

**CENTRAL LOCAL HEALTH INTEGRATION NETWORK
BOARD OF DIRECTORS MEETING
March 28, 2017 | 2:00pm-4:00pm
Central LHIN, 60 Renfrew Drive, Suite 360, Markham, ON L3R 0E1**

MINUTES OF MEETING

Board Members Present:

Mr. Warren Jestin, Chair
Mr. Albert Liang, Vice Chair
Ms. Audrey Wubbenhorst, Board Member
Ms. Brenda Urbanski, Board Member
Mr. David Lai, Board Member
Mr. Michael MacEachern, Board Member
Mr. Stephen Quinlan, Board Member
Ms. Tanya Goldberg, Board Member
Dr. Uzo Anucha, Board Member

Regrets:

Ms. Aldous Young, Board Member

Staff Participants:

Ms. Kim Baker, Chief Executive Officer
Ms. Karin Dschankilic, Senior Director, Performance, Contracts and Allocations & Chief Financial Officer
Ms. Chantell Tunney, Senior Director, Planning, Integration & Community Engagement
Ms. Rosemary MacGilchrist, Manager, Communications
Ms. Robin Gauzas, Executive Assistant, Recording Secretary

Guests:

Mr. Scott Warnock, Chair, Simcoe Muskoka District Health Unit
Mr. Barry Ward, Vice Chair, Simcoe Muskoka District Health Unit
Dr. Charles Gardner, Medical Officer of Health, Simcoe Muskoka District Health Unit
Ms. Lori Borovoy, Director of Risk Management and Patient Safety, Central CCAC
Ms. Kathie Carr, Privacy Officer, Senior Manager of Client Information and Privacy, Central CCAC

1.0 MEETING CALLED TO ORDER

The meeting was called to order at 2:10 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 10 members is six 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 -28-33**

3.1 PATIENT STORY

Mr. Jestin introduced Ms. MacGilchrist who shared a patient story that focused on mental health and the need for integrated multi-sector care and the importance of supportive caregivers. The story also acknowledged National Caregiver Day on April 4.

4.0 BOARD DEVELOPMENT AND EDUCATION

4.1 Simcoe Muskoka District Health Unit

Mr. Jestin welcomed Dr. Charles Gardner, Medical Officer of Health, for the Simcoe Muskoka District Health Unit (SMHDU).

Dr. Gardner’s presentation covered the following items:

- Central LHIN and SMDHU shared goals to improving health.
- People’s health has always been about their living conditions.
- Public health works to improve health through addressing the determinants of health.
- Challenges and opportunities to population health in South Simcoe.
- SMDHU Board commitment to working with communities for better health.

5.0 DECLARATION OF CONFLICT OF INTEREST

None at this time.

6.0 APPROVAL OF CONSENT AGENDA

As the Board raised some concerns regarding Item 6.2.2 - 2017-2018 Multi-Sector Accountability Agreements - Slate 3, Mr. Jestin suggested pulling this item out of consent and moving to approval of Item 7.1.3.

“ON MOTION made by Mr. Albert Liang and seconded by Dr. Uzo Anucha, IT WAS RESOLVED THAT:

With the exception of ITEM 6.2.2, the Consent Agenda be approved and all resolutions contained therein be adopted as revised.”

**CARRIED
March -28-34**

6.1.1 March 28, 2017 Board Minutes

“BE IT RESOLVED THAT:

The Minutes of March 28, 2017 Board Meeting are approved as circulated.”

**CARRIED
March -28-35**

6.2 OTHER ITEMS

6.2.1 2016-2017 Resolution to Approve Yearly Business

“BE IT RESOLVED THAT:

The Central LHIN Board of Directors approves all LHIN business decisions and the decisions made in the course of business conducted from March 31, 2016 to March 28, 2017 inclusive.”

**CARRIED
March -28-36**

**6.2.2 2017-2018 Multi-Sector Accountability Agreements - Slate 3
Moved to CEO approval item 7.1.3 for further discussion.**

6.2.3 Delegation of Authority-Absence of April Board Meeting

“BE IT RESOLVED THAT:

The Central LHIN Board of Directors approves delegation of authority to the Chair in the absence of an April 2017 Board Meeting.”

**CARRIED
March -28-37**

7.0 CHAIR’S REPORT

Mr. Jestin noted that the Province of Ontario reached a new 10-year Health Funding Agreement with Government of Canada on March 10th beginning with the 2017/2018 fiscal year. Mr. Jestin advised that this agreement includes the legislated commitments through the Canada Health Transfer and provides Ontario with an additional \$4.2 billion, including \$2.3 billion targeted for better home care, and \$1.9 billion in support of mental health.

7.1 Items for Approval

7.1.1 Patients First Transition Planning Task Force

Mr. Jestin acknowledge that the Central LHIN Patients First Transition Planning Task Force met earlier in the day to review and recommend items in support of transition readiness, and that these items are contained on the Deloitte readiness check-list or relate to activities of the joint LHIN-CCAC staff working groups.

Mr. Jestin noted that this Task Force is comprised of LHIN Board Members and a Central CCAC Board Member. Mr. Jestin invited Ms. Dschankilic to summarize some of the recommendations from the morning's Task Force meeting.

7.1.1.1 C-FIN14 Use of Information and Information Technology

Ms. Dschankilic provided an overview of a proposed amendment to the Corporate Financial Policy – the CFIN-14 Use of Information and Information Technology – to reflect the expanded mandate of the LHIN per the *Patients First Act, 2016*.

“ON MOTION made by Ms. Brenda Urbanski and seconded by Dr. Uzo Anucha, IT WAS RESOLVED THAT:

The Central LHIN Board of Directors approves the revised *CFIN-14 Use of Information & Information Technology Resources* policy effective on the transition date of the CCAC operations to the Central LHIN.”

**CARRIED
March -28-38**

7.1.1.2 Transfer of Central CCAC Corporate Contracts

Ms. Dschankilic provided the Board with an update on the Central CCAC's corporate contracts (21 facilities and administration contracts and 18 other corporate contracts), and that these contracts along with the supporting budget, will be required to transfer to the Central LHIN after the Minister's Transfer Order.

“ON MOTION made by Mr. Albert Liang and seconded by Ms. Brenda Urbanski, IT WAS RESOLVED THAT:

The Central Board of Directors approval:

- a) **The acceptance of liability for twenty one facilities and administration contracts and eighteen other corporate contracts from the Central CCAC to the Central LHIN to be effective on the date of transition; and**
- b) **The delegation of authority to the Central LHIN CEO for the acceptance of liability for any additional contracts that may be identified before the transition day providing the contracts are included in the CCAC budget; and**
- c) **The delegation of authority to the Central LHIN CEO to approve the form of LHIN vendor communications and any resulting vendor documentation which requires LHIN signature. ”**

**CARRIED
March -28-39**

7.1.1.3 Transfer of Central CCAC Assets

Mr. Jestin advised that while this item was noted in the agenda, the item is being deferred.

7.1.2 Central LHIN By-Law No. 1 and 2

Mr. Jestin provided the Board with an update on By-Laws No. 1 and No. 2, highlighting the changes contained compared to the existing By-Laws approved.

“ON MOTION made by Mr. Stephen Quinlan and seconded by Mr. Michael MacEachern, IT WAS RESOLVED THAT:

The Central LHIN Board of Directors Approves:

- 1. A new By-law No. 1, in the form which has been presented to this meeting and attached to the minutes of this meeting is hereby enacted as a By-law of the Corporation to replace the previous By-law No.1, and the previous By-law No. 1 is hereby revoked; and**
- 2. The Chair and Secretary are hereby authorized and directed to sign the said By-law as so enacted as evidence of the foregoing and to insert the same in the front portion of the minute and record book of the Corporation and remove the revoked By-law No. 1.**

**CARRIED
March -28-41**

“ON MOTION made by Mr. Stephen Quinlan and seconded by Mr. Michael MacEachern, IT WAS RESOLVED THAT:

The Central LHIN Board of Directors Approves:

- 1. A new By-law No. 2, in the form which has been presented to this meeting and attached to the minutes of this meeting is hereby enacted as a By-law of the Corporation to replace the previous By-law No.2, and the previous By-law No. 2 is hereby revoked;**
- 2. The Chair and Secretary are hereby authorized and directed to sign the said By-law as so enacted as evidence of the foregoing and to insert the same in the front portion of the minute and record book of the Corporation and remove the revoked By-law No. 2.**

**CARRIED
March -28-42**

7.1.3 2017-2018 Multi-Sector Accountability Agreements - Slate 3

Ms. Dschankilic provided the Board with an overview of 2017/2018 Multi-Sector Accountability Agreements - Slate 3.

Further discussion ensued around the health service providers which submitted CAPS with services reductions/adjustments to their volumes and targets.

Further dialogues took place around the changes comparisons column related to 2016/17 to 2017/18 targets.

“ON MOTION made by Ms. Brenda Urbanski and seconded by Mr. Stephen Quinlan, IT WAS RESOLVED THAT:

The Central LHIN Board of Directors:

- a) Approves the 2017/2018 funding, volume and performance targets for the following eight health service providers who have submitted planning submissions in line with Board approved principles:
 - 1. Addiction Services for York Region
 - 2. Black Creek Community Health Centre
 - 3. Lance Krasman Memorial Centre for Community Mental Health
 - 4. North York General Hospital
 - 5. The Canadian Mental Health Association Toronto Branch
 - 6. The Canadian Mental Health Association York Region Branch
 - 7. Vaughan Community Health Centre Corp.
 - 8. YOR-SUP-NET Support Services Network

- b) Approves the 2017/2018 funding, volume and performance targets for the following four health service providers who have requested exceptions to the Board approved principles:
 - 9. LOFT Community Services
 - 10. PACE Independent Living
 - 11. Toronto North Support Services
 - 12. Villa Colombo Home for the Aged

Delegates authority to the Central LHIN Chief Executive Officer to execute the 2017/2018 Multi-Sector Service Accountability Agreement amendments for the above health service providers.”

**CARRIED
March -28-43**

7.2 Items for Information

7.2.1 Patients First Knowledge Transfer Presentations

7.2.1.1 Complaints and Issues Management Process

Mr. Jestin welcomed the Central CCAC’s Director of Risk Management and Patient Safety, Ms. Lori Borovoy, and the Central LHIN’s Communications Manager, Ms. Rosemary MacGilchrist to provide an update on each organization’s patient complains and issues management process, and the conversation to ready for transition to a single process. Ms. Borovoy and Ms. MacGilchrist presentation covered the following:

- Guiding Principles

- Legislative requirements
- Engaging stakeholders on how to provide feedback
- External Complaint Bodies
- Education strategy
- Alignment for post-transition day
- LHIN Issues Management Protocols
- LHIN Complaints Management Model
- CCAC Complaints and Appeals Process

7.2.1.2 Incident Management, Business Continuity and Emergency Preparedness

Mr. Jestin noted that this presentation has been deferred to the Board's April 25th Education session.

7.2.1.3 Privacy and Personal Health Information Protection Act (PHIPA)

Mr. Jestin welcomed Ms. Kathie Carr, the Central CCAC's Privacy Officer and Senior Manager of Client Information and Privacy.

Ms. Carr provided updates on the following:

- Need for privacy
- Importance of privacy, confidentiality, security
- Personal Health Information (PHI)
- Personal Information (PI)
- Scope and purposes of the Personal Health Information Protection Act (PHIPA)
- Implications for a Health Information Custodian
- Staff responsibilities for privacy

8.0 CEO REPORT – ITEMS FOR APPROVAL

8.1 2017-2018 Hospital Service Accountability Amending Agreements

Ms. Dschankilic provided the Board with an overview of 2017/2018 Hospital Service Accountability Amending Agreements, which expire on March 31, 2017.

“ON MOTION made by Ms. Brenda Urbanski and seconded by Mr. David Lai, IT WAS RESOLVED THAT:

The Central LHIN Board of Directors:

- a) Approves the 2017/18 funding, volume and performance targets for Central LHIN's public hospitals, as follows, to be included in the 2017/18 Hospital Service Accountability Amending Agreements as revised:**

Central LHIN

	Stevenson Memorial Hospital	North York General Hospital	Southlake Regional Health Center	Markham Stouffville Hospital	Humber River Hospital
Total Health System Funding	\$ 18,545,716	\$242,192,421	\$282,718,973	\$164,834,957	\$331,029,044
Total Acute Inpatient Weighted Cases	2,130	30,656	31,436	18,831	39,178
Day Surgery Weighted Cases	670	5,160	10,801	2,703	5,820
Complex Continuing Care Weighted Patient Days	na	na	12,466	3,553	na
Mental Health Weighted Patient Days	na	16,228	12,312	12,681	21,438
Inpatient Rehabilitation Weighted Cases	na	na	585	523	272
Emergency Visits Weighted Cases	1,430	5,782	5,200	4,489	6,294
Ambulatory Care Visits	30,910	163,540	181,757	117,587	260,171
Current Ratio	0.80	0.80	0.66	0.80	0.80
Year End Total Margin	0.00%	0.00%	0.00%	0.00%	0.00%
Percent of 2, 3 and 4 Cases Completed within Access Target for Hip Replacements	na	90%	90%	90%	90%
Percent of 2, 3 and 4 Cases Completed within Access Target for Knee Replacements	na	90%	90%	90%	90%
Percent of 2, 3 and 4 Cases Completed within Access Target for MRI Scans	na	45%	30%	89%	34%
Percent of 2, 3 and 4 Cases Completed within Access Target for CT Scans	90%	90%	90%	90%	90%
90th Percentile Emergency Department Length of Stay for Complex Patients (hours)	8.00	8.00	8.00	8.00	8.00
90th Percentile Emergency Department Length of Stay for Minor/Uncomplicated Patients (hours)	4.00	4.00	4.00	4.00	4.00
Alternate Level of Care (ALC) Rate	16.0%	14.0%	11.7%	12.0%	12.2%
Readmission Rate to Own Facility within 30 Days for Selected HIG Conditions	12.9%	13.7%	12.8%	11.9%	15.2%
Rate of Hospital-Acquired C. Difficile	TBD	TBD	TBD	TBD	TBD

- b) Delegates authority to the Central LHIN CEO to approve 2017/2018 targets for *Rate of Hospital-Acquired C. Difficile* once relevant information is available;
- c) Approves the 2017/2018 funding, volume and performance targets for Central LHIN's private hospitals, as follows, to be included in the 2017/2018 Private Hospital Service Accountability Amending Agreements:

	Shouldice Hospital	Don Mills Surgical Unit
Total Health System Funding	\$ 6,945,600	\$ 1,316,500
Surgical Cases	6,480	na
Occupancy %	70%	na
Acute Patient Days	24,000	na
OHIP-Covered Day Surgeries	na	1,250
Current Ratio	0.80	0.80

- d) Approves the proposed 2017/18 funding, volume and performance targets for West Park Healthcare Centre, as follows, to be included in the 2017/18 Hospital Service Accountability Amending Agreement:

	West Park Healthcare Centre
Health System Funding	\$1,150,000
Complex Continuing Care Weighted Patient Days	1,576
Number of Admissions to the Transitional Home Ventilation Program	19
Number of discharges to an alternate setting other than acute care	19
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 following LHIN-specific obligations to be included in the 2017/2018 Hospital Service Accountability Amending Agreement for Central LHIN's public hospitals or as such wording is consistent with the 2017/2018 MLAA:
- **E-Health:** In support of the Provincial e-Health strategy, the Hospital will comply with any technical and information management standards, including those related to architecture, technology, privacy and security. These are set for health service providers by the MOHLTC or the LHIN within the timeframes set by the MOHLTC or the LHIN as the case may be. The Hospital will implement and use the approved provincial eHealth solutions identified in the LHIN eHealth plan, and implement technology solutions that are compatible or interoperable with the provincial blueprint and with the LHIN eHealth plan. The expectation is that any compliance requirements will be rolled out within reasonable implementation timelines. The level of available resources will be considered in any required implementations.
 - **Quality:** Hospitals will submit their Quality Improvement Plan to Health Quality Ontario by March 31, 2018 and will provide a copy to the LHIN upon request.

- **Community Engagement and Health Equity:** The Hospital will provide the LHIN with an annual Community Engagement Plan by November 30, 2017 and a biennial Health Equity Plan by November 30, 2017.
- **Capital Initiatives:** The Hospital will comply with the requirements outlined in the Ministry of Health & Long-Term Care's Capital Planning Manual (1996) and MOHLTC-LHIN Joint Review Framework for Early Capital Planning Stages (2010).

f) Approves the following LHIN-specific obligations to be included in the 2017/18 Hospital Service Accountability Amending Agreements for Central LHIN's private hospitals:

Shouldice Hospital:

- **Quality** - The Private Hospital shall adhere to best practices related to infection control and patient safety.
- **Funding Surpluses:**
 - 1) Any surplus arising from the operations relating to the Private Hospital fulfilling its obligations under this agreement belongs to the Private Hospital as long as the contracted volumes within the agreed to corridors are met. A recovery of funds may arise if these volumes are not completed.
 - 2) The Private Hospital is exempted from clause 5.7 of the Agreement (Contribution to Profit).

Don Mills Surgical Unit:

- **Quality** - The Private Hospital shall adhere to best practices related to infection control and patient safety.

g) Delegates authority to the Central LHIN Chair and CEO to sign the 2017/2018 Hospital Service Accountability Amending Agreements for the following hospitals:

- Stevenson Memorial Hospital
- North York General Hospital
- Southlake Regional Health Centre
- Markham Stouffville Hospital
- Humber River Hospital
- Shouldice Hospital
- Don Mills Surgical Unit
- West Park Healthcare Centre"

CARRIED
March -28-44

9.0 CEO REPORT – ITEMS FOR INFORMATION

Ms. Baker noted that Central LHIN is working diligently with the Ministry of Health and Long-Term Care on Patients First Act readiness to share information and is active in several working groups.

Ms. Baker noted that, at the local level, the joint Central LHIN and Central CCAC work groups are continuing to complete readiness requirements. Today's presentations were noted as an accomplishment of staff across both organizations working effectively together.

Related to building the new LHIN team, Ms. Baker noted that the LHIN has sought the expertise of a recruiter to support hiring of posted positions.

Further in support of team building, Ms Baker noted that change management, knowledge transfer, and education she is leading sixteen staff engagement sessions to bring together all LHIN and CCAC staff at local work sites.

Externally, Ms. Baker noted that the Central LHIN is hosting a series of sub-region community engagements to support local conversations with Health Service Providers and stakeholders, over the next two weeks. The initial session is tomorrow morning at Matthews House in Alliston with another in the afternoon at Newmarket Community Centre. Appreciation was noted for the Board members who have indicated they would attend these sessions.

Ms. Baker invited Ms. Dschankilic to provide the Board with an update on the 2016/2017 Second Quarter Hospital Sector Performance, which was provided.

Following this, Ms. Tunney provided further information on the sub-region engagement sessions and thanked staff for their work on this, and also Board members for their participation at each of the sessions.

Ms. Tunney also provided the Board with an update on North York General Hospital's (NYGH) plans for their Branson site. Ms. Tunney shared that NYGH determined that they will not renew their lease for the Branson Ambulatory Care Centre site when it expires in 2019, and that, effective June 1, 2017, NYGH has announced that they will close the Urgent Care Centre. The Hospital is engaging and working with stakeholders regarding the planned transition. Ms. Tunney committed to providing further updates at future Board meetings.

10.0 OTHER BUSINESS

In recognition of having completed two full terms with the Central LHIN Board as of April 7th, Mr. Jestin thanked Ms. Urbanski for her six years of service and dedication to the Central LHIN. Mr. Jestin recognized Ms. Urbanski's impressive commitment to the LHIN along with her extensive contributions to the health care system and the community at-large with over 30 plus years working in health care as well as serving on health care related boards and committees. Mr.

Jestin presented Ms. Urbanski with a plaque to thank her and commemorate her years of service to the Central LHIN.

11.0 FUTURE MEETINGS

Tuesday, April 25, 2017 Education Session
2:00 pm-4:00 pm
Central LHIN, 60 Renfrew Drive, Markham

Tuesday, May 30, 2017 Board Meeting
2:00 pm-4:00 pm
Central LHIN, 60 Renfrew Drive, Markham

12.0 MOTION MOVING INTO A CLOSED SESSION

“ON MOTION by Ms. Brenda Urbanski and seconded Ms. Tanya Goldberg, 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. Laurie Rose
Ms. Robin Gauzas.”**

**CARRIED
March -28-45**

13.0 CLOSED SESSION CALLED TO ORDER

The session was called to order at 4:37 p.m.

14.0 APPROVAL OF AGENDA

“ON MOTION by Mr. Michael MacEachern and seconded by Mr. David Lai, IT WAS RESOLVED THAT:

The Agenda of the Closed Session of March 28, 2017 be approved as circulated.”

**CARRIED
March -28-46**

15.0 APPROVAL OF MINUTES

15.1 Review of Board of Directors Minutes of February 28, 2017

“ON MOTION by Ms. Brenda Urbanski and seconded by Mr. Stephen Quinlan, IT WAS RESOLVED THAT:

The Minutes of the Board’s Closed Session of February 28, 2017 be approved as distributed.”

**CARRIED
March -28-47**

16.0 LHIN Readiness

A motion was passed.

**CARRIED
March -28-48**

17.0 Leasing Arrangements

A motion was passed.

**CARRIED
March -28-49**

18.0 2017/2018 Hospital Service Accountability Agreement Extension for Mackenzie Health

A motion was passed.

**CARRIED
March -28-50**

19.0 2017/2018 Draft Annual Business Plan

A motion was passed.

**CARRIED
March -28-51**

20.0 Board Governed Agency Attestation

A motion was passed.

**CARRIED
March -28-52**

21.0 2015-2018 Ministry-LHIN Accountability Agreement

A motion was passed.

CARRIED
March -28-53

22.0 Memorandum of Understanding

A motion was passed.

CARRIED
March -28-54

23.0 2017-2018 Draft CEO Objectives

The Board shared dialogue.

24.0 MOTION MOVING OUT OF CLOSED MEETING

“ON MOTION by Ms. Tanya Goldberg and seconded by Dr. Uzo Anucha, IT WAS RESOLVED THAT:

The Closed Session is terminated (6:36 pm) and that Closed Session minutes are permitted to be shared with all Board Members and permitted attendees.”

CARRIED
March -28-56

25.0 MOTION TO TERMINATE SESSION

“ON MOTION by Ms. Brenda Urbanski and seconded by Mr. Michael MacEachern, IT WAS RESOLVED THAT:

The session be terminated (6:37 pm).”

CARRIED
March -28-57



Warren Jestin, Chair



Robin Gauzas, Recording Secretary