

**BOARD APPROVED MINUTES
BOARD OF DIRECTORS MEETING**

Wednesday, September 27, 2017

12:00 pm to 5:30 pm

**Ajax/Pickering Room, Central East LHIN – Whitby Branch
920 Champlain Crt, Whitby ON, L1N 6K9**

Directors Present: Mr. Louis O'Brien (Chair)
Ms. Amorell Saunders N'Daw (Vice Chair)
Ms. Elaine Aimone (Member)
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)

Directors Regrets: Mr. Glenn Rogers (Member)

Staff Present: Ms. Deborah Hammons (Chief Executive Officer)
Mr. Stewart Sutley (Vice President, Health System Strategy, Integration, Planning and Performance)
Ms. Lisa Burden (Vice President, Home and Community Care)
Dr. Barry Guppy (Vice President, Clinical)
Mr. Marco Aguila (Vice President, Human Resources and Organizational Development)
Ms. Shelley Dagorne (Vice President, Finance and Corporate Services)
Mr. David Stringer (Special Advisor, Finance and Corporate Services)
Ms. Katie Cronin-Wood (Director, Strategic Communications and Stakeholder Relations)
Ms. Jai Mills (Director, Health System Strategy, Integration, Planning and Performance)
Ms. Karen O'Brien (Manager, Community Engagement and Outreach)
Mr. Irem Ali (Manager, Contract Management, Performance and Accountability)
Ms. Jenny Greensmith (Lead, Health System Strategy, Integration, Planning and Performance)

Ms. Tunde Igli (Director, Finance and Risk Management)
Ms. Michelle Nurse (Director, Contract Management,
Performance and Accountability, Health System Strategy,
Integration, Planning and Performance)
Ms. Sheila Rogoski (Executive Coordinator)
Ms. Jennifer Persaud (Governance Coordinator)
Ms. Alison Pickles (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.

1.1 MEETING CALLED TO ORDER

Mr. O'Brien called the meeting to order at 12:05 pm 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 family's experience with the Central East LHIN Community Palliative Care Nurse Practitioner Program, the video clip can be viewed here: <https://www.youtube.com/watch?v=GGl8CXpcheU>. Ms. Cronin-Wood gave a brief description of the video.

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 September 27, 2017 meeting of the Central East LHIN Board of Directors be approved.

- Included are the following items for approval:
 - Board meeting agenda: September 27, 2017
 - Board meeting minutes: June 28, 2017; July 12, 2017
 - Chair's Report to the Board

SECONDED: Mr. Connolly

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.

5.1 BUSINESS ARISING FROM LAST MEETING OF JUNE 28, 2017

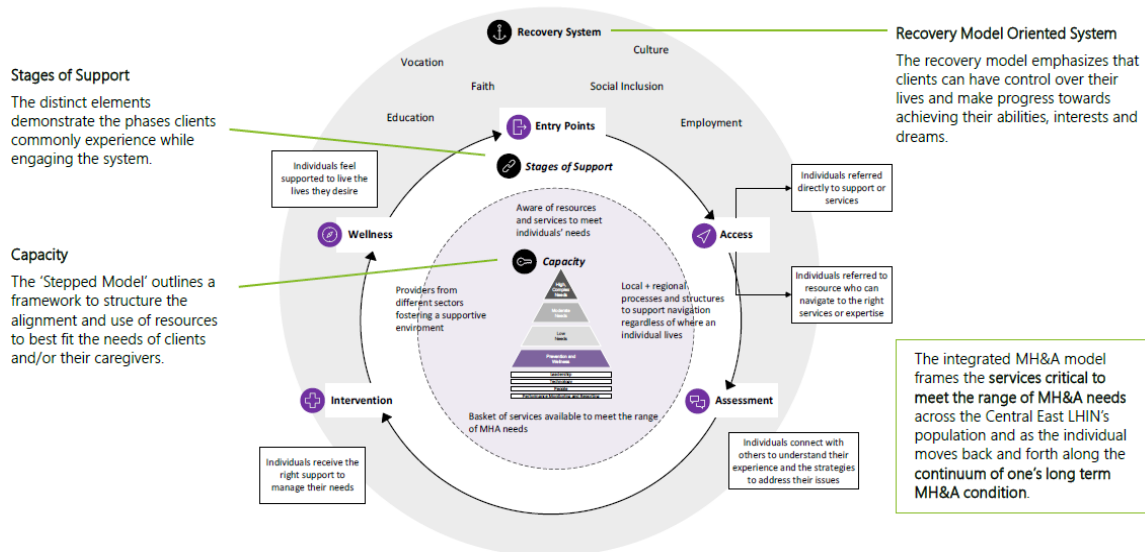
Mr. O'Brien asked for any business arising from the last Board meeting on June 28, 2017.

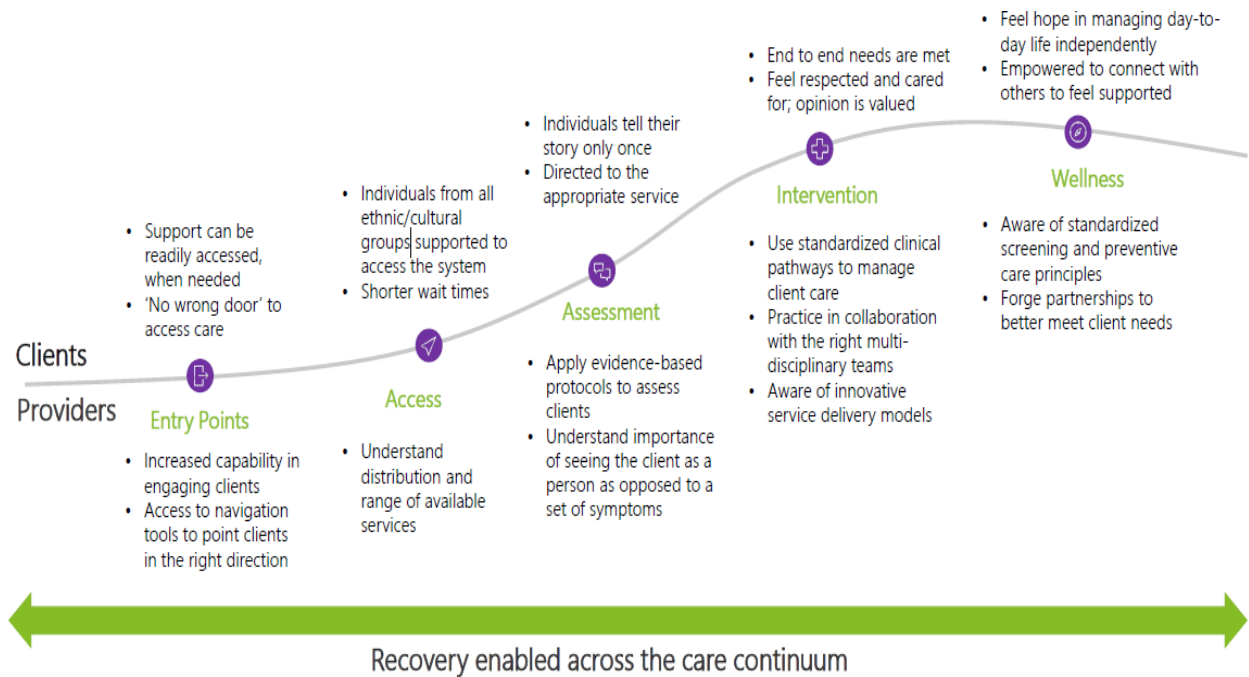
There were no items of business arising raised by members of the Board.

5.2 REGIONAL CENTRAL EAST LHIN MENTAL HEALTH AND ADDICTIONS PLAN – STAFF RECOMMENDATIONS

Ms. Jai Mills, Director, Health System Strategy, Integration, Planning and Performance, provided an overview to the Board on the staff analysis of the Deloitte Report on Mental Health and Addictions System Review. Ms. Mills discussed the strengths and challenges that were noted as well as the Integration of a Recovery Philosophy and Stepped Model seen below:

A complementary framework to inform the design of an integrated MH&A system





Ms. Mills reviewed the non-linear nature of recovery, pictured above, and discussed a patient's need to be able to move through all the stages depending on what they require.

The six (6) recommendations outlined in the Report were proposed by staff for the Board's approval for implementation in the Central East LHIN:

1. Improve access and coordination of MHA services to connect clients to the right care at the right time
2. Invest in the provision of a targeted basket of services that spans the continuum of client needs, and integrates multi-disciplinary partnerships
3. Develop and implement a LHIN-wide evidence based approach for consistent, quality services delivery that optimizes client wellness and health outcomes
4. Define and implement a leadership structure that leads the transformation of the MHA system and provides leadership for system-wide accountability towards realizing the future state vision
5. Integrate relevant information systems and develop an information management platform to enable advanced decision support and analytic capabilities required to strategically manage system performance and inform ongoing quality improvement
6. Develop and implement a human health resources strategy across sectors that builds capacity and capability to support an integrated MHA system

Members of the Board thanked Central East LHIN staff for all the hard work that went into this report and encouraged staff to move forward with next steps for implementation of the recommendations.

MOTION:

By Mr. Nettleton

Be it resolved that the Central East LHIN Board direct staff to move forward with the following six recommendations of the *Central East LHIN Mental Health and Addictions System Review Report*, as prepared by Deloitte, in order to create a transformed Central East LHIN Mental Health and Addictions (MHA) service system.

- **Recommendation # 4:** Formally launch the Central East LHIN MHA Leadership Structure to drive the transformation agenda. This includes establishment of the following:
 - *Executive Committee:* To provide leadership and oversight for all system transformation work
 - *Advisory Committee:* To provide feedback and advise the Executive Committee, including actively informing strategic priority setting
 - *Action Groups:* To implement and execute work pertaining to improved access and coordination of services

And Further be it resolved that the Board directs staff to implement a coordinated access model that will facilitate enhanced access to Mental Health and Addiction (MHA) services, as per the policy direction from the Ministry of Health and Long-Term Care (MOHLTC), and detailed in the following from the *Central East LHIN Mental Health and Addictions System Review Report*:

- **Recommendation #1:** Improve Access and Coordination of MHA services, in order to fulfill MOHLTC policy direction towards a transformed and more accessible service system. This includes:
 - Development and implementation of a Centralized Access Model for MHA services in the Central East LHIN
 - Identification and implementation of standardized pathways and strengthen system wide capacity

SECONDED: Mr. Barlow

MOTION CARRIED

5.3 RED CROSS AND VON ASSISTED LIVING SERVICES INTEGRATION (APSLEY)

Mr. Irem Ali, Manager, Contract Management, Performance and Accountability, provided an overview of the Voluntary Integration of Assisted Living Services between

the Canadian Red Cross Society (TCRCS) and Victorian Order of Nurses Canada-Ontario Branch (VONCO). Ms. Helana McKeag, Director, Regional Operation East from TCRCS and Ms. Doreen Anderson Roy, Senior Manager, Resource Development and Community Relations from VONCO, were acknowledged for attending the Board meeting.

It was noted that VONCO informed the Central East LHIN to confirm that it was engaged by TCRCS and it was noted that both organizations are in support and approved the proposed voluntary integration. The voluntary integration plan was submitted June 8th to Central East LHIN staff. TCRCS and VONCO will limit the impact to clients by identifying reasonable start and end dates for the transition, carefully considering clients' acuity and client and caregiver preferences and concerns.

Staff recommended that one-time only transition costs be provided to ensure that services in Apsley are transferred without interruption.

MOTION: By Ms. Doherty
Be it resolved that the Board of Directors of the Central East LHIN not issue a decision to stop the voluntary integration of the assisted living services program between The Canadian Red Cross Society and Victorian Order of Nurses Canada – Ontario Branch in the Peterborough City and County LHIN Sub-region in accordance with Section 27, (6) of the *Local Health System Integration Act, 2006*.

Further, staff recommend that the Board of Directors of the Central East LHIN approve \$7,705 to Victorian Order of Nurses Canada – Ontario Branch for the one-time costs associated with the transfer of services and an evaluation of the integration.

SECONDED: Mr. Connolly

MOTION CARRIED

6.1 RESIDENTIAL HOSPICE CAPITAL PLANNING SUBMISSIONS

Ms. Greensmith, Lead, Health System Strategy, Integration, Planning and Performance, provided an overview of the Hospice Capital Program Application process. Ms. Greensmith noted that on July 14, 2017, the Ministry of Health and Long-Term Care (MOHLTC) announced the new Hospice Capital Program (HCP). The HCP provides financial assistance for the development of new physical hospice space (i.e., bricks and mortar), associated with new beds funded through Ontario's Palliative and End of Life Strategy. This is the first time that up to \$200,000 per bed is being provided by the MOHLTC to residential hospice organizations. It is the role of the

Central East LHIN to review the application and provide a letter of endorsement for the proposed project. Provincial palliative care network allocated how many beds would be funded throughout the Central East LHIN. Below is a diagram showing eligible hospice beds in the Central East LHIN for capital funding through the HCP policy:

Organization	Number of Beds	Sub-region	Hospice Capital Program Application submitted to the Central East LHIN
Oak Ridges Hospice of Durham Ltd.	5	Durham North East	
Durham Hospice - Clarington	5	Durham North East	
Victorian Order of Nurses Durham Community Corporation	10	Durham West	
Hospice Peterborough	10	Peterborough City and County	
Community Care Northumberland	6	Northumberland County	
Yee Hong Centre for Geriatric Care	10	Scarborough North	
Lead health service provider not yet identified	7		
Total:	53		

MOTION:

By Mr. Gopikrishna

Be it Resolved that the Central East Local Health Integration Network Board endorse the Hospice Capital Program applications as recommended by LHIN staff:

- Oak ridges: five beds
- Durham Hospice – Clarington: five beds
- Victorian Order of Nurses Durham Community Corporation: 10 beds
- Hospice Peterborough: 10 beds
- Community Care Northumberland: six beds

Further, be it resolved that the Central East Local Health Integration Network Board of Directors delegate authority to the Central East Local Health Integration Network Chief Executive Office to forward the Application to the Ministry of Health and Long-Term Care for review with a letter of endorsement.

SECONDED: Mr. Barlow

MOTION CARRIED

6.2 REPORT OF THE QUALITY COMMITTEE

Ms. Saunders N'Daw, Chair of the Quality Committee, reported on the business of the Quality Committee meeting that took place on September 13, 2017. The Committee agreed that Alternate Level of Care (ALC) challenges will be a priority on the Committee's work plan. The Committee reviewed the Terms of Reference (TOR) and draft work plan, which were tabled for the Board's approval.

MOTION: By Ms. Saunders N'Daw
Be it resolved that the Central East LHIN Board approve the Terms of Reference of the Quality Committee.

SECONDED: Ms. Doherty

MOTION CARRIED

MOTION: By Ms. Saunders N'Daw
Be it resolved that the Central East LHIN Board receive the Committee Chair's Report of the Quality Committee meeting from September 13, 2017.

SECONDED: Ms. Doherty

MOTION CARRIED

6.3 REPORT OF THE AUDIT AND FINANCE COMMITTEE

Mr. Connolly, Chair of the Audit and Finance Committee, provided a report on the business of the Audit and Finance Committee meeting that took place on September 27, 2017 and noted that the Committee heard from the Auditors on the Stub Period Audit of the Central East Community Care Access Centre covering April 1, 2017 and June 20, 2017. The Draft Audited Financial Statements were being recommended by the Committee for the Board's approval.

Mr. Stewart Sutley, Vice President, Health System Strategy, Integration, Planning and Performance, walked members of the Board through the staff analysis on the financial status and integration opportunities that relate to Northumberland Hills Hospital and Campbellford Memorial Hospital. It was noted that the Audit and Finance Committee endorsed the staff recommendation to request the hospitals to the return to the Board in November to report back with an update on any voluntary integration opportunities

including implementation details and timelines, community engagement plans, risks, mitigations, benefits, and costs

MOTION: By Ms. Doherty
As recommended by the Board Audit and Finance Committee, be it resolved that the Central East LHIN Board approve the DRAFT Audited Financial Statements (BDO) for the CCAC's stub period for the Fiscal period of April 1, 2017 to June 20, 2017 and authorizes that these statements be signed.

SECONDED: Mr. Barlow

MOTION CARRIED

MOTION: By Mr. Connolly
As recommended by the Board Audit and Finance Committee, be it resolved that the Central East LHIN Board authorize the Chair, by resolution dated the 27th day of September 2017, to declare to the Minister of Health and Long-Term Care that to the best of the Board's knowledge and belief, upon due enquiry of the Chief Executive Officer and other appropriate LHIN officers and personnel, the Central East LHIN:

1. fulfilled its obligations under the Memorandum of Understanding dated April 1, 2007, the Ministry LHIN Performance Agreement and applicable law; and
2. without limiting the generality of the foregoing, complied with the provisions of the government directives applicable to it, including the Transfer Payment Accountability Directive, Procurement Directives and the Travel, Meal & Hospitality Expenses Directive.

during the Applicable Period of April 1 through to and including June 30, 2017, with the noted exceptions to LHINs Insurance and the LHIN-Managed Quality-Based Procedures Volume Management.

SECONDED: Mr. Barlow

MOTION CARRIED

MOTION: By Mr. Connolly
Be it resolved that the Central East LHIN Board encourage the Boards and leadership of Northumberland Hills Hospital and Campbellford Memorial Hospital to pursue any potential cost-effective integration opportunities that support the ongoing delivery

of timely, sustainable, safe and quality health care services to their local communities.

Further, be it resolved that the Central East LHIN Board of Directors request that the two hospitals return to the Board of Directors of the Central East Local Health Integration Network in November 2017 with an update on any voluntary integration opportunities including implementation details and timelines, community engagement plans, risks, mitigations, benefits, and costs, as recommended by the Central East LHIN Audit and Finance Committee.

SECONDED: Ms. St. George

MOTION CARRIED

MOTION: By Mr. Connolly
Be it resolved that the Central East LHIN Board of Directors receive the Chair's report of the Audit and Finance Committee meeting from September 27, 2017.

SECONDED: Mr. Nettleton

MOTION CARRIED

6.4 LHIN RENEWAL TRANSITION CLOSE OUT REPORT

Mr. Sutley and Ms. Michelle Nurse, Director, Contract Management, Performance and Accountability, Health System Strategy, Integration, Planning and Performance, provided a brief review of the Central East LHIN Renewal Transition Close-out Report. It was noted that the transition was a complete success.

Members of the Board congratulated Ms. Hammons and staff, who were acknowledged for all of the work that was completed that led to a successful transition. Ms. Hammons thanked staff for all their hard work during the Transition. It was requested that the Close Out Report be sent to the Ministry of Health and Long-Term Care.

Ms. Ashman entered the meeting at this time.

6.5 CEO HIGHLIGHTS

Ms. Hammons provided an update on the following items:

- Change Management work that is underway;

- Automated sub-region profiles were highlighted as being available on the Central East LHIN website;
- Sub-region planning tables are now up and running;

7.0 **MOVED INTO CLOSED SESSION**

MOTION: By Mr. Barlow
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, Lisa Burden, Barry Guppy, David Stringer, Shelley Dagourne, Katie Cronin-Wood, Michelle Nurse, Tunde Igli, Rosemarie Cameron-Lewin, Lazlo Cifra, Paul Scobie, Karen O'Brien, Marco Aguila, Matthew Vrooman, Jennifer Evans, Jennifer Persaud, Sheila Rogoski and Alison Pickles, along with Michael Boyce of HIROC, join the Board in the closed session.

SECONDED: Mr. Nettleton

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. Doherty
Be it resolved that the Chair's report of the September 27, 2017 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Mr. Nettleton

MOTION CARRIED

12.2 MOTION OF TERMINATION

MOTION: By Ms. Ashman
Be it resolved that the September 27, 2017 Central East LHIN Board meeting be terminated.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

The meeting was terminated at 5:20PM

ORIGINAL SIGNED BY
Louis O'Brien
Chair, Central East LHIN

ORIGINAL SIGNED BY
Deborah Hammons
Chief Executive Officer,
Board Secretary