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## BOARD MEETING MINUTES

July 26, 2017

Public Meeting Start time: 12:35

Champlain LHIN Boardroom, 1900 City Park, Suite 500, Ottawa

Board Members in Attendance: Jean-Pierre Boisclair (Chair), Diane Hupé, Wendy Nicklin, Abebe Engdasaw, Gregory Taylor, Nick Busing, Pierre Tessier (late arrival), Mindy McHardy, Anne MacDonald, Guy Freedman, Randy Reid

Regrets: Barbara Foulds

Executive Leadership Team Members in Attendance & LHIN Staff Presenters: Chantale LeClerc (CEO), Elaine Medline, Cal Martell, Patrice Connolly, Catherine Butler, Wendy Grimshaw, Brian Schnarch, Jessica Searson, Christine Gagné-Rodger, Colleen Taylor.

Guests Speakers:

Dr. Viren Naik, Medical Lead, The Ottawa Hospital (Item #8)

Mike Kekewich, Ethicist, The Ottawa Hospital (Item #8)

Dr. Lindy Samson – Chief of Staff, Associate Professor, Department of Paediatrics, University of Ottawa, Children’s Hospital of Eastern Ontario (CHEO) and Ottawa Children’s Treatment Centre (OCTC) (Item #10)

Anne Huot - Executive Director, Ottawa Children’s Treatment Centre, CHEO/OCTC (Item #10)

Sabine Mersmann, Vice President, Patient Services - Seniors and Community Care, Pembroke Regional Hospital (item #12)

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### Call to Order

The meeting was called to order at 1200.

2 **Conflict of Interest Declarations**

Mindy McHardy declared a conflict of interest and will recuse herself for item 10 “*THRIVE: Results of LHIN Initiated Study on Child & Youth Health Services Capacity*”.

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:”**

**Personal or public interest**

**to receive confidential information relating to:**

**3.1 Approval of confidential minutes June 28, 2017**

**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**

**Elaine Medline**

**Cal Martell**

**Catherine Butler**

**Patrice Connelly**

**Wendy Grimshaw**

**Moved: Abebe Engdasaw / Seconded: Diane Hupé**

**All in favour**

**Carried**

4 **Welcome and Introduction  
Chair’s Report & In-Camera Report**

The Board Chair welcomed Board Members and guests. Guests were 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 were asked to introduce themselves.

Chair's Report:

The Chair had no verbal report to table.

In-Camera Report:

The Chair reported that no substantive decision was made during the in-camera session held earlier, only confidential minutes were approved. The Board also received confidential information relating to alternative level of care in Champlain and the work underway to address this shortfall.

5 **Approval of Agenda**

There being no amendment, the agenda was approved as distributed.

**Moved: Pierre Tessier / Seconded: Wendy Nicklin**

**All in favour**

**Carried**

6 **CEO's Report and Compliance Attestation for Q1**

The CEO presented highlights of her monthly report previously shared with the Board.

- Post Transition Work: Work to realign processes and policies of the two merged organizations are well underway; a retreat of the Executive Leadership Team took place to take stock as well as to ensure the work planned for the remainder of the fiscal year is achieved, and finally how to better work together as an executive team; some LHIN staff have been relocated to work with their new team.
- Progress re: Sub-Regions: LHIN care coordinators have been aligned to sub-regions geography; three of the five positions for sub-regions directors have been staffed and the fourth position is posted; recruitment process for sub-regions clinical leads is currently underway. Invitations were extended to our existing primary care physician leads to submit their expressions of interest. Interviews with interested candidates will occur shortly.
- Indigenous Health Circle Forum: In our partnership with this group the LHIN was able to provide funding for some innovative approaches to ensuring good access to health care services to indigenous peoples in Champlain – such as assigning a navigator by aligning our care coordinators to work with Wabano more closely.

During the question period comments are provided by the Board regarding the importance for the LHIN to fill the vacancy of Vice-President Clinical sooner rather than later.

Chantale LeClerc reviewed with the Board the CEO's Attestation, under the Broader Public Sector Accountability Act, for the period of April 1 to June 30 which included additional statements pursuant to the transition.

**MOTION:**

**That the Board of Directors approves the CEO Report (for the period of June 17 to July 7); and also approves the Attestation for the first quarter (for the period of April 1 to June 30).**

**Moved: Guy Freedman / Seconded: Greg Taylor**

**All in favour**

**Carried**

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**Consent Agenda**

There being no concern or question expressed by members of the Board regarding items listed under the consent agenda, the following items were approved as distributed:

**7.1 Minutes of June 28, 2017**

**7.2 From the Finance & Audit Committee, the following reports:**

- **Cash Advance (2017-18 Q1)**
- **Capital Planning (2017-18 Q1)**
- **Health Service Provider Allocation (2017-18 Q1)**

**Moved: Mindy McHardy / Seconded: Pierre Tessier**

**All in favour**

**Carried**

8

**Overview of Medical Assistance in Dying in the Champlain Region**

Local experts from The Ottawa Hospital, Dr. Viren Naik and ethicist Mike Kekewich, provided an overview and an update on the current state of medical assistance in dying (MAiD), as well as some recommendations for the future ([see slide deck available in the board meeting package posted on our website](#)).

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Statistical information for Ontario and for Champlain, obtained through the Coroner's office, was shared with the Board. The Ottawa Hospital has been a lead organization for MAiD and has also been the provider in the majority of assisted death in Champlain.

The presenters recommended the creation of a regional care-coordination service for MAiD to:

- Improve access for patients, and health system navigation for families
- Identify and leverage regional resources, and improve coordination among hospitals, long-term care homes, retirement homes, and community providers
- Improve education and support for health-care providers who participate in MAiD
- Facilitate collection of regional data for quality-improvement and future planning.

It was noted that LHIN has provided funds to The Ottawa Hospital to work with partners to develop an approach to coordination of MAiD in our region, as well as propose a model for bereavement support for family members of a loved one who chose to access MAiD.

The LHIN's role in MAiD was also highlighted. The Home and Community Care staff are providing support to patients, families and providers looking for information about MAiD. The LHIN also supports access to MAiD through referrals, assessments, service coordination, and clinical support on the day of service. The LHIN also has an internal MAiD oversight committee with ethics, clinical care and quality components. The oversight committee has audited each of the 24 cases of MAiD where the LHIN was directly involved.

During the question period/comments from Board Members were made and include the following: the need to better promote access to MAiD; the need to extend psychosocial education/support to the community, families, and care givers.

The Board Chair on behalf of the Board and staff expressed appreciation for the relationship with The Ottawa Hospital and commended the leadership of Dr. Viren Naik and Mike Kekewich.

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#### **Quarterly Performance and Risk Report (Q4)**

Brian Schnarch, Champlain LHIN Special Advisor and Manager, Health System Performance, presented highlights of the performance report for the last quarter of 2016-17 ([see slide deck available in the board meeting package posted on our website](#)).

Clarifications were provided during the question period regarding the GI disease wait times; regarding the impact of the transition and the mitigation strategies in place to help staff continue to deliver services during a period of training, reviewing processes, and other transition activities. The reports will be translated and shared with the public through our website.

**MOTION:**

**That the Board of Directors approves the quarterly and risk report for the first quarter as presented.**

**Moved: Randy Reid / Seconded: Abebe Engdasaw**

**All in favour**

**Carried**

10 **THRIVE: Results of LHIN Initiated Study on Child & Youth Health Services Capacity**

**Attendance Update:** Mindy McHardy recused herself for this item.

2:43 It was reported that a request was made from the Champlain LHIN to the Children's Hospital of Eastern Ontario (CHEO) / Ottawa Children's Treatment Centre (OCTC) to lead a capacity planning project on the needs of children and youth in our region. The result of this study was provided to the Board in a report entitled *THRIVE: The Future of Integrated Health Service Planning for Children & Youth in the Champlain Region*.

Alex Munter, CEO of CHEO/OCTC, spoke briefly to the Board before introducing the project co-chairs and acknowledged the Champlain LHIN for requesting this undertaking that brought together data, analysis and a much better understanding of the issues in child and youth health care and created a venue for people to come together to discuss those issues. The project's co-chairs, Dr. Lindy Samson, Chief of Staff at CHEO/OCTC, and Anne Huot, Executive Director of OCTC Services presented a summary of the report's findings ([see slide deck available in the board meeting package posted on our website](#)).

During the question period the Board commended CHEO/OCTC for the research, data and the report presented. Clarifications and comments were provided regarding the following: the implementation of the recommendations addressing the need of an integrated planning approach with several stakeholders in Champlain and including multiple ministries; the impact, challenges and opportunities to work with school boards; implementations strategies and best practices that already exists; the impact of cultural diversities/special needs and the implementation strategies to be developed; the challenge of working out of the existing silos.

**MOTION**

**Be it resolved that the Board of Directors accepts the THRIVE capacity plan and requests that an implementation strategy to fulfill its recommendations be developed.**

**Moved: Greg Taylor / Seconded: Guy Freedman**

**All in favour**

**Carried**

**Next steps:** The Board will receive a presentation in due time, seeking approval of the implementation strategy of the report's recommendations.

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**Canadian Red Cross Society (Cornwall) and Carefor Health & Community Services**

The Board received a presentation providing details regarding a voluntary integration for the delivery of community support services between the Cornwall branch of the Canadian Red Cross and Carefor Health and Community Services ([see slide deck available in the board meeting package posted on our website](#)).

The Canadian Red Cross/Cornwall Branch will cease to provide its funded community support services to clients across much of Ontario and will continue to deploy humanitarian efforts on a large scale. The Canadian Red Cross/Cornwall Chapter and Carefor Health and Community Services have work with the LHIN to support a successful transfer of services and completed due diligence for a voluntary integration under the Local health System Integration Act. Services would be transferred with minimal disruption to clients.

During the question period clarifications and comments were provided regarding: the transfer of human resources between the two agencies; some of the concerns expressed by clients during the community engagement process were shared and addressed; some of the other options that could have been considered instead of voluntary integration were provided; finally it was confirmed that the integration will have no impact on the provision of French language health services.

**MOTION:**

**Be it resolved that the Champlain LHIN Board of Directors will not issue an integration decision, thereby allowing the voluntary integration of Canadian Red Cross Society's (Cornwall Branch) Community Health Care Programs with those of Carefor Health & Community Services to proceed after the required 90-day period.**

**Moved: Anne MacDonald / Seconded: Nick Busing**  
**All in favour**  
**Carried**

12 **Update on Health Links Progress and Prospects**

Cal Martell, Champlain LHIN Vice President, Integration, and Sabine Mersmann, Vice President, Patient Services/Seniors and Community Care, Pembroke Regional Hospital, presented an update on the LHIN's action plan regarding the expansion and sustainability of Health Links in the region ([see slide deck available in the board meeting package posted on our website](#)). The presentation included our present state, strategies and risks related to our goal, as well as next steps.

Health Links is an expanding approach that provides better and more efficient, coordinated care for these patients with high-needs. As of June 30, 2017, there were 1,370 patients with high-needs participating in Health Links. The aim is to increase this number to 4,370 patients by the end of fiscal year 2017-18, and to 10,000 patients by the end of 2018-19.

**Next steps:** The LHIN's sub-region integration work is the strategy to advance Health Links. The LHIN will continue to work with partners and providers to connect home and community care services to the Health Links approach.

During the question period discussion ensued covering several points, including the following: human resources required to onboard clients for next fiscal year's and reach our target; challenges and risks associated with meeting our targets; primary care engagement and how the LHIN is reaching out to this sector; the use of a single data-system that supports coordinated care planning and delivery; the role of the LHIN to ensure all organizations and people are able to deliver on their commitments; the role/help provided by the Board to date at the governance level.

**Attendance Update:** Nick Busing and Guy Freedman depart at 4:45 p.m.

13 **Approval of Annual Report 2016-17 and Community Engagement Report 2016-2017**

Highlights of the draft community engagement report 2016-17, previously distributed to the Board, were presented for approval by Jessica Searson, Community Engagement Specialist at the LHIN. The annual Community Engagement Report provides a detailed summary of the LHIN's community engagement initiatives in the past fiscal year and serves as a report-back to the community and is a legislative requirements under LHSIA. The LHIN has engaged with over 4,000 people through various activities. Once approved, the report will be translated and made available to the public on the Champlain LHIN website.



In 2016-17, approximately 25 per cent of the people we engaged with were patients, clients, caregivers and members of the public.

During the question period some comments were provided to LHIN staff regarding the next community engagement activities and report (2017-2018), such as including different elements in the context of Patients First Act, the transition and upcoming provincial elections.

Elaine Medline, Vice-President, Communications and Engagement tabled for approval the annual report 2016-2017 previously distributed to the Board. The annual report will be submitted to the Ministry of Health and Long-Term Care and will become public at a later date, once tabled by the Legislature. In the meantime, some of its content will be repurposed and shared with the public in various ways. The Board commended LHIN staff for the annual report.

#### **MOTION**

**Be it resolved that the Board of Directors approve the 2016-2017 Champlain LHIN annual report and community engagement report as presented.**

**Moved: Randy Reid / Seconded: Mindy McHardy**

**All in favour**

**Carried**

14

#### **Board Committee Stewardship Reports and Matters Arising Therefrom**

##### 14.1 Governance

Draft minutes were shared and highlights from the July 5 meeting were provided and included the following issues:

- The master work plan for the Board and its Committees was distributed. Committee Chairs were asked to review the work plan and provide comments to the Board Chair. The plan will then be finalized, but will remain an evergreen document.
- List of strategic topics for future discussions: The Board Chair will survey Members of the Board and of the executive leadership team to obtain their feedback on strategic topics for discussion over the fiscal year.
- The board evaluation report for 2016-2017 was shared during the in-camera. Results of the report are positive. Several members surveyed last year (Board and Management) are no longer part of the merged organization. Results of the evaluation and the evaluation of Board Chair will be shared with Minister Hoskins.

#### **MOTION:**

**That the Governance Committee recommends the Board of Directors approves the Board evaluation report and authorizes the Board Chair to share it with the Minister.**

**Moved: Anne MacDonald / Seconded: Pierre Tessier  
All in favour  
Carried**

#### 14.2 French Language Services

It was reported that the Board education session on French Language Services took place and was a great success. The June 26 draft minutes of the committee were shared. The item relating to the joint action plan will be presented to the Board at the next meeting (September 27).

#### 14.3 CEO Performance Evaluation & Compensation

This committee was not active over the last month. The Broader Public Sector Compensation will take place in due time, probably in the fall.

#### 14.4 Finance & Audit

The Board received a verbal report of the meeting of July 24 (draft minutes from this meeting will be shared with the Board and included in the next Board meeting package). Some of the items tabled by the committee related to: the review of the financial audited statements for the stub period; the next steps to be taken regarding the auditor's contract and the expansion of the scope to be aligned with the renewed LHIN for the audit survey 2017-2018; the review of the first quarterly reports -- changes were proposed by the committee to some of the Q1 reports. It was noted that going forward, for the next few months, the quarterly reports will be tabled at the Board the month following the Finance and Audit committee meeting. This will allow time for staff to make necessary amendments to reports. Finally, it was reported that administrative reductions required by the Ministry relating to the transition have been achieved and that our budget is in a good position after the first quarter.

#### **MOTION:**

**That the Finance and Audit Committee recommends the Champlain LHIN Board accepts the auditor's report and the audited financial statement for the stub period as presented; and authorises the Finance and Audit committee chair and Board Chair to sign the financial statements.**

**Moved: Randy Reid / Seconded: Wendy Nicklin.  
All in favour  
Carried**

14.5 Quality

A verbal report was provided for the meeting of July 18 (minutes to be shared in the next Board meeting package). The verbal report included the following highlights: minor changes were made to the terms of reference; further discussions took place relating to data collection and the selection of performance indicators for our various reports; the committee received a presentation of the program evaluation component; a discussion relating to long-term care compliance issues and the position of the LHIN and its role; finally the committee received confidential information relating to an adverse event in a closed session.

14.6 Board Work Plan

This item was tabled under governance committee report – item 14.1

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**Other Business**

No other business was tabled.

**Adjournment of Meeting**

There being no objection, the meeting concluded at 5: 40 p.m.

Moved by: Greg Taylor

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

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Chantale LeClerc  
CEO  
Champlain Local Health Integration Network