

Central West LHIN | RLISS du Centre-Ouest

MINUTES OF THE BOARD OF DIRECTORS' MEETING

WEDNESDAY, JUNE 27, 2018

Commencing at 6:00 P.M.

199 County Court Boulevard – 'Brampton/Caledon Room'

Brampton, Ontario

Board Members Present:	Carmine Domanico (Board Chair), Jeff Payne (Vice Chair), Moyra Vande Vooren (Member), Hugh O'Brodovich (Member), Anita Gittens (Member), Angel Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member)
LHIN Staff Present:	Kim Delahunt (Acting CEO), Brock Hovey, (V.P.), Marla Krakower (V.P.) Jas Rai (EA to CEO & Board Liaison)
Regrets:	Adrian Bita (Member), Scott McLeod (CEO), Tamara Wallington (V.P.), Kimberley Floyd (V.P.)
Guests:	Colin Preyra, CEO and Scientific Director, Preyra Solutions Kiki Ferrari, Executive Vice President, Clinical Operations, William Osler Health System, Peter Varga, Vice President, Patient Services and Chief Nursing Officer, Headwaters Health Care Centre Bonnie Camm, Interim Associate Vice President for Clinical Services & Executive Lead for Peel Memorial Terri Lynn Hansen, Director, Access & Flow, Rehabilitation & Complex Continuing Care

1.0 CALL TO ORDER

Jeff Payne, assumed the role of Meeting Chair (at the request of the Chair who was delayed) and called the Board Meeting to order at 6:15 p.m. Mr. Payne welcomed guest, Colin Preyra of Preyra Solutions to the meeting.

1.1 Approval of Agenda

Jeff Payne asked if there were any additional agenda items to be added. No additional items were added to the agenda. Jeff noted that the Board Education / Generative Discussion would be moved up to accommodate Colin Preyra's schedule.

MOVED by Angel Rebelo and SECONDED by Neil Davis, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, June 27, 2018 be approved, as amended.

CARRIED

1.2 Conflict of Interest

Jeff Payne 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

Jeff Payne 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. Kim Delahunt advised that all action items in the May minutes are either underway or completed.

Jeff Payne asked that on the Minutes of the Finance & Audit Committee Meeting of March 26, 2018, to add Neil McIntosh's full title (in order to identify him as staff and not a Director).

Jeff Payne asked that on the Minutes of Board of Directors Meeting of May 23, 2018, page 4, to remove his name as he did not attend the CMHA Dufferin Grand Opening event.

Action item: Jas Rai

Kim Delahunt provided updates to the action items from the May 23 Board of Directors meeting as follows:

- **Wound care cost savings** – Kim confirmed that the savings in costs in wound care are based on a decrease in readmissions.
- **Type of wounds** – Kim informed Members that the most common type of wounds treated are surgical wounds, followed by leg ulcers.
- **Flesh Eating Disease** – Kim Delahunt noted that based on data from the Region of Peel between 2013 and 2018 the ranges for this disease are between 38 and 47 annual cases. Kim noted that this year the number is at 22 cases.
- Kim provided clarity regarding funding that was reported in the May CEO Report. The funding provided to Community Health Care was base funding.

MOVED by Anita Gittens and SECONDED by Hugh O’Brodivich, that the Consent Agenda be approved, as amended.

CARRIED

Jeff Payne reminded Members that during the election period the government is in “caretaker mode” and that Board Members and LHIN staff are required to continue to follow the rules set out in the Public Service of Ontario Act regarding elections. He noted that only activities that are considered “business as usual” can be conducted during this period.

3.0 BOARD EDUCATION / GENERATIVE DIALOGUE

3.1 Capacity Planning in the Central West LHIN

Kim Delahunt introduced Colin Preyra, the CEO and Scientific Director of Preyra Solutions Group, a consulting firm engaged in funding, planning and performance assessment in health care. Kim noted that given the population growth and changing demographics, capacity planning will be critically important to ensure we can meet the growing needs of the population. She reminded members that a key priority is to advance the pre-capital process for a third hospital in Brampton.

Mr. Preyra thanked the Board for the opportunity to present. Colin informed Members that his presentation will focus on elements of capacity planning, approaches, population need and future need.

Mr. Preyra noted that Ontario expects a population increase of 30% in the next five years and to more than double in the next 25 years. Colin indicated that based on these numbers Central West LHIN will be greatly impacted and can expect a 44% population increase in the next twenty-five years.

Mr. Preyra provided an overview of some of the common planning themes, which included the following:

- Population growth and aging
- Localization – Colin noted that it is important to think about this as lack of access to services within the LHIN forcing people to seek services in other LHINs.
- Inter-LHIN Access differences
- Informal Care – Colin noted that Central West LHIN has so few long-term care beds
- Social Determinants of Health
- Patient segmentation
- Best practice

Mr. Preyra noted that the Ministry of Health and Long-Term Care is currently doing capacity planning in the long-term care sector.

At 6:40 pm, Carmine Domanico arrived. He thanked Jeff for chairing the meeting in his absence and assumed his role as Chair of the meeting.

Mr. Preyra acknowledged that there is funding inequity in Central West LHIN and this will be a challenge over time due to the expected rapid growth.

Carmine Domanico thanked Mr. Preyra for his informative presentation and discussion.

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

4.1 Report of the Board Chair

Carmine Domanico provided an update on the following items:

- **HSSO Conference** – Carmine noted that he attended the two-day conference and the Special Governance Session scheduled for Board Members only. Carmine was joined by Anita Gittens, Jeff Payne, Moyra Vande Vooren, Angel Rebelo and Peter Harris.
- **Expenditure Restrictions** - Carmine Domanico reminded Members of the expenditure restrictions in place regarding hiring of new staff (with the exception of front-line staff) and restrictions on food and beverages at all staff, Board and Committee meetings. Carmine noted that it is unknown when (or if) these restrictions will be lifted.
- **Health Service Provider Events** - Carmine Domanico informed Members that he attended a number of events over the last few weeks and had the opportunity to bring greetings on behalf of the LHIN. These included CANES' Stakeholder Forum, Humber Valley Terrace Anniversary Celebration and William Osler Annual General Meeting.
- **Mission Vision and Values** - Carmine Domanico requested an update on the status of the Mission Vision and Values collateral, acknowledging the challenge to produce materials due to the expenditure restrictions.

Action Item: Marla Krakower

- Carmine Domanico reminded Members that he will be on vacation as of July 1 to 31, and will delegate the Chair role to Jeff Payne.

At 6:45 p.m. Carmine welcomed guests from William Osler Health System and Headwaters Health Care Centre to the meeting and noted they are on the agenda to provide an update on Ministry LHIN Accountability Agreement (MLAA) Performance Indicators.

4.2 Board Member Updates

- Anita Gittens attended CANES Stakeholder Forum and noted that it was very well run, with lots of good ideas shared at the round table discussion.
- Ashish Kemkar attended the Osler AGM this evening.
- Angel Rebelo attended the HSSO Conference and was very impressed. Angel also attended Headwaters AGM which was held at the old hospital site. Angel requested a tour of Headwaters hospital which Jas Rai will coordinate.

Action item: Jas Rai

- Hugh O'Brodovich attended both the Osler and Headwaters AGMs.
- Jeff Payne attended Caledon Meals on Wheels AGM and had the opportunity to bring greetings on behalf of the LHIN. Jeff noted that he will be also be speaking at the Indus Community Services AGM on Thursday, June 28th.
- Moyra Vande Vooren attended the HSSO conference. Moyra noted that a summary of the discussion at the HSSO Governance session will be shared outlining next steps. Moyra noted that the speaker from

Manitoba was very good and Moyra asked whether the LHIN should focus on risk at a governance level. Kim Delahunt indicated this will be added to the September Governance Committee Meeting for further discussion.

Action Item: Kim Delahunt

- Peter Harris also attended the HSSO conference and noted that there were many ideas generated at the Governance Session with good speakers and lots of learnings.

4.3 Report of the CEO – Acting CEO

Kim Delahunt, as Acting CEO, provided an update on the following items:

- **Primary Care event at Peel Memorial:** Kim Delahunt noted the discussion topic focused on Opioids and was a very successful event. Over 50 physicians attended including a number of new physicians.
- **GTA Rehab Network Best Practices Day** – Kim proudly informed Members that the Home & Community Care poster won third prize, which was a joint submission by William Osler and the LHIN. The theme of the poster was on a bundled care approach and focused on patient goals.
- **Funding** - Kim Delahunt informed Members that as per the Expenditure Restrictions the Ministry has given a directive to pause on sending out any funding that is discretionary until further notice.
- **Special Needs Strategy** – Kim noted that all LHINs have been directed to pause efforts to move care for special needs children from the LHINs to the Children’s Treatment Centres. The LHINs will continue to provide services to children in schools until further notice.
- **Team Building** – Kim Delahunt informed Members that the LHIN held a Management Team Building event last week where input was provided on the IHSP. Kim noted that part of the day focused on continuing to build a high performing Senior Team. She noted that it was a very successful day.

5.0 STRATEGIC DIALOGUE

5.1 Ministry LHIN Accountability Agreement (MLAA) Performance Indicators

Brock Hovey introduced the following guests:

- Kiki Ferrari, Executive Vice President, Clinical Operations, William Osler Health System,
- Peter Varga, Vice President, Patient Services and Chief Nursing Officer, Headwaters Health Care Centre
- Bonnie Camm, Interim Associate Vice President for Clinical Services & Executive Lead for Peel Memorial
- Terri Lynn Hansen, Director, Access & Flow, Rehabilitation & Complex Continuing Care

Brock noted that the focus of the presentation is on the Ministry LHIN Accountability Agreement (MLAA) Dashboard quarterly report with a specific focus on Alternate Level of Care (ALC) performance. Brock noted that for Q4 the LHIN has six indicators in the top seven in the province and noted that for ALC the Central West LHIN has consistently been either the first or second best performance in the province.

Kiki Ferrari reminded Members that “hallway medicine” has been a hot topic recently. She noted that the challenge has not been ALC as it relates to hallway medicine, the new beds received in November/December last year were pivotal in getting through surge. Kiki credited Home & Community Care (H&CC) as playing a pivotal role in achieving this result.

Bonnie Camm noted that both Osler sites (Brampton Civic – BCH & Etobicoke General Hospitals – EGH) have experienced an increase in the percentage of ALC due to long stay patients, she noted that Osler recorded high numbers between January and March. Ms. Camm noted that access to some services is different in Toronto and Mississauga Halton LHINs and this impacts results as some patients go outside Central West LHIN. Bonnie also noted that lack of service providers in some rural areas has affected wait times for some programs, specifically the Wait at Home (WAH) program.

Terri Lynn noted that the key to the successful WAH program has been through collaboration with Headwaters Health Care Centre (HHCC) and Home and Community Care working together on getting the patient back into the community or into long-term care beds. Terri Lynn noted that a key success factor has been to ensure consistent and early messaging to patients to set expectations.

Peter Varga noted that HHCC ALC rate is increasing a little related to the hospital only having 39 acute care beds. Mr. Varga noted that mental health admissions have driven the increase in ALC rate as the hospital struggles to transfer patients to an appropriate service. Peter also noted that discharges for patients with behaviours to Long Term Care are the most challenging, as there is a need to prove a patient is non-violent which takes a lot of time.

Neil Davis acknowledged that Central West has fewer LTC beds per capita than other parts of Ontario and this would also result in increasing ALC rates. Neil questioned how long this gap is sustainable and when can we get more LTC beds. He also questioned how best to manage mental health patients who are admitted to Headwaters because of limited access to Mental Health beds in Brampton.

Kiki Ferrari noted that one of the reasons that the LHIN has been able to cope with existing LTC capacity is due in part to Brampton's large South Asian community with families that feel it is their duty to care for family members at home, and not to send them to LTC.

Kim reminded members that there is work underway to replace aging LTC facilities as well as add new capacity. It is hoped that we will learn more about the process to allocate the beds that have been promised.

Kiki noted that behaviour issues will get worse as we face more dementia patients. She noted that adding nurses is not a solution and noted that West Park has hired a Behavioural Specialist. Kiki noted that the Butterfly Model (at Malton Village) is a great example of a program that addresses behavioural issues in dementia patients.

Carmine Domanico thanked the guests for their informative presentation and discussion.

5.2 Board of Directors' Retreat Debrief

Kim Delahunt provided Members with an update on the progress of the IHSP since the Board provided input at the Board Retreat. Kim noted that all five sub-regions have been engaged, and there has been good progress on the online public surveys, with 106 completed as of today.

Kim Delahunt noted that staff at VP, Director and Manager levels have been engaged in the process and good feedback was received at the recent Leadership Retreat. In addition, Kim noted that sessions will also be set up with members of the Patient and Family Advisory Committee (PFAC) and external partners, including the Indigenous community, French language services and a session with Service Provider Organizations (SPO).

Kim noted that all feedback will be compiled by the end of July and an additional Board Retreat has been scheduled for August 22, if required, and the IHSP will be shared at the October Governance and Leadership Forum. Kim Delahunt asked Members if they had any additional feedback and there was none, it was noted by Members that they were pleased with the progress to date.

6.0 FIDUCIARY DIALOGUE

6.1 Report of the Quality Committee Meeting, Wednesday, June 11, 2018

Moyra Vande Vooren provided an update on the engagement session that took place as part of the June 11 Committee Meeting, with Mental Health and Addiction service providers. Moyra noted that the feedback from the session was positive and there are plans to do similar sessions with other sectors.

Moyra provided a brief update on the Patient and Family Advisory Committee noting that a number of key milestones had been achieved which included input into the 2018/19 Quality Plans. Moyra noted that representatives from all five sub regions, French language services and Indigenous community participated to begin formalizing their work plan.

Moyra Vande Vooren noted that planning is underway for the Quality Awards which is being scheduled for January.

Moyra provided an update on the status of the Central West submission to Accreditation Canada to extend the current status for approximately one year. She noted that our report documenting compliance of 45 selected standards will be submitted by end of July.

6.2 Report of the Finance & Audit Committee Meeting, Monday, June 25, 2018

Jeff Payne acted as Committee Chair during Adrian Bitá's absence at the June 25 meeting.

6.2.1 – LHIN Monthly Financial Results

Brock Hovey noted that the financial statements have been adjusted to include the \$14Million in additional base funding for home and community care. This level of adjustment requires Board approval.

MOVED by Jeff Payne and SECONDED by Neil Davis, that the allocation of the 2018-19 incremental Home and Community Care funding as reflected in the financial report of May 31, 2018 be approved, as circulated.

CARRIED

6.2.2 – Financial Authority Policies

- Jeff Payne noted that there two policies circulated as part of the package: Financial Authority Policy (GP006)
- Financial Authority Policy – Transfer Payment (GP006A)

There were only minor changes to the policies and there were no questions regarding the updates to the policies.

MOVED by Jeff Payne and SECONDED by Heather Picken, that the Financial Authority Policy (GP006) and the Financial Authority Policy – Transfer Payment (GP006A) be approved, as circulated.

CARRIED

6.2.3 – 2017-18 Annual LHIN Report on the Use of Consultants

The Draft 2017-18 Annual LHIN report on use of Consultants was circulated as part of the package. Jeff Payne noted that there was one amendment to the procurement column as noted in the briefing note circulated. There was no further discussion.

MOVED by Jeff Payne and SECONDED by Angel Rebelo, that the Central West LHIN Report on Consultant Use for the period ending March 31, 2018, be approved, as circulated.

CARRIED

6.3 Report of the Governance Committee – Committee Year End Evaluation Survey

Jeff Payne reminded Members that there was no meeting in May.

Jeff Payne noted that the LHIN conducts annual evaluation surveys for each Board Committee at the end of June. Jeff noted that Members will be receiving invitations for their respective Committees to complete a year end evaluation next week, to be completed by July 31st. Jeff noted that the surveys will be posted to the Diligent portal by Jas Rai who will send the invitations.

Action Item: Jas Rai

8.0 IN-CAMERA SESSION

MOVED by Moyra Vande Vooren and SECONDED by Jeff Payne, 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 Ashish Kemkar and SECONDED by Anita Gittens, that at 9:30 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

CARRIED

MOVED by Heather Picken and SECONDED by Hugh O'Brodovich, 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 Hugh O'Brodovich and SECONDED by Peter Harris, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, June 27, 2018 be adjourned at 9:30 p.m.

CARRIED

Carmine Domanico, Board Chair

Scott McLeod, CEO