

**Minutes of the Meeting of the Board of Directors of the 14 Local Health Integration Networks,  
operating as**

**Home and Community Care Support Services (HCCSS) - November 15, 2023**

A meeting of the HCCSS Board of Directors (Board) was held on  
November 15, 2023, beginning at 1:00 pm.

**PRESENT:**

Voting Members:	Glenna Raymond, Vice-Chair Anne Campbell, Member Stephan Plourde, Member Kate Fyfe, Member Carol Annett, Member John Beardwood, Member Linda Franklin, Member
Regrets:	Joe Parker, Board Chair
Staff in Attendance:	Cynthia Martineau, Chief Executive Officer Lisa Burden, Chief Patient Services Officer, Interim Chief Quality, Safety and Risk Karin Dschankilic, Chief Corporate Services Officer and Chief Financial Officer Marla Krakower, Chief Strategy, Transformation and Engagement Officer Lisa Tweedy, Chief Human Resources Officer Sabrina Grando, Deputy Director (A), Agencies Legal Erica Jeffery, Corporate & Board Relations Manager and Executive Assistant to the CEO
Guests:	Giuliano Celebre, Kerby Audet, Sarah Vertlieb, Trish Nelson, Heidi Maanselka, Nancy Saxton, Anthony DiCaita, Beverley Kelly, Michelle Nurse, Cindy Cacciotti, Josephine Kim, Odelia Andrea, Clare McCabe, Cathy Kelly, Tini Le, Karyn Lumsden, Daryl Nancekivell

**A. Convening the Meeting**

**A.1. Call to Order**

A quorum was present and the meeting was called to order at 1:41pm.

**A.2 Land Acknowledgement**

The Board Vice-Chair shared a land acknowledgment.

**A.3 Approval of the Agenda of November 15, 2023**

It was moved by Anne Campbell / Linda Franklin

That the agenda of November 15, 2023 be adopted, as presented.

This motion was put to a vote and

CARRIED.

#### **A.4 Conflict of Interest**

None declared.

#### **B. Patient Story**

The November patient story focused on the Mental Health and Addiction Nurses (MHAN) program and the collaboration between students, school staff and HCCSS. The MHAN program enables mental health supports in schools, for students across the province and provides an alternative to other community resources. It is often leveraged to support students ease back into school following a discharge from acute care. A referral to this program can be through a psychiatrist, school principal, guidance counselor or family doctor. Staff advised that 68% of students have a first response to a referral within seven days. Although the MHAN program is spread across the province, MHAN nurses are not in every school and the size of MHAN teams vary across the province.

**Action: Staff to share an update regarding wait times for MHAN referrals and an overview of where they are located in the province.**

#### **C. Consent Agenda**

##### **C.1 Approval of Consent Agenda**

It was moved by John Beardwood / Carol Annett

That the Consent Agenda of November 15, 2023 be adopted, as circulated.

This motion was put to a vote and

CARRIED.

Items on the Consent Agenda included:

- Approval of Meeting Minutes of October 18, 2023
- Status Update Regarding Board Action Items from Open Board Meetings
- Board Overall Work Plan 2023/24 Status Update

#### **D. Reports from Committees**

##### **D.1 Governance Committee**

The Vice-Chair provided a brief update regarding the most recent Governance Committee Meeting. Each Board member should have participated in their individual debrief meetings with Governance Solution Inc. The Board overall evaluation is under development and will be shared at the January Board meeting.

With regards to the proposed Board retreat in January, the Board supported the Committee's recommendation to pause on any plans for a retreat in January.

Finally, an update regarding Board education was shared, noting the rescheduled session with the Patient Ombudsman being held in January and anticipated sessions focused on Medical Equipment and Supplies (MES) and Ontario Health Teams (OHTs) during the March Board meeting.

## **D.2 Finance, Audit and Information Committee**

The Committee Chair advised the Board of a recent presentation from staff regarding cyber security controls including the Information Technology (IT) Strategy for disaster recovery, approaches related to software as well as the overall structure to support the delivery of services. Staff efforts towards achieving standardization of IT supports was acknowledged.

A brief update regarding the year-to-date financials was shared, noting a small deficit, year to date. There have been continuing increases in service volumes and staff is anticipating some additional funding from the Ministry of Health for the patient services funding envelope. The Committee will continue to monitor results through Q3 to determine if any in year adjustments will be required. The organization is trending towards a balanced position.

An overview of the risks related to financial reporting was also received. The greatest risk currently is related to preparing for transition while ensuring patient care is provided and remaining fiscally responsible.

## **D.3 Human Resources, Diversity, Equity and Communications Committee**

The Committee Chair highlighted the most recent People Strategy update and the activities that have been undertaken and achieved to date. In addition, the Annual French Language Services (FLS) Report was also received and acknowledged.

## **D.4 Patient Services, Quality and Risk Committee**

The Committee Chair provided highlights regarding the Balanced Scorecard and the development of the 2024/25 Annual Business Plan (ABP).

The Balanced Scorecard has been redesigned with some updated formatting. The new template now includes last year's data to allow for comparison and includes "notes" column to provide narrative for each of the indicators.

The development of the 2024/25 ABP has begun with many projects being carried over from 2023/24, some being transitioned to operations and only a couple of new initiatives. The focus for 2024/25 will be a streamlined ABP. New initiatives include the proposed Patient Relationship Manager, a service offering, versus an online tool, as well as expanding the Family Managed Home Care (FMHC) program. The Committee was supportive of proposed approach and initiatives.

There was a discussion regarding the potential risk of the organization being able to support the ABP initiatives considering transition. The Committee recommended including some language in the ABP narrative regarding the transition and organization's ability to achieve the initiatives, noting there may be a need to "freeze" on some initiatives and potentially pause, as necessary.

Staff advised that FMHC has been ramping up and demand is becoming more broad than in just the paediatric population. The focus for the ABP initiative is for Finance and Patient Services to standardize the process in the New Year to allow consistency of the process and program across the province.

The Board acknowledged the evolution, maturity and robust nature of the various reporting tools including the Balanced Scorecard, ABP metrics and HR metrics.

## **E. New Business**

### **E.1 CEO Report**

The CEO shared an update regarding the Standing Committee on Social Policy that was established to receive presentations regarding Bill 135. There had been presentations from several delegations including Sick Kids Hospital, Advocacy Centre for the Elderly (ACE), Ontario Nurses Association, Ontario Community Supports Association and SE Health. It is uncertain as to what, if any, amendments will occur to the legislation as a result of the presentations. HCCSS staff engaged with HCCSS **Advisors** regarding the proposed naming convention for Ontario Health atHome and potential confusion regarding the organizational name and services provided, given that not all patients receive care in their home. HCCSS will be sharing this feedback with the Ministry of Health.

The Board acknowledged the efforts of the staff who prepared the annual Remembrance Day video.

**Action: CEO to share Hansard documents from the Standing Committee meetings related to the proposed new legislation, once available.**

## **F. Closed Session**

It was moved by Glenna Raymond / Stephan Plourde

That the Board of Directors to the 14 LHINs move to a closed session to discuss matters of legal, personnel and public interest at 2:25pm.

This motion was put to a vote and

CARRIED.

## **G. Adjournment**

After moving back to open session at 4:40pm, it was moved by Glenna Raymond / Carol Annett

That the meeting be adjourned.

This motion was put to a vote and

CARRIED.

There being no further items, the HCCSS Board Meeting adjourned at 4:41pm.

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Glenna Raymond, Board Vice-Chair

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Date

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Cynthia Martineau, Corporate Secretary

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Date