

Central West **LHIN** | **RLISS** du Centre-Ouest**MINUTES OF THE BOARD OF DIRECTORS' MEETING**

WEDNESDAY, OCTOBER 24, 2018

Commencing at 5:00 P.M.

199 County Court Boulevard – 'Brampton/Caledon Room'

Brampton, Ontario

<b>Board Members Present:</b>	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), Adrian Bitá (Member), Peter Harris (Member),
<b>LHIN Staff Present:</b>	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, Strategy & Project Management)
<b>Guests:</b>	David Smith, CEO, Canadian Mental Health Association (CMHA) – Peel-Dufferin Branch Lisa Ali, Senior Director, Clinical Strategy and Services, CMHA – Peel-Dufferin Branch
<b>Regrets:</b>	Neil Davis (Member), Tamara Wallington (V.P.)

**1.0 CALL TO ORDER**

Carmine Domanico, Board Chair, called the Board Meeting to order at 5:00 p.m. Mr. Domanico welcomed guests, David Smith, CEO and Lisa Ali, Senior Director, CMHA Peel-Dufferin Branch.

Carmine welcomed Laura Balbinot as an observer, to the meeting.

**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 Jeff Payne and SECONDED by Angel Rebelo, that the Regular Agenda for the Central West LHIN Board of Directors' Meeting of Wednesday, October 24, 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 September minutes are either underway or completed.

**MOVED by Peter Harris and SECONDED by Anita Gittens, that the Consent Agenda be approved, as amended.**

**CARRIED**

### **3.0 PATIENT STORY**

Kim Delahunt introduced David Smith and Lisa Ali from CMHA Peel-Dufferin. David Smith introduced and played a short video presentation, which was first shared at CMHA Peel-Dufferin's AGM, where it was very well received.

Members thanked CMHA Peel-Dufferin for sharing the video, indicating that they thoroughly enjoyed hearing from the staff's perspective on the services provided to clients, noting that it was well done.

### **4.0 BOARD EDUCATION / GENERATIVE DIALOGUE**

#### **4.1 CMHA Peel-Dufferin Presentation – Services & Programs**

Kim Delahunt informed Members that David Smith and Lisa Ali will provide an overview about the innovative work recently done at CMHA, and how they aligned their services to the LHIN sub-regions.

David Smith informed Members that since the introduction of the Patients First Act, 2017, and taking international best practices into consideration, CMHA spent time with their Board and staff looking at models to make access to services easier, more consistent and equitable. He noted that CMHA went through a structural change to align with geographic structures.

David Smith noted that CMHA followed the Flexible Act model (FACT - Flexible Assertive Community Treatment). He noted that based on this model a team supported by a psychiatrist and a multi-disciplinary team, staffed by a nurse, occupational therapist, social worker, provided the capacity to be responsive to different types of mental health needs. David Smith noted that patient needs do not remain static; many different modes of intervention are required to provide the right care.

Lisa Ali shared CMHA's organizational chart highlighting the Clinical Services Department Structure. The chart highlighted how CMHA is able to build consistencies; ensuring service are delivered in a similar way in different areas.

Carmine Domanico asked if CMHA experienced staffing challenges, in particular finding the right people. David Smith noted that they have many young graduates doing masters (or just finished). David noted that turnover is high; last year they had 21 employees who went on to work with the LHIN or local hospital. David Smith

indicated CMHA has a sophisticated orientation program with a built in continuum of care, each graduate brings a special set of skills that help enhance programs and services.

David Smith informed Members that CMHA currently has 12 students, of which approximately eight are working on their practicum. David noted that CMHA has very close ties with educational institutions, including Ryerson, and the University of Toronto, and encourage and support managers to teach where they can.

David Smith noted that the transition plan included establishing a new management structure, and aligning staff to the regional model with multi-disciplinary teams based in sub-regions. He noted that this new model minimizes impact on clients and their families, with no change to access to care.

Lisa Ali provided an overview of work done around Continuous Improvement, which uses Health Quality Ontario (HQQ) dimensions of quality and added innovation. Lisa noted that the Board is involved in the first step and last step of the Quality and Innovation Framework.

Lisa Ali noted that the ideal future state is high quality client and family services through enhanced access, continuum of care, workforce development and quality care, with improvements in the work environment. Lisa noted that a Review Team is responsible to assess and identify required resources through ideas submitted by staff, indicating how the idea contributes to the ideal future state and CMHA's capability to implement the idea. She noted that staff are encouraged to contribute ideas, lead or participate in an initiative, and share lessons learned.

David Smith provided an example of an idea submitted by staff, an expense report project, where a student built in code to capture travel details rather than staff taking the time to search maps, therefore saving lots of time.

David Smith provided an overview of some of the projects and innovations that staff submitted, some of which are being, or have been, implemented. He noted that some of the ideas submitted were a result of work done through the Rotman Program.

Hugh O'Brodovich asked what programs are in place to address mental health issues with youth and adolescent. David noted that CMHA works closely with the Peel Children's Centre (PCC), on a continuous improvement group, which address youth to adult in the age group of 16 and up. He noted that PCCs primary focus is on clients aged 18 and lower.

Peter Harris noted there is a need for more psychotherapy, and asked if that is a function of the institutions or is it due to the lack of funding. David noted that there is not enough funding and there is not enough focus on talk therapy.

Scott McLeod noted that the Big White Wall and Bounce Back are new tools available, which do not cost anything. He noted that the availability of these programs is not well known. David Smith indicated that they do have material about the Big White Wall and are now working on building momentum.

Adrian Bita noted that needs in the sub-regions are different for each region and asked how individual needs are addressed. Lisa Ali noted that programs are specific to each sub-region, for example, Rexdale has a large number of immigrants, Dufferin has issues with access to care and Shelburne has the highest growing family population. Ms. Ali noted that, for example, CMHA has a comprehensive senior's program in Dufferin that does not exist elsewhere.

Jeff Payne asked how mental health and police services work together and is the program adequately funded. David Smith noted that at this time Caledon OPP provides police officers free, in Peel 60% is covered by health and police cover 40%.

David Smith also noted that ten staff work directly in the courts and correctional facilities. He noted that the Crown redirects clients to mental health court where treatment was recommended, rather than incarceration. David noted that this is very successful in helping avoid incarceration and helping clients reintegrate into society. Mr. Smith informed Members of a 12-week program for prisoners, to help them deal with life outside prison, which includes playing out different scenarios they might have to deal with.

Carmine Domanico thanked David Smith and Lisa Ali for a very informative and interesting presentation.

## 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:

- **Minister's Office** - Carmine Domanico and Scott McLeod met with the Minister's Chief of Staff, Heather Watt, to talk about challenges at William Osler Health System and Headwaters, outline Central West needs for funding equity and highlight the need for a third hospital in Brampton. Carmine Domanico noted that they took this opportunity to give the Minister's office an overview of recent meetings with MPPs. Mr. Domanico noted that it was a good meeting, and MPP, Amarjot Sandhu and his assistant, joined the meeting, and provided support. Scott McLeod informed Members that we are in the process of scheduling a meeting with the Minister, Osler CEO and Board Chair to take place within coming weeks, before the end of the year.
- **Peel Memorial** – Hugh O'Brodovich asked for an update on the status of a third hospital in Central West LHIN. Scott McLeod informed Members that a motion was introduced on Tuesday in the Legislature by the NDP that a third hospital be built in Brampton, however the motion was defeated. He indicated that staff continue to work with the City of Brampton to protect land for a third hospital and that we are working with Osler to advance the development of a Pre-Capital submission. Scott McLeod reminded Members that Peel Memorial Phase Two is an approved project, and will go as planned.
- **MPP Kinga Surma** – Carmine Domanico and Scott McLeod met with MPP Surma, the meeting went well, and Mr. Domanico noted that MPP Surma had some interesting questions, and talked about shared services, and shared networks.

- **Reuben Devlin's Committee** – Carmine Domanico congratulated Peter Harris on his appointment to the Committee. Peter Harris informed Members that the Committee has had one meeting and the next meeting is set for November 6. Peter Harris noted that he is in receipt of an invitation from the Council of Ontario Universities, David Lindsay, CEO & President, to attend their first policy discussion series on Innovative Solutions to Hallway Health Care. Carmine Domanico asked Peter Harris to encourage Mr. Devlin to meet with the Board Chair Committee.
- **Peer to Peer Evaluation** - Carmine Domanico noted work on the Board Member peer to peer assessment survey is proceeding well and that the draft questions will go to the pan-LHIN Chairs at the November 8 meeting for review.

## 5.2 Board Member Updates

- Moyra Vande Vooren informed Members that the Quality Committee did not meet this month but Members attended the Health Quality Transformation Conference. Ms. Vande Vooren noted that this year's conference focused on the science around looking at complexities, the themes were very similar across the workshops.
- Moyra Vande Vooren also attended Maple Grove Long Term Care Home's 15<sup>th</sup> Anniversary celebration. Moyra noted that an historian provided a very interesting presentation on the home's history and talked about the Giffens family who owned the property, which residents and guests thoroughly enjoyed.
- **Ethics conference** - A number of Members attended an Ethics Conference to learn about public service ethics, share best practices, dealing with conflict of interest and disclosure of wrongdoing issues. This conference will be repeated in February.

## 5.3 Report of the CEO

Scott McLeod provided an update on the following items:

- **Ministry of Health and Long-Term Care – Organizational Chart** – Scott McLeod informed Members that a new MOHLTC Org Chart has been published which reflects a number of changes. Mr. McLeod noted that key portfolios have been embedded under now eleven Assistant Deputy Ministers. A copy of the new org chart will be added to the Diligent Portal.

**Action Item: Jas Rai**

- **Central West Palliative Care Conference** - Scott McLeod reminded Members that the conference is coming up on November 14 and attracts over 250 people, a good conference for front-line providers. Carmine Domanico suggested Members attend if their schedules allow. Jas Rai to send details to Members and register them.

**Action Item: Jas Rai**

- **Heroes in the Home** – Scott McLeod reminded Members that Heroes in the Home is Central West LHIN's way to honour nominees identified by families, SPOs and care coordinators, who provide exceptional support to their loved ones in the home. The event will take place on November 15. Carmine Domanico

encouraged Members to attend. Scott McLeod noted that last year the LHIN received 62 nominations and this year received over 70.

- **Cannabis** – Scott McLeod noted that with the legalization of recreational cannabis, internal policies have been updated and shared with staff. Marla Krakower noted that Cannabis use is part of the Substance Abuse Policy, addressing roles and responsibilities.
- **Surge Beds** - Scott McLeod noted that the recent announcements regarding the 1,100 surge beds, and 6,000 long-term beds were a confirmation by the new government of announcements that were made pre-election. Scott McLeod noted that the LHIN is working with Osler and the Ministry on enhancements to the Central West surge plan that will hopefully result in additional surge beds. The LHIN has a local team developing a strong coordinated surge plan this year, which will include a communications component, i.e. when to go and not to go to hospital, this will include a flu shot component.
- **CANES** – Scott McLeod was pleased to report that CANES received a second accreditation with exemplary standing. We will send a congratulatory note to send to CANES on behalf of the Board and Staff.

**Action Item: Jas Rai**

- **Cyber-Security** - Scott McLeod informed Members that it would probably be another week before VON reconnects to CHRIS. Mr. McLeod noted that Deloitte has conducted cyber security assessments of all Service Provider Organizations (SPO) and are waiting for results. Mr. McLeod also noted that assessments were conducted on LHINs and HSSO. For Central West the results were very positive with the lowest level of cyber risk in the province.
- **Consumption and Treatment Services (Safe Injection Site)** – Scott McLeod informed Members that the Minister announced a new program to replace Safe Injection Sites, which will include primary care, mental health, housing and employment. Scott McLeod noted that Brampton was originally identified to have 1 site but it is no longer clear whether it will.
- **Municipal Election** – Scott McLeod noted that new Mayors were elected in Brampton and Orangeville. Scott McLeod and Carmine Domanico will meet with both Mayors once they have been sworn in.
- Adrian Bita asked for clarification on an item in the CEO Report to the Board, item 7.4. – Public Health Unit Steering Committee – to clarify what the health priorities were that were discussed at the meeting. Kim Delahunt noted that the meeting was with the Medical Officers of Health for Peel and Dufferin and a portion of the meeting focused on the Central West LHIN IHSP and specifically on health equity, funding equity, and to work through strategic plans to align with our IHSP.
- **Paramedics** – Peter Harris asked for clarification regarding the status of ambulance check-ins, specifically why ambulances in Caledon need to check-in in Brampton. Jeff Payne noted that there is a new Reporting Centre on Bovaird, (near Kennedy), which allows crews to change shifts in a more efficient manner, i.e.

where trucks are cleaned and restocked. Scott McLeod noted that Ambulances are typically on scheduled routes in Caledon so in fact they are in the community not in Brampton waiting for calls.

## 6.0 STRATEGIC DIALOGUE

### 6.1 Integrated Health Service Plan (IHSP) 2019-2022

Kim Delahunt introduced Sharanjeet Kaur, Director, Strategy & Project Management. Kim Delahunt noted that following the review of the draft IHSP at the last Board Meeting, the IHSP was updated and presented at the Governance & Leadership Forum for additional feedback from providers. Kim noted that the IHSP received lots of support, and no significant changes were noted. Ms. Delahunt noted the tracked changed document circulated with the Board package highlighted minor changes to flow and wording, with no changes to the actual priorities.

Kim Delahunt also reminded Members the Environmental Scan was shared at the last meeting, and this document will be shared publically. Scott McLeod noted that the ISHP will go to the Ministry as draft for their review on October 29, and it will come back to the Board in December for final approval once the Ministry has completed their review and provided feedback. Scott McLeod informed Members that the Annual Business Plan (ABP) would come to the Board in January.

There followed some discussion regarding wording around "Innovation". It was agreed to submit the IHSP to the Ministry as presented and await feedback from the Ministry.

**MOVED by Peter Harris and SECONDED by Adrian Bita, that the Integrated Health Service Plan 2019 – 2022 and appended documents be approved for submission to the Ministry of Health and Long-Term Care on October 29, 2018, as submitted.**

## 7 FIDUCIARY DIALOGUE

### 7.1 Report of the Finance & Audit Committee Meeting, Monday, October 22, 2018

Adrian Bita provided a brief update on discussions at the October 22 Finance and Audit Committee meeting. Adrian Bita informed Members that the LHIN is currently forecasting a deficit of \$2.3 in Home & Community Care (H&CC) based on current spending rates and a year-end operating surplus of about \$1M, which leaves the deficit at \$1.3M. Adrian Bita noted that the Ministry has asked all LHINs about their H&CC budget, and the LHIN has reported the deficit of \$2.3M. Scott McLeod noted that the LHIN is committed to balancing its budget.

Adrian Bita noted that the LHIN has been working with the MOHLTC and both hospitals (Osler and Headwaters) regarding their financial pressures. Brock Hovey noted that the current accountability agreements for the Hospitals have been extended until the end of December in anticipation of some additional funding for both organizations. Brock Hovey noted that we would bring finalized agreements for approval by the Board in December.

Adrian Bita thanked Brock Hovey, Kimberley Floyd, Jody Boxall and their teams for their work on the financial reports.

## **7.2 Report of the Governance Committee Meeting, Thursday, October 11, 2018**

Jeff Payne provided a brief update on recent discussions of the Committee and noted that in September the Committee reviewed per diems and provided an updated deck for Members' review with minor updates. The updated deck will be posted on the Diligent portal under the Board Reference Binder.

**Action Item: Jas Rai**

Jeff Payne informed Member that the evaluations from the October 1 Governance and Leadership Forum were reviewed and noted comments were positive, indicating that it was a very good event.

Jeff Payne noted that all the Board and Committee Work Plans and Terms of Reference were reviewed and they are all up to date and in good order.

Jeff Payne noted that there was some discussion regarding a Spring Board Retreat, around the retreat itself and what worked in the past. Jeff Payne noted that there was some discussion regarding the engagement of Brantas, and noted that the Governance Committee will bring recommendations to the Board.

Jeff Payne noted there was some discussion regarding Board orientation, with a plan to do a 30, 60 and 90-day check in with new Board Members, regarding any challenges, what works and what does not.

Scott McLeod informed Members that there has been no update from PAS on the recruitment of the new Board Member and re-appointment of Jeff Payne and Adrian Bita for the balance of their second term and the LHIN continues to follow up with PAS with reminders.

Heather Picken reminded Members that Governance Committee Members had talked about having Innovation as a standing agenda item; it was recommended that this could be part of the CEO Report to the Board.

## **8.0 IN-CAMERA SESSION**

**MOVED by Hugh O'Brodovich 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 Peter Harris and SECONDED by Ashish Kemkar, that at 8:15 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 Jeff Payne, 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’Brodivich and **SECONDED** by Moyra Vande Vooren, that there being no further business for discussion, that the Central West LHIN Board of Directors’ Meeting of Wednesday, October 24, 2018 be adjourned at 8:15 p.m.

**CARRIED**

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Carmine Domanico, Board Chair

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Scott McLeod, CEO