

**Minutes of the Meeting of the Boards of Directors of the 14 Local Health Integration Networks
operating as Home and Community Care Support Services (HCCSS) Board of Directors
March 2, 2022**

A meeting of the HCCSS Boards of Directors (Board) was held on
March 2, 2022, virtually, beginning at 1:00 pm.

PRESENT:

Voting Members:	Joe Parker, Board Chair Glenna Raymond, Vice-Chair Carol Annett, Member Anne Campbell, Member Eugene Cawthray, Member Michael Dibden, Member Stephan Plourde, Member Shanti Gidwani, Member Kate Fyfe, Member John Beardwood, Member
Regrets:	None.
Staff in Attendance:	Cynthia Martineau, Chief Executive Officer Barbara Bell, VP, Quality and Risk Lisa Burden, VP, Home and Community Care Lisa Tweedy, VP, Human Resources and Labour Relations Karin Dschankilic, VP, Finance and Corporate Services Marla Krakower, VP People Services, Employee Experience & Public Relations Jeffrey Simser, Legal Director, Agencies Legal Leila Beheshti, Agencies Legal Karen Ho, Agencies Legal Erica Jeffery, Corporate & Board Relations Manager and Executive Assistant to the CEO
Guests:	Cathy Kelly, Jutta Schafler Argao, Debbie Roberts, Karen Taillefer, Tini Le, Claire Ludwig, Karyn Lumsden, Brock Hovey, Cindy Ward, Mary Grattan-Gielen, Martina Rozsa, Richlyn Lorimer, Sarah Vertlieb, Beverley Kelly, Heidi Manseelka, Robert Delvecchio, Daryl Nancekivel, Janet Wright, Dave Speedie

A. Convening the Meeting

A.1. Call to Order

A quorum was present and the meeting was called to order at 1:02pm.

A.2 Land Acknowledgement

The Board Chair shared a land acknowledgment.

A.3 Approval of the Agenda of March 2, 2022

The Board Chair proposed that the Moment of Equity to be brought forward to the start of the meeting as Item A.5.

It was moved by Joe Parker/ Stephan Plourde

That the agenda of March 2, 2022 be adopted, as amended.

This motion was put to a vote and

CARRIED.

A.4 Conflict of Interest

None declared.

Round table introductions occurred with the new Board members Kate Fyfe, Shanti Gidwani and John Beardwood.

A.5 A Moment of Equity

Stephan Plourde reflected on the definitions of equality and equity.

Action: Eugene Cawthray to provide the moment of equity at the May Board Meeting.

B.1 Patient Story

The Patient Story focused on a patient receiving wound care and a successful partnership between HCCSS Central West and a Service Provider Organization resulting in a positive outcome and experience for the patient.

C. Consent Agenda

C.1 Approval of Consent Agenda

The Board requested that the CEO Report be pulled for further discussion.

It was moved Anne Campbell/ Stephan Plourde

That the Consent Agenda of March 2, 2022 be adopted, as amended.

This motion was put to a vote and

CARRIED.

Eugene Cawthray joined the meeting at 1:40pm.

CEO Report

The CEO provided the Board with an update regarding the pandemic response, noting a shift since January with a focus on business continuity, given the human health resource impacts in the most recent COVID wave. From a vaccination policy perspective, HCCSS will continue to apply the mandatory vaccine policy as an organization, aligning with other large healthcare organizations such as hospitals. There was a discussion regarding contracted service provider agencies who have applied the vaccine policy and overflow contracted agencies who may have some unvaccinated staff. HCCSS will be following up

regarding the approach to ensure patient safety and aligned approach regarding appropriate precautions for patients and caregivers.

The CEO shared an update regarding her experiences on internal and external engagement, noting that partners understand the mandate for HCCSS and the conversations are supportive and collaborative in nature.

The Board acknowledged the efforts of the HCCSS team in Champlain for efforts to address the trucker convoy in Ottawa and to ensure patients most at risk received care.

Action: Communications Team to consider a patient story focused on the Trucker Convoy response in Champlain.

D. Reports from Committees

D.1 Patient Care, Quality and Risk and Innovation Committee

Quarterly MOH Agencies and Appointments Directive Risk Report

The Committee reviewed and acknowledged the Agencies and Appointments Directive Risk Report, including the volume of risks identified within. Staff shared the strategies to address these risks, including the submission of a business case to the Ministry of Health.

Balanced Scorecard

The Committee reviewed the first iteration of the scorecard as well as received an update recording the cadence of sharing new indicators over the next few meetings. There are an additional four indicators under development, including patient experience. This survey is currently undergoing a procurement and then the production of indicators thereafter.

Service Provider Organization (SPO) Performance

The Committee received an overview of how HCCSS monitors and holds SPOs and vendors accountable for their performance, including the indicators being monitored. The pandemic has had a significant impact on human health resources (HHR), particularly personal support services and nursing. HCCSS and SPOs worked collaboratively to ensure highest risk patients received care and continue to do so.

The Board discussed the challenges of managing SPOs with sub-optimal performance as well as ongoing HHR challenges impacting the entire health care system, including home care. Provincial initiatives such as internally trained nurses, as well as contract rates and transportation costs were noted as proposed approaches to address HHR issues, along with retaining and attracting new staff to the home care sector.

Staff review incident reports and patient complaints as part of the management of SPO contracts and continue to look at outcome measurements. Staff noted provincial variances in missed care depending upon where patients were located, such as rural or urban settings. The importance of new care delivery models to support improved care was discussed.

Action: Future reports to build in breakdown of results by each HCCSS agency.

Privacy Report

The Committee received an overview of the provincial approach to privacy, including the key pieces of legislation as well as efforts to secure patient, staff and organizations information. Efforts are underway to standardize the approach to privacy across the 14 agencies.

Provincial Complaints Report

Staff provided the Committee with the first provincial report on complaints. A provincial working group has been established to report and respond to complaints, as well as work to align processes across the 14 agencies.

D.2 Finance, Audit and Information Committee

Single Source Procurement – Telecom Services

The Finance Committee brought forward a recommendation regarding the procurement of the existing telecom provider for up to one year, recognizing staff were unable to extend the existing contract.

It was moved by Carol Annett /Michael Dibden

That the Board of Directors of the 14 LHINs approve the single source procurement of the existing vendor Allstream for a period of up to one year.

This motion was put to a vote and

CARRIED.

2021/22 Budget Refresh

The existing budget for 2021/22 needs to be amended to reflect additional confirmed funding from the Ministry of Health.

It was moved by Kate Fyfe/Eugene Cawthray

- 1) That the Board of Directors of the 14 LHINs approve the fiscal 2021/22 operating budget be amended to include/remove the following confirmed ministry funding letters and other adjustments:

Date	Purpose	Amount
April 1, 2021	21/22 1% Base Funding Increase Assumption	\$ (Base)
21-Jan-2022	Temporary PSS Wage Enhancement	\$49,942,200 (One-Time)
27-Jan-2022	Expand Home Care Services for COVID Response and Recovery	\$55,282,800 (One-Time)

8-Feb-2022	Inter-Home and Community Care Support Services Transfer	\$25,890,000 (Base) \$7,050,000 (One-Time)
8-Feb-2022	Home and Community Care Support Services Transfer to Ontario Health	\$4,699,428 (Base) \$2,683,485 (One-Time)
10-Feb-2022	Bundled Care Transfer from Regional Coordination Initiatives to Home Care Funding Envelope	\$29,929 (Base)

- 2) That the Board of Directors of the 14 LHINs approve that the fiscal 2021/22 operating budget be amended to include any additional funding letters related to the 2021/22 operating budget received subsequent to the Board Meeting and other minor funding adjustments.

This motion was put to a vote and

CARRIED.

2022/23 Operating Budget

The proposed operating budget for 2022/23 was shared for approval, following the Finance Committee's review and endorsement. Staff confirmed working with the Ministry of Health to ensure alignment with the Fall Economic Statement.

It was moved by Joe Parker/Shanti Gidwani

That the Board of Directors of the 14 LHINs approve the fiscal 2022/23 operating budgets of the 14 LHINs as summarized below based on the following principles:

- i. Home care spending across 14 LHINs incorporates the patient volumes and services, and FTE requests as recommended by each of the 14 Vice-Presidents, Patient Care Services taking into account patient demand and care delivery capacity; and
- ii. Contrary to Ministry direction, a portion of the notional funding allocation is to be applied to administration spending to sustain operations, keep corporate risk at an acceptable level and achieve a balanced budget, while staff are directed to continue to negotiate this position with the Ministry; and
- iii. Financials to support the Annual Business Plan initiatives will be submitted to the Ministry which will include additional administration spending of \$11 million for transformation and \$15 million for Information Technology, resulting in a \$26 million administration deficit; and
- iv. HCCSS staff will develop a process to approve critical administration hires and will not operationalize the \$26 million administration deficit.

This motion was put to a vote and

CARRIED.

Financial and Risk Reporting Management

An overview of the top six risks across the 14 HCCSS agencies was shared for Board oversight and awareness, including procurement, contracting, operating with deficit budgets and capacity to delivery Family Managed Home Care (FMHC).

Review of Internal Controls and Internal Audit Plans

In support of the annual Review of Internal Controls and Audit Plans, staff referred to the comprehensive review and preparation for the Board Governance Agency Attestation Certificate of Assurance process and documentation prepared by the Vice Presidents of Corporate Services for the 14 HCCSS agencies.

Board Governed Agency Attestation Certificate of Assurance

The Finance Committee supported the approval of the Board Governed Agency Attestation, including feedback to the covering memo being submitted by the Board Chair.

It was moved by Glenna Raymond/Eugene Cawthray

That, having reviewed the 2021-22 Board Governed Agency Attestation; 2021-22 Fraud Awareness Schedule; and the 2021-22 Agency Exception Report, the Board of Directors of the 14 LHINs authorize the Board Chair to submit the attached 2021-22 Board Governed Agency Attestation as per Appendix C of the Briefing Note “2021-22 Board-Governed Agency Attestation Certificate of Assurance” dated March 2, 2022.

This motion was put to a vote and

CARRIED.

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

People Strategy Update

The Committee Chair provided a brief verbal update regarding the People Strategy, noting significant work is underway across the province with over 100 staff members work on each of the projects. Staff also noted performance management is one of the projects within the Strategy.

HR Indicators

The Committee endorsed the definitions for two indicators, “Voluntary Turnover” and “Sick Time”, being incorporated into the Balanced Scorecard. Staff is also working on a series of HR indicators that will be reported for an HR Dashboard.

It was moved by Glenna Raymond/John Beardwood

That the Board of Directors to the 14 LHINs approves the definitions of Voluntary Turnover and Sick Time for the balanced scorecard as prepared and presented by staff.

This motion was put to a vote and

CARRIED.

D.4 Governance Committee

Board Policies

The Governance Committee is working to ensure appropriate governance policies are in place for the 14 LHINs and will bring these forward in phases for Board approval. Seven policies were reviewed and endorsed by the Committee for Board approval. Agencies Legal advised there is an expectation for Board members to be aware of governance policies but no requirement for an annual review of these policies.

It was moved by Carol Annett/Stephan Plourde

That the Board of Directors to the 14 LHINs endorses the process to the development and approval of Board policies and approves the Policies highlighted in Appendix A of the Briefing Note "Process for the Development and Approval of Board Policies" dated March 2, 2022, as amended.

This motion was put to a vote and

CARRIED.

Action: Staff to make correction to typo in the Roles and Responsibilities Policy.

Board Education

The Governance Committee recommends a debrief of the indigenous cultural training module accompanied by a facilitated session on equity and diversity, noting this session could be in person or virtual. A Semi-Annual session on diversity topics was proposed. Staff will be preparing an on-line library of diversity and equity material.

Board Meeting Feedback

The Committee Chair reflected upon the survey responses to date, noting the survey completion following each meeting is working well. Board members were asked to ensure they provide meaningful feedback for the Governance Committee's review and deliberation.

Committee Membership

With the recent appointment of the three newest Board members, there are additional skills to contribute to each Committee. The Board's skills matrix will be updated and the Committee Chair will contact new members regarding interest in which committee(s) they wish to join.

The Governance Committee will also be bringing forward a draft Terms of Reference for a proposed new Standing Committee of the Board, focused on helping to support the transition into Ontario Health Teams.

Leila Beheshti joined the meeting at 3:00 pm.

E. New Business

E.1 Strategy Initiatives Progress Report

Staff provided the first quarterly report outlining the progress to date on strategic initiatives and strategic priorities within the organization's Annual Business Plan.

The Board talked about the service delivery workforce in total, including caregivers and also that HHR is not just about HCCSS staff, but also SPOs and caregivers. The Board also reflected upon ensuring that the Ministry of Health and Ontario Health are aware of the role and value of HCCSS in the health care system.

E.2 OHT Environmental Scan

An overview of the current state of Ontario Health Teams (OHTs) was shared with the Board, noting that the level of engagement with HCCSS has increased significantly from August 2021 to January 2022. There are variations to the type and amount of engagement across each OHT. HCCSS provides support including decision support, collaborative leadership, HHR, IT/IM supports, consultancy and project management as well as privacy and risk management. The absence of a governance framework for OHTs and resulting inconsistency of governance of OHTs across the province was noted.

Staff shared the proposed approach of identifying five “Leading Projects” from a select group of OHTs invited to submit proposals. The importance of collaboration and involvement of SPOs, Primary Care along with HCCSS was also noted.

F. Closed Session

It was moved by Glenna Raymond / Joe Parker

That the Board of Directors to the 14 LHINs move to a closed session to discuss a matters of legal, personnel and public interest at 3:24pm.

This motion was put to a vote and

CARRIED.

G. Adjournment

After moving back to open session at 5:30pm, it was moved by Joe Parker/ Eugene Cawthray

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 5:31pm.

Original signed by

Joe Parker, Board Chair

May 17, 2022

Date

Original signed by

Cynthia Martineau, Corporate Secretary

May 17, 2022

Date