

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

**MINUTES OF THE BOARD OF DIRECTORS' MEETING**

**WEDNESDAY, SEPTEMBER 27, 2017**

**Commencing at 6:00 p.m.**

**Central West LHIN Head Office**

**199 County Court Boulevard – ‘Brampton/Caledon Room’**

**Brampton, Ontario**

<b>Board Members Present:</b>	Carmine Domanico (Board Chair), Jeff Payne (Member), Adrian Bitá (Member), Neil Davis (Member), Moyra Vande Vooren (Member), Ashish Kemkar (Member), Hugh O’Brodovich (Member), Anita Gittens (Member), Peter Harris (Member)
<b>LHIN Staff Present:</b>	Scott McLeod (CEO), Kim Delahunt (V.P.), Kimberley Floyd (V.P.), Marla Krakower (V.P.), Michele Williams (Board & CEO Liaison), Sharanjeet Kaur, Chih-Chi Lee, Alex Phillips, Maria Sanchez

Prior to the meeting, Board Members were taken on a brief tour of 199 County Court Boulevard using a patient story to explain the different functional departments.

**1.0 CALL TO ORDER**

Carmine Domanico, Board Chair, called the Board Meeting to order at 6:45 p.m.

**1.1 Approval of Agenda**

No additional items were added to the Regular Agenda, as circulated.

**MOVED by Neil Davis and SECONDED by Ashish Kemkar, that the Regular Agenda for the Central West LHIN Board of Directors’ Meeting of Wednesday, September 27, 2017 be approved, as circulated.**

**CARRIED**

**1.2 Conflict of Interest**

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 if further discussion is required, the item will be pulled and added to the Regular Agenda. Scott McLeod advised that all action items had been completed. There were no questions or queries regarding the materials.

**MOVED by Jeff Payne and SECONDED by Peter Harris, that the Consent Agenda be approved, as circulated.**

**CARRIED**

### **3.0 REPORTS OF THE BOARD CHAIR, BOARD MEMBERS, AND CHIEF EXECUTIVE OFFICER**

#### **3.1 Report of the Board Chair**

Carmine Domanico provided a brief verbal update to Board Members as follows:

##### **Board Meeting Evaluations**

As a result of reviewing the feedback from the Board Meeting evaluation of September, Staff will work to ensure that materials are as concise as possible in an effort to reduce the amount of reading required to prepare for meetings. Carmine requested that as much information as possible be included with the Consent Agenda and that information for approval be organized in such a way as to focus on the highlights and low-lights of the materials.

##### **Board Recruitment**

The female candidate who had recently been recommended to the Public Appointments Secretariat is moving forward through the various channels. Carmine reminded Members that we are still seeking representation from North Etobicoke, as well as Francophone and Indigenous representation, while ensuring that we have a 40% gender balance. Carmine advised that he would reach out to the current candidate to give her an update on her potential appointment.

**Action: Carmine Domanico**

##### **Pan-LHIN Sub-Committee**

Carmine advised that he is Chairing a pan-LHIN Sub-Committee to develop a new board evaluation tool. It is anticipated that this evaluation tool will be in place by the end of the year. The tool will be used to evaluate the Board's performance as a whole, individual Board Member performance and peer performance.

##### **Mandated Board Governance Training**

Carmine asked for Board Members' feedback on the governance training session that had taken place earlier in the day hosted by the Ministry. Board Members who had attended the session felt that it had been a great source of information and a good deal of discussion around Public Health had taken place.

#### **3.2 Information Sharing by Board Members**

Adrian Bitá advised that he had attended the Health Leadership Summit in early September which had been a great conference and had provided excellent networking opportunities. He advised that he received materials and offered to share them with Board Members. Adrian noted that he would send the materials to Michele Williams for posting on the DILIGENT board portal.

**Action: Adrian Bitá / Michele Williams**

#### **3.3 Report of the Chief Executive Officer**

Scott McLeod provided a brief overview of his monthly CEO Report, highlighting specific areas and responded to questions from the Board. A summary of highlights followed.

**Sub-Region Collaboratives**

Three sub-region workshops have been held to date with the health service providers, service provider organizations, Peel Public Health and other partners across the Central West LHIN. Over 140 people have been engaged to date. Some minor tweaks will be made to the Relationship Charter and Terms of Reference for the Sub-Region Collaboratives which will be launching the week of October 2<sup>nd</sup>. A section on the Central West LHIN website will also be live as of next Monday and all of our sub-region materials will be posted. Scott noted that Kim Delahunt had shared with Ministry officials, some of the Central West LHIN's materials with respect to the approach that the LHIN had taken with the Relationship Charter and the Ministry had been quite impressed.

**eVisits**

The first virtual visit between a primary care physician and a patient took place in the Central West LHIN as part of the roll-out of this initiative. The Central West LHIN is the first to be offering this service and has a plan to have 100 primary care physicians using the service by January of 2018.

**Palliative Care / End of Life**

The Ontario Palliative Care Network is in the process of finalizing their 'big dot' indicators and have been consulting with our local network over the summer. The objective is to finalize these indicators by the end of October.

**Home Visiting Pharmacists**

A six-month Pilot commenced at the beginning of September with the objective of ensuring that medication management support, including the safe and effective use of medications and avoiding unnecessary adverse drug reactions and hospital admissions, is in place.

**Patient and Family Advisory Council**

Staff are currently working on finalizing the membership of this Council. It is anticipated that the inaugural meeting will be held on October 23<sup>rd</sup>.

**World Alzheimer's Month**

September is World Alzheimer's Month and we recognize Peel and Dufferin Alzheimer's Societies, which are funded by the Central West LHIN.

**4.0 BOARD EDUCATION / GENERATIVE DIALOGUE**

There was no scheduled Board Education session this month. Instead, Board Members were taken on a brief tour of the various services located throughout 199 County Court Boulevard (the LHIN 'Head Office').

**5.0 STRATEGIC DIALOGUE**

**5.1 – Balanced Scorecard – MLAA Indicators for 2017/2018 1<sup>st</sup> Quarter (Q1)**

Alex Phillips, Decision Support Specialist, provided a detailed overview of the MLAA Indicators for 2017/2018 – 1<sup>st</sup> Quarter (Q1). She advised that overall, the Central West LHIN ranked in the top seven among all LHINs for 13 out of 23 MLAA Indicators, and outperformed the Province in 13 out of the 23 Indicators. Indicators presenting opportunities for improvement or further investigation this cycle included:

- #1 – Percentage of home care clients with complex needs who received their personal support visit within 5 days of the date that they were authorized for personal support services,
- #3 – 90<sup>th</sup> percentile Wait Time from community for Home Care Services: Application from Community Setting to first Home-Care Service,
- #5 – 90<sup>th</sup> Percentile ED Length of Stay for complex patients,
- #7 – Percent of priority 2, 3 and 4 cases completed within access target for hip replacement,
- #8 – Percent of priority 2, 3 and 4 cases completed within access target for knee replacement,
- #12- Repeat unscheduled emergency visits within 30 days for substance abuse conditions

Brock Hovey advised that the LHIN continues to dialogue and set expectations with providers where there are performance improvement opportunities.

### **5.2 – Enterprise Risk Management (ERM) Report for 2017/2018 – Q2**

Brock Hovey provided an overview of the 2017/2018 Enterprise Risk Management Framework including the structure of the tools, and an overview of the current high risk areas. He advised that the document requires Board approval prior to submission to the Ministry of Health and Long-Term Care.

Brock then proceeded to provide an overview of the summary diagram, plotting the top 4 risks, as of September 2017, that were assigned a relative priority score of 8 or more and a corresponding list of the top 4 risks including short risk description, colour-coded LHIN Risk Category, and the relative priority, impact and probability scores for each risk.

Also reviewed were the Risk Management Worksheets for the top 4 risks, with detailed information on description of the risk event, mitigation/prevention options, probable causes, contingency plans and triggers and two diagrams reflecting heat maps that highlight the number of risks associated with the relative priority scores and the changes between June and September, 2017. Over time, the objective is for risks to move below the risk tolerance line on the heat map, demonstrating effective mitigation strategies and contingency planning.

Brock advised that Risk Management Worksheets for all enterprise risks will be submitted to the Board in the 3<sup>rd</sup> Quarter (Q3) of 2017-2018.

**MOVED by Neil Davis and SECONDED BY Anita Gittens, that the Central West LHIN Board of Directors approves the 2017/2018 – Q2 Enterprise Risk Management Report, as circulated.**

**CARRIED**

### **5.3 – Designating an Interim Vice Chair of the Board of Directors**

Carmine Domanico advised that given the lack of a Lieutenant Governor in Council (LGIC) – designated Vice Chair of the Board, there is a need to appoint a Vice Chair to support himself in his absence. Carmine acknowledged the willingness of Board Member Jeff Payne to serve in this capacity and requested that the Board consider approving the motion to appoint Jeff as the Interim Vice Chair of the Board.

**MOVED by Neil Davis and SECONDED by Moyra Vande Vooren, that the Board approves the appointment of Jeff Payne as the Interim Vice Chair of the Board, pending Lieutenant Governor appointment, and further, that the Public Appointments Secretariat and the Minister's Office be advised of this Interim appointment with a recommendation that an Order in Council be issued.**

**CARRIED**

**Action: Scott McLeod**

#### **5.4 – Strategic Priorities for 2017/2018 – Post Transition**

Scott McLeod advised that over the summer, staff had worked with the broader leadership team to finalize the LHIN's priorities consistent with the Minister's Mandate, Patients First Legislation, the Integrated Health Services Plan (IHSP), the Annual Business Plan, as well as his own Performance Objectives. He advised that Kim Delahunt would provide a high level overview of the prioritized list of initiatives that the LHIN will be undertaking for this fiscal year and how the LHIN arrived at them.

Kim Delahunt then provided a comprehensive overview of the initiatives under the '5' Central West LHIN Strategic Directions, which include:

1. Build Integrated Networks of Care – ensure Central West LHIN residents have access to the right care, at the right time, and in the right place;
2. Drive Quality and Value – ensure the Central West LHIN funds and delivers health care resources in a sustainable, effective and efficient way that demonstrates quality and value to the community;
3. Connect and Inform – demonstrate commitment towards creating supportive environments, health promotion and community engagement, that empower Central West residents to make positive health decisions;
4. Demonstrate System Leadership – demonstrate system leadership through capacity planning, guiding system-wide initiatives and supporting stakeholders throughout the system to provide the best possible outcomes for the population;
5. Operational Excellence (this is new) – in support of LHIN objectives, continuously improve functional performance through the better utilization of resources (e.g. human and financial) and implementation of processes.

Kim informed Board Members that the strategic directions and priorities will be used to inform performance and development planning with staff and will establish a process to ensure that high priority areas receive appropriate supports. Board Members thanked Kim for an informative presentation.

#### **5.5 – William Osler Health System Patient Tower Infrastructure Upgrades Project – Inpatient Dialysis Unit Component – Stage 2 Functional Program**

Kim Delahunt provided an overview of the Briefing Note and advised that she would require Board approval of this item. After a brief discussion, Board Members approved the following motion:

**MOVED by Jeff Payne and SECONDED by Ashish Kemkar, that the Central West LHIN Board of Directors approves the recommendation for a Stage 2 Functional Program for an Inpatient Dialysis Unit, as circulated.**

**CARRIED**

#### **5.6 – William Osler Health System – Etobicoke Satellite Dialysis Centre Project – Stage 2 Functional Program**

Kim Delahunt provided an overview of the Briefing Note and advised that she would require Board approval of this item. After a brief discussion, Board Members approved the following motion:

**MOVED by Neil Davis and SECONDED by Peter Harris, that the Central West LHIN Board of Directors approves the recommendation for a Stage 2 Functional Program for an Etobicoke Satellite Dialysis Centre, as circulated.**

**CARRIED**

### **6.0 FIDUCIARY DIALOGUE**

#### **6.1 – Report of the Quality Committee – Monday, September 11, 2017**

Moyra Vande Vooren provided a brief update on discussions that had taken place at the Quality Committee meeting that had taken place on September 11<sup>th</sup>. A brief discussion followed.

#### **6.2 – Report of the Governance Committee Meeting – Thursday, September 14, 2017**

Jeff Payne provided a brief update on discussions that had taken place at the Governance Committee meeting held September 14<sup>th</sup>, noting that the Committee had recommended that going forward, all Committee Work Plans and Terms of Reference will be channeled through the Governance Committee prior to going to the full Board for approval. In addition, it was determined that the only requirement for LHINs to post materials lies with the Board of Directors' meetings, which are open to the public. Therefore, any reference within Board Committees' Terms of Reference regarding posting of materials shall be removed from the Terms of Reference of all Board Committees.

#### **6.3 – Report of the Finance & Audit Committee Meeting – Monday, September 25, 2017**

Adrian Bitá provided a brief update on discussions that had taken place at the Finance & Audit Committee meeting of September 23<sup>rd</sup>. He advised that there are three documents requiring Board approval, as follows:

1. 2017/2018 – 2<sup>nd</sup> Quarter (Q2) Report
2. 2016/2017 Year-End Health Service Provider (HSP) Report
3. 2017/2018 Health Service Provider (HSP) Funding as at August 31, 2017

After a brief discussion of each item, the recommendations were approved, as follows:

**MOVED by Adrian Bita and SECONDED by Jeff Payne, that the Central West LHIN Board of Directors approves the 2017/2018 – 2<sup>nd</sup> Quarter (Q2) Report, as circulated.**

**CARRIED**

**MOVED by Adrian Bita and SECONDED by Moyra Vande Vooren, that the Central West LHIN Board of Directors approves the 2016/2017 Year-End Health Service Provider (HSP) Report, as circulated.**

**CARRIED**

**MOVED by Adrian Bita and SECONDED by Moyra Vande Vooren, that the Central West LHIN Board of Directors approves the 2017/2018 Health Service Provider (HSP) funding as at August 31, 2017.**

**CARRIED**

#### **6.0 IN-CAMERA SESSION**

**MOVED by Peter Harris and SECONDED by Anita Gittens, that at 9:15 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 Staff Members in attendance be invited to stay for this portion of the meeting.**

**CARRIED**

**MOVED by Neil Davis and SECONDED by Hugh O’Brodivich, that at 9:40 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 Ashish Kemkar and SECONDED by Jeff Payne, that there being no further business for discussion, that the Central West LHIN Board of Directors’ Meeting of Wednesday, September 27, 2017 be adjourned at 9:40 p.m.**

**CARRIED**

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Carmine Domanico, Board Chair

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Scott McLeod, CEO