagement – Board Member Updates- 3:05 pm
- Collaborative Governance and Community Engagement Committee Update - Leaning toward an opportunity to focus more geographically and less so based on specific sectors. Committee to support the creation of three forums, including: East, Centre and West to encourage tables of multiple service providers geographically. The Committee and Board will review resource requirements and financial needs as part of the governance budget process review. Will provide community support sector with the same level of engagement that the hospitals currently observe.
 - L. Burrows reported on an event she was invited to at Country Roads CHC;
 - J. Cosier scheduled to attend a Rideau Tay Health Links governance event on January 27, 2015;
 - D. Sansom advised members that work groups on community activities like transportation - are reactivating the community coalition under the auspices of the Health Link – Partners Forum – Lennox & Addington.
- j. CEO Discussion Report – 3:10 pm
- a) Clinical Services Roadmap Update - no comments or questions at this time
 - b) Health Links Update – no comments or questions at this time
 - c) Ebola Planning Update – no comments or questions at this time
 - d) Home & Community Care Engagement - no comments or questions at this time
 - e) Stocktake Report- QHC has heightened their participation in Health Links and is considering use of resource tools for treatment of ALC patients; KGH is focusing on outflow opportunities in response to a recent growth in ALC patients. There was discussion about whether the Health Care Tomorrow - Hospital Project will impact ALC levels. It was concluded that there is a reasonable expectation that the HCT-HP should improve clinical effectiveness and efficiencies throughout the region.
 - f) MOHLTC Mandate Letter –no comments or questions at this time
 - g) Bob Bell's Presentation – no questions or comments at this time

That the CEO Discussion Report be accepted as circulated.

**Moved by: L. Burrows
Seconded by: D. Sansom
Carried – 2014-123-13**

k) Integrated Health Services Plan (IHSP 4 Update)

- There was some concern raised that previous IHSPs have identified a large number of priorities which has stretched resources to the point that successful completion of each is at risk. Discussion focused on other ways of classifying the priorities by sector as a means of better managing the allocation for resources dedication to achieving the defined outcomes. There was a suggestion to ensure that the IHSP4 is utilized when considering the CEO Performance Goals and Objectives document. Members discussed the need to be involved in establishing priorities overall for the SE LHIN.

l) Board Planning Session

- January 27, 2015 – to develop strategies and discuss the board's role etc. Given the IHSP(4) processes has started already it was agreed that the event be changed to late March. P. Huras will develop a suggested process to inform the IHSP(4) development.

9. **In Camera Session:** – 3:25 pm

That the board consider matters of public interest regarding Approval of In Camera Session Minutes; Behavioural Support Office (BSO) – Performance Improvement Plan; Annual Business Plan; Finance/Audit Committee; CEO Contract pursuant to ss 9(5) of the Local Health Systems Integration Act 2006 s.9 (5). Including staff and guests.

**Moved by: A. von Cramon
Seconded by: L. Burrows
Carried – 2014-123–14**

That the Chair rise and provide a verbal report from Approval of In Camera Session Minutes; Addictions Mental Health; Behavioural Support Services (BSO) – Performance Improvement Plan (PIP); Annual Business Plan; Finance/Audit Committee; and CEO Contract.

10. *Timer – discussions concluded at the scheduled time allotted however one additional agenda item was added.*

Observer – excellent, fulsome and detailed discussion especially in relation to Addictions, Mental Health.

11. Date, time and location of next meeting:

Monday January 26, 2015 – SE LHIN Offices

Future meetings:


Monday February 23, 2015 – SE LHIN Offices

Monday March 30, 2014 – SE LHIN Offices

12. Adjournment

That the meeting be adjourned at 3:45 pm.

Motioned: D. Sansom



Meeting Chair:

Donna Segal



Secretary:

Paul Huras