

Central West **LHIN** | **RLISS** du Centre-Ouest

MINUTES OF THE BOARD OF DIRECTORS' MEETING

WEDNESDAY, MAY 23, 2018

Commencing at 5:00 P.M.

199 County Court Boulevard – ‘Brampton/Caledon Room’

Brampton, Ontario

Board Members Present:	Carmine Domanico (Board Chair), Jeff Payne (Vice Chair), Adrian Bitá (Member), Moyra Vande Vooren (Member), Hugh O’Brodivich (Member), Anita Gittens (Member), Angel Rebelo (Member), Ashish Kemkar (Member), Heather Picken (Member)
LHIN Staff Present:	Scott McLeod (CEO), Brock Hovey, (V.P.), Kimberley Floyd (V.P.), Marla Krakower (V.P.) Jas Rai (EA to CEO & Board Liaison)
Regrets:	Neil Davis (Member), Peter Harris (Member), Kim Delahunt (V.P.), Tamara Wallington (V.P.)
Guests:	N/A

1.0 CALL TO ORDER

Carmine Domanico called the Board Meeting to order at 5:00 p.m.

1.1 Approval of Agenda

Carmine Domanico asked if there were any additional agenda items to be added. No additional items were added to the agenda.

MOVED by Heather Picken and SECONDED by Angel Rebelo, that the Regular Agenda for the Central West LHIN Board of Directors’ Meeting of Wednesday, May 23, 2018 be approved, as circulated.

CARRIED

1.2 Conflict of Interest

Carmine Domanico 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

Carmine Domanico 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 April minutes are either underway or completed.

MOVED by Jeff Payne and SECONDED by Moyra Vande Vooren, that the Consent Agenda be approved, as presented.

CARRIED

Carmine Domanico 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 Wound Care

Kimberley Floyd provided an overview of the Central West LHIN Home and Community Care Wound Care Program that she and her team presented at the quarterly Health Quality Ontario (HQO) Quality Rounds Ontario: Connecting the Quality Community. She noted that the Central West LHIN Wound Care Program is a leader provincially.

Kimberley provided the following highlights:

- Central West LHIN has the second lowest rate of hospitalization related to re-admission for patients with wounds
- Central West LHIN has the second lowest rate of hospitalization for patients with Venous leg ulcers as per 2014/15 data.

Board Members asked for clarity on the definition of wounds and why HQO wanted to highlight wounds.

Kimberley indicated that wound care covers all types of wounds, from diabetic foot ulcer all the way to surgical wounds. Kimberley indicated that there are 13 types of wound protocols to ensure elements of wounds were not missed and care covers anyone from a child to senior.

Kimberley noted that wound care is an HQO and local priority due to the cost impact related to hospitalization, patient mobility, health system and home care.

Kimberley advised Members that Central West LHIN and Service Provider Organizations (SPOs) came together to establish documentation and tools to measure probability of wound healing. Kimberley noted that through this exercise and process updates, there has been a notable increase in the average wound healing time and a decrease in hospital re-admission and length of stay on service.

Kimberley noted that over the last year over 150 SPO staff and 100 LHIN staff have been trained on wound care best practices and the LHIN continues to meet regularly with SPOs to monitor performance. Kimberley advised Members that this is a multi-module approach, a way of practicing and not just about education.

Board Members asked about the total expenditures by the LHIN on wound care. Kimberley agreed to report back to the Board.

Action: Kimberley Floyd

Kimberley Floyd informed Members that she is the co-chair of the provincial work stream on Wound Care established to create a consistent and integrated approach to wound care across the province

Jeff Payne asked Kimberley what might be missing in terms of capacity, training, or consulting. Kimberley advised that funding for technology growth would be helpful. Kimberley also noted that opportunities within wound care supplies, services for purchasing, would be beneficial to improving outcomes and to continue to monitor service providers to ensure a diversity of providers.

Hugh O'Brodovich asked if there is a quality of life measurement. Kimberley noted that this is done through the Health Links Care Plan using a patient confidence measure: asking patients how confident they were managing their condition.

Patient Story

Kimberley Floyd shared a story of a senior patient who suffered from excruciating pain from reoccurring venous leg ulcers over the last twenty five years. The patient wrote to the LHIN about two outstanding staff who had treated the patient. The patient indicated that since being treated by LHIN staff, the patient and family have new hope and excitement for a pain free future. Kimberley noted the patient indicated that the pain level diminished days after nurse care, and noted that the team is doing good work

Members asked about incidence of flesh eating disease within our LHIN. Kimberley Floyd informed Members that they are rare but will provide Members with exact percentage.

Action Item: Kimberley Floyd

Adrian Bitá congratulated Kimberley and the Home & Community Care Team on the Wound Care Program accomplishments.

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 (June 19-20, 2018)** – Carmine Domanico noted that there will be two Special Governance Sessions (just for Governors), one on each day, that will be scheduled during this conference. These sessions will not be listed in the conference program and he encouraged Members who are attending the conference to plan to attend one of the two sessions. Carmine noted that as soon as details become available they will be shared with Members.

Action Item: Jas Rai

- **LHIN Accountability Project Team Meeting** – Carmine Domanico reminded Members that the Ministry-LHIN Accountability Agreement (MLAA) Working Group, of which he is a member, is on hold pending the new government. Carmine noted that the Working Group is reviewing a number of reports that have been developed and are looking to streamline the existing risk reports as there are redundancies and duplications. Scott McLeod noted that any reduction in the numerous reporting requirements would be very welcome.
- **Central West LHIN Board Retreat** – Carmine Domanico reminded Members that the Retreat is coming up next week on May 31st and June 1st and the agenda and material will be posted tomorrow. Carmine requested that all members complete their one on one feedback sessions with Brantas ahead of the Retreat.
- **Mission, Vision, Values** – Carmine enquired about the next steps for publishing the Mission, Vision, Values. Marla Krakower indicated that work is in process to design posters and collateral to begin rolling out the Mission, Vision and Values internally and externally. Marla noted that an update will also be provided at the Fall Governance & Leadership Forum and they will be embedded in the Strategic Plan and the Integrated Health Service Plan. Marla reminded Members that the one-year LHIN Anniversary and Long Service Awards event is taking place on May 30th, at which time Mission, Vision and Values bookmarks will be handed out to all staff.
- **Pan LHIN Quality Work** – Carmine Domanico shared that there is work going on with the Pan-LHIN Quality Committee Working Group regarding Quality Committees across the province on how Committees are structured and their roles. Carmine noted that Quality Committee Chairs will receive an invitation from the Pan-LHIN Working Group to attend a session to share best practices, Terms of Reference and Work Plans. He will share this request with Moyra Vande Vooren, Quality Committee Chair when he receives details.

Action Item: Carmine Domanico / Jas Rai

4.2 Board Member Updates

- Moyra Vande Vooren, with Jeff Payne, Scott McLeod and Kimberley Floyd, attended the grand opening of ErinoakKids' Brampton site. Ms. Vande Vooren informed Members that this facility offers a multitude of services in an exceptionally beautiful building.
- Moyra Vande Vooren, with Jeff Payne, Adrian Bitz, and Hugh O'Brodovich attended CMHA Peel Dufferin's grand opening of their Dufferin facility (Orangeville). Moyra noted that this is a beautiful and impressive building with lots of technology, including smart boards, and treadmill desks.

4.3 Report of the CEO

Scott McLeod provided an update on the following items:

- **Funding** – Scott McLeod highlighted the processes involved to issue funding letters to Health Service Providers (HSPs). He indicated that it begins with the receipt of a Ministers letter followed by an Assistant Deputy Minister letter confirming funding details. Scott indicated that in the weeks prior to the Writ being dropped the LHIN received a record number of funding letters for significant increases in base and onetime funding. He noted that staff are currently in the process of issuing as many funding letters to HSPs as possible and will continue to do so as “business as usual” during the caretaker period as approved by the caretaker committee of Cabinet.
- **InterRai Home Care Assessment Tool** – Scott McLeod indicated that the new InterRAI assessment tool was successfully implemented pan-LHIN at the end of April. This is the tool that is used by Care Coordinators to assess patients’ needs for home and community care. He indicated that staff training has been ongoing for a number of months to ensure that staff are able to use this new tool to enhance patient care.
- **Capital** - Scott noted that there were a number of important Capital approvals that were received including:
 - **Osler’s Peel Phase II Planning Parameters document** Scott noted that this document provides high level direction on the Ministry’s expectation regarding the capital construction project. The Planning Parameters include 125 sub-acute complex continuing care and rehabilitation beds. Scott noted that these beds will free up capacity at Brampton Civic and Etobicoke General Hospitals which will allow that capacity to be converted to acute care. Scott also indicated that discussions regarding the development of a third hospital continues and work is under way to develop the pre-capital submission for a new hospital. The pre-capital submission signals the intention and rationale at a very high level to develop a new capital program.
 - **Etobicoke General Hospital Dialysis Expansion.** This expansion to a 36 unit station had been approved for some time. The specific approval is to proceed to tender to locate the unit in the new ancillary services building at Etobicoke General.
 - **Etobicoke General Patient Tower upgrade** - This approval is to proceed to tender for the significant upgrades to the Patient Tower.
- **Malton Village Long-Term Care Home** - Scott McLeod, Kimberley Floyd and Aruna Mitra attended the Malton Village LTC Home to tour their Butterfly Program for patients with mild to severe dementia. Scott noted that Malton Village is the first home in Ontario to introduce this program, which was developed in the United Kingdom. The LTC Home piloted the program over the last year in one of its resident units. The

program involves minor physical changes (bright coloured walls, tactile objects, changes to the dining arrangements, etc.) but with significant changes to increase meaningful staff and resident interactions. The results of the pilot are very significant with reductions in staff turnover and absenteeism, increases in staff satisfaction, decreased resident behaviours, decreased use of restraints, decreased falls and decreased admissions to hospital.

Scott McLeod shared that the pilot program results were presented to Region of Peel Council who voted to expand this program across all five homes operated by the Region. Scott also noted that the program is being considered by another LTC Home operator and there is an opportunity to spread this to other LTC Homes. Arrangements are being made to have senior members of the MOHLC have a site visit post-election as this may be something that should be funded through the Dementia Strategy.

- **LHIN Anniversary and Long Service Awards** – Scott McLeod reminded Members that the one year anniversary of “t-Day” and presentation of Long Service Awards will occur on May 30th and all are welcome to attend. Jeff Payne will bring remarks on behalf of the Board.
- **Consolidation of Staff 199 County Court** – Scott McLeod indicated that the LHIN had worked with Infrastructure Ontario (IO) to develop a plan to consolidate all staff from 8 Nelson to 199 County Court. The plan requires capital investment at 199 County Court to accomplish this but has a less than 2 year return based on the annual lease savings of approximately \$250,000. The LHIN submitted a business case to the Ministry to get capital funding approval to make the necessary changes. Senior staff were recently on a call with the Ministry and received support for the plan and the use of Urgent Priority Funds for the renovations. Carmine Domanico asked about the plan for the additional 50 staff that are in the process of being recruited. Scott McLeod indicated that the LHIN is working with IO to refine the plan as well as move to a “hoteling” approach for the approximately 50 staff who are on permanent “work from home”. With these changes he indicated that we will have sufficient space to accommodate all required changes. We will be proceeding to finalize a plan to be implemented in 2018/19.
- Jeff Payne asked for clarification regarding community investments for Community Health Centers and Primary Care whether this is new funding over three years and will end in 2021. Scott McLeod will follow up in terms of the funding letter for clarity.

Action Item: Scott McLeod

- Scott McLeod indicated that, disappointingly, only 98 new long-term care beds, and 40 additional beds for Faith Manor Redevelopment were approved for the Central West LHIN out of the first allocation of 5,000 new LTC beds. Scott noted that debrief sessions with all of the applicants are being scheduled with the Ministry and confirmed that their applications will be considered in the next round. He noted that the allocation methodology weighted more heavily on areas that had a high ALC to LTC rate which Central West doesn't have. Scott informed Members that he expressed his disappointment to the Ministry regarding the methodology given the low number of LTC Beds per 1000 population in Central West and

was assured that the methodology would be refined and that they understand the need in Central West and hope to do another application process in July 2018.

5.0 STRATEGIC DIALOGUE

5.1 Integrated Health Service Plan (IHSP)

Scott McLeod indicated that the second day of the upcoming Board Retreat has been dedicated to begin the Strategic / IHSP planning. He indicated that following a competitive procurement process Optimus SBR was selected to support this work. Staff are working with Optimus SBR to ensure the session is highly interactive.

Scott McLeod provided a brief overview of the agenda for the Retreat noting that Dr. Zayna Khayat, Future Strategist with Saint Elizabeth Healthcare, will provide a key note on the future of healthcare. The Retreat material will be posted on Diligent in the next day.

Carmine Domanico encouraged Members to be active participants at the Retreat, specifically on what their expectations are and if they are being met. As usual, a post retreat evaluation will be conducted.

5.2 Home & Community Care Investment

Kimberley Floyd provided Members with a high level overview of the investment strategy that has been developed to utilize the 2018/19 \$14.3M investment in Home & Community Care.

Kimberley informed Members that this funding will be used to support increased care to more patients, continue to reduce wait lists, as well as to increase the complement of LHIN staff to support care including the addition of more Care Coordinators. Kimberley noted that addressing the Care Coordinators case load is critical. Currently, Central West LHIN Care Coordinators have a case load of approximately 170 patients compared to the provincial average of 115 patients per Care Coordinator. The strategy will definitely reduce the caseloads and the goal is to get them down to approximately 120 per Care Coordinator. Kimberley noted that this will be a morale booster and will enable the Care Coordinators to be able to provide more support to their patients. She indicated that recruitment is underway with the goal of hiring staff in the next two months.

Kimberley Floyd indicated that since May 31, 2017, the wait list for PSW has been reduced from approximately 1,200 patients to 400. This is a very significant reduction only possible as a result of increased funding for Home and Community Care.

Scott McLeod reminded Members that in addition to Home & Community Care hiring Staff, the LHIN is actively recruiting for quality, IT and HR to support the roles.

Ashish Kemkar asked how the LHIN planned to fill positions in such a short space of time. Marla Krakower indicated that job descriptions are already in place for most positions and new positions may take a little longer

as job descriptions are being developed. She indicated that the LHIN will consider hosting a job fair and perhaps providing incentives for staff referrals. It is a challenging objective but staff are focused on proceeding as quickly as possible.

5.3 Residential Hospice

Scott McLeod provided a brief update on the proposed Kay Blair Hospice, a 12-bed residence. Scott indicated that Kay Blair Hospice has become incorporated and are now in the process of applying for a charitable status. LHIN Legal is drafting a Memorandum of Understanding (MOU) between the LHIN and Kay Blair organization to support moving forward with the fundraising and planning process.

Anita Gittens asked if Bethel Hospice submitted an Expression of Interest. Scott McLeod advised that at this time Bethel didn't feel they had the fundraising bandwidth to take on this project. Scott informed Members that there is an expectation which will be included in the MOU that Bethel and Kay Blair work closely together to minimize duplication of effort of back office functions.

Ashish Kemkar inquired as to how long it usually takes to build the hospice. Scott McLeod indicated that timing will depend on fundraising ability, acquisition of land, and design and build. It is hoped that we could get the facility operational within 3-4 years.

6.0 FIDUCIARY DIALOGUE

6.1 Report of the Governance Committee Meeting Special meeting Friday, May 10, 2018

Hugh O'Brodovich Chaired the May 10th meeting in Jeff Payne's absence and provided an overview of the Committee's discussions.

Hugh informed Members that plans for the Fall Governance & Leadership Forum are in process and the draft IHSP will be presented at the Forum for discussion and input.

Hugh O'Brodovich informed Members that the Governance work plan is up to date with the Whole Board Evaluation being pushed out to next year.

6.2 Report of the Quality Committee Meeting, May 14, 2018

Moyra Vande Vooren, Committee Chair, informed Members that the Committee held an off-site meeting at CMHA Peel-Dufferin with the senior management and governors of all Mental Health & Addictions providers funded by the LHIN. The purpose of the meeting was to share each organizations approach to Quality.

Moyra noted that the providers provided excellent presentations which talked about their Quality Improvement Plans (QIP), and indicators.

Members were particularly impressed with Punjabi's CHS presentation, noting that the presentation highlighted struggles within the south Asian community and cultural challenges related to Mental Health and Addictions.

6.3 Report of the Finance & Audit Committee Meeting, May 23, 2018

Adrian Bitá introduced Jody Boxall, Director of Finance, who was instrumental in assisting the Auditors with the Audit. Adrian noted that Central West LHIN was the first LHIN to be audited. He noted that the Finance and Audit Committee had met the evening before the Board meeting and apologized for not being able to post changes to the statements in advance. Adrian noted that the updated statements provided at the meeting include minor, non-material changes to the material that was posted on the Board portal. Adrian noted that due to the transition year, comparisons to previous year are not meaningful. This will be significantly better for 2019/20 comparisons to 2017/18 but still not perfect.

Adrian Bitá informed Members that the LHIN had a clean audit and that the year-end bottom line is an amazingly small \$23,000 surplus. He congratulated staff for their hard work at managing the budget.

MOVED by Adrian Bitá and SECONDED by Jeff Payne, that the 2017/18 Audit Report and Draft Audited Financial Statements as presented by Deloitte LLP 2018, be approved, as circulated.

CARRIED

8.0 IN-CAMERA SESSION

MOVED by Moyra Vande Vooren and SECONDED by Ashish Kemkar, 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 Hugh O'Brodovich and SECONDED by Jeff Payne, that at 8:30 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 Angel Rebelo, 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 Heather Picken and SECONDED by Jeff Payne, that there being no further business for discussion, that the Central West LHIN Board of Directors' Meeting of Wednesday, May 23, 2018 be adjourned at 8:30 p.m.

CARRIED

Carmine Domanico, Board Chair

Scott McLeod, CEO