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Approved Board Minutes

January 27, 2016 –11:30 a.m.
Champlain LHIN Office – 1900 City Park Drive, suite 500

Board Members in Attendance: Jean-Pierre Boisclair (Board Chair), Alexa Brewer, Elaine Ashfield, Randy Reid, Marie Biron, David Somppi, Pierre Tessier

Regrets: Guy Freedman

Staff Members in Attendance: Chantale LeClerc (CEO), Eric Partington, Cal Martell, Elaine Medline, Elizabeth Woodbury, Brian Schnarch and Vicky Walker

Agenda Item	Summary of Discussion and Results
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- 1 Call to Order and Moment of Reflection**
The meeting is called to order at 11:30 a.m.

- 2 Conflict of Interest Declarations**
D. Somppi declares a potential conflict of interest regarding Pricewaterhouse Coopers.

- 3 Approval of Agenda**
There being no objection, the agenda is approved as distributed.
MOVED: Pierre Tessier / SECONDED: Alexa Brewer
All in favour
Carried

4 **In-Camera Session**

11:33

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 address the following items:

4.1 Approval of confidential minutes: October 28 and November 11, 2015

4.2 Quarterly Report Design/Formatting

4.3 Board Evaluation Findings

4.4 Chair’s Report

4.5 CEO’s Report

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

Chantale LeClerc

Sylvie Bleau

Cal Martell

Vicky Walker

Eric Partington

MOVED: Elaine Ashfield / SECONDED: David Somppi

All in favour

Carried

1:00

BREAK (10 minutes)

5 **Welcome and Introduction**

Chair’s Report and Report of In-Camera Session

The Board Chair welcomes everyone. Observers are reminded about the rules of engagement for the LHIN’s public board meetings and the scheduled break providing members of the public a chance to engage with Board Directors and senior managers as well as with each other. Participants are asked to introduce themselves.

The Chair reports on a few topics regarding business conducted during the in-camera session. The Board agrees with the business conducted and information received.

- **Quarterly report format and design:** The Board discussed the format and design of the second quarter’s report on the performance of our region’s health system. As a result, a few minor formatting changes have been proposed. The content of the report will be discussed later on the agenda under item 8.1. The final report will be available to the public via our website next week in both official languages.
- **Board evaluation draft report:** The Board received a draft report of its performance for fiscal year 2014-2015. A survey was conducted earlier this year by

a third party. The final report will be tabled by the Board later this winter. The Board is proud of the evaluation results and agreed to share them with the public when the final report is approved by the Board.

The Board also agrees that it is in the best interest of the Champlain LHIN that the remainder of the business conducted and actions taken during the in-camera session are not to be reflected in the public minutes.

6

CEO's Report:

Chantale LeClerc presents highlights from her report:

- **New initiative in Cornwall:** With the help of several partners including the Champlain CCAC, the Canadian Red Cross, and the Cornwall and Area Housing Corporation, six new units for supportive housing have been established to respond to the needs of the community and to assist with discharges from hospital.
- **Maison Fraternité:** The LHIN held an engagement session with a broad range of partners and stakeholder to discuss factors driving the lower than anticipated occupancy rates of the residential treatment program for francophone youth. The session was extremely positive and there was a commitment from those in attendance to assist with ensuring the program is more widely known. Most recent occupancy rate was at 76%.
- **Health Links:** Eight Health Links will be fully operational by the end of March 2016. Over 235 patients have an integrated care plan in place. At future meetings of the Board in 2016-2017 a report on outcomes and the impact of Health Links on the system will be tabled.
- **Coordination of health care services for Syrian refugees:** The LHIN has been involved with *Refugee 613 since the fall to plan for the arrival of Syrian refugees*. The LHIN's role is to ensure health care needs identified are being addressed and to assist in mobilizing health service providers. Chantale LeClerc commends Elaine Medline for her work in leading the LHIN's activities.
- **Dr. Jill Rice:** The LHIN and the regional hospice palliative care and regional cancer programs, are pleased to welcome Dr. Jill Rice as physician lead for these programs.
- **Increase involvement of patients/family/users of health services:** A lot of work has been done internally, led by Jessica Searson, to achieve our goal of involving more members of the public in our work. Several resources have been developed to assist LHIN staff and partners.
- **Orleans Health Hub:** The functional plan was received in mid-December and is being reviewed by LHIN staff with attention being paid to anticipated service volumes and their relation to physical space.
- During the question period clarifications are provided regarding Health Links and their growth and sustainability.

MOTION:

That the Board approve the CEO's monthly report as distributed.

MOVED: Randy Reid / SECONDED: Elaine Ashfield
All in favour
Carried

Chantale LeClerc reads the attestation of compliance for the second quarter of 2015-2016 and confirms that we are in compliance with all of our obligations with two exceptions. These include a potential breach to our Memorandum of Understanding and Ministry-LHIN Performance Agreement as a result of our lease for office space and liability insurance. It is noted that our lease renewal has not yet been fully executed.

It is noted the Champlain LHIN is in compliance also with a new clause regarding the principles for LHIN managed quality based procedures volume movement.

MOTION:

That the Champlain LHIN Board approve the CEO's attestation of compliance for the third quarter 2015-2016 as presented.

MOVED: David Somppi / SECONDED: Alexa Brewer
All in favour
Carried

7

Consent Agenda Items

There being no question or concern previously expressed by the Board regarding items listed under the consent agenda, the motion is tabled:

MOTION:

That the Board approve the items listed under the consent as distributed:

- **Minutes of November 25 and December 16, 2015.**

MOVED: David Somppi / SECONDED: Alexa Brewer
All in favour
Carried

8

Performance Accountability

8.1 Second Quarterly Report 2015-2016: Discussion & Approval

The Chair provides introductory remarks explaining the work accomplished over the last few months to enhance our quarterly reporting of performance. The revamped report will match the new performance targets and will be easier to understand. A few adjustments to the format and design have been suggested during the in-camera session. The final report in both official languages will be available on our website next week.

Chantale LeClerc presents an overview of the report that focuses on 14 indicators ([see slide deck available in the board meeting package](#)). Some points are noted:

- Our overall performance has dropped since the last quarter, but we are nonetheless doing better on several indicators when compared to the same quarter of last fiscal year.

- The Alternate Level of Care (ALC) indicator is important as it demonstrates how our system is performing as a whole. The result on this indicator is demonstrating that we are continuing to improve.
- Some indicators are volatile and fluctuate from quarter to quarter. It is more meaningful to look at longer term trends.
- The LHIN is most concern with the results on the following indicators: 30 day repeat visits to emergency department for substance abuse, access to MRI scans and first visit for CCAC services. The LHIN is actively working to improve performance in these areas.

During the question period the following points are made:

- Clarification is provided regarding CCAC first service visit (definitions and calculations) and a suggestion is made to provide a clearer explanation in the report's narrative;
- Additional information is provided regarding medically supervised withdrawal management services. **ACTION: Further information on how referrals are made to this program at the Royal will be shared with the Board;**
- Seniors falls prevention: There have been improvements in this area and the LHIN will keep monitoring this indicator to determine if this is an ongoing positive trend.

MOTION:

That the Board approve the second quarterly report 2015-2016 subject to amendments relating to formatting and the addition of additional explanations requested by the Board.

MOVED: Randy Reid / SECONDED: Pierre Tessier
All in favour
Carried

8.2 Approval of Local Obligations and Target Setting Approach for Service Accountability Agreements

Jean-Pierre Boisclair provides some comments regarding target setting in service accountability agreements of health service providers for the next fiscal year. These obligations are established to help the LHIN achieve performance targets as stated in the Ministry-LHIN Accountability Agreement (MLAA).

The goal is to seek Board approval of health service provider performance indicator target setting methodology for 2016-17 and local obligations to be included in Service Accountability Agreements (SAAs) for 2016-17. Eric Partington and Elizabeth Woodbury provide an overview ([see slide deck available in the board meeting package](#)).

During the question the following points are noted:

- Some targets are expected to be achieved over a period of two years. Some targets are the same for all providers.

- Health service providers have been apprised of these upcoming changes. Several sector engagement sessions have taken place over a number of months.
- The LHIN is proposing obligations in the service accountability agreements related to the provision of health services in French. For providers that are identified, designated or partially designated to deliver services in French, special reports are submitted to the LHIN's French Language Services Coordinator. These reports are reviewed annually with Le Réseau des Services de santé en français de l'est de l'Ontario.
- It is noted that targets are also driving the LHIN's internal operational plan for the same period. The LHIN's operational plan is presently under development for 2016-17. The draft plan will be tabled at the Board meeting in March for input and then to the Ministry for comments/approval.
- It is noted that the LHIN management and staff are confident that we are managing the risks appropriately and that our approach is sufficiently forceful to enable us to achieve targets over the life of the agreement.

MOTION:

That the Champlain LHIN Board approve the recommended target setting methodology and local obligations for the 2016-17 service accountability agreements with health service providers as presented.

MOVED: Alexa Brewer / SECONDED: Pierre Tessier

All in favour

Carried

BREAK (15 minutes)

8.3 Auditor's General Report on LHINs – Highlights and Discussion

Jean-Pierre Boisclair and Chantale LeClerc provide comments regarding the Auditor General's Report on the LHINs performed earlier this year. It was part of the Auditor's regular report and four LHINs were selected to take part (not Champlain). The report was published last December. The recommendations are based on the LHINs that were audited and are to be implemented by all LHINs. Most recommendations are focusing on a common theme: To achieve more consistency across LHINs. A work plan for implementation will be prepared. The LHINs will have two years to implement the plan. LHINs will work together and with the Ministry to address all recommendations.

The Board agrees:

- Over the next three months, the CEO should present the Champlain LHIN's status against the Auditor's recommendations, as well as the LHINs' work plan relating to the implementation of the recommendations. **ACTION: Chantale LeClerc**

8.4 Approval of Integrated Health Services Plan 2016-2019 (final version)

Jean-Pierre Boisclair provides a progress report and tables a motion for adoption of the final version of the Integrated Health Services Plan 2016-2019.

The LHIN Board and management have been working together on the IHSP for several months. Extensive engagement with the Champlain community as taken place. The draft plan was shared with the Ministry and positive feedback was received. The final version includes some amendments to address Board and the Ministry comments. Most of the changes to the draft were editorial in nature. One change of more significance is noted: For Health Links, the definition of *high users of health services* has been redefined by the Ministry. As a result, the number of *high users* has therefore been revised to 10,000 from an anticipated 26,000.

It is noted that copies of the IHSP distributed to the Board did not include marked-up changes.

MOTION:

That the Champlain LHIN Board approve the Integrated Health Service Plan 2016-19.

MOVED: Alexa Brewer / SECONDED: Marie Biron
All in favour
Carried

Jean-Pierre Boisclair, on behalf of the Board, commends everyone at the Champlain LHIN for their work in the development of the Integrated Health Services Plan 2016-19 and also for organising a very successful community engagement for the plan.

9 Regional Planning and Community Engagement

9.1 Construction of Professional Building on Site of the Renfrew Victoria Hospital

Elizabeth Woodbury presents a request from the Renfrew Victoria Hospital seeking LHIN Board endorsement of a project to build a 20,000 square foot professional building on the hospital campus to house family physicians and healthcare related businesses. This new professional building will be owned by RVH. The new professional building is estimated to cost \$5M.

- LHIN staff are satisfied that the project would support strategic alignment with health system priorities for community integration.
- The hospital has demonstrated a sound case for return on investment.
- LHIN staff recognizes the hospital's rationale for undertaking the project, including enhancing the community healthcare hub and maintaining strong relationships with the primary care group.

During the question period clarifications are provided regarding the LHIN's analysis of the hospital's financial reserves.

MOTION:

Be it resolved that the Champlain LHIN Board endorses Renfrew Victoria Hospital's Business Case and request to use up to \$5M of its financial reserves to construct a new professional building on existing hospital lands

MOVED: David / SECONDED: Elaine Ashfield

All in favour

Carried

10

Board Committee Stewardship Reports and Matters Arising Therefrom

10.1 Community Nominations

Alexa Brewer provides a summary of the Community Nominations committee's latest meeting focusing on the recruitment for three board vacancies. Result of the outreach for these positions was very successful and a record number of applications was received. The committee will proceed with interviews shortly. The committee performed the annual review of its terms of reference with no substantive change, as well as its work plans for 2015-16 and 2016-17.

10.2 French Language Services

Pierre Tessier provides a summary of the committee's last meeting. He also reports that he attended a meeting of the Liaison Committee.

The French Language Services committee performed its annual review (terms of reference and work plans). One announcement was shared with the group that Le Réseau des services de santé en français de l'est de l'Ontario was re-selected as the planning entity for the Champlain and South East LHINs for another five year term. The Board asks management to arrange for an overview and discussion in the next fiscal year on the status of the provision of health services in French in Champlain. **ACTION: Senior Management and Le Réseau.**

10.3 Governance

Randy Reid reports that the committee received and accepted the meeting schedule proposed for the Board meetings and Board education sessions, as well as for Board committees. Board meetings will be scheduled on a monthly basis and most committee will meet at least quarterly. As part of its annual review, the Governance committee decided not to change its terms of reference. A working group comprised of members of the Board and staff will draft the Board's community engagement plan for next fiscal year. It will be tabled at the Governance Committee in March.

10.4 CEO Performance Evaluation & Compensation

David Somppi reports that the committee will meet in February, but it has already reviewed and approved its term of reference with no amendment.

10.5 Finance & Audit

Marie Biron indicates the committee met last week and a substantive report and motions will be tabled at the Board meeting in March. The audit plan however requires Board

approval today. The auditors presented their plan which was shared with the Board in the meeting package. The plan has not changed from last year's. However, the committee asked the auditors to review the Auditor General's Report to determine if it would have any bearing on the financial audit. The audit will take place in the spring and results will be coming to the Board in May.

MOTION:

That the Board approves the 2016 Audit Plan for the year ending March 31, 2016 as recommended by the Finance and Audit Committee.

**MOVED: Pierre Tessier / SECONDED: David Somppi
All in favour
Carried**

11 **Other Business**

It is noted that Champlain LHIN staff and Board members received over the last month a memo regarding LHIN's disclosure of wrongdoing policy and process. This is mainly to remind everyone that there is a policy and process in place for them if needed.

12 **Round Table**

During the round table discussion the following issues are noted for future discussion.
ACTION: Senior Management to add to Board agenda work plan or education session schedule.

Mental health: Receive an update from LHIN staff regarding the mental health and addictions strategic priorities between now and June 2016, including a discussion on performance indicators. David Somppi also shares a piece from CBC's Nature of Things re: addictions and therapies not yet available in Canada from the perspective of primary care (in British Columbia context).

Primary care: Schedule an education session on the topic of primary care with the participation of some primary care physicians. Board members will also receive an invitation to take part in the Primary Care Forum taking place in March 30th (St. Elias Centre).

Demographic changes and impacts: Understand impacts of demographic changes on various aspects of society.

Indigenous health issues: Understand implications for health care.

13 Adjournment of Meeting

Board Directors are reminded to complete and return their meeting evaluation form.
There being no further business the meeting is adjourned at 4:31 p.m.

MOVED: Alexa Brewer
All in favour
Carried

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

Chantale LeClerc
CEO
Champlain Local Health Integration Network