

Central West **LHIN** | **RLISS** du Centre-Ouest**MINUTES OF THE BOARD OF DIRECTORS' MEETING****WEDNESDAY, JANUARY 23, 2019****Commencing at 5:00 P.M.****199 County Court Boulevard – ‘Brampton/Caledon Room’****Brampton, Ontario**

Board Members Present:	Carmine Domanico (Board Chair) (Tel), Peter Harris (Acting Chair) Moyra Vande Vooren (Member) (Tel), Anita Gittens (Member), Angel Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member), Neil Davis (Member) (Tel)
LHIN Staff Present:	Scott McLeod (CEO), Kim Delahunt (V.P.), Brock Hovey, (V.P.), Marla Krakower (V.P.), Kimberley Floyd (V.P.), Jas Rai (EA to CEO & Board Liaison), Sharanjeet Kaur (Director of Strategy and Project Management Office)
Guests:	Stacey Daub, President & CEO, Headwaters Health Care Centre Louise Kindree, Board Chair, Headwaters Janice Stephenson, Counsel, LHIN Legal Services Branch Sabrina Grando, Counsel, LHIN Legal
Regrets:	Hugh O'Brodovich (Member), Tamara Wallington (VP)

1.0 CALL TO ORDER

Peter Harris, Acting Board Chair, called the Board Meeting to order at 5:00 p.m. Mr. Harris welcomed guests Stacey Daub, CEO, and Louise Kindree, Board Chair, of Headwaters Health Care Centre, to the meeting.

1.1 Approval of Agenda

Peter Harris asked if there were any additional agenda items to be added. It was requested that Committee Terms of Reference be added to the agenda.

MOVED by Neil Davis and SECONDED by Anita Gittens, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, January 23, 2019 be approved, as amended.

CARRIED**1.2 Conflict of Interest**

Peter Harris reminded members of the Conflict of Interest Guidelines and asked if any members had any conflicts to declare.

There were no declarations of Conflict of Interest.

2.0 CONSENT AGENDA

Peter Harris reminded Members that the process is that they can ask questions and seek clarification on items within the Consent Agenda, but should further discussion be required, the item will be pulled and added to the Regular Agenda. Scott McLeod advised that all action items in the December minutes are either underway or completed.

MOVED by Heather Picken and SECONDED by Angel Rebelo, that the Consent Agenda be approved, as circulated.

CARRIED

3.0 PATIENT STORY

Stacey Daub shared a story about Russ, a 100 year old resident of Abbey Field Seniors Housing. Ms. Daub noted that late last summer Russ was admitted to hospital at which time he was diagnosed with pneumonia. Stacey noted that Russ thought he would not return home and would die in hospital, as on previous admissions to the hospital, there was no conversation about treatment and options. Stacey Daub noted that this time when Russ was admitted to the medicine unit he was quickly stabilized, and on the same day he was out of bed and walking, and he stayed in hospital for five days, with the majority of this time spent in the gardens and exercise classes. Stacey was proud to note that Russ left the hospital feeling in better shape than he did for many years.

Stacey Daub noted that the team saw his abilities, even with a hip replacement at 92, he was encouraged to quickly become mobile and Stacey noted that it was in part credited to the exceptional volunteer care at Abbey Fields that gave him purpose to recover.

Peter Harris thanked Stacey for a moving and inspirational story about patient care at Headwaters.

4.0 BOARD EDUCATION / GENERATIVE DIALOGUE

4.1 HEADWATERS HEALTH CARE CENTRE – STRATEGIC PLAN

Stacey Daub informed Members that the focus of the Headwaters Strategic Plan to date has been Community Engagement. Ms. Daub noted that Headwaters made a point of going out to the broad community, which included farmers markets, local fairs, malls and focus group events.

Ms. Daub highlighted an example of community feedback, where a resident near the hospital indicated that the new hospital sign was too bright and shone into their home all night. Stacey noted that this was a quick fix, where they simply turned down the level of lighting at night and client was happy with the fast action.

Stacey Daub noted that Headwaters Leadership Team and Board Members were very engaged with community and met with 14 partner organisations, including primary care and physicians. Ms. Daub noted that the extensive community engagement provided excellent feedback.

Stacey Daub noted a few of the main themes and experiences to come out of the community engagement sessions were, to add more programs and services closer to home, and have cancer care services locally as well as paediatric services. Ms. Daub also noted that they received feedback regarding timelier access to diagnostic imaging services, and access to the Emergency Department, as well as improved coordination within the hospital and community. Stacey also noted that clients are proud of the hospital and some comments were related to keeping the hospital beautiful, as it was a lovely building, but is in need of updating.

Stacey Daub informed Members that they conducted a SWOT – Strengths, Weaknesses, Opportunities and Threats to highlight quality, community relations, financial management, people and culture.

Stacey noted that Headwaters relationship with Osler is important, but is somewhat variable, usually physician to physician issues. Ms. Daub noted that Osler is also overwhelmed with their challenges and getting mental health patients into inpatient care is very challenging.

Scott McLeod asked if Stacey could talk about Headwaters' Innovation. Stacey Daub noted that Headwaters has many different partnerships, and is currently working with the University of Waterloo, with new research partners, where they take age old problems with an intent to get to the root cause of a problem, and bring different groups of people together, noting that this is still in early stages.

Peter Harris noted that going into the community educates the community about where to go, they start to learn, the more you participate with community and education, this is innovation itself.

Heather Picken noted that the gardens at Headwaters are innovative, they have brought so much to the community and patients.

Kim Delahunt commended Stacey and her team on the community engagement and getting to only three draft strategic directions, and capturing lots of elements in them.

Louise Kindree noted that the experiences with Central West LHIN have been excellent. Ms. Kindree noted that Headwaters' Board sincerely thanks Central West LHINs' Board and Staff in their work to address Headwaters' Structural Deficit. Ms. Kindree noted that because of Central West LHIN's efforts to date, citizens of Caledon continue to receive excellent care close to home. She noted that they look forward to working together in the future.

Peter Harris thanked Stacey Daub and Louise Kindree for attending the Board Meeting and for the excellent presentation.

4.2 INTEGRATION AUTHORITIES OF THE LHIN

MOVED by Ashish Kemkar and SECONDED by Anita Gittens, that the Central West LHIN Board of Directors consider matters: related to Personnel, Solicitor-Client Privilege, Personal and Public Interest in a closed session to pursuant to s.9(5)(a) or s 9(5.1) of the Local Health Integration Act, 2006

CARRIED

MOVED by Angel Rebelo and SECONDED by Heather Picken, that at 6:50 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

CARRIED

MOVED by Anita Gittens and SECONDED by Angel Rebelo, that the actions taken during the Closed Session should not be reported in the Minutes.

CARRIED

5.0 REPORTS OF THE BOARD CHAIR, BOARD MEMBERS, AND CHIEF EXECUTIVE OFFICER

5.1 Report of the Board Chair

Carmine Domanico provided an update on the following items:

- Carmine Domanico noted that the LHIN has not received any information regarding Reappointments of Board Members, and don't expect an update due to the agency review that is in progress.

5.2 Board Member Updates

- Angel Rebelo informed Members that she was pleased to receive the invitation to the Indigenous Blanket Exercise, and will be registering for one of the two sessions.

5.3 Report of the CEO

Scott McLeod provided an update on the following items:

- **Quality Awards** – Scott McLeod reminded Members that the Awards ceremony has been confirmed to take place on February 21st and invitations and registration details have been circulated widely.
- **Hallway Medicine Avoidance** – Scott McLeod informed Members that the inaugural meeting of this task force was held on Monday, January 21st. He noted that participants included senior staff from Headwaters, Osler, CMHA-Peel and Region of Peel, as well as LHIN Physician Leads, Sub-Region Leads and LHIN staff. Mr. McLeod noted that the purpose of this task force is get to the root cause, review ideas, and identify strategies that may be implemented in the short and medium term.
- **Occupancy Rates** – Scott McLeod informed Members that over the last 6 weeks Osler and Headwaters have experienced surge pressures and have been operating at over 100% occupancy at times. Scott noted that rates still remain high at 97%, but has come down a little bit. Scott McLeod noted that Central West LHIN ALC (Alternate Level of Care) patients are at 62, which is the lowest in the province, and provincially 2,900 beds are occupied by patients that should have been elsewhere.
- **Influenza** - Scott McLeod noted that while current flu rates continue to be low, there was a little spike in December. Ashish Kemkar asked if the vaccine was more effective, Scott noted that there appears to be a better match between the vaccine and the strains of Flu that are prevalent. He noted that this year there are more flu cases in young children rather than in seniors.

6.0 STRATEGIC DIALOGUE

6.1 ANNUAL BUSINESS PLAN (ABP)

Kim Delahunt reminder Members that the ABP is the LHINs' operating plan, showing how we will operationalize what is in the Integrated Health Services Plan (IHSP) for 2019 / 2020. She indicated the mandatory ABP template was provided by the Ministry where a new section has been added for LHIN Sub-Region. Kim Delahunt noted that this is still a draft, which was submitted to the Ministry on December 31, 2018 and we are expecting to receive feedback in the near future. Kim Delahunt requested that Board members provide any suggestions / feedback by February 6. She noted that a final draft will be presented to the Board at the February Board meeting. Ms. Delahunt noted that once approved by the Ministry the LHIN will create a public friendly version.

Carmine Domanico asked if this will become a public document, and who sees it. Kim Delahunt noted that it will be shared with all our providers and posted on our website, similar to the IHSP.

Ashish Kemkar asked about a staffing plan for next year and how the LHIN plans to reconcile. Scott McLeod noted that the LHIN hasn't been advised of 2019/2020 funding and as a result were directed not to assume funding for programs that are reoccurring. He also noted that we don't know what additional funding, if any we can expect for Home & Community Care. Scott McLeod noted that the budget assumptions for 2019-20 will be presented to the Finance & Audit Committee and subsequently to the full Board.

6.2 EMPLOYEE ENGAGEMENT PULSE SURVEY

Marla Krakower informed Members that the Employee Engagement survey was initiated in late November and used the six standardized, evidenced based core questions from the National Research. In addition to the 6 questions, Staff also had the opportunity to include comments. She noted that the participation rate was excellent with 76% of staff completing the survey. While slightly lower than last year, the total number of staff completing was higher. Marla noted that the overall results are higher in every category with lots of helpful comments and consistent themes.

Marla provided a high-level overview of the results. She noted that staff feel most fulfilled by recognition from patients and families as well as acknowledgement from managers. Marla noted that people feel that management is listening and responding.

Marla noted that there were some suggestions regarding the High Five awards, which is a monthly nomination process of outstanding team and individual contributions, which will be incorporated into the process.

Ashish Kemkar asked if there were prizes associated with winning. Marla Krakower noted that a small token is awarded to the individual and a group trophy to the winning team. Ms. Krakower noted that this is mainly an opportunity to get engaged. Scott McLeod noted there are usually about 20 team and individual nominations each month, staff cannot self-nominate, and it is all done online, so that everyone can see who has been nominated.

Marla Krakower also informed Members that the Health and Wellness Committee was reconstituted, with new Terms of Reference and members to review the survey results.

Marla noted that key messages to the Senior Team was to keep listening, be present, involve staff in developing solutions, trust staff, delegate and involves staff in decisions..

Marla informed Members that next steps include sharing results with staff, and to develop teams at the corporate and department level to see how some of the feedback can be implemented.

Scott McLeod informed Members that overall the results are very positive and progress is being made in every category.

Marla Krakower informed Members that as a LHIN we have the lowest absenteeism rate in all LHINs, by a large margin, and lowest rate of long term disability. Moyra Vande Vooren noted that the team should feel very proud with this accomplishment.

7 FIDUCIARY DIALOGUE

7.1 Report of the Finance & Audit Committee Meeting, Monday, January 21, 2019

Ashish Kemkar provided a brief update on discussion at the January 21 meeting.

7.1.1 2018-19 Quarterly Financial Results and Year-End Forecast

Ashish Kemkar noted that the annual budget increased by \$116K since the last report. Mr. Kemkar noted that the LHIN is currently projecting a \$2.3 million deficit.

Scott McLeod reminded the Board that the LHIN submitted a letter to the Ministry in December that outlined a contingency plan to achieve a balanced budget which also included opportunities for the Ministry to allow the LHIN to use restricted funds as well as inter-LHIN transfers to balance to the bottom line. Scott noted that the Ministry was not supportive of reducing access to services and is quite supportive of the inter-LHIN transfers,

Scott McLeod informed the Board that the Ministry is waiting to see the Q3 results. A meeting with the MOHLTC is scheduled for the second week in February.

MOVED by Angel Rebelo and SECONDED by Anita Gittens, that the Central West LHIN Financial Results from Operations as at December 31, 2018, be approved, as submitted.

CARRIED

Ashish Kemkar asked Brock Hovey to thank his team for all their work on the financials.

8 OIC REAPPOINTMENTS

There was discussion regarding the membership of the Governance Committee. It was agreed that the Governance Committee should have a community member option as do the Quality

and Finance and Audit Committees. Carmine Domanico noted that all Board Committees should have a Community Member.

After some discussion it was agreed to amend all Board Committee Terms of Reference to add a bulletin under Membership indicating that the Board may appoint community members who bring a specific expertise to the committee.

MOVED by Heather Picken and SECONDED by Ashish Kemkar, that Board Committee Terms of Reference be updated to reflect that the Board may appoint Community Members who bring a specific expertise to the Committee.

MOVED by Moyra Vande Vooren and SECONDED by Angel Rebelo, that Jeff Payne, be appointed to the Governance Committee and Adrian Bita be appointed to the Finance & Audit Committee, as Community Members.

CARRIED

8.0 IN-CAMERA SESSION

MOVED by Angel Rebelo and SECONDED by Heather Picken, that the Central West LHIN Board of Directors consider matters: related to Personnel, Solicitor-Client Privilege, Personal and Public Interest in a closed session to pursuant to s.9(5)(a) or s 9(5.1) of the Local Health Integration Act, 2006.

CARRIED

MOVED by Anita Gittens and SECONDED by Ashish Kemkar, that at 8:10 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

CARRIED

MOVED by Angel Rebelo and SECONDED by Anita Gittens, that the Central West LHIN Board of Directors approve the business conducted during the Closed Session and that the actions taken during the Closed Session should not be reported in the minutes.

CARRIED

9.0 ADJOURNMENT OF BOARD MEETING

MOVED by Neil Davis and SECONDED by Anita Gittens, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, January 23, 2019 be adjourned at 8:10 p.m.

CARRIED

Peter Harris, Acting Board Chair

Scott McLeod, CEO