

**REGULAR MINUTES OF THE BOARD OF DIRECTORS' MEETING
OF THE CENTRAL WEST LOCAL HEALTH INTEGRATION NETWORK**

HELD WEDNESDAY, MARCH 26, 2014 AT 6:00 P.M.

Central West LHIN Office, 8 Nelson Street West, Suite 300, Brampton, Ontario

Board Members Present:

Maria Britto (Board Chair), John McDermid, Gerry Merkley, Lorraine Gandolfo, Winston Isaac, Suzan Hall, Ken Topping, Pardeep Singh Nagra (via Teleconference)

Staff Members Present:

Scott McLeod (CEO), David Colgan, Brock Hovey, Michele Williams, Tom Miller, Mark Edmonds, Suzanne Robinson, Elizabeth Salvaterra

Guest:

Vida Vaitonis, Shore Consulting Group

1.0 Call to Order

Maria Britto called the regular meeting to order at 6:10 p.m. There were no Observers in attendance.

1.1 Approval of Agenda

Board Members reviewed the Regular Agenda and no changes were requested.

MOVED by Lorraine Gandolfo and SECONDED by Ken Topping, that the Regular Agenda, as circulated, be approved.

CARRIED

1.2 Conflict of Interest

Maria Britto reminded Board Members of the need to declare any Conflict of Interest with respect to items appearing on the Regular Agenda. No conflicts were declared.

2.0 Consent Agenda

MOVED by Suzan Hall and SECONDED by Gerry Merkley, that the Consent Agenda, as circulated, be approved.

CARRIED

3.0 Report of the Board Chair and Chief Executive Officer

3.1 Report of the Board Chair

Maria Britto provided an overview of recent activities and a brief discussion followed.

3.2 Report of the Chief Executive Officer

Scott reviewed his written report and provided additional information with respect to the following items:

- **Diabetes Education Centres** – the LHINs across Ontario were advised of a budget reduction for the Diabetes Education Centres that was driven through the Financial Management Branch. The Diabetes Education Centres across Ontario have been running surpluses and not achieving targets for over three years so while disappointing it is not an unreasonable response. This will not result in any decrease in services as they are not reducing staff, and in fact, will need to recruit additional staff in some cases. The total budget in Central West is \$2.75 million.
- **Pay for Results (P4R)** – is determined based on a complicated formula for determining local allocations based on meeting previous years' targets. This program has been around for 4 years and is "one-time re-occurring" funding to support improvements in the Emergency Department to help achieve the performance targets. It was noted that in previous years, the ED planning group has not identified their priorities until August which is usually when the funding arrives and this makes it virtually impossible to ramp up initiatives fast enough to use the funds, which in turn results in an in-year reallocation. Scott noted that he has asked staff to be ready to move for April in the event funding comes early and while they cannot commit specific dollars yet, they can begin the necessary up-front work so when funding is announced, we can be ready to execute. The list of projects that will be undertaken was provided.
- **Health Links** – Scott noted that we have received \$1.8 million for 2014-2015 to support the ramping up of Health Links and this includes full funding of \$600,000 each for the two new Health Links and the balance from last year.
- **Enabling Technologies Draft** – Scott provided this for information only and it was agreed that Andrew Hussain be invited back to a future Board Meeting to talk about the plan and the specific work we are doing through the Project Management Office.
- **French Language Services** – Scott noted that we have worked to build a good partnership with Reflet Salveo. He noted that the Executive Director, Helen Roussel, is no longer with

the organization and that a Board Member, Christiane Fontaine, has been appointed as the Interim Executive Director.

- **Advanced Health System Leadership Program** – Scott advised that this program has a specific focus on Health Links and that a total of 45 emerging leaders are enrolled including 18 primary care doctors. Rotman has been contracted to deliver the program with Dr. Brian Golden as the Team Lead and he has assembled a faculty of approximately four others to deliver the program. From the beginning, the idea was for participants to take on a Health Link-related project, i.e. work that we need to do, and that none of the project ideas is “make work”. Each of the Health Links Leads and the LHIN suggested project ideas with a senior executive project sponsor. The project teams will work with the project sponsor to seek guidance and advice as they work on the initiatives. He noted that this is a great opportunity for the teams to come together around a common issue, to bring ideas to work that need to be done anyway, and to build strong relationships across the team and the class, and finally, to interact with some of our health care executives in the Central West LHIN. Formal evaluations occur at each session and feedback has been extremely well-received by our HSPs and participants.
- **Outstanding People** – this month’s report highlights the Executive and Administrative Support Team who often work behind the scenes to provide excellent support to the work that we do and we could not function without them.
- **In Year Reallocation** - Scott circulated, for information, a Briefing Note regarding the CCAC’s in-year reallocation request. Scott advised that the purpose of the briefing note was to apprise the Board of additional in-year reallocation of surplus operating funds that had been approved for the Central West CCAC to help replace some of the aging employee workstations. Scott advised that the LHIN considered three options and that based on the rationale for the request, had approved a reallocation of \$470,000 for the purchase of the replacement workstations, which would allow the CCAC to acquire approximately 155 units.

4.0 Generative Dialogue

4.1 Mental Health & Addictions – Next Steps

David Colgan introduced Vida Vaitonis from Shore Consulting Group, who provided an overview of their review of the Mental Health and Addiction Services ‘Rapid Planning Project’ work in the Central West LHIN. David advised that the Central West LHIN retained the services of Shore Consulting in January 2014 to consult with local mental health and addiction service provider organizations through the Central West LHIN Mental Health and Addictions Core Action Group, to undertake a rapid planning project to develop recommendations for service

improvements. The recommendations will be used to inform the Central West LHIN as it establishes priorities for service investments to be considered in 2014-2015 in anticipation of the announcement of the 2014-2015 community funding increase. In February of 2014, the Central West LHIN held a Governance to Governance and Senior Leadership Forum that brought in speakers from national, provincial and local organizations as well as the MOHLTC to speak about mental health and addiction issues, which generated ideas about local needs and possible strategies to address them.

Board Members were then asked to consider two questions following the presentation by Vida, to form the basis of a generative discussion as follows:

1. Does what Shore Consulting shared with you, based on the process of the Rapid Planning Project and recent discussions at the Governance to Governance session in February, resonate with you?
2. What else might be considered that you haven't heard from the Consultant in the presentation?

The generative discussion that followed about mental health and addictions services among the Board Members demonstrated an appreciation of the gravity of the considerable challenges that persons of all ages with mental illness and addictions face as the sector continues to find ways and means to better serve its clients and their families.

5.0 Strategy Dialogue

5.1 H-SAA Extension

Brock Hovey noted that he requires approval on the 2014 H-SAA Amending Agreements for William Osler Health System and Headwaters Health Care Centre. He advised that the extension amends the current H-SAA until June 30, 2014, allowing time for LHINs to finalize negotiations with hospitals on service and performance expectations for 2014-2015, and that during the extension period, all terms and conditions in the current H-SAAs will remain in effect.

MOVED by John McDermid and SECONDED by Gerry Merkley, that the Central West LHIN Board of Directors approve the proposed H-SAA Amending Agreement made as of the 1st day of April, 2014, and amending the 2008 – 2014 H-SAA, by extending its term to June 30, 2014.

CARRIED

5.2 Enterprise Risk Management Update

Brock Hovey provided an update on the 2013-2014 Fourth Quarter (Q4) Enterprise Risk Management Report and noted that the ERM process is now being implemented based on the establishment of quarterly risk review meetings with LHIN staff and monthly reviews meetings with the Senior Management Team. He noted that existing and newly-identified risks are documented in a Master Risk Register for monitoring and tracking purposes.

5.3 2013-2014 Balanced Scorecard

Elizabeth Salvaterra provided an overview of the Winter Cycle of the 2013-2014 Balanced Scorecard, including indicators requiring investigation this cycle and three indicators for which there have been changes in the Winter Cycle Dashboard, as follows:

- # 4 – 50th percentile wait time for mental health case management
- # 8 – Repeat unscheduled emergency visits within 30 days for mental health conditions
- # 9 – Repeat unscheduled emergency visits within 30 days for substance abuse conditions

Elizabeth noted that since the Fall Cycle, there has been improvement or sustained good performance in all remaining indicators with the exception of 90th percentile ED length of stay for admitted patients, where performance in Q3 was slightly worse than in Q2, but not exceeding the corridor established for that indicator.

5.4 Rexdale Community Health Centre – Stage 2 Functional Program

Scott provided an update on the Rexdale Community Health Centre's Functional Program and noted that he was seeking approval to endorse the Stage 2 Functional Programs for the Kipling Dixon and Jamestown Satellites of the Rexdale Community Health Centre. He noted that the Central West LHIN staff is supportive of the programs and services being proposed at each satellite and of the associated workloads, staffing and space requirements being proposed, recognizing that there may still be some work to be done with Rexdale CHC and the MOHLTC to finalize numbers.

MOVED by Suzan Hall and SECONDED by Ken Topping, that the Central West LHIN Board of Directors endorse the Stage 2: Functional Programs for the Kipling Dixon and Jamestown Satellites of the Rexdale Community Health Centre.

CARRIED

6.0 Fiduciary Dialogue

6.1 Verbal Report from Quality Committee Meeting held Monday, March 7, 2014

John McDermid provided a verbal update on proceedings of the Quality Committee meeting held Monday, March 7, 2014. He noted that he had recently attended the Quality Conference at the Central LHIN in Markham, and felt it was an excellent session.

He also advised that the Central West LHIN Governance to Governance and Senior Leadership has been rescheduled from May 29th to May 22nd, in order to accommodate Dr. Josh Tepper's schedule and asked staff to advise the Central West LHIN health service provider organizations accordingly.

6.2 Verbal Report from Governance Committee Meeting held Thursday, March 13, 2014

Lorraine Gandolfo provided a verbal update on proceedings of the Governance Committee meeting held Thursday, March 13, 2014. She noted that she would be seeking Board approval on the attached 2014 Board Evaluation Follow-Up Action Plan as recommended by the Committee. A brief discussion followed.

MOVED by Lorraine Gandolfo and SECONDED by Gerry Merkley, that the Central West LHIN Board of Directors approve the 2014 Board Evaluation Follow Up Action Plan, as recommended by the Governance Committee.

CARRIED

6.3 Verbal Report from Finance & Audit Committee Meeting held Monday, March 24, 2014

Gerry Merkley provided a verbal update on proceedings of the Finance & Audit Committee meeting held Monday, March 24, 2014. She noted that she was seeking Board approval of the 2014-2015 Central West LHIN Operating Budget as originally presented to the Board at the February Board Meeting as 'budget assumptions' for 2014-2015. She noted that the final 2014-2015 LHIN Operations and Initiatives Budget was attached and had been reviewed and recommended for approval at the March 24th meeting.

MOVED by Gerry Merkley and SECONDED by John McDermid, that the Central West LHIN Board of Directors approve the 2014-2015 LHIN Operations & Initiatives Budget, as presented.

CARRIED

7.0 In-Camera Session

MOVED by Suzan Hall and **SECONDED** by Winston Isaac, that, 9:00 p.m., the Central West LHIN Board of Directors consider Matters of Public Interest in a Closed Session, as set out by the Local Health Integration Act, 2006, s.9(5)(a), and further, that Scott McLeod, Brock Hovey, David Colgan, and Michele Williams be invited to stay for this portion of the meeting.

CARRIED

MOVED by Suzan Hall and **SECONDED** by Winston Isaac, that, at 10:00 p.m., the Central West LHIN Board of Directors' meeting be moved Out-of-Camera and back into the Regular Session.

CARRIED

8.0 Adjournment of Board Meeting

MOVED by John McDermid and **SECONDED** by Lorraine Gandolfo, that there being no further business for discussion, that the Central West LHIN Board of Directors' meeting of Wednesday, March 26, 2014 be adjourned at 10:00 p.m.

CARRIED

Maria Britto, Chair, Board of Directors

Scott McLeod, Board Secretary