

# South East Local Health Integration Network

## Board of Directors Meeting No. 152

Monday October 30, 2017

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

## MINUTES

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

**Recorder:** Jacqui Prospero

**Regrets:**

**Guests:** 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); and Janine DeVries (Board Coordinator).

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**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 – B. Smith

**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: L. Burrows**  
**Seconded by: M. Madgett**  
**Carried – 2017-152-01**

**5. Approval of the Agenda**

**That the Board Agenda be approved as amended to include a discussion in the in camera session regarding Trenton Health Hub;**

**Moved by: J. Butt**  
**Seconded by: B. Smith**  
**Carried – 2017-152-02**

**6. Approval of Minutes September 25, 2017 Board Meeting #151 (attached)**

**That the Minutes of Monday September 25, 2017 Board Meeting #151 be approved as amended to reflect the following:**

- **Addition to the Board Education Plan Update section - it was requested that the schedule be adjusted to include the CEO Evaluation; Compensation and Board Performance sessions this fiscal year will be included due to the timing of the functions of this committee; and that an adjustment be made to reflect the CEO's direction of staff involvement in the creation of Board Work Plans.**

**Moved by: J. Butt  
Seconded by: M. Stephen  
Carried – 2017-152-03**

**7. Generative Discussion:**

**a. Draft South East LHIN Quality Framework – 9:41 am**

- L. Burrows provided an overview of the presentation circulated to members which included the objective to foster discussion with respect to the Quality Framework and address the objective; principles / parameters; context; definitions of quality; key enablers; quality framework (draft) and roles and responsibilities.
  - Board members and senior staff provided the following information based on questions and comments:
    - There is likely a need to define quality improvement; Ministry of Health and Long-Term Care (MOHLTC) is also working on a quality framework and the LHIN will need to align ours with theirs; there is likely to be a provincial webinar in November on quality, based on recent provincial PAN LHIN Board member training; Health Quality Ontario (HQO) has been contacted and are willing to visit the LHIN when the board determines the most appropriate time; there is likely a need to ensure that oversight / cascading roles clearly reference the integration with the strategic plan;
    - Quality is something that is done at high standards across our region by individuals, health care providers, etc.; however the transition and interaction within the “system” still requires us to clearly understand the level of quality required – specifically related to integration of, or transition between services;
    - Patient outcome measures are currently being utilized in the Health Links realm; however we have not yet been able to determine how to best measure the transitions within the system.
    - How can we utilize the Collaborative Governance Committee and sub region Governance forums in order to help drive the need for changing the system at the board level?
    - The newly formed Patient Family Advisory Committee (PFAC) has the potential to be used as a focus group to help us better define what we could potentially see as a measure of quality for the system;
    - An HQO lead for the South East LHIN has been recently appointed (Dr. Colin Wilson) and could be utilized to discuss quality at the South East LHIN Quality Table.

**8. Strategic Discussion:**

**a. Achieving Board and Committee Meeting Efficiencies – 10:11 am**

- C. Salt provided an overview of the briefing note for members that included a purpose; executive summary; and a recommendation for consideration.
  - Board members and senior staff provided the following information based on questions and comments:
    - There is likely a need to clearly identify the reports that will need to come to the board in full, regardless of their previous discussion at the committee level;

- Timings of meetings is not a huge consideration, but rather the amount and level of information that is being provided to the members for consideration at the board table; items that require the boards attention in between regularly scheduled meetings can be addressed via electronic means (as provided for in our Bylaws);
- Members expressed the need to ensure that they let the committees do the work that is required and not feel the need discuss it again at the board; board summary reports appear to be addressing the need for summarized information for the members when decisions are brought forward from the committee to the board; each board member has the ability to ask questions of the committee chair or CEO as required, including the up to the evening before a Board meeting as a courtesy to assist staff in responding appropriately;
- Staff are still working on a model of meetings / schedule, including key reports, at which time the board (December or January) will have a recommendation for consideration; Work plans for all of the committees have already been approved and will help to drive the schedule.

**That the South East LHIN Board of Directors adopts the description of the Board / Committee model, with the adjustment to ensure that key reports identified by staff and approved by the board be included in any committee recommendation to the broader board, while ensuring that committees undertake preparatory research and debate to bring justified recommendations to the Board.**

**Moved by: J. Butt**  
**Seconded by: A. Bergeron**  
*Carried – 2017-152-04*

**9. Fiduciary Discussion:**

**a. South East LHIN Response to Public Health Expert Panel Report – 10:48 am**

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; attached appendices and a recommendation for consideration.
  - Senior staff provided the following information based on questions and comments:
    - Board members noted slight grammatical adjustments which will be made to the report prior to submission.

**That the Board approve the drafted response to the Public Health Expert Panel Report and support its submission to the Ministry of Health and Long-Term Care during the stakeholder consultation period.**

**Moved by: B. Smith**  
**Seconded by: D. Vigar**  
*Carried – 2017-152-05*

**b. Delegation of Capital Endorsement Authority – 10:58 am**

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; and a recommendation for consideration.
  - Senior staff provided the following information based on questions and comments:
    - This approach varies across the province by LHIN; the delegation allows for variance based on the requirements for acceptance.

**That the Board of the South East LHIN delegate authority for endorsement of Health Service Provider capital projects to the CEO. The Board reserves the endorsement of substantive new builds of hospitals or community buildings to itself. The CEO shall report on all capital endorsements beyond \$100,000 on a quarterly basis.**

**Moved by: L. Burrows**  
**Seconded by: B. Smith**  
*Carried – 2017-152-06*

## **BREAK – 11:00 am – 11:10 am**

### **c. Chair's Update – 11:10 am**

- i. Feedback on the PAN LHIN Governance Training – 11:10 am
  - C. Salt noted for members that of all the training provincially that he has been a part of this past session was extremely well put together with informative discussions, etc.;
- ii. Computer Technology Update – 11:11 am
  - C. Salt noted for members that all of the members of the LHIN board now have up to date laptops for their LHIN use;
- iii. Board Chair Recruitment Update – 11:12 am
  - C. Salt provided an overview of the briefing note for members which included a purpose; executive summary; and attached appendices.

### **d. Community Engagement – Board Member Updates – 11:15 am**

- J. Lord noted for members that he has recently attended three events; Kingston Foundation – Vital Signs 2017 document was brought forward for interested members; Primary Health Care forum with other members, consistency of messaging from the local and provincial level (desire of providers to get involved and get things done); French Language Services Health Service Provider (FLS HSP) Building day in Kingston (held in English) was created to help spread the word about the enhanced services for the FLS community, with a clear understanding that there is likely a need to be more involved in improving FLS services across our region, including integration at the sub region level.
- J. Butt noted for members that he also attended the FLS HSP session where he had the opportunity to speak with the Assistant Deputy Minister (Tim Hadwen), where he suggested that a return visit to the South East would be helpful to drive changes / direction in the region;
- B. Smith along with other members attended the 40<sup>th</sup> anniversary for the Prince Edward County Seniors Care celebration event;

### **e. Quality – Committee Report – 11:23 am**

- L. Burrows provided an overview of the report for members which included a summary of activities from the most recent meeting of the committee for information.
  - Members provided the following information based on questions and comments:
    - The stocktake report attached is an example of one of the reports that would continue to come to the board, via the committee; the briefing note does not specifically reference the committees concern about specific targets and our overall performance, which will need to be reflected in further versions to help eliminate duplicate discussions from committee table to board table.

### **f. CEO Performance / Board Evaluation Committee – 11:26 am**

- i. Board Evaluation Scorecard Refresh – 11:26 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.
    - Members provided the following information based on questions and comments:
      - The adjustment from HR to Planning / Integration will need to be more clearly defined and measured in the future; the scorecard is more about what the LHIN is achieving versus what the board is achieving;
      - The committee has confirmed that this is in the work plan; however not determined if it is actually a policy; the committee will take this away for consideration and advise the board accordingly;

**That the South East LHIN Board of Directors accept the recommendation from the CEO Evaluation and Compensation / Board Evaluation Committee to postpone the semi-annual Board Evaluation to allow for more time to revise the Evaluation Scorecard for 2018.**

**Moved by: J. Butt  
Seconded by: B. Smith  
Carried – 2017-152-07**

**That the South East LHIN Board of Directors accept the recommendation from the CEO Performance Board Evaluation Committee to revise the categories of Board Priorities to reflect the four Key Areas of Focus for LHIN Performance as outlined in Appendix 1.**

**Moved by: J. Butt  
Seconded by: M. Madgett  
Carried – 2017-152-08**

- ii. Committee Report – 11:32 am
  - J. Butt provided an overview of the report for members which included a summary of activities from the most recent meeting of the committee for information.

**g. Governance / Nominating Committee – Recruitment Update – 11:34 am**

- i. Refresh to Policy 4.1 Board Committee Process – 11:34 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.
    - Members provided the following information based on questions and comments:
      - There is a need to ensure that a reference to committee reporting be added to this policy;

**That the South East LHIN Board of Directors accept the recommendation from the Governance / Nominating Committee to approve the revisions and amendments as noted to Policy 4.1 Board Committee Process as presented in Appendix 1.**

**Moved by: B. Smith  
Seconded by: J. Butt  
Carried – 2017-152-09**

- ii. Draft Governance Policy Review Plan – 11:36 am
  - B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a request of the board for a decision at their December 2017 meeting.
    - Members provided the following information based on questions and comments:
      - The board delegation to CEO, as a policy, should be managed by the Finance, Audit, Risk and Resource (FARR) committee and not CEO Performance / Board Evaluation Committee;
      - Newly developed / required policies will be handled by the Governance / Nominating Committee, ensuring that the all Committee Chairs are consulted regularly for the potential of new additions;

**The Governance / Nominating Committee seek input from the Board members on their Draft Governance Policy Review Plan as presented in Appendix 1 for implementation by Committees in December.**

**Moved by: B. Smith  
Seconded by: L. Burrows  
Carried – 2017-152-10**

- iii. 2018 Board Meeting Schedule – 11:39 am
  - B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; relevant appendices and a recommendation for consideration.

**That the South East LHIN Board of Directors approve the recommendation from the Governance / Nominating Committee to set Board meeting dates in January and February 2018 as per Appendix 1 and to update the schedule in December following the results of the discussion on the new Board and Committee meeting Model / Framework.**

**Moved by: B. Smith  
Seconded by: L. Burrows  
Carried – 2017-152-11**

- iv. Committee Report – 11:40 am
  - B. Smith provided an overview of the report for members which included a summary of activities from the most recent meeting of the committee for information.

**h. CEO Discussion Report – 11:42 am -**

- P. Huras provided an overview of the report which included:
  - i. **Health Care Tomorrow**
    - a. Hospital Project — no questions or comments at this time.
    - b. Addictions and Mental Health Redesign – no questions or comments at this time.
    - c. Enabling Technologies Update – the investment for the Hospital Information System (HIS) project is about 1/3<sup>rd</sup> for technology and 2/3<sup>rd</sup> for the change management associated with it, which will in the long term provide a better client experience; the HIS project is not a change in the system that will save money, it is an investment in the future care of patients; the hospitals will be asked to finance this project with long-term investments; SHiiP is expanding across the province and the South East LHIN is providing oversight to the Erie St. Clair LHIN as they adopt this new technology.
  - ii. **Delegated Decisions Update and Report** – no questions or comments at this time.
  - iii. **Home and Community Care Update** – projects listed at the end of the summary for palliative care are just beginning to be formed with leads and executive sponsors, and will draw on community membership as required in order to meet the deliverables; the effective use of resources includes the consideration to look at standardization and is being driven from the provincial level.
  - iv. **SECHEF Update** – the new structure for this advisory group will not include representatives from all sectors as SECHEF is an integration at the horizontal level and thus specific to hospital issues; vertical integration (including multiple sectors) will take place at the sub region level.
  - v. **Follow-up – Legacy CCAC Stub Year Financial Statements** - no questions or comments at this time.
  - vi. **South East LHIN Culture Committee Update** - no questions or comments at this time.
  - vii. **Alternative Level of Care – Bundle Payments Update** – this proposed model was in development with Kingston Health Sciences Centre (KHSC) and Bayshore, it is also being used elsewhere in the province, however it was noted the lack of input from Home and Community Care; and they have now been asked to be involved in the implementation and planning going forward; .
  - viii. **Kingston Health Sciences Centre (KHSC) NICU Endorsement of Own Funds Project** - no questions or comments at this time.
  - ix. **Kingston Health Sciences Centre (KHSC) CT Replacement – Endorsement of Own Funds Project** - no questions or comments at this time.
  - x. **Opioid Strategy Update** - no questions or comments at this time.

That the CEO Discussion Report be received.

Moved by: M. Madgett  
Seconded by: S. Gauthier  
Carried – 2017-152–12

**LUNCH BREAK – 12:00 pm – 12:45 pm**

That the Board of the South East LHIN agree, by at least 2/3rds of members, to add a discussion about the Trenton Health Hub, which requires a decision, to the In Camera Session of the meeting.

Moved by: J. Butt  
Seconded by: A. Bergeron  
Carried – 2017-152–13

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; Sherwood Park Manor; Quarterly Status Update on Health Service Providers (HSPs) Under Performance Improvement Plans (PIPs) / Review; Governance / Nominating Committee – Nominating Report and Recruitment Update and CEO Compensation Framework Update and Trenton Health Hub pursuant to Section 9 (5) of the Local Health Systems Integration Act 2006.

Moved by: B. Smith  
Seconded by: J. Butt  
Carried – 2017-152–14

**10. In-Camera Session – 12:48 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; Sherwood Park Manor; Quarterly Status Update on Health Service Providers (HSPs) Under Performance Improvement Plans (PIPs) / Review; Governance / Nominating Committee – Nominating Report and Recruitment Update and CEO Compensation Framework Update and the Trenton Health Hub.

Moved by: D. Vigar  
Seconded by: B. Smith  
Carried – 2017-152–20

**11. Date, time and location of next meeting:**

December 11, 2017 – South East LHIN Offices – Belleville North Site

Future meetings:

Monday January 29, 2018 – South East LHIN Offices – Belleville North Site  
Monday February 26, 2018 – South East LHIN Offices – Belleville North Site  
March 2018 – TBD  
April 2018 - TBD

**12. Timer & Observer:**

*Timer* – efficiently run;  
*Observer* – good discussion.

**13. Adjournment**

That the meeting be adjourned at 1:36 pm

Moved by: L. Burrows

**Acting Chair:**



Chris Salt

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**Secretary:**



Paul Huras

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