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BOARD MEETING MINUTES

April 25, 2018

Public Meeting Start time: 1:00 p.m.

1900 City Park Drive, Suite 500

Board Members in Attendance: Jean-Pierre Boisclair (Chair), Abebe Engdasaw, Anne MacDonald, Randy Reid, Mindy McHardy, Nick Busing, Gregory Taylor, Diane Hupé

Regrets: Barbara Foulds, Pierre Tessier, Wendy Nicklin, Guy Freedman

Executive Leadership Team Members in Attendance & LHIN Staff Presenters: Chantale LeClerc (CEO), Cal Martell, Patrice Connolly, Catherine Butler, Elaine Medline, Allison Lampi

1 Call to Order

The meeting was called to order at 12:00 p.m.

2 Conflict of Interest Declarations

No conflict of interest was declared.

3 In-Camera Session

THAT members attending this meeting move into a Closed Session pursuant to the following exceptions of LHINS set out in s.9(5) of the Local Health Integration Act, 2006:

X Personal or Public Interest

To receive confidential information relating to:

3.1 Approval of confidential minutes of March 28, 2018

3.2 Chair's Report

3.3 CEO's Report

AND further that the following individuals be permitted to attend for these items:

Chantale LeClerc

Cal Martell

Patrice Connolly

Elaine Medline

Catherine Butler

Amber Kayed

Moved: A. Engdasaw / Seconded: A. MacDonald

All in favour

Carried

MOTION to move out of camera:

Moved: M. McHardy / Seconded: R. Reid

All in favour

Carried

BREAK (15 minutes) & return to public session

4 Welcome and Introduction

Chair's Report & In-Camera Report

The Chair welcomed members of the Board and public attendees. The Champlain LHIN's rules for engagement at Public Board Meetings were outlined and guests were asked to introduce themselves.

Chair's Report:

The Chair provided a verbal summary of key items from his most recent quarterly engagement report. Areas of highlight included the opening of the new tower at the University of Ottawa Heart Institute and meeting with leaders of the Ottawa Senior Pride Network.

Board members were encouraged to review the minutes of last meeting and the Board Chair noted that the Health Links motion was revised, as suggested. The Chair expressed interest in receiving a follow-up on Health Links at a future Board meeting.

In-Camera Report:

The Board met in camera to approve the confidential minutes of March 28, 2018, and to receive confidential reports from the Chair and CEO. There were no decisions to report to the public.

5 Approval of agenda

With no objection, the agenda was approved, as revised:

- Addition of "Appointment of a Supervisor to a Health Service Provider – Personal Choice Independent Living" (item 11).

Moved: N. Busing / Seconded: D. Hupé

All in favour

Carried

6 CEO's Report and Compliance Attestation for Q4 2017-18

Based on the pre-circulated report, the following highlights were provided:

- Ottawa Public Health: The Champlain LHIN and Ottawa Public Health recently signed a memorandum of understanding, which outlines existing and potential areas of partnership between the organizations.
- Perley Rideau Veteran's Health Centre: A specialized behavioural support unit has opened, which provides support to those experiencing responsive behaviours until they can be transitioned back to their homes. **Action: C. LeClerc to confirm the capacity of the**

program to serve the francophone population.

- Indigenous Engagement: Erin Corsten was recently hired as the Champlain LHIN's Indigenous Engagement Specialist. Her work will focus on indigenous health service planning in the region.
- eHealth Ontario: The Champlain LHIN has been chosen as the delivery partner for the next phase of the provincial electronic health record strategy.
 - The Champlain eConsultation service has become a provincial gold standard. As such, The Ottawa Hospital will serve as the provincial host for an eHealth Centre for Excellence.
- Centralized intake:
 - Diagnostic Imaging: The Ottawa Hospital has established a model for a centralized intake system, with the intent to improve quality. Chantale will be meeting with the appropriate hospitals to discuss the possibility of implementation in the coming years.
 - Orthopedic Surgery: All LHINs in the province will be implementing a centralized intake system, based on the model developed by the Champlain LHIN. The Ministry has provided additional funding to examine the use of a centralized intake system for lower back pain, with hopes of reducing unnecessary procedures and opioid use.

Board members were invited to ask questions and the following points were noted:

- With regards to the self-directed care program, care coordinators in the Champlain LHIN are able to counsel patients who may be a good fit for self-directed services. Widespread advertisement has not yet occurred, as the LHIN is trying to establish how it will manage the program.
- The LHIN should focus efforts to increase public awareness on initiatives that it is involved in.

The CEO read her quarterly attestation, prepared in accordance with section 14 of the *Broader Public Sector Accountability Act*. The LHIN complies with all of its obligations and has no known exceptions to report to the Board at this time. The CEO is seeking additional clarification on one item and, if found to be non-compliant, the Board will be notified and the declaration of compliance will be amended.

MOTION:

That the Board of Directors approves the CEO's monthly report for the period of March 17 to April 13, 2018, as distributed; and the Quarterly Attestation for the Fourth Quarter of 2017-18 (January 1, 2018 to March 31, 2018), as distributed.

Moved: G. Taylor / Seconded: A. MacDonald

All in favour

Carried

7 Consent Agenda

There being no concern or question expressed by members of the Board, the following item was approved as distributed:

- 7.1 Approval of minutes of March 28, 2018

Moved: A. MacDonald / Seconded: R. Reid

All in favour

Carried

NEW BUSINESS

8 Q3 Performance Report

Allison Lampi, Senior Performance Specialist, provided a summary of the 2017-18 third quarter performance report. There were no areas of concern to bring to the Boards attention. Board members were invited to discuss the report further during the question period:

- The report should be supplemented with strategies that the LHIN can undertake to improve performance, or provide a summary of initiatives already in place. **Action: A. Lampi**
- A discussion on the Board's use of the report occurred. There was a suggestion to develop a Board-driven strategy to enhance performance. This will be discussed during the development of the Champlain LHIN's 2019-2022 Integrated Health Services Plan.
- The way in which regional performance is reported on and forecasted is unique to the Champlain LHIN. The LHIN will need to evaluate how the next generation of performance reporting can be developed to better suit the newly defined needs of the merged organization and the Board.

Allison Lampi and colleagues were thanked for producing an informative and well-rounded report. The Board commented on the usefulness of providing a summary slide during presentation.

MOTION:

Be it resolved that the Board of Directors approve the Third Quarterly Performance Report (April 2018) as presented.

Moved: M. McHardy / Seconded: N. Busing

All in favour

Carried

9 Sub-Acute Care Plan Recommendations

Cal Martell, VP of Integration at the Champlain LHIN, provided some contextual information on sub-acute care in the Champlain region. In May 2016, the Board approved the strategies and directions of the [Champlain Sub-Acute Capacity Plan](#). Cameron Love, Chief Operating Officer of The Ottawa Hospital, and Dr. Shaun McGuire, Chief of Staff at Bruyère Continuing Care, gave a presentation on the recommendations of the Sub-Acute Care Plan (attached to these minutes). Both serve as co-chairs of the Sub-Acute Capacity Steering Committee.

The recommendations presented aim to better meet the needs of the patients in the region by using existing resources and repurposing underutilized capacity. Three main methods were described: repurposing beds to meet demand, implementing integrated rehabilitation hubs, and increasing the use of community-based services. Multiple phases of planning and implementation are required to

fully execute the plan. A robust evaluation framework will be developed to examine the efficacy of implementation. The recommendations presented focus on stroke and specialized rehabilitation (Phase 1).

Following the presentation, a discussion and question period occurred. Highlights of the conversation are noted:

- Community-based hubs will use an integrated model to ensure that there are regional standards in delivering sub-acute care. Those involved will have a shared accountability.
- Board members discussed the current existence of integrated hubs in Canada. The steering committee will assess the possibility to use existing facilities to co-locate services.
- The patient voice will continue to play a role in planning. Initial public consultations were held during the development of the [Sub-Acute Care Capacity Plan](#) and patient representatives are part of the current working group. A more robust regional patient engagement and communications strategy is needed.
- There is potential for this initiative to be recognized as a cutting-edge program in the province. The Champlain LHIN has a responsibility to ensure that there is a clear understanding by stakeholders and the public of what is being done.

The Board was asked to endorse the recommendations of the plan (contained in the attached slide deck). The following recommendations were recommended by management for exemption from the current endorsement and for re-consideration at a later date.

- Moving six in-patient stroke rehabilitation beds from Glengarry Memorial Hospital (HGMH) to Cornwall Community Hospital (CCH).
- Moving four complex medical management beds from Winchester District Memorial Hospital (WDH) to other hospitals.
- Co-locating stroke rehabilitation in Ottawa with the acute stroke unit at the Ottawa Hospital.

It was noted that, although there may be challenges in shifting current cultures, there are no obstacles to identify that would impede the implementation of the proposed plan.

MOTION:

WHEREAS the LHIN Board of Directors:

- **Took note that the LHIN staff and Executive Steering Committee have reviewed the Sub-Acute Capacity Plan recommendations and have concluded that they: are aligned with LHIN priorities, based on the best available data, evidence and methodologies; have been vetted by local experts; and, there has been significant engagement with health service providers in developing the future state of sub-acute services;**
- **Endorsed, on May 25, 2016, the Sub-Acute Care Capacity Plan (*the Plan*), dated May 2016, and noted that the aforementioned Plan has been posted on the LHIN's website;**
- **Requested on May 25, 2016 that an *Implementation Plan* to fulfill *the Plan's* recommendations be developed;**
- **Will consider all integration decisions recommended by LHIN management which are required to give effect to the Implementation Plan and, if it judges the recommended proposed integration decisions to be appropriate, authorize such proposed integration decisions for dissemination to the public for its input; and**

- Will, pursuant to the above, consider any public input that may be received and having done so, then approve or modify as it judges appropriate, the recommended integration decisions for implementation

THEREFORE be it resolved that the Champlain LHIN Board of Directors:

- Accept the *'Implementation Plan'* as presented and attached hereto including management's recommendations for exemptions from the current *Implementation Plan* to be re-considered at a later date; and
- Approve the implementation of Year 1 (FY 2018/19) of the staged *Implementation Plan*, conditional on the availability of sufficient operational resources, and including the noted exceptions.

Moved: R. Reid / Seconded: D. Hupé

All in favour

Carried unanimously

Shaundra Ridha, Director of Implementation for the Champlain Sub-Acute Capacity Plan, and other members of the Steering Committee were acknowledged for their work on the *Implementation Plan*.

BREAK (15 minutes) & return to public session

10 **Transfer of School-based therapies**

Under the Special Needs Integration Strategy, the 14 LHINs in Ontario have been directed by the Ministry of Health and Long-Term Care to transfer school-based therapy services to Children's Treatment Centres (CTC). In the Champlain region, the Children's Hospital of Eastern Ontario – Ottawa Children's Treatment Centre (CHEO-OCTC) will be responsible for providing occupational therapy, physiotherapy, and speech-language pathology services to children and youth in schools. To facilitate understanding of the strategy and its implications, Catherine Butler, VP of Home Care at the Champlain LHIN, Alex Munter, President and CEO of the CHEO, and Anne Huot, Vice President of Child Development and Community Services at CHEO, provided an overview of the model to transition services. The aim is to ensure that children and youth continue to receive appropriate and timely access to care at home, at school, and in the community. The involved ministries have not confirmed the exact date of transition.

Board members participated in a question period and the following points were noted:

- This strategy will allow for a single point of access to services and create easier transitions between services. This may provide the opportunity to identify gaps in care when patients are transitioned between providers.
- As a provincial direction, this transition will occur in all LHINs. The Champlain LHIN is unique due to the direct employment of therapists by the LHIN.
- A clear line of accountability needs to be established and the LHIN should be aware of any shared chances of risk that may be involved in the transition of services.

11 **Appointment of a Supervisor to a Health Service Provider – Personal Choice Independent Living**

In September 2017, the *Local Health System Integration Act, 2006* was amended to allow LHINs to appoint a supervisor to a health service provider if considered in the public interest to do so. Chantale LeClerc, CEO of the Champlain LHIN, provided an overview of the current governance of Personal

Choice Independent Living (PCIL), a LHIN-funded community support services provider. In recent months, the organization saw the departure of its Executive Director and Board of Directors. As such, the Champlain LHIN Board was asked to appoint an interim supervisor to act as the Board of Directors and work with staff at PCIL. The supervisor will produce a report recommending future action, which will be presented to the Champlain LHIN Board. LHIN staff estimate a timeline of three months for the supervisor to produce appropriate recommendations for consideration.

MOTION:

WHEREAS subsection 21.2(1) of the Local Health System Integration Act, 2006 (“LHSIA”), provides that the Champlain Local Health Integration Network (the “LHIN”) may appoint a person as a health service provider supervisor for a health service provider to which the LHIN provides funding where the LHIN considers it to be in the public interest to do so;

AND WHEREAS Personal Choice Independent Living/Choix Personnel Vie Autonome is a health service provider to which the LHIN provides funding;

AND WHEREAS on April 12, 2018 all members of the Board of Directors of Personal Choice Independent Living/Choix Personnel Vie Autonome resigned and Personal Choice Independent Living/Choix Personnel Vie Autonome no longer has Board of Directors;

AND WHEREAS the LHIN considers it to be in the public interest to appoint a person as a health service provider supervisor for Personal Choice Independent Living/Choix Personnel Vie Autonome in accordance with subsection 21.2(1) of the Local Health System Integration Act, 2006;

BE IT RESOLVED that the LHIN Board of Directors:

- hereby appoints Maureen Taylor-Greenly as a health service provider supervisor for Personal Choice Independent Living/Choix Personnel Vie Autonome pursuant to subsection 21.2(1) of LHSIA, effective May 3, 2018; and
- directs the LHIN Chief Executive Officer to enter into an agreement with Maureen Taylor-Greenly, in the form of a letter of engagement.

Moved: A. MacDonald / Seconded: A. Engdasaw

All in favour

Carried

12 Board Committee Stewardship Reports and Matters Arising Therefrom:

12.1 Governance

An update was provided at the March Board Meeting and no additional information was provided. The Committee will hold its next meeting on May 2, 2018.

12.2 French Language Services

The minutes of the February 5, 2018 meeting were circulated, in which a verbal update was provided at the March Board meeting. The last Committee meeting occurred on April 16, 2018 and areas of discussion included the development of meaningful performance indicators relating to French language services and the Joint Action Plan between the Champlain and South East

LHINs, and Le Réseau. The Committee's Terms of Reference and 2018-19 work plan were also reviewed.

MOTION:

The French Language Services Committee recommends the Board approve the Committee's Terms of Reference, as amended.

Moved: M. McHardy / Seconded: R. Reid

All in favour

Carried

12.3 CEO Performance Evaluation & Compensation

The next meeting will be held on May 23, 2018, in which the results of the CEO performance evaluation will be reviewed.

Jean-Pierre Boisclair provided an update on the Chair of the CEO Performance Evaluation & Compensation Committee. Due to conflicting commitments, Guy Freedman will be stepping down as Chair, but will remain as a member of the Committee. Gregory Taylor was recommended as the new Chair of the Committee.

MOTION:

That the CEO Performance Evaluation & Compensation Committee recommends that the Board approve the appointment of Gregory Taylor as Chair of the Committee, effective immediately.

Moved: J.P. Boisclair / Seconded: A. Engdasaw

Carried

All in favour

12.4 Finance & Audit

The April Committee meeting will be cancelled to allow staff to focus on work relating to the 2017-18 audit. The Committee will reconvene on May 28, 2018 to discuss the 2018-19 budget and the results of the 2017-18 audit.

12.5 Quality

In place of the Committee Chair, Wendy Nicklin, Jean-Pierre Boisclair provided an update on the April 17, 2018 meeting. Key topics of discussion included how to effectively incorporate the patient voice in Board proceedings, the forecasting of the home and community care wait list, and emergency preparedness. A status update regarding accreditation was also provided.

MOTION:

That the Quality Committee recommends to the Board that LHIN staff proceed with submitting an interim report to Accreditation Canada in July.

Moved: J.P. Boisclair / Seconded: G. Taylor

All in favour

Carried

13 Other Business

No other business was tabled.

14 Adjournment of Meeting

The meeting adjourned at 5:05 p.m.

Motion to Adjourn:

Moved: G. Taylor / Seconded: D. Hupé

Jean-Pierre Boisclair
Chair, Board of Directors
Champlain Local Health Integration Network

Chantale LeClerc
CEO
Champlain Local Health Integration Network