

**BOARD APPROVED MINUTES
BOARD OF DIRECTORS MEETING**

Wednesday, May 24, 2017

10:00 am to 3:30 pm

**Conference Rooms D/E, Ontario Shores Centre for Mental Health Sciences
700 Gordon Street, Whitby ON L1N 5S9**

Directors Present:

Mr. Louis O'Brien (Chair)
Ms. Amorell Saunders N'Daw (Vice Chair)
Ms. Aileen Ashman (Member)
Mr. David Barlow (Member)
Mr. Patrick Connolly (Member)
Ms. Debbie Doherty (Member)
Ms. Bonnie St. George (Member)
Mr. S. Gopikrishna (Member)
Mr. Michael Nettleton (Member)
Mr. Glenn Rogers (Member)

Staff Present:

Ms. Deborah Hammons (Chief Executive Officer)
Mr. Stewart Sutley (Senior Director, System Finance and Performance Management)
Ms. Katie Cronin-Wood (Director, Special Projects)
Ms. Jeanne Thomas (Interim Senior Director, System Design and Integration)
Ms. Tunde Igli (Senior Consultant, System Finance and Performance Management)
Ms. Kasia Luebke (Lead, System Design and Integration)
Ms. Marilee Suter (Lead, Decision Support)
Ms. Karen O'Brien (Consultant, Public Affairs/ Community Engagement)
Ms. Sheila Rogoski (Executive Coordinator)
Ms. Jennifer Persaud (Governance Coordinator)
Ms. Vinitha Navarathinam (Corporate Governance Administrative Assistant, Minutes Recorder)

Mr. Louis O'Brien, Chair of the Central East Local Health Integration Network (the "Central East LHIN") Board of Directors, chaired the meeting. Mr. O'Brien thanked staff at Ontario Shores Centre for Mental Health Sciences for their hospitality in accommodating the Central East LHIN Board meeting and for the informative tour offered prior to the meeting.

1.1 MEETING CALLED TO ORDER

Mr. O'Brien called the meeting to order at 10:00 am and welcomed the members of the public to the Central East LHIN open Board meeting.

Constitution of Meeting and Quorum

Notice of the meeting having been properly given to the public and to each Board member, and a quorum of Board members being present at the meeting, Mr. O'Brien declared the meeting duly constituted for the transaction of business.

1.2 PATIENT STORY

Mr. O'Brien made reference to a video story circulated in the Board package regarding a patient's coordinated health care journey. The video can be viewed online - <https://www.youtube.com/watch?v=ILpiW4oO5kE>

2.1 CONSENT AGENDA

Prior to introducing the motion, Mr. O'Brien asked if there were any items on the consent agenda requiring further discussion.

- MOTION:** By Mr. Gopikrishna
Be it resolved that the consent agenda of the May 24, 2017 meeting of the Central East LHIN Board of Directors be approved.
- Included are the following items for approval:
 - Board meeting agenda: May 24, 2017
 - Board meeting minutes: April 26, 2017
 - CEO Report to the Board
 - Chair's Report to the Board
 - Hospital Working Funds Initiative Reports

SECONDED: Mr. Nettleton

MOTION CARRIED

2.2 DECLARATION OF CONFLICTS OF INTEREST

Mr. O'Brien requested that those in attendance declare any conflicts of interest. There were no conflicts raised by members in attendance.

4.1 ENTITÉ #4 – ANNUAL REPORT

Mr. O'Brien welcomed Mr. Yves Lévesque, Board Chair and Ms. Estelle Duchon, Executive Director of Entité #4, to report on the role of the Entité and the initiatives in the Central East LHIN. Ms. Duchon walked members of the Board through the Joint French Language Services Strategy for 2016-2019 and highlighted the following four priority sectors that are focused on:

- Primary Care
- Palliative Care
- Mental Health and Addictions
- Home and Community Care

Members of the Board thanked Mr. Lévesque and Ms. Duchon for their presentation.

5.1 BUSINESS ARISING FROM LAST MEETING OF APRIL 26, 2017

Mr. O'Brien asked for any business arising from the last Board meeting on April 26, 2017.

There were no items of business arising raised by members of the Board.

5.2 2017/18 HOSPITAL FUNDING ALLOCATIONS

Mr. Stewart Sutley, Senior Director System Finance Performance Management, provided an overview to the Board on the 2017/18 hospital funding allocations forecasted for this Fiscal Year.

Health System Funding Reform (HSFR) Allocations

It was reported that Lakeridge Health, Northumberland Hills Hospital, Peterborough Regional Health Centre, Ross Memorial Hospital and Scarborough and Rouge Hospital are eligible to receive HSFR funding and that no new LHIN-managed Quality-Based Procedures are being introduced for 2017/18.

Targeted Investments

Mr. Sutley indicated that investments locally are being targeted in the following areas, both on an ongoing and one-time basis:

- Medium-Sized Hospital Funding;
- High-Growth Hospital Funding;
- Provincial Priority Program Funding;
- Sustainability Investment Funding;
- Critical Care Capacity Funding; and
- Wait Times Funding.

It was noted that a total of \$11,459,000 of Emergency Department Pay-For-Results funding was provided to seven (7) Central East LHIN hospitals and a total of \$2,859,700 was invested in three (3) small hospitals and specialty mental health hospitals in the Central East LHIN.

Members of the Board thanked Mr. Sutley for the presentation and requested a report back on the unallocated pay-for-results funding at a future meeting.

5.3 NORTHUMBERLAND HILLS HOSPITAL QUARTERLY HIP REPORTING

Mr. O'Brien welcomed Ms. Linda Davis, President and Chief Executive Officer of Northumberland Hills Hospital (NHH), Ms. Beth Selby, Vice Chair, Board of Directors of NHH and Mr. Leo Boyle, Regional Vice President of Finance, who presented an update on NHH's current and future financial projections.

Ms. Davis reported on the recommendations from the Hospital Improvement Plan (HIP) that have been implemented, however there were no savings to be found. The plan estimated an efficiency savings of approximately \$2.8M. It was noted that NHH attained \$1.33M in savings for the HIP implementation and a one-

time costs of \$569,286 left a net savings of \$760,714 in 2016/17 and with further savings, NHH has captured \$1.65M in total savings for 2017/18.

Mr. Boyle indicated that NHH has made the following assumptions to achieve a balanced position for FY 2017/18:

- Additional base funding received in 2016-17 will help offset cost pressures in 2017/18
- Part year HIP savings realized in 2016/17 will be annualized in 2017/18
- Overall 1.4% increase in new collective bargaining contracts
- Electricity rate increase will be limited to the increase in the Consumer Price Index
- A reduction in surge costs from 2016/17 results based on multi-year average costs

It was noted that NHH is expected to achieve a balanced budget for FY 2018/19 through assuming a funding increase of 1% to 2% and through additional ongoing savings through HIP initiatives.

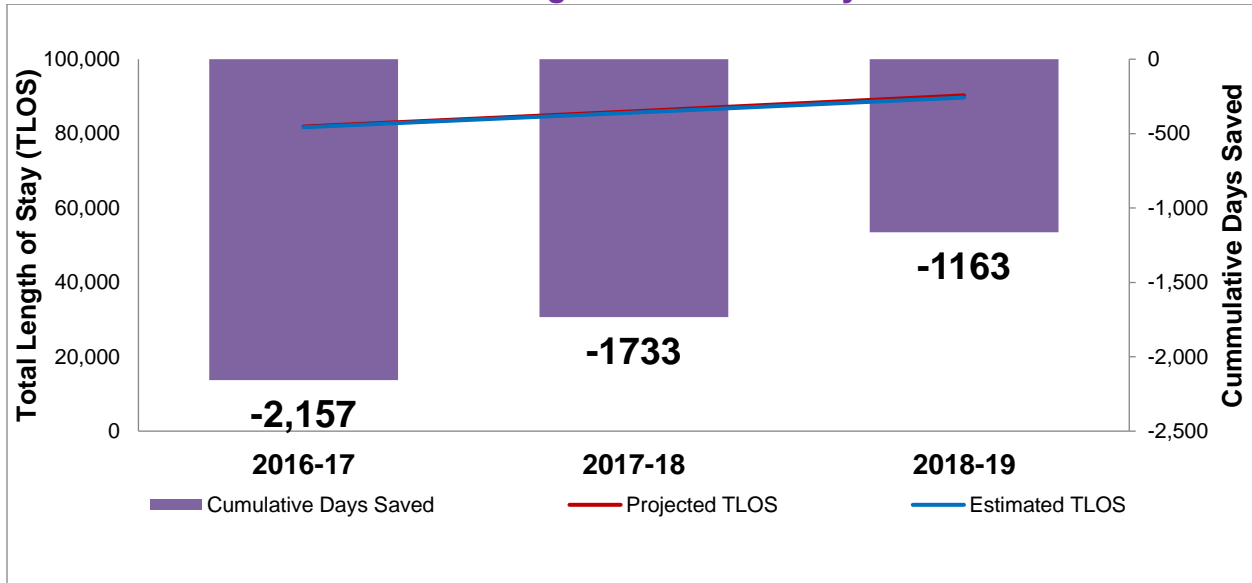
5.4 UPDATE ON CENTRAL EAST LHIN STRATEGIC AIMS

Vascular Aim

Continue to improve the vascular health of people to live healthier at home by spending 6,000 fewer days in hospital and reducing hospital readmissions for vascular conditions by 11% by 2019.

Ms. Marilee Suter, Lead, Decision Support, reviewed the performance metric for Vascular Health and the supporting indicators:

Vascular Strategic Aim: Total Days Saved



Indicator	Baseline	CE LHIN Target (MOHLTC or ON Target)	Time Period for Current Performance	Current Performance	Current Status	Direction
30-Day Readmission for select HIG (Cardiovascular) (Goal: decrease) ¹	14.2%	13.0%	16/17 Q1	14.9%	●	➔
30-Day Readmission for select HIG (CHF) (Goal: decrease) ¹	23.1%	20.8%	16/17 Q1	20.5%	●	➔
30-Day Readmission for select HIG (COPD) (Goal: decrease) ¹	18.5%	20.1%	16/17 Q1	21.8%	●	➔
30-Day Readmission for select HIG (Diabetes) (Goal: decrease) ¹	13.3%	14.9%	16/17 Q1	10.4%	●	➔
Percentage ALC days (stroke) (Goal: decrease)	23.7%	21.4%	16/17 Q2	34.1%	●	➔
Proportion of acute stroke (excluding TIA) patients discharged from acute care and admitted to inpatient rehabilitation (Goal: increase)	34.7%	47.8%	FY 15/16	41.8%	●	➔
Proportion of stroke/TIA patients treated on a stroke unit any time during their inpatient stay (Goal: increase)	31.9%	78.7%	FY 15/16	55.3%	●	➔
Note: 1 Italicized font indicates a MOHLTC calculated target or an Ontario target.						

Ms. Kasia Luebke, Lead, SDI, walked members of the Board through an update on the Vascular Health Initiatives underway at the Central East LHIN, this included the following:

- Cardiac Rehabilitation and Secondary Prevention (CRSP);
- Vascular Surgical Program;
- Ontario Renal Network (ORN);
- Stroke;
- Centralized Diabetes Intake (CDI);
- Diabetes Education Programs (DEP);
- Centre for Complex Diabetes Care (CCDC);
- Telehomecare; and
- Self-Management Program.

Next steps under the Vascular Health Aim include:

- Further implementation of Vascular Health Strategic Aim initiatives as outlined in the Integrated Health Service Plan (IHSP 4) 2016-2019 and Annual Business Plan 2017/18;
- Collaborate with the Vascular Health Strategic Aim Coalition and key stakeholders to design, implement, and evaluate programs that strengthen integrative health services and their delivery across the Central East LHIN;
- Re-evaluate and establish new Diabetes Education Program (DEP) targets for 2017/18;
- Integrate Vascular Health Strategic Aim within sub-region planning; and
- Improve transitions between programs supporting vascular clients across the continuum of care.

5.5 CAPITAL PROJECTS SUMMARY

Ms. Tunde Igli, Senior Consultant, SFPM, provided a status update on all current capital projects involving Central East LHIN's Scarborough, Durham and North East clusters for the Board's information.

6.1 URGENT PRIORITY FUNDS (UPF) ALLOCATION OVERVIEW

Mr. Sutley presented an overview of Urgent Priority Funding and noted that as of April 1, 2017, the Central East LHIN had \$3,683,298 in UPF available for one-time or base allocations that were outlined for the Board's decision.

MOTION:

Mr. Nettleton

Be it resolved that the Central East Local Health Integration Network Board of Directors approve two initiatives and associated performance obligations for Urgent Priorities Fund allocations totaling \$1,749,558 in 2017/18, as follows:

1. Cardiovascular Rehabilitation and Secondary Prevention (CRSP) services at the Scarborough and Rouge Hospital (\$1,001,418); and
2. 15 Convalescent Care Program beds at Glen Hill Terrace – Strathaven Lifecare Centre (\$748,140).

Be it further resolved that the Central East LHIN Board of Directors delegate authority to the Central East LHIN Chief Executive Officer to provide funding above \$748,140 in 2017/18 for the Convalescent Care Program beds at the Glen Hills Terrace – Strathaven Lifecare Centre if required to be in alignment with any in-year rate changes by the Ministry of Health and Long-Term Care.

SECONDED:

Ms. Ashman

MOTION CARRIED

6.2 ANNUAL BUSINESS PLAN

Ms. Jeanne Thomas, Interim Senior Director, System Design and Integration, presented the Central East LHIN 2017/18 Draft Annual Business Plan (ABP). Ms. Thomas referenced the ten (10) key priorities outlined in the Ministry's mandate letter and noted that all priority areas are supported by multiple Central East LHIN programs and projects. It was communicated that the final ABP will be submitted to the Ministry by June 16, 2017, pending approval from the Central East LHIN Board and further status updates will be presented at a future Board meeting along with a report back on the LHIN-wide Opioid Strategy.

MOTION:

Ms. Doherty

Be it resolved that the Central East Local Health Integration Network Board of Directors approve the DRAFT 2017/18 Central East LHIN Annual Business Plan and authorize the Chief Executive Officer to apply any revisions received from the Ministry of Health and Long-Term Care before submitting the FINAL version by June 16, 2017.

And further be it resolved that the Chief Executive Officer provide a report back to the Board on the substantial changes included in the FINAL version of the 2017/18 Central East LHIN Annual Business Plan at the next meeting.

SECONDED:

Mr. Rogers

MOTION CARRIED

6.3 REPORT BACK 2016/17 REALLOCATIONS

Mr. Sutley reported back on the 2016/17 funding reallocations and noted that a total of \$3,212,139 was reallocated to the following funded initiatives:

Sector	Initiatives	Reallocated (\$)
All Sectors	Approved HSIPs and one-time requests for service enhancements, one-time capital requirements and one-time pressures	\$922,501
LTCH	BIA	\$504,360
Hospital	QBP In-year Reallocation	\$496,410
CSS	Vehicle Replacements	\$481,830
Hospital	Additional Magnetic Resonance Imaging (MRI) Hours	\$477,855
CHC	Syrian Refugee Resettlement	\$130,000
Community Care Access Centre	Surge Pressures	\$103,000
CSS	2016/17 Community Investments – Assisted Living Services for High Risk Seniors (ALSHRS)	\$96,183
	Total	\$3,212,139

6.4 DELEGATION OF AUTHORITY POLICY

Ms. Hammons provided an overview of the Delegation of Authority policy and highlighted the changes being recommended to ensure the combined operations of the Central East LHIN and Central East CCAC will continue in an efficient manner and remain in compliance with the applicable Directives. Ms. Hammons tabled the following motion for the Board’s approval.

MOTION: Mr. Connolly
 Be it resolved that the Central East Local Health Integration Network Board of Directors approve the Delegation of Authority Policy.

SECONDED: Ms. Saunders N’Daw

MOTION CARRIED

6.5 REPORT OF THE AUDIT AND FINANCE COMMITTEE

Mr. Patrick Connolly, Chair, Audit and Finance Committee provided a report on the business tabled at the May 16, 2017 meeting of the Audit and Finance Committee. It was noted that the Committee met with the Auditors to review the Draft Audited Financial Statements. Mr. Connolly provided a summary of the Draft Audited Financial Statements and noted that no major risks or adjustments were identified.

MOTION: Mr. Connolly
Be it resolved that the Central East Local Health Integration Network Board of Directors approve the DRAFT Audited Financial Statements (Deloitte) for the fiscal year April 1, 2016 to March 31, 2017 and authorize that these statements be signed.

SECONDED: Mr. Barlow

MOTION CARRIED

MOTION: Mr. Connolly
Be it resolved that the Central East Local Health Integration Network Board of Directors approve the following Governance Policies:

- Home and Community Care (Patient Services Policies)
- Incident/Emergency Planning; Incident Emergency Response Plan; Business Continuity Plan; Pandemic Influenza Plan
- Business Operations Manual

SECONDED: Mr. Barlow

MOTION CARRIED

MOTION: Mr. Connolly
Be it resolved that the Central East Local Health Integration Network Board of Directors receive the Chair's report of the Audit and Finance Committee meeting from May 16, 2017.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

6.6 LHIN RENEWAL

Ms. Hammons provided an update to the Board on LHIN – CCAC integration activities and noted that plans are underway for the transition of the Central East CCAC to the Central East LHIN to take effect on Wednesday June 21, 2017.

6.7 CEO HIGHLIGHTS

Ms. Hammons presented the CEO report for review and questions.

7.0 MOVED INTO CLOSED SESSION

MOTION: By Mr. Nettleton
Be it resolved that the Board of Directors move into closed session, pursuant to Section 9, subsection 5 of the Local Health System Integration Act (LHSIA) to:
√ consider a matter that concerns personal or public interest
√ consider a matter that would prejudice legal proceedings; and
√ consider a personnel matter.

And that the following Central East LHIN staff, Deborah Hammons, Stewart Sutley, Jeanne Thomas, Katie Cronin-Wood, Karen O'Brien, Sheila Rogoski, Jennifer Persaud and Vinitha Navarathinam and the following Central East CCAC Staff, Kathy Ramsay join the Board in the closed session.

SECONDED: Ms. Doherty

MOTION CARRIED

12.1 REPORT ON CLOSED SESSION

Upon reconvening to the open session, Mr. O'Brien reported that during the in-camera session the Board discussed details pertaining to personnel, consider a matter concerning personal or public interest and matters that could prejudice legal proceedings.

MOTION: By Ms. Saunders N'Daw
Be it resolved that the Chair's report of the May 24, 2017 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Mr. S. Gopikrishna

MOTION CARRIED

12.2 MOTION OF TERMINATION

MOTION: By Mr. Rogers
Be it resolved that the May 24, 2017 Central East LHIN Board meeting be adjourned.

SECONDED: Ms. St. George

MOTION CARRIED

The meeting was terminated at 3:30 PM
ORIGINAL SIGNED BY

Louis O'Brien
Chair, Central East LHIN

ORIGINAL SIGNED BY

Deborah Hammons
Chief Executive Officer, Board Secretary