

# South East Local Health Integration Network

## Board of Directors Meeting No. 121

Monday September 29, 2014

Cardinal Room  
South East Local Health Integration Network  
71 Adam Street  
Belleville, Ontario

## MINUTES

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**Present:** Donna Segal (Chair); Andreas von Cramon (Vice Chair); Lois Burrows; Janet Cosier; Dave Sansom (quorum) \*\*; and Paul Huras (CEO)

**Recorder:** Jacqui Prospero

**Regrets:**

**Guests:** Sherry Kennedy (COO); Benedict Menachary (Planning & Integration Consultant); Darryl Tooley (Senior Consultant, Performance Contracts); Melanie Trottier (Communications Writer); and Pat Reynolds (Board Coordinator)

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

The Chair welcomed guests and members to the meeting at 9:36 am.

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

- a. Timer = J. Cosier
- b. Observer = A. von Cramon

**3. Conflict of Interest Declaration**

All members confirmed no conflicts.

**4. Consent Agenda:**

- a. Monthly CEO Reports
- b. Board Correspondence
- c. Chairs Declaration
- d. Chairs Report
- e. Committee Summaries

**That the Consent Agenda be accepted as circulated.**

**Moved by: A. von Cramon**  
**Seconded by: L. Burrows**  
**Carried – 2014-121-01**

**5. Approval of the Agenda**

**That the Agenda be approved as amended.**

**Moved by: A. von Cramon**  
**Seconded by: J. Cosier**  
**Carried – 2014-121-02**

## 6. Approval of Minutes

- a. Minutes of Monday August 25, 2014 Board Meeting #120 (attached)

**Members agreed to defer this item.**

## 7. Business Arising:

- a. Community Support Services (CSS) Prioritization Framework – 9:48 am
  - P. Huras reviewed the documentation provided to members which included a presentation involving a background summary; priorities in CSS ; development; objectives; promoting equitable access to CSS; enhanced client experience and outcomes; increased standardization across the CSS sector; further development of specialized models of care; fostered improved coordination and communication among health service providers; focus on caregiver wellbeing; ensured sustainability of services; next steps and attached appendices.
  - Senior staff provided the following information based on questions and comments: last year the LHIN invested over \$2.2 Million into the overall sector via programs like SMILE, adult respite, home support, etc.; the LHIN has not provided cost of living money to the agencies for several years; funds provided are program / project driven (targeted funding) with deliverables and contingencies on that funding; currently there are 31 agencies in the community support sector; redesign of this sector is not likely to happen this year as there is a need to reap the benefits of the sustainability study to better drive any further changes; the process for requests for funding follow a structured system that includes the use of ExpertChoice Software which helps the LHIN to better address multiple requests, with weights, etc. – to better understand the overall impact of the resources to be allocated; the ideal time to review requests is yearly, however some provincial initiatives (Personal Support Worker changes) will likely delay the process this year; as the years move forward there will be less discretionary funds available to help provide support to new projects; previously approved projects would be expected to provide direction and proven value to the LHIN supporting quality care for patients; and the LHIN is not “calling” for proposals, however if and when they are submitted they are considered.
  - Members are concerned that the LHIN is presenting a “big” change, when in reality it is a small amount of funds that need to be prioritized; the CSS agencies have asked the LHIN for this type of picture (slide #7) in order to help them better determine the use and requirements of their limited resources; the total CSS funding of \$23 Million is not on the table for redistribution; likely up to \$2 Million would be considered for redistribution; the LHINs investment must always align with provincial, LHIN and program standards; funds can be recalled from an organization if they do not meet the criteria / outcomes that were initially expected in their proposal.
  - There are a number of similarities in this sector to that of Addictions and Mental Health; many of these agencies have developed organically and are very community focused; these agencies recognize that there are problems of equity across the region, the need for standardization of programs and quality provided; in the future CSS services understand that they will be needed to help drive and sustain the changes in the Hospital and CCAC sectors.
  - There is a need for context within this document to help better understand the magnitude of this framework; prior to further consideration around redesign there is a need to build on information that is coming forward from Sustainability and AMH redesign to help paint the context of why this is at the board now; members were reminded that this item was brought to the board at their request due to concern that the sector was hearing mixed messages about when / if the LHIN will be redesigning their sector; there is an assumption that the CSS sector will be supporting future changes as Sustainability and AMH move forward, however we are far from the point of driving changes in this sector until more information and details come forward; the LHIN is continuing to help the agencies move forward with integrations (at their suggestion) to help drive change and efficiencies in the system during AMH redesign and hospital sustainability.

- Agencies have been informed through various channels that there is likely to be a 0 increase in any funding to their sector.
- b. Sustainability Update – 10:31 am
- P. Huras reviewed the briefing note with members which included a background summary; and update as of September 17, 2014.
  - Senior staff provided the following information based on questions and comments: there are challenges in trying to consistently improve access to high quality health care as hospital funding in this region is decreasing based on the new Health System Funding Reform (HSFR) model; recent meetings have been positive and members appreciated the clear explanation of data items; members discussed the need for these community engagement meetings to have a quick turnaround time for questions / answers as well as a consistent feedback loop to help continually learn and provide feedback as there is a need for health care providers and physicians to be onboard as they did not appear to be represented during the event; members are hopeful for more clear understanding of the boundaries between engagement at the governance level and that at the community / provider level.
  - Planning teams – are currently populating the teams with a diverse group of members to ensure that there is equal representation that does not place unrealistic challenges to HSP resources.
  - Governance – ongoing role and responsibilities of governors across all of the entities; there is a need to better understand their accountability for the project; the people at the table who are board members (as governors of their organizations) need to better understand how they can be best involved, contributing, etc.; communication with the community is a high priority at both the LHIN Governance level and at the HSP level; member boards need to clearly understand that they are not being asked to manage the projects in any way; there is a need for the Chairs group to meet more regularly in order to ensure they are all on the same page as it relates to the initiative moving forward;
- c. Addictions and Mental Health (AMH) Update – 11:02 am
- P. Huras reviewed the briefing note with members which included an updated from the most recent events.
  - Senior staff provided the following information based on questions and comments: member agencies are currently engaging their own legal services for independent advice on the common objectives; a common orientation will be provided for all legal agencies to ensure consistent messaging; the construct around project management is now underway; the LHIN is providing administrative support in aligning meetings for a variety of transitional teams for discussion around CEO selection, however the LHIN will not be involved in those meetings; and the next milestone is the submission of integration plans (due at the end of November) where comments will be provided to the board in December, with a likely timeline for consideration by the board in January 2015 which will include analysis, etc.

**BREAK – 11:11 AM – 11:25 am**

- d. Governance Committee – Board Annual Planning Process – Approval – 11:25 am
- A. von Cramon reviewed the information provided to members which included the proposed plan.
  - Board Members and Senior staff discussed the following information based on questions and comments: the board annual work plan would be the synthesis of the board committee work plans; this process was intended to identify individual tasks, which will align with the budget; a board working session is slated for November 24, 2014 which will require input from the CEO on where we have been, where we are going and how we might achieve goals; a reference in the document should be made to the annual board retreat for strategic planning purposes; and members were encouraged to send information on budgetary concerns, constraints, or projects to be included in the November 24 discussion to P. Reynolds.

**That the recommendation from the Governance Committee for the approval of the Board Annual Planning Process be accepted.**

**Moved by: A. von Cramon  
Seconded by: L. Burrows  
Carried – 2014-121-03**

- e. Governance Committee – Board Orientation Principles – Approval – 11:37 am
- A. von Cramon reviewed the information provided to members which included the proposed plan and an additional document provided at the meeting.
  - Board Members and Senior staff discussed the following information based on questions and comments: for each topic area components are listed along with the potential source; this type of orientation principle / information could be made available to potential board members to help them better understand the LHIN environment and governor responsibilities; there is no systematic approach to board member orientation as it is a very individual LHIN process; and there is likely a need to develop a provincial PAN LHIN approach to new board member orientation which D. Segal has offered to try and initiate at the LHIN Chair level.

**That the recommendation from the Governance Committee for the approval of the Board Orientation Principles be accepted.**

**Moved by: A. von Cramon  
Seconded by: J. Cosier  
Carried – 2014-121-04**

- f. CEO Evaluation and Compensation Committee – CEO Priorities 2014-15 Goals – 11:52 am
- L. Burrows reviewed the information provided to members which included a detailed list of 2014-15 Goals.
  - Board Members and Senior staff discussed the following information based on questions and comments: the document provided is a subset of the initial priorities suggested by the CEO for the committees' consideration, providing a more streamlined focus for evaluation over this fiscal year; and this evaluation does link to performance pay, which has not yet been evaluated / weighted.

**That the recommendation from the CEO Evaluation and Compensation Committee – CEO Priorities 2014-15 Goals be accepted as amended.**

**Moved by: L. Burrows  
Seconded by: A. von Cramon  
Carried – 2014-121-05**

g. Chair's Update – 12:00 pm

- D. Segal provided members with an update on the recent request for the new Minister of Health to attend the PAN LHIN Chairs meeting; the Minister is meeting with the LHINs boards individually and there is anticipation that if the LHIN had an announcement to make we could draw his attention to the SE LHIN. A workgroup is focussing on strategic messages with the Ministers office with the intent to develop a stronger working relationship with the minister and the ministers' staff as they are trying to have the LHINs become more involved in the onset of policy development in the future.
- The LHIN Chairs have determined that Collaborative Governance needs to be more fully developed as a LHIN system of activity (Donna S is chairing); the first venture from a PAN LHIN perspective is a Board education session in Collaborative Governance; the notion is that it would be by webinar or by OTN (tentatively in November); there may be a delay in this with the anticipation of new board member appointments.
- Governance Centres of Excellence workshop presentation that was done in the past was done at the provincial level and OHA is now approaching the LHINs about doing this more regionally – i.e.: relationship with the OHA, resource requirements, etc.
  - i. Board Planning Session Outcomes – members agreed that this item will need to be deferred and conducted by email in between the coming meetings.

h. Board Member Updates (Addition) – 12:10 pm

- J. Cosier – as a result of the governance workshop (the LHIN is holding three of them) J. Cosier reached out to the Perth and Smiths Falls area providers to see if they wanted to try and be more involved with the coming presentations in the Brockville region with a potential focus on what the needs of sub-regions will be for the area in the coming 5+ years as it relates to cross LHIN boundary care.
- D. Sansom – there were challenges at a recent meeting where he represented the LHIN and felt that although he was hoping to drive an insightful discussion did not amount to much as the people who were engaged were quite happy with the LHIN and felt informed on the direction of the LHIN; one area of concern raised was the ability for the regional area network to interface with the board of the LHIN rather than an organization to organization strategic direction / actions, which historically has been a challenge for the LHIN based on resource requirements / timelines, etc.; and engagement with the broader health care organizations is one of concern for the board and the Chair will be sure to address this in her next update to the board.
- L. Burrows – North Frontenac event – a community event was well put together, with good information; Rideau Community Health Services – 40<sup>th</sup> Anniversary – an excellent event with political speeches and community engagement that provided good insight into recent events.
- A. von Cramon – Mental Health Event – impressive that local leadership is taking on roles that will help to drive changes in the sector and overall system.

- i. CEO Discussion Report – 12:27 pm
- P. Huras reviewed the report provided to members which included an update on Clinical Services Roadmap; Health Links Update; Ministry / LHIN Performance Agreement (MLPA) Targets update; Acquired Brain Injury (ABI) Update and Assisted Living Update.
- Senior staff provided the following information to the board members based on their questions and comments as it related to:
  - a) Clinical Services Roadmap Dashboard Update – no comments or questions at this time.
  - b) Health Links Update – no comments or questions at this time.
  - c) Ministry / LHIN Performance Agreement (MLPA) Targets update – no comments or questions at this time.
  - d) Acquired Brain Injury (ABI) Update – in a past report there were concerns discussed regarding the ownership of property and outstanding taxes, these items have been addressed to date.
  - e) Assisted Living Update - no comments or questions at this time.

**That the CEO Discussion Report be accepted as circulated.**

**Moved by: J. Cosier  
Seconded by: A. von Cramon  
Carried – 2014-121-06**

**That the board consider matters of public interest regarding Approval of In Camera Session Minutes and Organizations / Programs Under Performance Improvement Plans (PIP) / Review CEO Contract and Board Member Caucus pursuant to ss 9(5) of the Local Health Systems Integration Act 2006 s.9 (5).**

**Moved by: L. Burrows  
Seconded by: J. Cosier  
Carried – 2014-121-07**

**8. In Camera Session: - 12:38 pm**

**That the Chair rise and provide a verbal report from Approval of In Camera Session Minutes; Organizations / Programs Under Performance Improvement Plans (PIP) / Review; CEO Contract and Board Member Caucus.**

**Moved by: A. von Cramon  
Seconded by: D. Sansom  
Carried – 2014-121-08**

**9. Timer – the timer left the meeting at 1:00 pm**  
*Observer – Excellent discussion and information sharing.*

**10. Date, time and location of next meeting:**  
Monday October 27, 2014 – SE LHIN Offices

Future meetings:

Monday December 15, 2014 – SE LHIN Offices  
Monday January  
Monday February

**11. Adjournment**

That the meeting be adjourned at 1:45 pm

*Motioned: L. Burrows*

Noted departures:

**J. Cosier – 1:00 pm**



**Meeting Chair:**

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Donna Segal

**Secretary:**



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Paul Huras