

Board Highlights – September 26, 2012 Meeting

Guelph-ON – The Waterloo Wellington Community Care Access Centre (WWCCAC) Board of Directors met on Wednesday, September 26, 2012. Below are highlights from the meeting discussions.

Members of the public were introduced and the meeting proceeded.

Consent Agenda

Agenda items in the consent items included: previous WWCCAC Board of Directors minutes, CEO report, and the Quarter 1 2012 – 2013 Operating Plan Quarterly Report. There was no request for consent agenda items to be brought forward for discussion.

Standing Reports

The Community Engagement agenda item was deferred.

BUSINESS

Report of the Supervisor

Brenda Flaherty, Ministry of Health Appointed Supervisor for WWCCAC, provided an update on her activities over the past 2 months. Brenda reviewed her supervisor appointed responsibilities as directed by the Ministry of Health:

- To ensure Waterloo Wellington CCAC clients and their families continue to receive the services they need
- Address governance and leadership issues and taking actions that are appropriate and necessary for the proper functioning of the Waterloo Wellington CCAC
- Implement the recommendations contained in the organizational review report
- Work in cooperation with the Board of the Waterloo Wellington CCAC to provide direction to the senior management team, as appropriate
- Provide regular updates to the Ministry and Waterloo Wellington LHIN, as appropriate
- Provide a written report to the Minister of Health and Long-Term Care upon completion of her duties

Brenda explained that the past month marked a significant step in WWCCAC journey to improve coordination and care transitions for targeted populations in Waterloo Wellington. In August, WWCCAC successfully launched the first phase of the Client Care Model, reclassifying clients into targeted population groups (Complex, Chronic, Community Independence and Short-Stay) and assigned Case Managers to new population groups. This model will drive sophisticated care co-ordination (intensive case management,

system navigation and care connection) for residents of Waterloo Wellington; and empower people to self-navigate their care experience. For more information on the Client Care Model adoption journey visit this [link](#).

Concurrent with the model adoption, WWCCAC relocated its Kitchener office to Waterloo, moving approximately 200 staff to a more effective space with additional parking and meeting areas. This move positions the organization for the future as Home and Community services expand to serve more residents.

Ms. Flaherty reported that during these changes staff continued to demonstrate a high level of commitment to quality care. The Board of Directors has been engaged over the past months and a governance review initiated. On September 12, 2012 Brenda appointed Barry Monaghan as Interim CEO, serving until a permanent CEO is hired.

Working closely with Brenda, the WWCCAC Board of Directors, Leadership Team, and staff, Barry will help position the organization for the future. Barry is an experienced executive with extensive health care leadership experience. Barry has experience working with Hospitals, Government, Boards, Physicians, Local Health Integration Networks (LHINs) and Community Services. He is currently working in an advisory capacity with the Ontario Association of Community Care Access Centres supporting strategy development and partner relationships. Barry was the founding CEO of the Toronto Central Local Health Integration Network and brings a solid understanding of a regional approach to health care service delivery.

Kelly Smith will return to her role as Senior Director, Human Resources and Organization Development. Kelly assumed the Interim CEO role while Barry was recruited and provided leadership stability for the organization over the summer. Kelly was recognized for her effective, encouraging leadership.

Service continuity continues to be a main focus for the organization and financial sustainability planning is underway. Ms. Flaherty continues to engage key stakeholders.

A member of the public requested the Board review the media clause within Service Provider Contracts. The Board will receive a full briefing on the media clause at the next board meeting.

The organization continues to move forward with confidence and enthusiasm.

Board Committee Reports

- Governance Committee: The WWCCAC Governance Committee, along with the Finance, Audit and Client Services & Quality Board Committee have undertaken a complete review of WWCCAC Board policies. This review ensures consistency with provincial governance practices, legislation and the local environment. The Board approved Governance recommended adoption of the following revised policies:
 - Research

- Quality Improvement and Monitoring
 - Ethics
 - Privacy and Security of Information
- Finance and Audit Committee: The Committee will bring a full financial report to the next Board meeting. WWCCAC and WWLHIN staff are meeting September 27th to review the 2012 – 2013 WWCCAC funding allocations; and to review WWCCAC proposed planning scenarios to ensure a year end balanced budget. The Board encouraged staff to continue to evolve sophisticated forecasting modeling taking into consideration population trends, service demands and the economic environment. Staff provided an update on the progress made with the Resource Utilization Management Model. This model will provide Case Managers and WWCCAC Management team with the necessary financial information to manage budgets. This work aims to minimize WWCCAC fluctuation in service delivery based on financial situation.

WWLHIN – Strategic Direction Alignment Commitment

Barry Monaghan, Interim CEO provided an overview of WWLHIN strategy design, and the involvement of KPMG's global strategy division to help shape a future orientated, high quality integrated health system for Waterloo Wellington residents.

Gloria Cardoso, Senior Director, Planning, Communications and Community Engagement explained that the WWLHIN sent a memo to all Health Service Providers (August 7, 2012) requesting confirmation of the following:

- Board of Director's commitment to integration
- Clarity regarding organizational alignment with system strategic priorities
- Planned integration activities

The Board was presented with a proposed integration motion and a draft response to "Unified Commitment – Achieving Outcomes for Local Residents".

The Board approved their support of system integration, passing the following motion: "The WWCCAC Board of Directors supports investigating all opportunities to integrate services for the purposes of improving access, improving health and improving system effectiveness. We are committed to build this focus into our strategic plan refresh. As a demonstration of this commitment we direct our CEO to pursue administrative and clinical integration strategies with other service providers and to communicate this commitment to internal and external stakeholders"

The Board endorsed WWCCAC response to the WWLHIN template titled "Unified Commitment – Achieving Outcomes for Local Residents".

Q1 Balanced Score Card Report

Inta Bregis, Senior Director Performance and Accountability and Barbara McKay, Senior Director Client Services provided a high level overview of the report.

The Board requested staff design a high level dashboard that would provide them with a snap shot of key performance indicators. The current report, while informative, is too detailed. Barry Monaghan has collected examples of dashboard and will share with staff. The work to simplify the balanced scorecard will begin and will evolve as the Board refreshes the strategic plan. The cascading of information from a high level dashboard to more detailed information for divisions and departments will also be reviewed.

Amend Authorized Signing Officers

The Board directed Jim Dalgliesh, Senior Director Corporate Services to remove Kevin Mercer as the CEO signing officer replacing him with Barry Monaghan, Interim CEO.

Closed Session: The Board met in a closed session according to Board Governance Policy V-B-7.

Next Meeting

The date of the October 2012 Board of Directors meeting is still to be confirmed.

Learn More

Information about this, previous and future Board meetings are posted to the WWCCAC website at www.ww.ccac-ont.ca click on "About Us, Governance, Board Meetings".

Reference Information:

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September 28, 2012