

**WATERLOO WELLINGTON BOARD OF DIRECTORS
November 2011 Public Board Meeting**

DATE/ TIME	Wednesday, November 23, 2011		LOCATION	WWCCAC Guelph Office, 450 Speedvale Ave., W., Guelph, ON – Board Room
CHAIR	Marshall Draper		RECORDER	Helene Ireton
PRESENT	Marshall Draper, Chair Richard Emrich, Treasurer Michael Delisle, Vice Chair Brian Cowan, Board Director Susan Elliott, Board Director John Enns, Board Director Djurdjica Halgasev, Board Director Susan Horton, Board Director John Lewington, Board Director Larry Kron, Board Director Lori Trumper, Board Director Bryce Walker, Board Director		Kevin Mercer, CEO & Secretary to the Board Inta Bregzis, Senior Director, Planning & Performance Management Gloria Cardoso, Senior Director, Planning, Communications and Community Engagement Jim Dalgliesh, Senior Director Corporate Services Kelly Smith, Senior Director, HR & Organizational Development Helene Ireton, Executive Assistant Fieny Anger, Executive Secretary Guest: Tony Adey, Senior Manager, Communications and Public Affairs, WWLHIN	
REGRETS				
No	ITEM	COMMENTS	RESPONSIBILITY & FOLLOW-UP	
1.0	CALL TO ORDER	Marshall Draper, Chair, called the in-camera meeting to order at 6 p.m., following an in-camera meeting of the board in which the board had been updated about the split OMERS/HOOPP pension issue and about the WWLHIN / WWCCAC relationship.		
1.1	Declaration of Conflict	No conflict was declared.		
2.1	Agenda	It was moved by Richard Emrich, seconded by John Enns that the agenda as circulated be approved. Carried.		
2.0	Consent Agenda	The following items were presented on the Consent Agenda: <i>i. Board Committee Reports</i> <i>ii. Approval of Previous Board Minutes</i> <i>iii. Report of the Chair</i> <i>iv. Report of the CEO</i>		

		<p>v. <i>Balanced Scorecard Report</i></p> <p>The following recommendations were included in the Consent Agenda reports:</p> <p><i>The Governance Committee recommends to the Board of Directors that Policies II-4 through II-6, inclusive, should be replaced by the new CEO Performance Evaluation and Compensation Review Policy, II-4.</i></p> <p><i>The Governance Committee reviewed the Finance Committee Terms of Reference and the Audit Committee Terms of Reference on October 26, 2011, and recommend that the Board of Directors approve the Terms of Reference of both Committees as submitted.</i></p> <p>Chair, Marshall Draper, asked if any of the board committee chairs would like to bring forward any additional information from their Committees.</p> <p>Larry Kron, Chair, Audit Committee, reported that he had spoken with Iain Klugman of Communitech on November 7th and confirmed there was interest in a high level discussion with the Board of Directors regarding innovations in technology.</p> <p>Brian Cowan drew attention to the board governance policies that had been reviewed and recommended for acceptance.</p> <p style="text-align: center;">It was moved by Susan Horton; seconded by Susan Elliott that the items on the Consent Agenda be adopted. Carried.</p>	
3.0	STANDING REPORTS		
3.1	Community Engagement	No report.	
4.0	BUSINESS		
4.1	Joint Review and Planning Process with the WWLHIN	<p>Kevin provided highlights of the planning process with the WWLHIN and reported that approval has been received from the LHIN to move forward on some of the requested service changes:</p> <ul style="list-style-type: none"> • Administrative and non-clinical changes • Less complex clients will wait for personal support/homemaking and therapy services 	

		<ul style="list-style-type: none"> • Waiting at Home Program will be available for a maximum of 60 days • Since patients at Grand River Hospital pre-operative clinic will be assessed for hip/knee surgery, CCAC in-home pre-surgery visits will no longer need to be provided. <p>Kevin reported that some strategies are still being negotiated with the WWLHIN. WWCCAC is continuing to pursue an extension for balancing the budget and is continuing to work on building relationship with WWLHIN. Senior staff of the two organizations plans to meet November 24th.</p>	
4.2	2011 Quality Healthcare Workplace Awards (OHA and Health Force Ontario, MOHLTC)	<p>Kelly Smith gave an overview of her written report and displayed a photo of Marshall Draper, Richard Emrich, John Enns and Kevin Mercer taken at the OHA Health Achieve as they received the Gold Level 2011 Quality Healthcare Workplace Award on behalf of the WWCCAC. Kelly explained the award came about in response to an evidence-based application that the WWCCAC had submitted.</p> <p>Kevin suggested that an Abstract be put forward to the conference and reported that other CCAC award winners were receptive to collaborating on the project.</p> <p>It was noted that the award logo will be placed on the WWCCAC website and other materials. Marchese (one of WWCCAC's contracted service providers) has sent a congratulatory note to the CCAC. SNAP newspaper had also picked up the story and had requested the photo for a future edition. An article will also be placed in the next WWCCAC newsletter.</p> <p>Kevin and Marshall both commended Kelly Smith and her team for their hard work.</p>	
4.3	Health & Safety Policy & Program	<p>Kelly Smith explained that it is a requirement by the Occupational Health and Safety Act that the Corporation annually review, adopt and post a Health and Safety Policy. Kelly gave an overview of her written report explaining the board's responsibility and the work done by the WWCCAC's Joint Health & Safety Committee.</p> <p style="text-align: center;">It was moved by Lori Trumper and seconded by Susan Elliott that the Health & Safety Policy, as submitted to the board, be approved. Carried.</p> <p>There was a question about how this policy extends to contracted service</p>	

		<p>providers. It was reported that the contracted service providers have access to CCAC policies, and as well, they are required in the terms of their contracts to have their own Health & Safety policies and program. It was noted there are overlaps with the CCAC policies – e.g., regarding violent clients and other risks. It was also noted that staff are encouraged to report all incidents and near misses, not just injuries.</p>	
4.4	Current Financial Position and Year-end Forecast	<p>Jim Dalgliesh highlighted the written report in the board package, drawing attention to the PSW hours charts and noting that the volume has continued to climb with some leveling off the last couple of weeks. Jim noted that the volume of hours has been driven by provision of services to substantially more clients, and that utilization has also increased. Jim also overviewed those areas that are under budget, and strategies for cost savings. He noted that the WWCCAC senior staff will continue to meet with WWLHIN senior staff. WWCCAC recently sent suggested M-SAA adjustments to the WWLHIN and will be meeting with WWLHIN staff on November 24th to discuss.</p> <p>Discussion points included:</p> <ul style="list-style-type: none"> • There was a 3 percent funding increase from the WWLHIN this year; however demand has outstripped resources. WWCCAC staff is working very hard to come up with sustainability solutions. • Rate of risk to WWCCAC: Jim explained that there is a \$2.3 million projected year-end shortfall. With only four months to go, this represents a significant challenge. • Question about M-SAA – volumes have been recalibrated to 3 percent level, but there will still be a significant risk that there will be a deficit. • Spikes in utilization: it was noted that the high/low range of the spikes shown on the PSW graphs are really very small, but when multiplied out over the number of clients, it becomes quite significant. It was noted that major driver of the cost increases is the Home First philosophy. <p>There was discussion about Resource Utilization – decentralization of financial requirements to case managers who are making service decisions. Each case manager would be provided with financial targets to work towards, based on a financial calculation re: number of hours per unit. It was observed case managers see their role as advocates, and this would be a significant culture change. Jim explained the</p>	

		<p>current service utilization practice which focuses on review of caseloads that are over or under the upper or lower limits of deviation.</p> <p>It was reported that planning is underway to set up a working group to work through the options of putting Resource Utilization in place.</p> <ul style="list-style-type: none"> • There was a question if WWCCAC service provider contracts guarantee minimum volumes. It was noted that there are Bands 1, 2 and 3, wherein different volumes = a dollar amount for certain range of services. Jim provided assurance that there is no concern we would drop below Band 2 for PSWs and noted volumes are monitored very closely for all services. 	
4.5	Informal Board Meeting	<p>Marshall Draper and Michael Delisle gave a brief report of the board's all day strategy retreat. It was observed that past retreats provided time for board members to have more fulsome discussions than is available under the time restrictions of regular board meetings, and that today's meeting provided that opportunity. Michael gave a brief overview of topics discussed – e.g., unified understanding of strategic plan and proper metrics to ensure board is making progress towards strategic goals. Other topics included governance, community engagement, and doing more with less. Michael reported he will bring a record of actions back to the board at a future date.</p>	
5.0	NEXT MEETING	<p>Wednesday, December 14, 2011, in the Guelph office. In-camera meeting at 4:30 p.m. Public Meeting from 6:00 to 8:00 p.m. Informal meeting of the board from 8:00 to 8:30 p.m.</p>	

APPROVAL OF MINUTES

On a motion duly made, seconded and carried unanimously, the above-noted minutes were approved.

Marshall Draper, Chair

Kevin Mercer, Secretary of the Board & CEO

Date: _____