

# South East Local Health Integration Network

## Board of Directors Meeting No. 154

Monday January 29, 2018

Cardinal Room  
South East LHIN Offices  
71 Adam Street  
Belleville, Ontario

## MINUTES

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**Present:** Hersh Sehdev (Chair); Brian Smith (Vice Chair – Meeting Chair); Annette Bergeron; Lois Burrows; Jack Butt; Steve Gauthier; Jean Lord; Maribeth Madgett; Linda Murray; Marsha Stephen\*\*; David Vigar; (quorum); and Paul Huras (CEO)

**Recorder:** Jacqui Prospero

**Regrets:**

**Resources:** Sherry Kennedy (VP, Operations); Joanne Billing (VP, Home and Community Care); Cynthia Martineau (VP, Strategy, Planning and Intergradation); Caitlin denBoer (Directors, Communications & Engagement); Paula Heinemann (VP, Human Resources & Organizational Development); Gary Braidia (Project Management Officer); Amber Gooding (Communications Coordinator); and Janine DeVries (Board Coordinator).

**\*\*PHONE**

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**1. Call to Order, Meeting Chair's Remarks and welcome of guests.**

The Meeting Chair welcomed board members, guests and members of the public to the meeting and called for order at 9:32 am.

**2. Selection of Timer and Observer:**

1. Timer – S. Gauthier
2. Observer – A. Bergeron

**3. Conflict of Interest Declaration**

All members confirmed no conflicts.

**4. Consent Agenda:**

- a. Board Correspondence
- b. Chairs Declaration
- c. Chairs Report
- d. Committee Minutes

**That the Consent Agenda items be approved as circulated with the removal of the November FARR Committee Minutes as they were previously approved.**

**Moved by: J. Lord  
Seconded by: J. Butt  
Carried – 2018-154-01**

**5. Approval of the Agenda**

**That the Board Agenda be approved as amended to include a Fiduciary Item under Service Accountability Agreements – Hospitals;**

**Moved by: D. Vigar  
Seconded by: A. Bergeron  
Carried – 2018-154-02**

**As the added item requires a decision the members require a 2/3rds vote to add this item to the agenda.**

**Moved by: L. Burrows  
Seconded by: J. Butt  
Carried – 2018-154-03**

**6. Approval of Minutes**

**1. Approval of Minutes December 11, 2017 Board Meeting #153 (attached)**

**That the Minutes of Monday December 11, 2017 Board Meeting #153 be approved as amended.**

**Moved by: L. Burrows  
Seconded by: A. Bergeron  
Carried – 2018-154-04**

**7. Generative Discussion:**

**a. Health Equity – 9:42 am**

- P. Huras provided an overview of the briefing material for the members' consideration which included a purpose and executive summary in order to drive the generative discussion by the board.
- Board members and senior staff provided the following information based on questions and comments:
  - Equal access and equitable access are two different things;
  - Recently there was a presentation by Dr. Jeff Turnbull, Clinical Lead, Health Quality Ontario, at the Eastern Governance Forum Session in Smiths Falls – a press article was released ( <https://www.insideottawavalley.com/news-story/7979486-ottawa-hospital-s-chief-of-staff-encourages-local-action-to-improve-health-equity/>); the session was also recorded by Cogeco Media Services for broadcast in 2018.
  - Informed decisions need to be sure to include the client; a health equity framework may be something that could be considered in the future that may require education / training; risks are inherently imbedded into everything that we do now, we could consider health equity in the same way, as part of the terms of reference for each committee of the Board.
  - There may be an opportunity to discuss the Canadian Index of Well Being and Social Determinants of Health at a future meeting to help the board better understand the inequities in our system and access to care;
  - Baseline data is an important part that needs to be better understood; currently the LHIN has strong partnerships with agencies such as our three public health units; each health unit has a wide variety of data points that they track and utilize;
  - Other LHINs have taken the opportunity to develop frameworks or to specifically define health equity; sub regions would likely apply any framework that the LHIN would develop and would apply it as required in their specific areas (knowing they are all different as it applies to health equity opportunities);

**8. Strategic Discussion:**

**None at this time.**

## 9. Fiduciary & Oversight Discussion: 10:15 am

### a. Integrated Health Services Plan (IHSP5) – Process Update – 10:15 am

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; action plan; and next steps.
- Senior staff provided the following information based on questions and comments:
  - There is a linkage between discussions on health equity and the pending IHSP5 however the MOHLTC is expected to be more directive with the content / direction of the IHSP5 based on directives and mandate letters to date; the LHIN does a lot of community engagement, however traditional engagement methods don't work well for some of the more vulnerable populations and the LHIN will be considering opportunities to better engage those populations to help better understand the needs and requirements of patients and their families; now that the LHINs are a Health Service Provider (HSP) there is likely more opportunity for patient / family input in this iteration of the IHSP.
  - HSPs plans for services traditionally reference and link to the LHINs IHSP in order to better align the planning for services in our region; there is likely an opportunity to hear more from the front line workers about challenges and how the region, through collaboration, could better service patients and their families; asking HSPs for input, formally from their boards about IHSP has not historically been done.
  - Due to the pending election and other reports that are due regularly to the MOHLTC the LHINs have not yet received direction from the MOHLTC regarding the IHSP; this year may present some challenges around how the LHIN can best address the report requirements depending on when we are informed about them.
  - Board members would like to be more involved in the IHSP5 engagement to build relationships with the HSPs; historically the demographics of respondents to engagement surveys, have mirrored the demographics of the LHIN.

### b. Service Accountability Template Agreements – 10:37 am

#### i. Long-Term Care (LSAA)

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.
- Senior staff provided the following information based on questions and comments:
  - The phrase “execute” in the agreements references signing the contracts.

**That the Board of the South East LHIN approve the following:**

1. **The proposed Long-Term Care Home Service Accountability Agreement template for the period from April 1, 2018 to March 31, 2019 to be made as of April 1, 2018 (the “LSAA”), as presented to the Board to replace the current 2016-19 Long-Term Care Home Service Accountability Agreement template; and**
2. **Authorize the South East LHIN Board Chair and South East LHIN CEO to execute LSAA's on behalf of the LHIN provided that the execution versions of the LSAA are substantially similar to the template attached to the minutes of this meeting.**

**Moved by: J. Butt  
Seconded by: D. Vigar  
Carried – 2018-154-05**

ii. Multi Sector (MSAA)

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.

**That the Board of the South East LHIN approve the following:**

1. **The proposed Multi-Sector Service Accountability Agreement template for the period from April 1, 2018 to March 31, 2019 to be made as of April 1, 2018 (the “MSAA”), as presented to the Board to replace the current 2014-18 Multi-Sector Service Accountability Agreement template; and**
2. **Authorize the South East LHIN Board Chair and South East LHIN CEO to execute MSAA's on behalf of the LHIN provided that the execution versions of the MSAA are substantially similar to the template attached to the minutes of this meeting.**

**Moved by: J. Lord  
Seconded by: J. Butt  
Carried – 2018-154-06**

iii. ADDITION - Hospital (HSAA)

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.
- Senior staff provided the following information based on questions and comments:
  - The briefing note was late in coming to the board and thus didn't clearly outline the differences between the new / old documents; much of the wording adjustments in the agreement provide for more flexibility and broader scope (i.e.: not being specific about implementing plans, when an HSP could not have the available funds to address the commitment); some of the changes are more simple, such as enabling technologies is now referred to as digital health; the motion before the members is a provincial one and will require a 2/3rds vote provincially in order to be accepted and implemented; the schedule templates are also standardized, the LHIN can adjust requirements through the achievement of targets and local obligations.

**The Board of the South East LHIN approve the following:**

1. **The proposed Hospital Service Accountability Agreement template for the period from April 1, 2018 to March 31, 2019 to be made effective April 1, 2018 (the “HSAA”), as presented to the Board to replace the current 2010-18 Hospital Service Accountability Agreement template; and**
2. **Authorize the South East LHIN Board Chair and South East LHIN CEO to execute HSAA's on behalf of the LHIN provided that the execution versions of the HSAA are substantially similar to the template attached.**

**Moved by: J. Butt  
Seconded by: D. Vigar  
Carried – 2018-154-07**

**c. Infrastructure Ontario (IO) – Memorandum of Understanding – 10:51 am**

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.
- Senior staff provided the following information based on questions and comments:
  - This item is a directive from the MOHLTC to the LHINs; signing of the MOU does not obligate us or generate payment from us; the next service agreement would initiate the need to use IO and involve financial considerations; a service agreement will come back to the board for consideration, including financial commitments.
  - Our monthly attestation references challenges which will be addressed with IO once our leases come up for renewal; a SAA will then assign the lease agreements to IO, as part of their role to assess our compliance with the LHIN Lease and Accommodation Guidelines, which may allow us to remove the non-compliance item related to our lease agreements (i.e.: signing agreements that have indemnification clauses).
  - The FARR Committee Chair noted for members that they were aware of this item coming forward; the Board members confirmed that the FARR committee will report back on financial implications.

**That the Board of the South East LHIN approve the attached Resolution, which approves the LHIN CEO (or designate) to execute the Memorandum of Understanding between the LHIN and Infrastructure Ontario, which is consistent with the Memorandum of Understanding adopted by all LHINs the final version of which is to be substantively the same as the MOU version appended here.**

**Moved by: J. Butt  
Seconded by: D. Vigar  
Carried – 2018-154-08**

**d. Hospice Quinte Stage 1 Capital Endorsement – 11:00 am**

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.
- Senior staff provided the following information based on questions and comments:
  - In a recent webinar that board members attended it was mentioned that LHINs do not currently fund hospice; however the presentation was not clear; LHINs do not have accountability agreements with residential hospices, however we fund the operations of the beds.
  - The Ontario Palliative Care Network (OPCN) doesn't support the concept of Medical Assistance in Dying (MAID) being provided in a hospice setting; members were provided with a copy of key messages from the OPCN about MAID services; it was noted that many people who are moving into palliative care are not asking for MAID services.
  - Capital grants are one-time funds for development of the facilities; the LHIN is supporting the operating dollars for the beds (nursing and personal services).

**That the South East LHIN Board endorse the Stage 1 Hospice Capital Program (HCP) application for the development of a six-bed residential hospice, to be led and operated by Hospice Quinte (HQ), with the proviso that HQ:**

- 1. Fund all capital costs over and above what the ministry may provide through the Hospice Capital Program;**
- 2. Fund all operating costs over and above what the South East LHIN has committed to provide to support the six hospice beds; and**
- 3. Continues to meet all required eligibility criteria of the Hospice Capital Program throughout all stages of the capital process.**

**Moved by: A. Bergeron  
Seconded by: S. Gauthier  
Carried – 2018-154-09**

**e. Quinte Health Care – Prince Edward County Memorial Hospital Stage 1 Capital Endorsement – 11:11 am**

- P. Huras provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; and a recommendation for consideration.
- Senior staff provided the following information based on questions and comments:
  - It was noted that regular communications with the community throughout this process have been integral to ensure that the community is well informed on the progress of the project, especially during times when the capital process can move slowly.

**That the South East LHIN Board endorse the Stage 1 Proposal from QHC related to the redevelopment of the PECMH, with the proviso that:**

- 1. There will not be negative implications to patient care as a result of the redevelopment;**
- 2. The hospital will absorb any increase to operating costs as a result of the redevelopment; and**
- 3. The redevelopment continues to align with regional and provincial priorities**

**Moved by: D. Vigar  
Seconded by: L. Burrows  
Carried – 2018-154-10**

**BREAK – 11:14 am – 11:24 am**

**f. CEO Discussion Report – 11:24 am**

- P. Huras provided an overview of the report which included:
  - a) **Health Care Tomorrow**
    - i. Hospital Project — no questions or comments at this time.
    - ii. Additions and Mental Health Redesign – no questions or comments at this time.
    - iii. Enabling Technologies Update – acronyms within the document were clarified for reference.
  - b) **Home and Community Care Update** – no questions or comments at this time.
  - c) **3<sup>rd</sup> Quarter Delegated Decisions** - no questions or comments at this time.
  - d) **Culture Update – Vision / Mission / Directions and Values Update** – the values before the board are that of the staff, not necessarily those of the board; mission, vision and strategic directions were all developed and approved by the adhoc committee of the board, who’s members believed that the staff values align well with the vision / mission / values and directions; published measures of success were included in the discussion, however do not address health equity to the extent that may be required; the terminology that referenced the “board committee” should have referenced board.
  - e) **Older Adult Strategy Update** - no questions or comments at this time.
  - f) **Inter-Professional Care Team Expansion Initiative in Primary Care** – this initiative will support primary care.

**That the CEO Discussion Report be received.**

**Moved by: D. Vigar  
Seconded by: J. Butt  
Carried – 2018-154-11**

**g. Vice Chair’s Update – 11:48 am**

- B. Smith noted for members that recent participation in a conference call addressed the need for a subcommittee to address board members qualifications and evaluation in the coming year, which is likely to impact the South East LHINs work plan around committee work; and there is work going on for a provincial board chair retreat in the coming year.

**h. Community Engagement – Board Member Updates – 11:52 am**

- M. Madgett / J. Lord attended the Central Governance Forum this month.

**i. New Board / Committee Meeting Model – 11:55 am**

- P. Huras / B. Smith provided an overview of the briefing note for members which included a purpose; executive summary; associated risks; appendices and a recommendation for consideration.
- Senior staff provided the following information based on questions and comments:
  - The draft meeting schedule currently utilizes 100% of the governance budget for per diem usages; which includes funds that were set aside for the board retreat this fiscal year; the budget is just one driver to this new model, achieving utilizing efficiencies is another part of it; the board meetings are planned for 6 meetings, the schedule clearly shows 5, however there is an expectation that there will be a meeting at the call of the chair by phone (thus a total of 6).
  - Members agreed that there is a need to coordinate board members attendance at community events to which the LHIN is providing a per diem; including approval process, monitoring, etc.
  - Members agreed that committees will provide an update to the Board by preparing a “committee report to the board”. In order to ensure documented oversight by the board, the reports reviewed by the Committee will be attached; reports requiring the board’s approval will come as separate items from the committee.
  - In order to ensure that the board is fully aware of required reports the Committee Chairs and VPs will review the attached appendices and determine if there are other reports that need to be included.
  - Members were encouraged that the Governance committee will report back to the board regarding efficiency in about a year.

**That the South East LHIN Board of Directors adopts the proposed new Board and Committee meeting schedule as described in appendices 1 and 2 and that we add the following to the new model/framework: Committees will provide an update to the Board by preparing a “Committee Report to the Board”. In order to ensure documented oversight by the Board, the reports reviewed by the Committee will be attached. A list of reports that are submitted to the Committee will be provided to the Board, who will determine those they wish to have attached and frequency of review by the Board.**

**Moved by: D. Vigar  
Seconded by: J. Lord  
Carried – 2018-154–12**

**j. Finance, Audit, Risk and Resource (FARR) Committee – 11:22 am**

**i. Appointment of an Auditor**

- A. Bergeron provided an overview of the briefing note for members which included a purpose; executive summary; relevant appendices and a recommendation for consideration. It was noted that this item was approved by MOHLTC and provided to the LHIN after the January FARR Committee meeting and is here for consideration of the full board at the recommendation of the Committee Chair.

**That the Board of the South East LHIN:**

- **appoint Deloitte and Touch LLP as the external auditors for fiscal 2017/18, and**
- **authorize the LHIN Board Chair and LHIN CEO to execute, on behalf of the LHIN, the amending agreement substantially in the form attached to the minutes of this meeting, amending the auditing services agreement between the LHIN and Deloitte and Touch LLP that originally took effect in 2012**

**Moved by: A. Bergeron  
Seconded by: D. Vigar  
Carried – 2018-154–13**

**k. Governance / Nominating Committee – 12:24 pm**

**i. Committee Report**

- B. Smith provided an overview of the briefing note for members which included a summary of recent discussions at the committee level.
- Senior staff provided the following information based on questions and comments:
  - Updating the work plans and terms of reference will take time due to the new schedules for the committees; measures of success for the board are quite broad and may need to be more specific, they are likely to be incorporated into the committee reports coming to the board that includes “how we are achieving those successes”.

**l. Quality Committee - 12:28 pm**

**i. Committee Report**

- L. Burrows provided an overview of the briefing note for members which included a detailed summaries and documents from recent discussions at the committee level.
- Senior staff provided the following information based on questions and comments:
  - The enclosed report here is the same as that was provided in December 2017, including reports circulated at that meeting.
  - Risks are included as part of each committee report to the board; keeping in mind that some risks are related to items that are long-term improvements versus achievements (i.e.: Quality);

**LUNCH BREAK / Education Session – HQO – 12:35 pm – 2:00 pm**

**That the board consider matters of public interest regarding the Approval of In Camera Board and Committee Minutes; Addictions and Mental Health Services – Kingston, Frontenac, Lennox and Addington (AMHS-KFLA) and Community Primary health Care (CPHC) Escalation to Board pursuant to Section 9 (5) of the Local Health Systems Integration Act 2006.**

**Moved by: J. Butt  
Seconded by: J. Lord  
Carried – 2018-154-14**

**10. In-Camera Session – 2:02 pm**

**That the Chair rise and provide a verbal report from the In Camera Session regarding the Approval of In Camera Board and Committee Minutes; Addictions and Mental Health Services – Kingston, Frontenac, Lennox and Addington (AMHS-KFLA) and Community Primary health Care (CPHC) Escalation to Board pursuant to Section 9 (5) of the Local Health Systems Integration Act 2006.**

**Moved by: D. Vigar  
Seconded by: J. Butt  
Carried – 2018-154-18**

**11. Date, time and location of next meeting:**

February 26, 2018 – South East LHIN Offices – North Site

Future meetings:

Monday March 26, 2018 – 9:30 am – South East LHIN Offices – North Site

Monday May 28, 2018 – 9:30 am – South East LHIN Offices – North Site

Monday June 25, 2018 – 9:30 am – South East LHIN Offices – North Site

Monday September 24, 2018 – 9:30 am – South East LHIN Offices – North Site

Monday December 17, 2018 – 9:30 am – South East LHIN Offices – North Site

Monday March 25, 2019 – 9:30 am – South East LHIN Offices – North Site

**12. Timer & Observer:**

*Timer* – we are overtime; there may be a need to increase the time in generative to help accommodate the length of discussion; perhaps in the future members could be asked to extend the meeting before the end time is reached;

*Observer* – good meeting; fulsome discussions; the agenda flowed well;

**13. Adjournment**

That the meeting be adjourned at 2:29 pm

**Moved by: A. Bergeron**

**Meeting Chair:**



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Brian Smith

**Secretary:**



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Paul Huras