

**BOARD APPROVED MINUTES  
BOARD OF DIRECTORS MEETING**

**Wednesday, November 28, 2018**

**11:00 am to 4:30 pm**

**Ajax-Pickering Room, Central East LHIN, Whitby Branch  
920 Champlain Ct, Whitby ON, L1N 6K9**

- Directors Present:** Ms. Amorell Saunders N'Daw (Acting Chair)  
Ms. Elaine Aimone (Member)  
Ms. Aileen Ashman (Member)  
Mr. David Barlow (Member)  
Mr. Patrick Connolly (Member)  
Ms. Debbie Doherty (Member)  
Mr. S. Gopikrishna (Member)  
Mr. Michael Nettleton (Member)  
Mr. Glenn Rogers (Member)
- Directors Regret:** Mr. Louis O'Brien (Chair)  
Ms. Bonnie St. George (Member)
- Guests:** Ms. Anne-Marie Yaraskavitch (Co-Chair, Central East LHIN Patient and Family Advisory Committee)  
Mr. Aaron Berk (Engagement Partner, KPMG)  
Dr. Ilan Fischler (Mental Health and Addictions Physician Lead)  
Mr. Scott Pepin (Mental Health and Addictions Regional Director)  
Mr. Tom McHugh (Executive Vice-President, Clinical Programs)
- Staff Present:** Mr. Stewart Sutley (Acting Interim Chief Executive Officer)  
Ms. Lisa Burden (Vice President, Home and Community Care)  
Ms. Shelley Dagherne (Vice President, Finance and Corporate Services)  
Ms. Katie Cronin-Wood (Director, Strategic Communications and Stakeholder Engagement)  
Mr. Marco Aguila (Vice President, Human Resources and Organizational Development)  
Ms. Sueanne Balgobin (Governance Coordinator)  
Ms. Sheila Stirling (Interim Executive Coordinator)  
Ms. Marilee Suter (Director, Decision Support)

Ms. Kasia Luebke (Director, Health System Strategy, Integration, Planning and Performance)  
Ms. Wanda Parrot (Director, Home and Community Care)  
Ms. Jai Mills (Director, Health System Strategy, Integration, Planning and Performance)  
Ms. Vinitha Navarathinam (Corporate Governance Administrative Assistant, Minutes Recorder)

Ms. Amorell Saunders N'Daw, Acting Chair of the Central East Local Health Integration Network (the "Central East LHIN") Board of Directors, chaired the meeting.

### **1.1 MEETING CALLED TO ORDER**

Ms. Saunders N'Daw called the meeting to order at 11:00 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, Ms. Saunders N'Daw declared the meeting duly constituted for the transaction of business.

### **1.2 PATIENT STORY**

Ms. Katie Cronin-Wood, Director, Strategic Communications and Stakeholder Engagement, welcomed Ms. Anne-Marie Yaraskavitch, Co-Chair of the Central East LHIN's Patient and Family Advisory Committee (PFAC) and member of the Central East LHIN Seniors Care Network, who shared her personal experience as a caregiver supporting loved ones with cardiovascular disease, diabetes, dementia and cancer. Ms. Yaraskavitch presented the following recommendations to help improve the system of care and support for patients and caregivers:

- Closely monitor the health and wellbeing of the caregiver
- Education materials on potential long-term negative impacts on one's health
- Geriatric Emergency Management (GEM) nurses be in place in all Central East LHIN hospitals and that assessments be available 24/7
- Timely access to the services provided at the Geriatric Assessment and Intervention Network (GAIN) clinics
- Access to Primary Care Memory Clinics be available for all residents within our LHIN

- LHIN's Behavioral Support training continue to be extended to staff to ensure quality of care when working with older adults.

Members of the Board thanked Ms. Yaraskavitch for joining the Central East LHIN Board and sharing her story and recommendations and Ms. Saunders N'Daw noted that the PFAC Committee members have been invited to the next Quality Committee meeting which is scheduled to take place on December 12, 2018.

## **2.1 DECLARATION OF CONFLICTS OF INTEREST**

Ms. Saunders N'Daw requested that those in attendance declare any conflicts of interest.

## **2.2 CONSENT AGENDA**

Prior to introducing the motion, Ms. Saunders N'Daw asked if there were any items on the consent agenda requiring further discussion.

### **MOTION:**

By Mr. Connolly

Be it resolved that the consent agenda of the November 28, 2018 meeting of the Central East LHIN Board of Directors be approved. Included are the following items for approval:

- Approval of the Agenda
- Approval of the Minutes for October 24, 2018, October 31, 2018 and amended minutes of November 20, 2018
- Chair's Report to the Board
- Board Retreat Summary

**SECONDED:** Mr. Gopikrishna

### **MOTION CARRIED**

## **4.1 BUSINESS ARISING FROM THE LAST MEETING OF OCTOBER 24, 2018**

Ms. Saunders N'Daw asked for any business arising from the last Board meeting on October 24, 2018.

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

## 5.1 VASCULAR HEALTH AIM UPDATE

### Vascular Health Strategic 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 admissions for vascular conditions by 11% by 2019.*

Ms. Kasia Luebke, Director, Health System Strategy, Integration, Planning and Performance reported on the performance metrics for the vascular health strategic aim and indicated that based on the Q4 2017/18 performance, the Central East LHIN is currently not on track to reach 6,000 days saved by 2019.

Ms. Luebke and Ms. Wanda Parrot, Director, Home and Community Care, walked members of the Board through the new comprehensive governance structure which is underway at the Central East LHIN to advance the vascular health strategic aim. The workplan and a summary of next steps was outlined along with the current status of initiatives and key accomplishments of the four sub-committees, namely diabetes, cardiac, stroke and wound care.

## 5.2 CEO HIGHLIGHTS

Mr. Sutley presented the CEO highlight for review and questions.

It was announced that Jane Sager, Director of the LHIN Liaison Branch, Ministry of Health and Long-Term Care, would be retiring effective December 14, 2018. We wish her all the best in her future endeavors. A further staffing announcement regarding the Director of the LHIN Liaison Branch has not been made.

## 5.3 MENTAL HEALTH AND ADDICTIONS AIM UPDATE

### Mental Health and Addictions (MHA) Strategic Aim

*Continue to support people to achieve an optimal level of mental health and live healthier at home by spending 15,000 fewer days in hospital and reducing repeat unscheduled emergency department visits for reasons of MHA by 13% by 2019*

Ms. Jai Mills, Director, Health System Strategy, Integration, Planning and Performance, reported on the measurement and progress of the mental health and addictions aim and supporting indicators. It was indicated that based on the Q4 2017/18 performance, the Central East LHIN is on track to exceed the goal of 15,000 days saved by 2019. Dr. Ilan Fischler, MHA Physician Lead, and Mr. Scott Pepin, MHA Regional Director, were acknowledged for their attendance at the meeting.

Ms. Mills walked members of the Board through an update on the Central East LHIN Regional MHA plan and strategy related initiatives. The next steps were outlined as follows:

- Implement Phase 2 IASPO sites, as confirmed
- Continue to support Year 2 deliverables for the Opioid Strategy Implementation Plan
- Continue to work with the MHA Advisory Committee regarding their shared recommendations and focus on:
  - Investment in the provision of a target basket of services that spans the continuum of client needs and is integrated with multi-disciplinary partnerships in the delivery model; and
  - Development of a LHIN-wide evidence-based approach for consistent, quality service delivery that optimizes client wellness and health outcomes
- MHA Executive Committee to receive the final Coordinated Access Model for its review and approval
- Ongoing Lunch & Learn opportunities from Central East LHIN staff including the November 23, 2018 webinar on Gender Journey's and upcoming Opioid Overview and Naloxone Training at Central East LHIN sites.

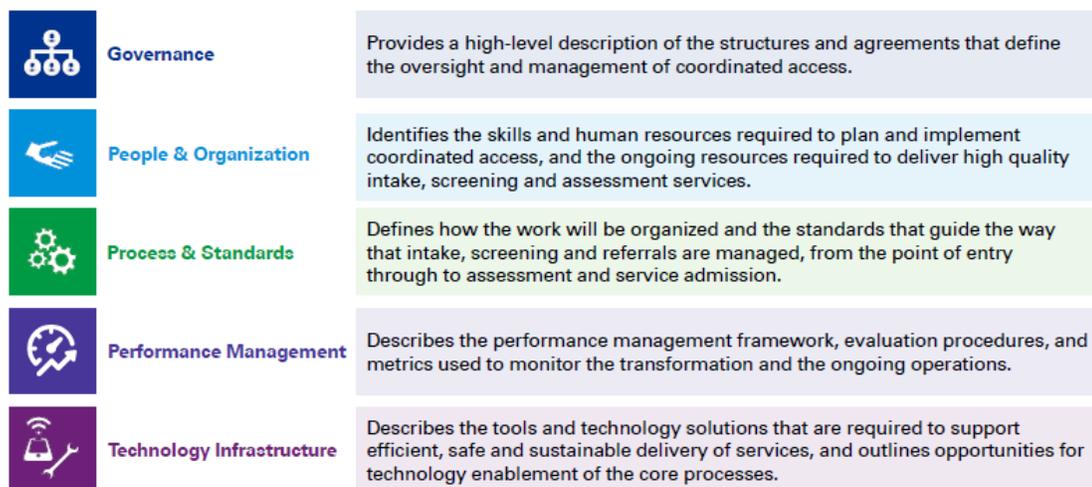
#### **5.4 CENTRAL EAST LOCAL HEALTH INTEGRATION NETWORK REGIONAL MENTAL HEALTH AND ADDICTIONS COORDINATED ACCESS MODEL**

Ms. Saunders N'Daw welcomed Mr. Aaron Berk, Engagement Partner, KPMG who provided an overview of the Central East LHIN Regional Mental Health and Addictions Coordinated Access Model. Mr. Berk highlighted the key challenges from the current state analysis and noted that the development of an effective Coordinated Access Model will help to address the challenges by smoothing demand across multiple organizations, increasing system efficiency by reducing duplication, standardizing intake processes across the regions and improving communications and coordination among service providers. The high-level implementation plan consists of four main phases of work as seen below:



\* A regional framework will assist in defining what services are offered by community services vs. acute care vs. tertiary care.

Mr. Berk noted that the successful roll-out of the Coordinated Access Model is dependent on five key enablers which will form the basis of five workstreams and associated working groups to drive the implementation plan forward:



Members of the Board thanked Mr. Berk, stakeholders and families for all the hard work that went into developing this report.

**MOTION:** By Ms. Ashman  
Be it resolved that the Central East Local Health Integration Network Board of Directors receives the Central East Local Health Integration Network Regional Mental Health and Addictions Coordinated Access Model report dated November 12, 2018 and offers their thanks to the many individuals and organizations, especially those with lived experiences, who contributed to the development of the report.

In recognition of the ongoing importance to improve the delivery of Mental Health and Addictions Services, the Central East Local Health Integration Network Board of Directors direct staff to continue to work with the Mental Health and Addictions Executive Committee to develop a comprehensive Coordinated Access implementation plan, in consultation with relevant stakeholders, to be presented to the Board before the end of the fiscal 2018/19, for the Board's consideration.

**SECONDED:** Ms. Doherty

**MOTION CARRIED**

#### **5.5 REPORT OF GOVERNANCE AND COMMUNITY NOMINATION COMMITTEE**

Mr. Gopikrishna, Chair of the Governance and Community Nominations Committee, provided a report on the business tabled at the October 31, 2018 meeting of the Governance and Community Nominations Committee. The Committee reviewed the outcomes of the Board Retreat that took place on September 6, 2018. It was noted that Mr. David Barlow presented a proposed Terms of Reference in relation to the new governance structures of the Committees. Mr. Gopikrishna indicated that a review of the Committee's 2018/19 work plan was completed.

**MOTION:** By Ms. Doherty  
Be it resolved that the Committee Chair's report of the October 31<sup>st</sup>, 2018 Governance and Community Nominations Committee meeting be received by the Central East LHIN Board of Directors.

**SECONDED:** Ms. Ashman

**MOTION CARRIED**

#### **5.6 REPORT OF THE AUDIT AND FINANCE COMMITTEE**

Mr. Patrick Connolly, Chair of the Audit and Finance Committee, provided a report on the business tabled at the November 21, 2018 meeting of the Audit and Finance

Committee. The Committee reviewed the Board Expenses and Per Diem claims for Q2 2018/19. A review of the IT Availability Report for September 2018 and the LHIN Operational Financial Update were completed. Mr. David Barlow briefed the Committee of the work to date on the revised Terms of References. Mr. Connolly noted that the Q3 2018/19 Declaration of Compliance report will be tabled at the next Board meeting in December.

**MOTION:** By Mr. Connolly  
Be it resolved that the Committee Chair's report of the November 21<sup>st</sup>, 2018 Audit and Finance Committee meeting be received by the Central East LHIN Board of Directors.

**SECONDED:** Mr. Gopikrishna

**MOTION CARRIED**

#### **5.7 ROSS MEMORIAL HOSPITAL'S 2018-20 HOSPITAL SERVICE ACCOUNTABILITY AGREEMENT UPDATE**

Mr. Sutley provided an update on the 2018-2020 Hospital Service Accountability Agreement (HSAA) with Ross Memorial Hospital. It was noted that the Ministry of Health and Long-Term Care (MOHLTC) and the Central East LHIN have identified four key funding affecting Ross Memorial Hospital:

1. April 4, 2018 – base funding increases through several initiatives, including Health System Funding Reform (HSFR) and Medium-Sized Hospital Funding (\$1.2M);
2. May 18, 2018 – base funding increase to address operating pressures (\$2.5M);
3. May 18, 2018 – one-time investment to increase surge bed capacity of (\$0.76M); and
4. October 25, 2018 – one-time investment to maintain critical system capacity (\$1.464M).

It was noted that the Central East LHIN has made discretionary funding allocations to RMH at a smaller magnitude and to date Ross Memorial Hospital has received an overall net total of \$7.4M in additional funding in 2018/19.

It was indicated that Ross Memorial Hospital will continue to gather additional analysis and insights related to the complexity of changes in trending for the consideration of the 2019/20 Hospital Accountability Planning Submissions, which is anticipated in January 2019. A recommendation was tabled for the Board to approve the proposed 2018-20 HSAA with RMH, effective December 1, 2018.

**MOTION:** By Mr. Barlow

Be it resolved that the Central East Local Health Integration Network Board of Directors approve the proposed 2018-20 Hospital Service Accountability Agreement (HSAA) with Ross Memorial Hospital effective December 1, 2018.

Be it further resolved that the Board of Directors of the Central East Local Health Integration Network authorizes the Board Chair and Interim Chief Executive Officer to execute the HSAA on behalf of the Central East Local Health Integration Network.

**SECONDED:** Ms. Ashman

**MOTION CARRIED**

## **7.0 MOVED INTO CLOSED SESSION**

**MOTION:** By Mr. Connolly

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, Stewart Sutley, Lisa Burden, Shelley Dagherne, Katie Cronin-Wood, Marco Aguila, Jai Mills, Tünde Igli, Michelle Nurse, Cindy Massey Straus, Irem Ali, Kasia Luebke, Jeanne Thomas, Sheila Stirling, Sueanne Balgobin and Vinitha Navarathinam join the Board in the closed session.

**SECONDED:** Ms. Ashman

**MOTION CARRIED**

## **11.1 REPORT ON CLOSED SESSION**

*Upon reconvening to the open session, Ms. Saunders N'Daw 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. Aimone  
Be it resolved that the Chair's report of the November 21, 2018 closed session be received and approved, and further that there will be follow up on the actions discussed.

**SECONDED:** Mr. Rogers

**MOTION CARRIED**

## 11.2 **MOTION OF TERMINATION**

**MOTION:** By Ms. Ashman  
Be it resolved that the November 28, 2018 Central East LHIN Board meeting be terminated.

**SECONDED:** Ms. Doherty

**MOTION CARRIED**

The meeting was terminated at 4:30 pm.

**ORIGINAL SIGNED BY**

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Amorell Saunders N'Daw  
Acting Chair, Central East LHIN

**ORIGINAL SIGNED BY**

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Stewart Sutley  
Acting Interim Chief Executive  
Officer  
Board Secretary