MINUTES OF BOARD OF DIRECTORS’ MEETING

Date: Wednesday, March 14, 2012

Location: Burlington Branch, 440 Elizabeth Street, Burlington, ON

PRESENT: B. Alexander (Vice-Chair), S. Hosking, L. Lifchus, J. Lawlor, B. McIntosh, G. Nakamura, G. Ostofi, D. Ringler, C. Ward, (Chair)

ATTENDED VIA TELECONFERENCE: B. Brownlow (Treasurer)

STAFF: D. Arseneau, B. Busing, S. Jaggard, M. Miles (Secretary), T. Peirce, D. Kowal (Recorder)

1. CALL TO ORDER
C. Ward, Chair, noting that quorum was present, called the meeting to order at 4:07 p.m. Observers were introduced and welcomed to the meeting.

ADDITIONS TO/ APPROVAL OF AGENDA
MOTION: THAT the Agenda of March 14, 2012 be approved as presented.
LIFCHUS/HOSKING CARRIED

DECLARATION OF CONFLICT OF INTEREST
There were no conflicts of interest declared.

REVIEW OF THE VISION, MISSION, VALUES
C. Ward reviewed the Corporation’s Vision, Mission and Values.

2. Board Education Session – Ethical Decision Making Framework
Dr. Robert Butcher, scheduled guest speaker was unable to attend today’s Board meeting.

T. Peirce circulated and reviewed slide decks entitled: SOLVE Decision Making Framework and Ethical Decision Making Framework.

It was suggested that the Board discuss this issue further at the Board Retreat.
3. **APPROVAL OF MINUTES**

**MOTION:** THAT the minutes of the Meeting of the Board of Directors held on February 8, 2012 be approved as presented.

LIFCHUS/NAKAMURA CARRIED

4. **MATTERS FOR DISCUSSION AND/OR APPROVAL**

4.1 **Report of the Chair**

C. Ward, Board Chair, advised that she attended the HNHB CCAC’s February Staff Forum, held on February 29, 2012, by OTN, to provide remarks on behalf of the Board regarding the CCAC’s fifth anniversary, noting that the session was both interesting and informative. C. Ward advised that a Vice-President (VP) was located at each Branch office, noting that each VP provided an update pertaining to one of the strategic directions.

M. Miles advised that we usually hold two sessions, one at 9:00 a.m. and the second session at 1:00 p.m. to ensure staff coverage during each session.

4.2 **OACCAC Update**

C. Ward circulated a copy of a letter that William Botshka, OACCAC, Chair, sent to the Honourable Dwight Duncan, Minister of Finance, regarding the 2012 Ontario Budget.

C. Ward advised that the OACCAC Newsletter for the month of March has been posted on the Board Extranet site.

L. Lifchus provided an overview of the OACCAC Governance Committee meeting, noting that the Committee is reviewing the policies and procedures used by all 14 CCACs.

L. Lifchus advised that the OACCAC Board of Directors has transitioned to electronic Board packages.

In response to a question posed by a Board member, D. Arseneau advised that Board members will be apprised of any and all rules and expectations regarding the technological solution being implemented by HNHB CCAC.

L. Lifchus advised that he will forward the minutes of the OACCAC Governance Committee meeting to D. Kowal, to post on the Board Extranet site.

L. Lifchus
4.2 Report of the CEO
M. Miles referenced the February Report of the CEO as pre-
circulated in the Board package highlighting: i) preparations
per the upcoming Accreditation; ii) a letter from Jim
McCarter, Auditor General Of Ontario requesting a status
update per the recommendations from the 2009 Report; iii)
Sandoz Drug Shortage, noting that we have several staff
monitoring the drug shortage very closely; iv) Hamilton
Spectator – advising of the Condition Critical series; v) LHIN
Strategic Planning Steering Committee, advising that M.
Miles is a member; and vi) the OACCAC response to
government’s Action Plan entitled Accelerating Ontario’s

In response to a question posed by a Board member, M.
Miles advised that it is anticipated that government will
implement a number of the recommendations presented in
the Drummond Report.

MOTION: THAT the Report of the CEO be received as
presented.
RINGLER/McINTOSH CARRIED

4.3 Report of the CFO
D. Arseneau referenced the Report of the CFO as pre-
circulated in the Board package, noting that the CCAC is
forecasting a balanced position for year-end.

D. Arseneau advised that late funding is an issue affecting all
CCACs, noting that this issue has been forwarded to the
LHINs provincially. D. Arseneau confirmed that CCACs
must balance to zero by year-end, noting that all redirected
funding within HNHB CCAC goes to client care services.

MOTION: THAT the Report of the CFO be received as
presented.
NAKAMURA/BROWNLOW CARRIED

4.4 Quality & Safety Update
T. Peirce referenced the Quality & Safety Report as pre-
circulated in the Board package, noting that the story
provided illustrates some of the challenges of managing
pressure ulcers in the home.

MOTION: THAT the Quality and Safety Update Report be
received as presented.
LAWLOR/LIFCHUS CARRIED
4.5 **Organizational Scorecard – (Q3)**  
T. Peirce referenced the Q3 Organizational Scorecard as pre-circulated in the Board package, noting that the HNHB CCAC’s Scorecard translates the CCAC’s strategic directions into a set of concrete performance measures. Through the ongoing measurement and reporting of key performance measures, HNHB CCAC is able to demonstrate achievement of its desired positive outcomes and, by extension, its strategic directions.

It was noted that graphs/ details are included for performance measures that have a current status of either ‘requires action’ or ‘requires monitoring’; our goal is to attain green status across all indicators.

L. Lifchus indicated that if a performance measure is consistently red, we need to review the measure/ indicator. T. Peirce advised that some indicators are taken directly from the MSAA and as such, must be reported/ monitored, noting that certain indicators e.g. ALC rate, are system indicators that are shared amongst multiple partners in the system and are beyond the sole control of the CCAC.

**ACTION**: T. Peirce will propose changes to the Organizational Scorecard and forward to the Governance Committee for review/ approval at the May Meeting.

**MOTION**: THAT the Organizational Scorecard for Q3 be received as presented.

OSTOFI/HOSKING **CARRIED**

4.6 **Risk Assessment**  
M. Miles referenced the Risk Assessment Report as pre-circulated in the Board package,

M. Miles confirmed that the Executive Team reviews/ assesses each area in great detail.

T. Peirce advised that risk exposure areas have been identified and risk mitigation plans have been developed and will be implemented throughout the fiscal year. By a significant margin, the highest rated risk, when taking into account impact should the risk be realized, and the likelihood of the risk scenario occurring, was Economic and Political with a score of 20. That is the same scoring as last year and reflects the minority government status, on-going fiscal pressures in the province, the pending Drummond
4.6 **Risk Assessment** (cont’d)

Report and continued fiscal pressures within the CCAC as previously identified in the CCAC’s Sustainability Plan.

The Executive Team responded to questions posed by the Board members per: i) use/development of tool – advising that the tool was developed in collaboration with Deloitte, noting that this document is reviewed annually by the management/executive team prior to being presented to the Governance Committee and the Board for approval; ii) retirement age of staff members – advising that our staff enjoy working at the CCAC and as a result, many staff members who retire come back to work on a part-time basis; iii) what does the scoring mean – advising that a one page Table entitled: *HNHB CCAC Risk Assessment Scoring Guidelines* was inadvertently missing from the Report and will be forwarded to the Board and included with all future Risk Assessment Reports.

**ACTION**: D. Kowal will forward the Scoring Guidelines to all Board members.

**MOTION**: THAT the Risk Assessment Report (Corporate Risk) be received as presented.

NAKAMURA/LAWLOR

4.7 **2012/13 Corporate Work Plan**

T. Peirce referenced the Corporate Work Plan as pre-circulated in the Board package, noting that the draft HNHB CCAC 2012/13 Corporate Work Plan identifies, monitors and reports on all key strategic priorities of the Corporation for the fiscal year.

T. Peirce advised that the Plan operationalizes the HNHB CCAC Strategic Plan and Accountability Framework and defines accountability for delivering results to departments and eventually to individuals. While the staging of the Report would typically be to present to the Governance Committee, staff wished to assess the potential impact of the Drummond Report and the Ontario Action Plan and this resulted in Plan development occurring after the February Governance Meeting. It was noted that revisions may be required subject to the upcoming Board Retreat.

**MOTION**: THAT the draft Corporate Work Plan (CWP) for fiscal year 2012/13 be approved in principle as presented.

McINTOSH/ALEXANDER
5. **Consent Agenda**

**MOTION:** THAT disposition per the items listed/referred to in the Consent Agenda be as follows:

- 5.1 ED/ALC Monthly Report be received as presented
- 5.2 Report of the Finance Committee be received as presented
- 5.3 Report of the Governance Committee be received as presented
- 5.4 Client Services Statistical Report be received as presented
- 5.5 Communications Report be received as presented
- 5.6 Volunteer Hours for the Month of February, 2012 be completed and returned to D. Kowal.

**ACTION:** T. Peirce

The Executive Team responded to questions posed by the Board members: i) case managers working in the ER – advising that it is not feasible to have a case manager in the ER department 24/7. When hospitals need our service after 5:00 p.m., they know to call our Intake department; ii) convalescent care – advising that the Convalescent Care Program provides 24-hour care to people who require specific medical and therapeutic services in a supportive environment; the program helps clients recover their strength, endurance and functioning before returning home; iii) Board Retreat – advising that the preferred results of the fluid survey are: a) a full day session during the week – Monday – Friday; b) topics included: Action Plan for Health, OACCAC Sector Strategy, Drummond Report, Sustainability Plan for CCAC; c) L. Lifchus offered the Board room at United Way as the venue.

**ACTION:** C. Ward thanked the members of the gallery for attending the Board Meeting.

6. **IN-CAMERA SESSION**

The open session adjourned at 5:42 p.m. and moved into the In-Camera session to approve minutes from the last meeting, to discuss matters related to provider contracts, and to discuss Board/CEO matters. The In-Camera session adjourned at 6:15 p.m. and returned to the open session for the Meeting Evaluation.

7. **Meeting Evaluation**

Members were asked to complete the Meeting Evaluation on-line survey that will be sent to all Board members immediately following the meeting.
8. **DATE AND TIME OF SCHEDULED MEETINGS**
   The next meeting will be held on April 11, 2012 at the Burlington Branch, 440 Elizabeth Street, Burlington, 4:00 – 6:00 p.m.

9. **ADJOURNMENT**
   There being no further business, the meeting adjourned at 6:15 p.m.

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C. Ward, Chair                        M. Miles, Secretary

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