

**CENTRAL LOCAL HEALTH INTEGRATION NETWORK
BOARD OF DIRECTORS MEETING**

**March 27, 2018 | 2:00pm-4:00pm
Central LHIN, 60 Renfrew Drive, Suite 300, Markham, ON**

MINUTES OF MEETING

Board Members Present:

Mr. Warren Jestin, Board Chair
Mr. Charles Schade, Vice Chair
Ms. Tanya Goldberg, Board Member
Mr. David Lai, Board Member
Mr. Michael MacEachern, Board Member
Ms. Elspeth McLean, Board Member
Mr. Stephen Smith, Board Member
Mr. Mark Solomon, Board Member

Regrets:

Mr. Graham Constantine, Board Member
Ms. Heather Martin, Board Member
Ms. Audrey Wubbenhorst, Board Member
Ms. Aldous Young, Board Member

Staff Participants:

Ms. Kim Baker, Chief Executive Officer
Ms. Karin Dschankilic, VP & Chief Financial Officer
Ms. Chantell Tunney, VP, Health System and Engagement
Ms. Tini Le, VP, Home and Community Care
Ms. Barbara Bell, VP, Quality and Patient Safety
Ms. Karen Adams, VP, HR and Organizational Development
Mr. Mitchell Toker, Senior Director, Communications
Ms. Robyn Saccon, Corporate Relations Officer
Ms. Katrina Santiago, Governance Associate, Recording Secretary

1.0 MEETING CALLED TO ORDER

The meeting was called to order at 2:02 pm

2.0 NOTICE/RECOGNITION OF A QUORUM

This meeting was formally constituted with Board members receiving adequate notice in accordance with By-Law No. 2. The notice, agenda and materials were distributed to the Board and were posted on the Central LHIN website.

Quorum of a Board comprising 12 members is seven directors. A quorum was present at the meeting.

In accordance with the By-law, participants and guest speakers were introduced. No requests for public deputations were received or planned for this meeting,

3.0 APPROVAL OF AGENDA

ON MOTION made by Mr. Michael MacEachern and seconded by Ms. Tanya Goldberg,

“IT WAS RESOLVED THAT:

The Agenda be approved as circulated.”

**CARRIED
March-27-18-025**

3.1 WELCOME MEMBERS OF THE PUBLIC

Mr. Jestin welcomed all members of the public attending the board meeting.

3.2 PATIENT STORY

Mr. Jestin introduced Ms. Tini Le, Vice President, Home and Community Care. Ms. Le presented a patient story on Family Managed Care. She provided an update on the Patients First Roadmap priorities and defined and clarified the Family Managed Care model.

4.0 BOARD DEVELOPMENT AND EDUCATION

4.1 Delivering Home and Community Care: Direct Care, Service Provider Organization, Family Managed Home Care Program, Personal Support Service Ontario

Mr. Jestin introduced and welcomed Ms. Barbara Bell, Vice President, Quality and Safety, to present on the delivery of Home and Community Care. Ms. Bell highlighted the various Home and Community Care Delivery Models:

- Direct Nursing by LHIN staff
- Service Provider Organization provided care
- Family Managed Home Care Program

Ms. Bell also shared information on the renewal of Service Provider Organization contracts and Personal Support Services Ontario, a new crown agency that assists with recruiting, training and employing personal support workers.

Following the presentation, discussion ensued regarding the waitlist for the Family Managed Care Program, the costs and resources involved, as well as potential insurance and liability concerns. Staff indicated a further update would be provided to address the concerns brought forward.

5.0 DECLARATION OF CONFLICT OF INTEREST

Mr. Michael MacEachern and Mr. Stephen Smith each declared a conflict of interest, as subjects of Item 6.5, Resolution to Appoint a Vice-Chair of the Board of Directors and Board Secretary. Item 6.5 was removed from the Consent Agenda and placed under Chairs Items for Approval as Item 7.1.

6.0 APPROVAL OF CONSENT AGENDA

ON MOTION made by Mr. Michael MacEachern and seconded by Mr. Stephen Smith,

“IT WAS RESOLVED THAT:

The Consent Agenda be approved as amended and all resolutions contained therein be adopted as circulated.”

**CARRIED
March-27-18-026**

6.1 Approval of January 30, 2018 Board Meeting Minutes

“BE IT RESOLVED THAT:

The Minutes of January 30, 2018 Board Meeting are approved as circulated.”

**CARRIED
March-27-18-027**

6.2 Approval of March 7, 2018 Special Board Meeting Minutes

“BE IT RESOLVED THAT:

The Minutes of March 7, 2018 Special Board Meeting are approved as circulated.”

**CARRIED
March-27-18-028**

6.3 2018-2019 Multi-Sector Service Accountability Agreements – Tranche 2

“BE IT RESOLVED THAT:

The Central LHIN Board of Directors:

- a) **Approves the 2018/2019 funding, volume and performance targets for the following twenty-seven health service providers without exception to the Board approved principles:**
- 1. Access Independent Living Services**
 - 2. Addiction Services For York Region**
 - 3. Alzheimer Society Of York Region**
 - 4. Better Living Health and Community**
 - 5. Black Creek Community Health Centre**
 - 6. Canadian Mental Health Association, Metropolitan Toronto Branch**
 - 7. Canadian Mental Health Association, York Region**
 - 8. Carefirst Seniors Community Services Association**
 - 9. Caritas School of Life**
 - 10. Circle Of Home Care Services (Toronto)**
 - 11. Community Home Assistance To Seniors (CHATS)**
 - 12. Cota Health**
 - 13. Etobicoke Services For Seniors**
 - 14. LOFT Community Services**
 - 15. MacKenzie Health**
 - 16. March of Dimes Canada – York**
 - 17. Markham-Stouffville Hospital**
 - 18. North York General Hospital**
 - 19. North York Seniors Centre**
 - 20. PACE Independent Living**
 - 21. Stevenson Memorial Hospital**
 - 22. The Canadian Hearing Society - York Region**
 - 23. The Lance Krasman Memorial Centre For Community Mental Health**
 - 24. The Regional Municipality of York**
 - 25. Toronto North Support Services**
 - 26. Vaughan Community Health Centre**
 - 27. Yee Hong Centre For Geriatric Care**
- b) **Approves the 2018/2019 funding, volume and performance targets Southlake Regional Health Centre including a reduction in Case Management/ Supportive Counselling & Services - Mental Health reported volumes to reflect a new model of care.**
- c) **Delegates authority to the Central LHIN CEO to approve the final MSAA resulting from the integration of Bayview Community Services Inc. and Good Sheppard Non-Profit Homes Inc.**

- d) **Delegates authority to the Central LHIN CEO and Board Chair to execute the 2018/2019 Multi-Sector Service Accountability Agreement Amendments for the above health service providers.”**

**CARRIED
March-27-18-029**

6.4 2017/2018 Quarter 3 CEO Compliance Declaration

“BE IT RESOLVED THAT:

The Central LHIN Board of Directors approve the CEO and Board Chair to execute and submit the Declaration of Compliance to the Ministry for the 2017/2018 third quarter.”

**CARRIED
March-27-18-030**

6.6 Audit Committee Report

6.7 Patient Services and Quality Committee Reports

6.7.1 January 24, 2018

6.7.2 March 8, 2018

7.0 CHAIR’S REPORT – FOR APPROVAL

LHIN Board Evaluation

In the LHIN-Ministry Memorandum of Understanding, LHIN Boards are required to conduct an annual evaluation. Every year a workgroup composed of LHIN Chairs and CEOs is convened to assist with rolling out this process across the 14 LHINs. The Co-Chairs of the Chair Council approached the Ministry on behalf of the Council and a deferment to Spring 2019 for the LHIN Board Evaluation has been granted in writing, given the recent transition undertaken by the LHINs.

In light of this, the Chair will arrange individual follow up calls with Board members to understand their perspective and where they would like to add value.

Funding Announcements

Cedarvale Lodge

On March 14, Minister Ballard made an announcement at Cedarvale Lodge Retirement and Care Community to open 12 new long-term care beds as well as the redevelopment of existing beds. Mr. Jestin thanked Mr. Charles Schade who was able to attend and represent the LHIN.

Hospital Funding Allocation Announcement

On March 22 at North York General Hospital, Premier Wynne, alongside Minister Jaczek, announced the hospital sector will receive an investment of \$822M, an increase through the 2018-2019 budget. Funding allocations have been communicated to each of the Central LHIN Hospitals.

Mr. Jestin thanked Mr. Smith and Mr. MacEachern for attending further echo announcements at Mackenzie Health and Southlake Hospital on March 23 respectively.

7.1 FOR APPROVAL

7.1.1 Resolution to Appoint a Vice-Chair of the Board of Directors and Board Secretary

Mr. Michael MacEachern excused himself from the meeting room and vote.

ON MOTION made by Mr. David Lai and seconded by Mr. Stephen Smith,

“IT WAS RESOLVED THAT:

The Central LHIN Board of Directors appoints Mr. Michael MacEachern as Vice-Chair of the Central LHIN Board of Directors effective March 27, 2018, for the period of one year.”

**CARRIED
March-27-18-031**

Mr. Stephen Smith excused himself from the meeting room and vote.

ON MOTION made by Mr. Mark Solomon and seconded by Ms. Tanya Goldberg,

“IT WAS RESOLVED THAT:

The Central LHIN Board of Directors appoints Mr. Stephen Smith as Board Secretary of the Central LHIN Board of Directors effective March 27, 2018, for the period of one year.”

**CARRIED
March-27-18-032**

8.0 CEO REPORT – ITEMS FOR APPROVAL

8.1 2018-2020 Hospital Service Accountability Agreements

ON MOTION made by Mr. Michael MacEachern and seconded by Mr. Mark Solomon,

“IT WAS RESOLVED THAT:

The Central LHIN Board of Directors

a) Approves the 2018/19 funding, volume and performance targets for Central LHIN’s public hospitals, as follows, to be included in the 2018-20 Hospital Service Accountability Agreements:

	North York General Hospital	Southlake Regional Health Center	Markham Stouffville Hospital	Humber River Hospital
Total LHIN Funding (Base)	\$251,622,984	\$307,288,234	\$181,987,039	\$368,932,757
Total Acute Inpatient Weighted Cases	31,855	34,000	19,996	43,024
Day Surgery Weighted Cases	5,187	10,400	3,146	6,334
Complex Continuing Care Weighted Patient Days	na	10,620	6,204	na
Mental Health Weighted Patient Days	17,119	10,961	13,812	23,706
Inpatient Rehabilitation Weighted Cases	na	343	540	272
Emergency Visits Weighted Cases	5,584	5,500	4,862	6,677
Ambulatory Care Visits	163,540	189,090	139,650	284,921
Current Ratio	0.80	0.72	0.80	0.80
Year End Total Margin	0.00%	0.00%	0.00%	0.00%
Percent of P2, 3 and 4 Cases Completed within Access Target for Hip Replacements	90%	90%	90%	90%
Percent of P2, 3 and 4 Cases Completed within Access Target for Knee Replacements	90%	90%	90%	90%
Percent of P2, 3 and 4 Cases Completed within Access Target for MRI Scans	na	na	na	na
Percent of P2, 3 and 4 Cases Completed within Access Target for CT Scans	na	na	na	na
90th Percentile Emergency Department Length of Stay for Non-Admitted High Acuity Patients (CTAS I-III) (hours)	8.00	8.00	8.00	8.00
90th Percentile Emergency Department Length of Stay for Non-Admitted Low Acuity Patients (CTAS IV-V) (hours)	4.00	4.00	4.00	4.00
Alternate Level of Care (ALC) Rate	16.8%	13.6%	12.7%	14.6%
Readmission Rate to Own Facility within 30 Days for Selected HIG Conditions	13.2%	12.4%	12.1%	15.1%
Rate of Hospital-Acquired C. Difficile	0.0 (with standard <= 0.14)	0.0 (with standard <= 0.30)	0.0 (with standard <= 0.26)	0.0 (with standard <= 0.14)

b) Approves the following LHIN-specific obligations for the 2018/19 year to be included in the 2018-20 Hospital Service Accountability Agreements for Central LHIN’s public hospitals:

2018/19 Targets	North York General Hospital	Southlake Regional Health Center	Markham Stouffville Hospital	Humber River Hospital
Percent of P2 and 3 Cases Completed within Access Target for MRI Scans	75%	60%	73%	78%

Percent of P2 and 3 Cases Completed within Access Target for CT Scans	84%	76%	86%	90%
---	-----	-----	-----	-----

- c) Approves the extension of the 2017/18 Hospital Service Accountability Amending Agreements for Mackenzie Health and Stevenson Memorial Hospital for a period of six months, to September 30, 2018, to allow sufficient time for the hospital and LHIN to finalize the requirements for a deficit waiver, if required;
- d) Approves the 2018/19 funding, volume and performance targets for West Park Healthcare Centre, as follows, to be included in the 2018-20 Hospital Service Accountability Agreement:

	West Park Healthcare Centre
LHIN Funding (Base)	\$1,150,000
Complex Continuing Care Weighted Patient Days	1,576
Number of Admissions to the Transitional Home Ventilation Program	16
Number of discharges to an alternate setting other than acute care	16
Number of avoided Alternate Level of Care (ALC) Days	3,285
Number of consultations that led to avoided acute care admissions	6

- e) Approves the extension of the 2017/18 Private Hospital Service Accountability Agreement agreements for Shouldice Hospital and Don Mills Surgical Unit to March 31, 2019;
- f) Delegates authority to the Central LHIN Chair and CEO to sign the 2018-20 Hospital Service Accountability Agreements for the following public hospitals:
 - North York General Hospital
 - Southlake Regional Health Centre
 - Markham Stouffville Hospital
 - Humber River Hospital
 - West Park Healthcare Centre
- g) Delegates authority to the Central LHIN Chair and CEO to sign the 2018/19 Private Hospital Service Accountability Extension Agreements for the following private hospitals:
 - Shouldice Hospital
 - Don Mills Surgical Unit.”

CARRIED
March-27-18-033

The Board discussed Humber River Hospital's third MRI that was approved and installed as part of the functional plan for their new hospital, but has not received base funding to operate the machine. It was suggested that a letter be written to the Ministry to support receiving operational funding.

ON MOTION made by Ms. Tanya Goldberg and seconded by Mr. Charles Schade,

“IT WAS RESOLVED THAT:

The Central LHIN Board of Directors direct staff to write a letter to the Ministry to petition for operating dollars in response to a demand, and wait time performance.”

**CARRIED
March-27-18-034**

Ms. Baker thanked staff for the ongoing work on the Hospital Service Accountability Agreements, including recent funding announcements.

8.2 2018-2019 Quality Improvement Plan Submission

ON MOTION made by Mr. Charles Schade and seconded by Ms. Elspeth McLean,

“IT WAS RESOLVED THAT:

The Central LHIN Board of Directors approve the Central LHIN's 2018-19 Quality Improvement Plan to be executed by the Chair, CEO, and Committee Chair and staff to upload in the Health Quality Ontario portal and post on the Central LHIN website.”

**CARRIED
March-27-18-035**

9.0 CEO REPORT – ITEMS FOR INFORMATION

Ms. Baker provided the following verbal updates to the Board:

2019-2021 Ministry-LHIN Accountability Agreement

Along with the other 13 LHINs, Central LHIN recently signed the Ministry-LHIN Accountability Agreement (MLAA).

2018-2019 Annual Business Plan

The draft Annual Business Plan (ABP) for 2018-2019 was submitted to the Ministry, who provided feedback that was minor in nature with the exception of the adjustment to the Central LHIN Operating Budget. Ms. Baker thanked Ms. Tunney and staff for their work on the ABP. In the fall, the Board will see the ABP return with a scorecard, to assist in tracking key deliverables.

New Minister of Health and Long-Term Care, Helena Jaczek

On March 2, MPP Jaczek of Oak Ridges-Markham within the Central LHIN, was appointed Minister of Health and Long-Term Care.

MPP Engagement

- The Central LHIN hosted an MPP Breakfast at Queen's Park on March 7. There were several MPPs from the LHIN in attendance for a presentation highlighting key updates, challenges, and successes within the LHIN.
- Mr. Schade and Mr. MacEachern were acknowledged for attending the meeting.

Update on Office Transitions

The staff move to the new Allstate site is now complete, with minor renovations underway at the Sheppard and Newmarket offices, and the Richmond Hill office now closed. Ms. Baker thanked Ms. Dschankilic and Ms. Le for their leadership in this transition as well as all staff involved. As Board Committee meetings take place at the Allstate office, staff are happy to provide tours to Board Members.

LHIN CEO Leadership

In support of the creation and evolution of Clinical Vice President roles across the LHINs, Ms. Baker informed the Board of a new LHIN CEO Co-lead role she will undertake to support a Community of Practice as these new roles are implemented.

Meeting with Grand Chief Madahbee

On March 5, the LHIN CEOs met with Grand Chief Madahbee and several leaders from Aboriginal communities across Ontario. All parties agreed to work toward building stronger relationships and meeting more frequently. Staff are working with Toronto Central LHIN on a pan-LHIN Aboriginal Summit for Fall, 2018.

Human Services Planning Board

As a member of the Human Services Planning Board, Ms. Baker updated the Board on Bill 195, Correctional Services Transformation Act, requiring each municipality to develop a community safety plan. Central LHIN will look to work with the Region of York on the plan as details become available.

Patient and Family Advisory Committee

The Patient and Family Advisory Committee (PFAC) met on March 21. Ms. Baker attended the meeting and met with the PFAC Co-Chairs to discuss their learnings and recent participation at the provincial pan-LHIN meeting of LHIN PFAC Chairs.

Central LHIN Audits

Ms. Baker informed the Board there are a number of audits taking place commencing with an Interim Financial Audit, then Final Financial Audit. The Ministry's internal audit team is also conducting an audit on Personal Support Worker wage enhancement funding. These audits will continue over the next few months.

10.0 OTHER BUSINESS

None at this time.

11.0 FUTURE MEETINGS

Tuesday, May 29, 2018

2:00 p.m. – 4:00 p.m.

Central LHIN, 60 Renfrew Drive, Markham Ontario

12.0 MOTION MOVING INTO A CLOSED SESSION

ON MOTION by Mr. Mark Solomon and seconded Mr. Stephen Smith,

“IT WAS RESOLVED THAT:

The members attending this meeting move into a Closed Session pursuant to the following exceptions of LHINs set out in s.9(5) of the Local Health Systems Integration Act, 2006:

- Personal or public interest**
- Public security**
- Security of the LHIN and its directors**
- Personal health information**
- Prejudice to legal proceedings**
- Safety**
- Personnel matters**
- Labour relations**
- Matters subject to solicitor client privilege**
- Matters prescribed by regulation**
- Deliberations on whether to move into a closed session**

and further that the following persons be permitted to attend:

**Ms. Kim Baker
Ms. Karin Dschankilic
Ms. Chantell Tunney
Ms. Tini Le
Ms. Barbara Bell
Ms. Karen Adams
Mr. Mitchell Toker
Ms. Katrina Santiago
Ms. Robyn Saccon.”**

**CARRIED
March-27-18-036**

CLOSED SESSION CALLED TO ORDER

The session was called to order at 3:45 p.m.

13.0 APPROVAL OF AGENDA

In consideration of staff presence for items, the agenda was re-ordered to:

- Move Item 12.3.2, Board-Governed Agency Attestation, to follow Item 12.4.4, Patient Services and Quality Committee Report.
- Move Approval Item 12.4.2, Response Letter to Ministry re: 2018-2019 Annual Business Plan Changes, to follow Item 12.3.1, 2018-2019 Central LHIN Operating Budget.

ON MOTION by Ms. Tanya Goldberg and seconded by Mr. Stephen Smith,

“IT WAS RESOLVED THAT:

The Agenda of the Closed Session of March 27, 2018, be approved as amended.”

**CARRIED
March-27-18-037**

14.0 APPROVAL OF MINUTES

14.1 January 30, 2018 and March 7, 2018 Special Meeting Minutes

ON MOTION by Ms. Tanya Goldberg and seconded by Ms. Elspeth McLean,

“IT WAS RESOLVED THAT:

The Minutes of the Closed Session of January 30, 2018 and Minutes of the Closed Session of March 7, 2018, be approved.”

**CARRIED
March-27-18-038**

15.0 2018-2019 Central LHIN Operating Budget

A motion was passed.

**CARRIED
March-27-18-039**

16.0 Response Letter to Ministry re: 2018-2019 Annual Business Plan Changes

A motion was passed.

**CARRIED
March-27-18-040**

All staff were excused except Ms. Baker, Ms. Dschankilic and Ms. Saccon.

17.0 Board-Governed Agency Attestation

A motion was passed.

CARRIED
March-27-18-041

18.0 2017-2018 LHIN CEO Evaluation

A motion was passed.

CARRIED
March-27-18-042

19.0 MOTION MOVING OUT OF CLOSED MEETING

ON MOTION by Mr. Charles Schade and seconded by Mr. David Lai,

“IT WAS RESOLVED THAT,

The Closed Session is terminated at 5:45 p.m. and that closed session minutes are permitted to be shared with all Board members and permitted attendees.”

CARRIED
March-27-18-043

20.0 MOTION TO TERMINATE SESSION

ON MOTION by Ms. Tanya Goldberg and seconded by Mr. Michael MacEachern,

“IT WAS RESOLVED THAT:

The session be terminated 6:15 p.m.”

CARRIED
March-27-18-044

Original Signed by: _____
Warren Jestin, Board Chair

Original Signed by: _____
Katrina Santiago, Recording Secretary