

South East Local Health Integration Network

Board of Directors Meeting No. 51

Monday April 28th, 2008

Brighton Curling Club
85 Elizabeth Street
Brighton, Ontario

MINUTES

Present: Georgina Thompson, Chair; Florence Campbell, Vice Chair John Groves; John Ferguson; Ken McBain; Tom Rankin; Margaret Werkhoven; (quorum); and Paul Huras

Recorder: Jacqueline Prospero;

Regrets: Gaye McGinn;

Guests: Sherry Kennedy (Senior Director – Performance, Contracts and Allocations); Nancy Sears (Senior Director – Planning, Integration and Community Engagement); Michael Spinks (Senior Epidemiologist / Senior Consultant, Planning & Integration); Kyle Johansen (health System Transformation Specialist); Paul McAuley (e-Health Lead – SE LHIN); Tabatha Gabriel (Administrative Assistant) and Karen Friday Field (Governance Consultant).

1. Call to Order and Chair's Remarks and welcome of guests.

The Chair welcomed members of the public and called the meeting to order at 9:43 am.

2. Conflict of Interest Declaration

All members confirmed no conflicts.

3. Consent Agenda:

- a. Monthly CEO Report
- b. Provincial Wait Times Update
- c. H-SAA – Critical Paths
- d. SE LHIN Wait Times Update

That Consent Agenda be accepted as circulated

Moved by: K. McBain
Seconded by: M. Werkhoven
Carried – 2008-51-01

4. Approval of the Agenda

That the Agenda was approved as amended.

Moved by: T. Rankin
Seconded by: J. Ferguson
Carried – 2008-51-02

5. Approval of Minutes

- a. Minutes of March 26th, 2008 Board Meeting #50 (attached)

That the Minutes of March 26th, 2008, Board Meeting #50 be approved as corrected.

Moved by: M. Werkhoven
Seconded by: J. Ferguson
Carried – 2008-51-03

6. Business Arising:

- a. 2007 Ontario Hospital e-Health Adoption Survey – P. McAuley
 - P. Huras introduced the SE LHIN e-Health Lead Paul McAuley in order to review the survey information as provided to the members in an earlier consent agenda.
 - P. McAuley reviewed the presentation that included information on its purpose; survey background; overview of the results; LHIN specific results; LHIN specific changes; input on LHIN averages; individual hospital results – SE LHIN specific; SE LHIN specific hospital changes 2007 – 08; reasons for changes; site results – e-Health functions; site results – e-Health organizations – including strategy, leadership and resources; site results – sharing; frequency distribution 2007 – e-Health adoption scores; comments; concerns; and the path forward.
 - P. McAuley addressed questions from the board members with regards to how the changes to each LHIN can be affected by the input and number of hospitals that provide direction for the survey; how to interpret the site results when comparing hospital to hospital; opportunities for one hospital to share leadership or best practices with another institution; by trying to approve access to care how can the SE LHIN board help move the e-health strategy forward for our area; how can we have a better understanding of what the final e-health system will function like from a funding and resource perspective; is the provincial e-health strategy addressing the interoperability issue across the LHIN and the province; how is the progress across the SE LHIN with communicating our local strategy and standards to the smaller communities / family health teams, etc; can the new developing Primary Health Care Council help the SE LHIN get the message out to the community; how are cost reductions affecting e-Health across the province; how can process engineering helping with the growth of this initiative; and can a varied approach to change management be more effective in the SE LHIN.
- b. Integration Decisions – G. Thompson
 - At the February 25th, 2008 meeting the members received a presentation from staff on a potential process for integration procedures going forward.
 - After discussion with other LHINs the recommendation was not to place any of the adjustments in a consent agenda format and that the LHIN board should review each of these items individually.
 - Staff members addressed questions from the members regarding how the members would like to approach the process going forward; how they will deal with the volume of decisions and the timeframes associated with them (not always convenient for our current schedule of board meetings).

K. McBain requested to rescind the motion of February 25th, 2008 board meeting, resolution number 2008-49-05.

**Moved by: K. McBain
Seconded by: M. Werkhoven
Carried – 2008-51-04**

The members requested that going forward all integration proposals (solicited / unsolicited) be brought forward to the board for consideration and that this process be reconsidered in March 2009.

**Moved by: T. Rankin
Seconded by: K. McBain
Carried – 2008-51-05**

- c. Regional Capacity Assessment Projections (ReCAP) – M. Spinks / K. Johansen
 - P. Huras provided background information to the members regarding how this item has evolved over the past six months and asked Kyle Johansen and Michael Spinks to present the current thinking on this initiative.

- K. Johansen and M. Spinks provided a discussion for the members regarding the presentation that included an introduction – including goals and supports; what to expect and what it won't do; local and expert engagement; ReCAP analysis; ReCAP application; ReCAP review process; identification and selection of expert resources; and questions.
- Staff answered questions from the members regarding how the timeframe of five years for the consideration of information may be affected by economic parameters and affect potential projection rates; how moving forward the projection dates will be adjusted to be in line with the population census collecting timeframes; how the 15 sub planning areas may affect the collection of data; how the review process will include a broad range of institutions beyond our LHIN; how will the supply and demand information be applied to an ideal model; how will the staff bring this initiative forward in a best practices scenario; is there a standard or benchmark that could be applied based on the supply / demand scenarios; will the Ministry of Health and Long-Term Care (MOHLTC) be providing direction to the SE LHIN on this analytics review; and what progress is being made in collecting the data from providers beyond our hospitals that would be utilized for the report.

The members agreed to support the SE LHIN staff in this initiative moving forward.

**Moved by: F. Campbell
Seconded by: M. Werkhoven
Carried – 2008-51-06**

- d. Hospital Service Accountability Agreements (H-SAA) Approvals – S. Kennedy
- P. Huras provided some background information to members regarding how this process is proceeding across the province. Generally, across the province there have been challenges for LHINs in reaching zero margins agreements.
 - The escalation process that was initiated earlier this year appears to be working effectively for our region. This year's process is providing many lessons for future years.
 - S. Kennedy informed the board that these items were included for the members for consideration of their approval (except one).
 - Members confirmed discussions and information sharing from the members / staff regarding these items from previous closed sessions.
 - Staff addressed questions around the ability to deal with this type of information going forward.
 - S. Kennedy reviewed the H-SAAs individually for the members:
 - Brockville General Hospital – was the first signed H-SAA that the SE LHIN received with a balanced budget and within the anticipated time frames.

The members agreed to accept the Brockville General Hospital H-SAA as presented to the board.

**Moved by: K. McBain
Seconded by: J. Groves
Carried – 2008-51-07**

- Lennox & Addington County General Hospital – be granted a waiver that is consistent with the last two years with the MOHTLC. They have been asked to engage in a self improving system review in order to find efficiencies; a full review is being conducted and will be provided publicly later this year.

The members agreed to accept the Lennox & Addington County General Hospital H-SAA as presented to the board.

**Moved by: M. Werkhoven
Seconded by: J. Ferguson
Carried – 2008-51-08**

- o Providence Care – are not in a position of signing due to some prior deferred revenue's being retained in order to allow them to balance and resolve any cost structure issues going forward. The challenges before the hospital included the classification of an item to be deferred by an agency of the government and an accounting error that was discovered in the last week. The hospitals business plan is in place to deal with the deficit have been accepted by the staff of the SE LHIN as acceptable / manageable.
- o Staff presented two strategies with the Health Service Provider (HSP) and suggested that waiting for a reply from the organization post a May 8th, 2008 board meeting may not be in the best interest of the SE LHIN. Rather to indicate a notice of intent to the HSP in order to impose an agreement.

The members agreed to provide a notice of intent to impose an agreement with Providence Care Hospital H-SAA as presented to the board.

**Moved by: K. McBain
Seconded by: M. Werkhoven
Carried – 2008-51-09**

- o Quinte Healthcare Corporation – have provided a detailed performance improvement plan that will provide the SE LHIN with strong assurances of their commitment to meet the timelines and obligations associated with granting a waiver to extend their ability to balance their budget over the coming year.

The members agreed to accept the Quinte Healthcare Corporations H-SAA as presented to the board.

**Moved by: J. Ferguson
Seconded by: F. Campbell
Carried – 2008-51-10**

- o Perth & Smiths Falls District Hospital – included in this agreement is a small waiver that includes a performance improvement plan that will be due by August 31st, 2008. The hospital attached a detailed letter with their signed H-SAA that included some input on challenges they may face in meeting provincial targets going forward – specifically for wait times related to hips and knees; current situation with regards to their margin – expected to fund their own time during performance improvement; part of the deficit for year one is non cash in nature. Their performance improvement plan should clearly provide direction on how they will move forward with their agreement.

The members agreed to accept the Perth & Smiths Falls District Hospital H-SAA as presented to the board.

**Moved by: M. Werkhoven
Seconded by: T. Rankin
Carried – 2008-51-11**

- o Hotel Dieu – the discussions have currently stalled and will be resumed in the near future and brought to the board for consideration at that time.

The members agreed that in the future the presentation of multiple H-SAA agreements should include an example template and an indication of changes per organization in the form of a summary document.

**Moved by: K. McBain
Seconded by: M. Werkhoven
Carried – 2008-51-12**

- e. Self Improving System / Work Life Mapping – S. Kennedy
 - P. Huras provided some background to the members on how the SE LHIN would like to have all hospitals move forward with a work life mapping initiative. Currently KGH, QHC, HDH and Providence Care are moving forward with this effort.

- S. Kennedy provided a presentation that included information on why this type of approach would be useful and effective; who is involved; overarching premises; National Survey of Work and Health of Nurses (NSWHN); self improving system; overview of steps of the self-improving system; analysis in four areas; complexity and roadblocks of the analysis; overlap and process redesign; complexity – sample results and status.
 - Staff addressed questions from the members with regards to how much time is involved in this type of a survey with analysis that would lead to change; and is this exercise considered a cost savings exercise or something more along the lines of a human resources issue.
- f. Chairs Update – G. Thompson
- G. Thompson provided the members with a verbal update on her schedule in the past month which has been consumed by participation in the H-SAA discussions with hospitals. Recently she met with the Minister Smitherman in Brockville regarding mental health.
 - i. Correspondence
 - o None at this time that needed to be provided to the members at this meeting. Any correspondence was shared in advance of this meeting.
- g. Governance Update – F. Campbell
- F. Campbell provided an update to the members regarding how the governance manual revisions have been moving forward with the leadership of member G. McGinn.
 - In December 2007 the Rural Health Sciences Network (RHSN) provided a letter with regards to their input on the SE LHIN and how they will work with the chronic disease management issue. Representatives of the RHSN will be invited to the June meeting of the Collaborative Governance Development Team (CGDT) in order to address their concerns. Following this discussion the CGDT will bring forward information to the Governance Committee for consideration.
 - The members were reminded that board evaluations have been through the Rotman tool and are currently in the process of being completed for this past year.
- h. Monthly CEO Report – Discussion – P. Huras
- P. Huras provided an update to the members with regards to Aging at Home; alternative level of care initiatives in the SE LHIN; visioning; strategic planning; and celebrating innovations in health care expo.
 - The attachments to this report included a project activity summary report; e-Health Council Summary report; LHIN funding allocation report; creating a vision for health care in south eastern Ontario; and summary report on the celebrating innovations in health care expo.

That the board accept the CEO Report as presented.

Moved by: J. Groves
Seconded by: M. Werkhoven
Carried – 2008-51 –13

That the board consider matters of public interest regarding Approval of Closed Session Minutes; Aging at Home – Ministers Initiatives; Health Service Providers (HSP) under Enhanced Performance Monitoring and 2008 -09 HSP Budget Process pursuant to ss 9(5)(x) of the Local Health Systems Integration Act 2006s.9(5)(x).

Moved by: J. Ferguson
Seconded by: J. Groves
Carried – 2008-51 –15

That P. Huras, S. Kennedy, N. Sears, Karen Friday – Field and J. Prospero join the board in the closed session.

Moved by: J. Groves
Seconded by: K. McBain
Carried – 2008-51 –16

That the closed session be concluded.

Moved by: K. McBain
Seconded by: J. Ferguson
Carried – 2008-51 –22

That the Chair rise and provide a verbal report from the closed session to attendees regarding the Approval of Closed Session Minutes; Aging at Home – Ministers Initiatives; Health Service Providers (HSP) under Enhanced Performance Monitoring and 2008 -09 HSP Budget Process.

Moved by: J. Ferguson
Seconded by: K. McBain
Carried – 2008-51 –23

Additional Items:

1. Joint Audit / Finance Committee Meeting – T. Rankin
 - T. Rankin provided some background to the members on the potential to combine the finance and audit committees of the organization as they appeared to overlap in responsibilities based on terms of reference, etc.
 - After a discussion with the auditors, other LHINs and legal counsel the LHIN has been advised to not combine the committees.
 - It has been suggested that perhaps the membership of the committee's need to be more separate with members not sitting on both committees.
 - The audit committee is responsible for monitoring the finance committee. The finance committee is responsible for monitoring the SE LHIN organizations finances.
 - There needs to be more clarification for the terms of reference for each of the committees to ensure that there are not overlapping responsibilities.

K. McBain requested to rescind the motion to merge to the SE LHIN Audit and Finance Committees, per resolution 2008-50-08.

Moved – K. McBain
Seconded - T. Rankin
Carried – 2008-51 –15

7. Date, time and location of next meeting:
Monday May 26th, 2008 – 9:30 am – TBD – SE LHIN Offices – Belleville

Future meetings – SE LHIN Offices – Belleville:

- Monday June 23rd, 2008 – TBD – Picton
- Monday July 28th, 2008 – TBD – Prescott
- Monday August 25th, 2008 – TBD - Gananoque
- Monday September 29th, 2008 – TBD – Sharbot Lake

8. Adjournment
That the meeting be adjourned at 4:10 pm


Motioned: J. Ferguson

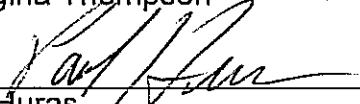
Noted departures:

John Groves – 3:30 pm

Summary Table of Actions

Topic	Action	Assigned To	Update / Due
Previous Items:			
Board Workplan	Review the document and update it with the LHINs timeframe for items and report back to F. Campbell.	P. Huras / P. Heinemann	Ongoing
Board Workplan	Board committees will review and update the document as necessary.	Various Committees	TBD
Change Management	Enquire with the chairs across the province to about what they are doing within their region in order to help support change management.	G. Thompson	TBD
Health Evaluation & Economics	A Discussion was requested by the board to better understand this item.	P. Huras / S. Kennedy	TBD
IHSP	Meeting with First Nations	G. Thompson / P. Huras	TBD
Operations	A summary document about how the process for travel arrangements will be provided to the members when travel cards are issued	P. Heinemann	TBD
Policy	After open discussion with the board the Governance Committee will develop a policy around the item of public inquires / engagements.	G. Thompson	Draft policy for discussion by committee in place.
Policy – Preparation per Diems	Once a board budget is established the members would like to discuss the definition, cost and application of Preparation per diems.	G. Thompson	Draft policy for discussion by Governance committee in place.
New Items:			

Chair: 
 Georgina Thompson

Secretary: 
 Paul Huras

