

Hamilton Niagara Haldimand Brant Local Health Integration Network

Minutes of the Business Meeting of the Board of Directors September 27, 2017

A meeting of the Board of Directors of the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) was held on September 27, 2017, at the Webster/Albion Falls Room, Hamilton Niagara Haldimand Brant Local Health Integration Network, 211 Pritchard Road, Unit 1, Hamilton, Ontario, and beginning at 2:00 p.m.

Present: Janine van den Heuvel, Chair
 Paul Armstrong, Member
 Saqib Cheema, Member
 Bill Chopp, Member
 Shelley Moneta, Member
 Dominic Ventresca, Member

Regrets: Suzanne Belanger-Fontaine, Member
 Madhuri Ramakrishnan, Member
 Bill Thompson, Vice Chair

HNHB LHIN Staff
in Attendance:

Emily Christoffersen, VP Commissioning, Performance and
 Accountability
Helen Rickard, Corporate Coordinator, Recording Secretary
Derek Bodden, Director Funding
Dr. Jennifer Everson, VP Clinical

Miranda Ingribelli, VP People and Talent Management
Trish Nelson, Director, Communications
Tom Peirce, Executive Lead, Transition and Project Management Office
Martina Rozsa, VP Health System Strategy and Integration
Rosalind Tarrant, Director, Planning
Cindy Ward, VP Resource Stewardship and CFO

Guests: Mark Farrow, Vice President & Chief Information Officer,
 Hamilton Health Sciences
 Dr. Rob Lloyd, Chief Medical Information Officer, Hamilton
 Health Sciences
 Steve Sherrer, Chief Executive Officer, Thrive Group
 Lawna Paulos, Chief Executive Officer, Capability Support Services Inc.

A. Convening the Meeting

The chair welcomed the board members by acknowledging that we are located on Indigenous lands and expressed gratitude for the opportunity and privilege to work with communities across the territory.

A.1 Call to Order

A quorum was present.

A.2 Approval of the Agenda

MOVED: Shelley Moneta

SECOND: Dominic Ventresca

That the agenda of September 27, 2017, be adopted, as circulated.

CARRIED

A.3 Declaration of Conflicts

No conflicts were identified at this time.

B. Education Session

B.1 Digital Health

(Presentation is appended to original set of minutes and labelled as Appendix A)

Presenters: Mark Farrow, Vice President & Chief Information Officer,

Hamilton Health Sciences

Dr. Rob Lloyd, Chief Medical Information Officer, Hamilton

Health Sciences



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Key Points of Discussion:

- Clarification was made to advise that not all family physicians are using ClinicalConnect yet.
- It was noted that currently there is a provincial review of digital health solutions and it is unknown at this time which system(s) the ministry may choose to roll-out provincially.
- It was noted that there is not a cost to using ClinnicalConnect and this initiative is funded by eHealth Ontario.
- It was noted that all HNHB LHIN hospitals are using ClinnicalConnect.
- Clarification was provided to advise that ClinnicalConnect does not store any data, replicate data, and operates on a secure connection.

B. Minutes of the Last Meeting

B.1 Approval of the Minutes of August 30, 2017

MOVED: Janine van den Heuvel

SECOND: Paul Armstrong

That the minutes of the Board Meeting – Business of August 30, 2017 be adopted as circulated.

CARRIED

D. Reports

D.1 Report of the CEO

MOVED: Dominic Ventresca

SECOND: Shelley Moneta

That the Report of the Chief Executive Officer (CEO) be received and filed.

CARRIED

Key Points of Discussion:

- The Voices in the Community Video featured [Tom and his therapy dog Stanley](#). They are making a difference in their community as visiting volunteers with Hospice Niagara and were recognized as Heroes in the Home.
- The Board was advised that the LHIN has just received the Assistant Deputy Minister's funding letter regarding the opioid strategy to support addictions treatment. Our office is working on proposals to be brought forward to the October Board Meeting.
- The Board was advised of the recent media release announcing the partnership between Hamilton Health Sciences and CONNECT Communities with the creation of a new Acquired Brain Injury and Stroke Community Transitional Program in our region.
- The CEO met with Christine Elliott, Patient Ombudsman on September 19, 2017.

D.2 Report of the Chair

MOVED: Shelley Moneta

SECOND: Saqib Cheema

That the Report of the Chair be received and filed.

CARRIED

Key Points of Discussion:

- The Chair advised the Board of the Executive Compensation Framework Group and discussed the work being done. The following motion was brought forward:

Executive Compensation Framework under the *Broader Public Sector Executive Compensation Act, 2014* (“BPSECA”)

MOVED: Janine van den Heuvel

SECOND: Paul Armstrong

BE IT RESOLVED THAT:

1. The Hamilton Niagara Haldimand Brant LHIN Board of Directors hereby authorizes the Board Chair to represent to the LHIN Leadership Council that the Hamilton Niagara Haldimand Brant Local Health Integration Network agrees that the development of an Executive Compensation Framework is a common issue under the Memorandum of Understanding between the Minister of Health and Long-Term Care and Hamilton Niagara Haldimand Brant Local Health Integration Network in regard to which all LHINs should take a common position and approach.
2. The Hamilton Niagara Haldimand Brant LHIN Board of Directors hereby authorizes an Executive Compensation Framework Small Group, comprised of the Chairs of Central LHIN, Central East LHIN, Hamilton Niagara Haldimand Brant LHIN and North East LHIN and the CEOs of Central LHIN, Central East LHIN, Champlain LHIN, and North West LHIN, to provide input on behalf of the Hamilton Niagara Haldimand Brant LHIN in the development of an Executive Compensation Framework under the *Broader Public Sector Executive Compensation Act, 2014* (the “Framework”) by:
 - i. meeting and working with Gallagher McDowell Associates as necessary to support the development by Gallagher McDowell Associates of a report to assist the Small Group in the development of a draft Framework;
 - ii. working with the Gallagher McDowell Associates’ report to develop a draft of the Framework, which shall include the required comparative analysis;
 - iii. submitting that draft to the LHINs for review and approval by their Boards;
 - iv. once all of the LHINs have submitted the draft Framework to the Ministry of Health and Long-Term Care (“MOHLTC”), receiving questions and comments on the draft Framework from MOHLTC;
 - v. working with MOHLTC to prepare a second version of the Framework for consideration by the Boards of Directors of all LHINs, and
 - vi. reporting back to the Hamilton Niagara Haldimand Brant LHIN Board Chairs as required with updates relevant to the Framework and when additional input is required from the Hamilton Niagara Haldimand Brant LHIN Board of Directors.

CARRIED

D.3 Report of the Audit Committee Chair

MOVED: Shelley Moneta
SECOND: Saqib Cheema

That the Report of the Audit Committee Chair be received and filed.

CARRIED

Meeting of September 20, 2017

An Audit Committee meeting was held on September 20, 2017. The minutes of the Audit Committee meeting of August 30, 2017, were approved by the Audit Committee for receipt by the Board of Directors.

MOVED: Dominic Ventresca
SECOND: Shelley Moneta

That the minutes of the Audit Committee Meeting of August 30, 2017, be received and filed.

CARRIED

Consent Agenda

The Audit Committee reviewed the consent agenda of September 20, 2017, consisting of:

- i. Posting of Quarterly Expenses
- ii. Confirmation of Funding Received
- iii. Behavioural Supports Ontario Annual Funding

Discussion was held regarding the Behavioural Supports Ontario Funding briefing note and the Board was advised that the Posting of the Quarterly Expenses for the pre-transition period have been posted on the website.

MOVED: Shelley Moneta
SECOND: Saqib Cheema

That the consent agenda of September 20, 2017 be received and filed.

CARRIED

HNHB LHIN Operations – Monthly Financial Update

The Audit Committee reviewed the budget results for the four month period of April 1 to July 31, 2017.

Discussion was held regarding Patient Care Contracted Out expense variance and that this may be due to seasonality and that the demand for patient care services has not decreased during the summer months.

MOVED: Paul Armstrong
SECOND: Shelley Moneta

That the Board of Directors of the HNHB LHIN receive and file the July 31, 2017 financial update for LHIN operations.

CARRIED

Seniors at Home Supportive Housing

On August 1, 2017 the ministry contacted the LHIN to see if they could double the number of units using the same operating budget identified in the June 30, 2017 Seniors at Home Expression of Interest response.

The LHIN advised the ministry they could increase the number of supportive housing units by 24 for a total of 51 units. Of the additional 24 units, 20 will be located in Hamilton and four units in Brantford. The Audit Committee was advised that areas such as Niagara and Simcoe did not have additional unit capacity at this time.

MOVED: Dominic Ventresca
SECOND: Shelley Moneta

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network approve:

- up to \$359,760 base funding to St. Joseph's Homecare to provide assisted living support services to residents in 20 subsidized housing units under the Seniors Supportive Housing Program.
- up to \$78,929 base funding to Participation House, Brantford to provide assisted living support services to residents in four (4) subsidized housing units under the Seniors Supportive Housing Program:

Pending Ministry of Health and Long-Term Care approval of the LHIN Seniors at Home Expression of Interest submission.

CARRIED

St. Joseph's Villa, Dundas Convalescent Care Program

As of August 20, 2017, the LHIN reported 165 individuals waiting in HNHB LHIN hospitals for admission to long-term care homes, of which 95 individuals are waiting in Hamilton hospitals. The LHIN has been mandated by the Minister of Health to improve how people move through the health system to avoid unnecessary hospital stays, reduce the length of time people spend in hospital and reduce the number of people who are waiting in a hospital bed for the right level of care.

This request would reallocate funding for six Convalescent Care Program beds at St Joseph's Villa Dundas to St. Peters Residence at Chedoke Long-Term Care Home to support 12 interim long-term care home beds. Analysis has shown that occupancy rates at St. Joseph's Villa Dundas have decreased. Moving this funding to St. Peters will provide capacity to admit 12 patients waiting in hospitals for a long-term care home destination, reducing ALC days and rates.

MOVED: Saqib Cheema
SECOND: Shelley Moneta

That the Board of Directors of the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) approve:

- a reduction of up to \$585,360 in recurring one-time funding that supports six of 41 beds that are part of the Convalescent Care Program operated by St. Joseph's Villa Dundas: and
- allocate up to \$564,000 in recurring one-time funding to St. Peter's Residence at Chedoke Long-Term Care Home to support 12 interim long-term care beds

pending appropriate license and capital approvals from the Ministry of Health and Long-Term Care.

CARRIED

D.4 Report of the Quality and Safety Committee Chair

MOVED: Saqib Cheema
SECOND: Dominic Ventresca

That the Report of the Quality and Safety Committee Chair be received and filed.

CARRIED

The Quality and Safety Committee (Q&SC) met on September 20, 2017. At the meeting, the minutes of June 21, 2017, were approved by the Quality and Safety Committee for receipt by the Board of Directors.

MOVED: Saqib Cheema
SECOND: Bill Chopp

That the minutes of the Quality and Safety Committee Meeting of June 21, 2017, be received and filed.

CARRIED

Education Session – Privacy

A presentation was provided by staff and provided an overview of the Personal Health Information Privacy Act, 2004, Bill 119 – Health Information Protection Act, 2015, Privacy Commissioner of Ontario, and the HNHB LHIN Privacy Program.



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Consent Agenda

The Quality and Safety Committee reviewed the consent agenda of September 20, 2017, consisting of:

- iv. Semi-Annual Complaints Report
- v. Risk Report

It was noted for item (i) Semi-Annual Complaints Report that future reports include complaint resolutions information to measure success.

MOVED: Shelley Moneta
SECOND: Dominic Ventresca

That the consent agenda of September 20, 2017 be received and filed.

CARRIED

Ministry-LHIN Accountability Agreement (MLAA) Performance Indicators Quarterly Update

Staff presented a detailed slide presentation (circulated in your meeting materials) providing an overview of current LHIN performance and priority indicators.



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MOVED: Bill Chopp
SECOND: Saqib Cheema

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network receive and file the Ministry-LHIN Accountability Agreement Performance Indicators Quarterly Update.

CARRIED

Hospital Performance Indicator Action Plan

Staff presented details regarding the Ministry-LHIN Accountability Agreement indicator targets that all nine hospitals are responsible for achieving. In March of 2016 the HNHB LHIN requested that six out of the nine hospitals submit a Performance Indicator Action Plan.

To date the six hospitals have been providing quarterly updates to the LHIN. Some hospitals have shown improvement on some indicators but performance on others has either not improved or declined.

This approval will allow the LHIN to prepare and send letters to hospitals, requiring that they continue their internal improvement work related to the performance indicators and that quarterly reports will continue to be required through 2017-18.



MOVED: Dominic Ventresca
SECOND: Shelley Moneta

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network direct the HNHB LHIN staff to

- prepare and send a letter to hospitals, recognizing the work already completed and requiring that they continue their internal improvement work and demonstrate improving trends related to the current priority performance indicators. Quarterly reports on the PIAP should continue through 2017-18.
- Hospitals also be required to participate and collaborate in the LHIN wide and sub-region initiatives to improve overall system performance on priority indicators.
- A CEO to CEO and Board Chair to Board Chair discussion be held in the event that hospitals do not continue with internal improvement work, submit quarterly PIAP reports, and/or participate in the appropriate LHIN or sub-region initiatives.

The hold-back incentive plan remain on hold for the remainder of the 2017-18 fiscal year.

CARRIED

Emergency and Urgent Care

Staff presented a detailed slide presentation (circulated in your meeting materials) providing an overview of the HNHB LHINs 13 emergency department volumes and wait times.



Performance Accountability Annual Report

The HNHB LHIN completes quarterly and annual reviews of health service providers across various risk management categories based on the health service provider's accountability agreement. The quarterly report to the Board identifies and communicates all health service provider risks. The HNHB LHIN staff will continue to follow up and review all variance reports. Meetings with health service providers occur when providers are not meeting their targets.

MOVED: Shelley Moneta
SECOND: Bill Chopp

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network receive and file the performance accountability annual report.

CARRIED

Quality Improvement Plan

The HNHB LHIN Board is responsible for governance oversight of quality and safety in home and community care. This includes responsibility for the Quality Improvement Plan developed and approved by the legacy CCAC Board of Directors. The HNHB LHIN will be required to submit an annual progress report to Health Quality Ontario in March 2018.

MOVED: Saqib Cheema
SECOND: Dominic Ventresca

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network receive and file the HNHB LHIN Quality Improvement Plan Update.

CARRIED

Quality and Safety Committee Terms of Reference

It is recommended that all members of the Board serve on the Quality and Safety Committee. The terms of reference were revised to include the Board Chair as a voting member.

MOVED: Shelley Moneta
SECOND: Janine van den Heuvel

That the Hamilton Niagara Haldimand Brant Local Health Integration Network Board of Directors approve the revised Quality and Safety Committee Terms of Reference.

CARRIED

D.5 Report of the Governance Working Group Chair

MOVED: Janine van den Heuvel
SECOND: Saqib Cheema

That the Report of the Governance Working Group Chair be received and filed.

CARRIED

The Governance Working Group (GWG) met on September 20, 2017.

At the meeting, the minutes of June 21, 2017, were reviewed and approved.

MOVED: Dominic Ventresca
SECOND: Janine van den Heuvel

That the minutes of June 21, 2017, of the Governance Working Group be adopted, as circulated.

CARRIED

2017-18 Annual Business Plan Q1 Update

Staff presented an update on the Annual Business Plan (circulated in your meeting materials).

The presentation highlighted specific examples of the work undertaken within the LHIN since the beginning of the fiscal year. The new Sub-Region Directors were introduced to the Board and an overview was provided of the priorities and work being done with the Sub-Region Anchor Table.



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Review of Skills Matrix

The Board of Directors Skills Matrix identifies skills/representation of current Board Members. The Skills Matrix is also used to identify those skills that should be considered when reviewing potential Board candidates. Of note is the need for Indigenous representation on the Board.



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Review of Proposed Membership on Board Committees and Working Groups

The Board Committee and Working Group Membership was reviewed and revised to reflect new Board Members and Board Members whose terms are ending. Vacancies are reflected on the listing and will be identified once new Board Members are appointed. The circulated listing has been amended to reflect the appointment of Shelley Moneta on July 11, 2017 and to include Janine van den Heuvel as a voting member of the Quality and Safety Committee.

MOVED: Dominic Ventresca

SECOND: Saqib Cheema

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network approves the proposed changes to the committee working group membership for the calendar year 2017 as amended.

CARRIED



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Governance Working Group Terms of Reference

The Governance Working Group Terms of Reference has been updated to change the number of members up to five with a minimum of three.



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Board Policies

The Governance Working Group has completed their yearly review of the Board policies. Some of the policies had no changes, some had minimal changes, and others have had substantial changes. The proposed changes are designed to align with the functioning of a governance Board.

The policies have been updated with streamlining of formatting.

MOVED: Dominic Ventresca

SECOND: Saqib Cheema

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network adopt the reviewed / revised Governance Policies as presented.

CARRIED

Board and Committee Schedule 2018

A draft schedule of the 2018 Board and Committee Meetings was presented to the Governance Working Group for discussion. It was agreed the schedule would be revised to remove the teleconference option from the Audit Committee Meetings. The 2018 schedule of meetings will be posted on the LHIN website.

E. New/Other Business

E.1 Thrive Group Support Services – Capability Support Services Inc. Voluntary Integration

MOVED: Dominic Ventresca

SECOND: Shelley Moneta

That the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) Board of Directors (Board) receives and files the Intention for a Voluntary Integration between Thrive Group Support Services (Thrive Group) and Capability Support Services Inc.

CARRIED

(Presentation is appended to original set of minutes and labelled as Appendix B)

Presenters: Steve Sherrer, Chief Executive Officer, Thrive Group
Lawna Paulos, Chief Executive Officer, Capability Support Services Inc.



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Key Points of Discussion:

- The presentation provided an overview of the various synergies and collaboration between Thrive Group and Capability Support Services.
- It was noted that the Thrive Group achieves savings through their fee for services offerings. Those savings are used for capital projects or to off-set other costs. Additional savings are realized through economies of scale.
- Clarification was provided to advise that each organization that integrates with Thrive retains their own charitable status and operates independently. This includes separate accountability agreements.
- The Thrive Board membership consists of a cross-section of members that represent different service streams.

E.2 Quarterly Declaration of Compliance

MOVED: Paul Armstrong

SECOND: Bill Chopp

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network authorizes the Board Chair to declare to the Minister of Health and Long-Term Care that upon due enquiry of the Chief Executive Officer and other appropriate LHIN officers and personnel, and subject to any exceptions identified on Schedule A, to the best of the Board's knowledge and belief, the LHIN has:

1. the LHIN's compliance with the "Principles for LHIN-Managed Quality Based Procedure (QBP) Volume Movement", per the QBP Volume Management Instructions and Operational Policies for Local Health Integration Networks that are issued by the ministry;
2. the completion and accuracy of reports required of the LHIN, pursuant to section 5 of the *Broader Public Service Accountability Act* (BPSAA), on the use of consultants;
3. the LHIN's compliance with the prohibition, in section 4 of the BPSAA, on engaging lobbyist services using public funds;
4. the LHIN's compliance with all of its obligations under applicable directives issued by the Management Board of Cabinet;
5. the LHIN's compliance with its obligations under the Memorandum of Understanding with the Ministry of Health and Long-Term Care; and
6. the LHIN's compliance with its obligations under the Ministry LHIN Accountability Agreement in effect, during the Applicable Period of June 28, 2017 to September 27, 2017.

CARRIED

F. Closed Session

MOVED: Paul Armstrong
SECOND: Saqib Cheema

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network move to a closed session at 4:10 p.m. to discuss a matter of personal or public interest.

CARRIED

G.1 Report of the Chair on the Closed Session

During the closed session, the Board discussed a matter of personal and public interest.

MOVED: Paul Armstrong
SECOND: Shelley Moneta

That the Board of Directors of the Hamilton Niagara Haldimand Brant Local Health Integration Network moved to a closed session at 4:10 p.m. to discuss matters of personal/public interest and the Board Chair has directed staff to send a letter by end of day on September 29, 2017 to the Honourable Liz Sandals, President of the Treasury Board. The letter will identify that while a response to the extension request related to the submission of the Executive Compensation Program is pending, the LHIN will not be able to submit its proposed Executive Compensation Program by the September 29, 2017 deadline. The Board returned to an open session at 4:37 pm.

CARRIED

H.2 Adjournment

MOVED: Janine van den Heuvel
SECOND: Saqib Cheema

The Board of Directors – Business meeting be adjourned at 4:39 p.m.

CARRIED

Original signed by

Janine van den Heuvel, Chair

Date

Original signed by

**Emily Christoffersen acting for Donna Cripps,
Corporate Secretary**

Date