MINUTES
Board of Directors Meeting
Held April 19, 2017
Labelle Head Office Boardroom

| BOARD MEMBERS: | Denise Alcock | Chair |
|               | Andrée Durieux-Smith | Chair of Governance Committee |
|               | Bill Skinner | Treasurer / Chair of Finance & Audit Committee |
|               | Maria Barrados | Chair of CSQS Committee |
|               | Melody Isinger | |
|               | Michael Ennis | |
|               | Robert D’Aoust  📚 | |
|               | Sherryl Smith | |

| REGrets: | |
| STAFF PRESENT: | Marc Sougavinski | Chief Executive Officer |
|              | Deryl Rasquinha | Vice-President, Performance and Strategy |
|              | Patrice Connolly | Vice-President, People and Stakeholder Engagement |
|              | Catherine Butler | Vice-President, Clinical Care |

| Recorder: | Linda Stewart | Executive Assistant |

| GUESTS: | Russ Morton | Member, Patient and Caregiver Council |
|         | Colin Preyra | Preyra Solutions Group |

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<thead>
<tr>
<th>AGENDA ITEM</th>
<th>ACTION TO BE TAKEN</th>
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<tbody>
<tr>
<td>1.0 CALL TO ORDER</td>
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<tr>
<td>1.1 Welcome</td>
<td>Denise Alcock, Board Chair, welcomed everyone to the meeting.</td>
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<td>1.2 Declaration of Conflict of Interest</td>
<td>There was no declaration of conflict.</td>
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<td>2.0 APPROVAL OF AGENDA</td>
<td>It was moved by Bill Skinner, seconded by Melody Isinger and agreed to approve the agenda (including the consent agenda) for the April 19, 2017 meeting. CARRIED Motion Carried 04-17-23</td>
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Minutes – Champlain CCAC Board of Directors, April 19, 2017
Champlain Community Care Access Centre Centre d’accès aux soins communautaires de Champlain
### 3.0 CONSENT AGENDA

The consent agenda for the April 19, 2017 Champlain CCAC Board meeting contained the following information items and motions:

- **3.1 That the Champlain CCAC Board approves the minutes of the March 15, 2017 meeting**
  - 3.1.1 Status of Follow-up/Action Items from previous Board minutes

*Approved by motion 04-17-23*

### 4.0 BOARD CHAIR AND CEO REPORTS

The Board Chair reported:

- Nick Pasquino from Borden Ladner Gervais (BLG) encouraged CCAC Board Chairs to arrange to have their Board of Directors approve their CCAC’s year-end audited financial statements whenever possible before the CCAC’s transition date. It is also the Champlain LHIN CEO’s and Board Chair’s preference for this to occur prior to transition day (T-Day). Need to set up a time/date for a Board meeting via teleconference – the CCAC should receive audited financial statements May 17 from Deloitte; call should be arranged for May 18 or 19
- Revocation of charitable status, effective July 29, 2017, has been completed with the Canada Revenue Agency (CRA). CRA and MOHLTC selected July 29, 2017 as the date of revocation of the charitable status of all CCACs
- *Freedom of Information and Protection of Privacy Act (FIPPA)* – individual patient letters not being sent; however care coordinators will place ‘leave behind’ flyers in patient homes, and the CCAC may run a newspaper ad, and/or post a website notification indicating the new organization is bound by FIPPA legislation
- Communications will explain difference between FIPPA and PHIPA (*Personal Health Information Protection Act*), and would outline who would have access to a patient’s personal health information. Care coordinators and Service Provider Organization (SPO) frontline workers will be supplied with scripts, Q&A
- Two CCAC Board Chairs are moving over to chair their LHIN Board of Directors – Ron Farrell (North East) and Jane McIntosh (HNHB)
- Denise Alcock shared a brief written overview of research activities and led a discussion involving all CCACs at the April 12 provincial CCAC Board Chairs and CEOs teleconference meeting. Deputy Minister Bob Bell was in attendance and was supportive of community-based research initiatives. The goal of the discussion was to introduce the LHIN Chairs to the importance of evidence-based practice and to familiarize them with the research activities within their regions. The Champlain LHIN Board Chair is very supportive of our research initiatives
- There was also discussion and support of the Champlain CCAC IMPACTT Centre during the April 12 meeting

**ACTION (complete):**

Linda Stewart to set up Board meeting via teleconference (preferably the morning of May 19), for the Board to review the auditor’s report with Deloitte, and review/approve the audited financial statements.
The CEO reported:

- The CCAC will be holding closing ceremonies at four different CCAC offices (Pembroke, Cornwall, Bells Corners and Labelle); early morning events
- The LHIN organizational chart continues to evolve; almost all directors appointed; interviews have been held for VP Performance & Corporate Services and CFO – a decision should be made within the next couple of weeks
- The Executive team (CEO and VPs) provided an operational overview of Champlain CCAC’s business to the LHIN Board of Directors in March, which was well received by LHIN Board; great feedback, great information
- The CCAC will continue to manage the budget during the stub period (April 1-May 23, 2017)
- Catherine Brown (former CEO of the OACCAC) has been officially appointed CEO of Health Shared Services Ontario (HSSO)
- HSSO is comprised of the former OACCAC, the former LHIN Collective (LHINC) and the former LHIN Shared Services Office (LSSO).  HSSO’s mandate likely to evolve over time; purpose is to provide support/services to the province’s fourteen LHINs
- Nancy Naylor, Associate Deputy Minister (ADM) with the MOHLTC has been appointed the Chair of HSSO Board of Directors; along with several other Associate/Assistant DMs. Two LHIN Board Chairs have also been announced as members of the HSSO Board
- Brad Coslett, Chair of North West CCAC, has been given an Order in Council appointment to the HSSO Board

### ACTION (complete):
Linda Stewart to email Board members with the closing ceremony details – all Directors are welcome to attend

5.0 CSQS REPORTS

5.1 Summary Scorecard – Quality Indicators

- The summary scorecard was discussed as part of Item 6.1, below.

6.0 FINANCIAL REPORTS

6.1 Summary Scorecard

Patrice Connolly, Catherine Butler and Deryl Rasquinha reviewed the following with the Board:

- Performance agreements are now over 79% complete; Board members felt this percentage was not satisfactory; however, there are 8 waiting for manager sign-off, which will bring percentage up to approx. 85%; with another 13% in progress – with assurances that they would all be complete prior to T-Day
- Performance cycles are being retained for unionized staff as per their collective agreements, and are based on hiring dates/periods; current supervisors are compelled to complete before deadline as there may be shifts in team management going forward into the new organization
- Red flags continue around capacity issues due to waitlisting
- 5 day wait times: metrics will be redefined provincially, which may not have a big impact on our PSS numbers, but will definitely help Nursing
• Monthly CCAC Patient Capacity metric for February jumped from 93 to 104 – why such a significant change? There was a metric sync issue which has now been resolved

6.2 Financial and Performance Results
Deryl Rasquinha reviewed the February 2017 financial results with the Board:
• Approximately $6.8M in funding was received by end of February, with another $850K+ received in March for PSS Wage Enhancement; projecting $4.2M additional surplus, with a net surplus of approximately $3M at year-end
• Hoping there will be a $9M increase for next year (2017-18); CCAC is assuming this increase in budget
• Board iPads: will prepare form for Board members to sign off on – more official. iPads would not be usable if returned to CCAC; they would be discarded as they are too old and not compatible with newer technology. iPads would need to be wiped of CCAC information, and allowed to be retained by Board members for their personal use after T-Day. The information purge can be performed by Board members themselves – instructions on how to do this will be circulated

ACTION (complete): Linda Stewart to send out instructions on how to purge Board members’ iPads of CCAC information

7.0 GOVERNANCE REPORTS
Bill Skinner reported that there was nothing new to discuss.

8.0 PREYRA REPORT – BOARD Q&A
Colin Preyra of Preyra Solutions Group joined the meeting via teleconference, and the following was discussed:
• Board members felt very reassured that all possible efforts were made by Champlain CCAC to stretch the budget as much as possible in order to serve population, as one of the key findings of the Preyra report was the substantial funding gap in the Champlain region
• Complex patients have higher supply costs (PleurX for instance), which drove overall supply costs higher than other CCACs in the province; special needs patients may/should be reconsidered given their higher costs (i.e., either more funding, or moved to a more appropriate organization, such as hospital)
• Champlain LHIN’s CSS budget substantially less in Champlain than other regions
• If a more population-based model were utilized, the Champlain budget would increase by $31.5M, resulting in a potential 6000 additional patients being served
• Regarding scoring, i.e. RAI and MAPLe – there has historically been much reliance on these scores; however, the report questions the efficacy of these scores. Another issue involving informal caregivers – number is derived from scoring – are we dealing with an anomaly in this region due to more complex patients? If we had a bigger mix of population, we would likely have bigger numbers for informal caregivers. RAI information used in many ways; RAI scores used as reference point, but other factors change variables, such as cognitive ability, informal caregivers, etc. RUG (Resource Utilization Groups) case mix – how much case resource should be used per day. This report shows that this isn’t a
good measure. Tools need to be designed better for care coordinators and managers to manage the budget – a tool that might fit today, may not fit tomorrow

- While Colin Preyra believes that Patients First will be vital in moving towards a population-based system, there is no certainty at this point in time as to whether or not a fully population-based system will be adopted
- Excellent report; exposes very clear issues that government still has to deal with, such as funding, contracted services, etc. Challenge for all CCACs, which will roll over to be a challenge for the LHINs. Elements of report could be used to address these issues
- Colin Preyra believes it’s possible for his report to be extrapolated to other regions, and findings can be used to assist others in improving funding models; it would be beneficial to expand study to province, as funding of one CCAC/LHIN affects the others. For instance, Champlain will fall deeper into a funding discrepancy, and other regions may follow if provincial improvements aren’t made
- For sub-region planning, packages of services should be customized, i.e., more vulnerable populations and those who don’t have ready access to services
- HBAM only currently applied to a really small portion of the budget; more equitable thing to do in the existing envelope would be to apply HBAM faster
- The Preyra report will be presented to the LHIN Board on April 26, 2017, providing them with additional education on system demand
- Board looks forward to seeing the wisdom from this report shared with the region

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<th>9.0 OTHER BUSINESS</th>
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<th>8.1 Public Questions and Comments</th>
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There were no public questions or comments.

It was moved by Andrée Durieux-Smith, seconded by Bill Skinner and agreed to move in-camera.  

CARRIED

Motion Carried  
04-17-24

CONFIRMED:  
original signed by  
DENISE ALCOCK, CHAIR  

original signed by  
MARC SOUGAVINSKI, CEO AND BOARD SECRETARY