

DRAFT MINUTES
BOARD OF DIRECTORS MEETING
Wednesday, April 27th, 2011
10:00 am – 3:45 pm
Keystone Links Golf and Country Club
Peterborough, ON

Directors Present: Mr. Foster Loucks (Chair)
Ms. Joseline Sikorski (Vice Chair)
Ms. Jean Achmatowicz MacLeod (Secretary)
Mr. Ron Francis
Ms. Samantha Singh
Mr. David Nichols
Mr. David Sudbury

Director Regrets: Mr. Wayne Gladstone

Staff Present: Ms. Deborah Hammons (CEO)
Mr. Paul Barker (Senior Director, System Finance & Performance Management)
Mr. James Meloche (Senior Director, System Design and Implementation)
Ms. Jennifer Persaud
Ms. Sheila Rogoski
Ms. Jennifer Russell (Minutes Recorder)

Mr. Loucks of the Central East Local Health Integration Network (the “CE LHIN”) Board of Directors chaired the meeting. Ms. Jean Achmatowicz MacLeod, Secretary of the LHIN, was Secretary of the meeting.

MEETING CALLED TO ORDER

Mr. Loucks called the meeting to order at 10:00 am and welcomed the members of the public to the Central East LHIN Open Board Meeting.

Constitution of Meeting/Quorum

Notice of the meeting having been properly given to the public and to each Board member, and a quorum of Board members being present at the meeting, Mr. Loucks declared the meeting duly constituted for the transaction of business.

1.2 APPROVAL OF THE AGENDA

MOTION: By Ms. Singh that the agenda of the April 27th, 2011 meeting of the Central East LHIN Board of Directors be approved.

SECONDED: Mr. Francis

MOTION CARRIED

1.3 DECLARATION OF CONFLICTS OF INTEREST

Mr. Loucks requested that those in attendance declare any conflicts of interest.

No conflicts of interest were declared.

3.1 MINUTES OF MARCH 23rd, 2011 MEETING

Mr. Loucks invited comments from the Board with respect to errors or omissions concerning the minutes of the Board of Directors meeting held March 23rd, 2011.

In reference to section 4.8, Mr. Nichols clarified that his opposition was not to the process of integration but to the fact that the two groups involved were not in agreement. In future, he hopes that there will be adequate time given to nurture people working together.

MOTION: By Mr. Nichols that the minutes of the March 23rd, 2011 meeting of the Central East LHIN Board of Directors be approved.

SECONDED: Ms. Achmatowicz MacLeod

MOTION CARRIED

4.1 BUSINESS ARISING FROM THE LAST MEETING

Dr. Walker will be coming May 4-6, 2011 to review the status of ALC in the CE LHIN. Meetings will be held with the LHIN Staff and with Mr. Loucks on behalf of the Board.

Ms. Hammons reported that all hospital and multi-sector accountability agreements have been submitted to the Ministry. The CE LHIN was one of two LHINs in the province that did not provide waivers to their hospitals.

4.2 CENTRAL EAST COMMUNITY CARE ACCESS CENTRE FINANCIAL RECOVERY REPORT

Mr. Loucks welcomed Mr. Don Ford, Chief Executive Officer (CEO) of the Central East Community Care Access Centre (CECCAC) to present a year-end financial recovery report.

The CECCAC has reviewed all of their activities for best practices in order to find efficiencies, recover their deficit and to achieve a projected unaudited surplus of \$14.2 million by March 31, 2011.

A concern was raised regarding children that are referred to the CCAC who must wait up to three years for speech therapy and up to two years for occupational therapy. Mr. Ford reported that recently received funding has been focused on exploring alternative approaches to deal with waitlists such as the operation of speech clinics.

With regards to the quality of equipment that is purchased for use in patient homes, Mr. Ford explained that providers are held to a much more rigorous standard for quality. The CECCAC monitors and tracks client complaints / issues with equipment or services so that they can be resolved.

One Board member reported that during a recent Geriatrics Assessment Intervention Network (GAIN) event, members of the public were very complimentary of the care they received in their homes from the CECCAC staff.

In response to a question about the similarity of services offered by various CCACs, Mr. Ford clarified that common algorithms are used to ensure the consistency of assessments between the centres. Any variability may be reflective of the funding that the centres have or the resources that are available in the community.

Two areas of concern for the CCACs are children's speech development and community referrals of individuals on waitlists. Mr. Ford informed the Board members about a tri-ministry review that is being conducted across the province looking at school health supports, with a particular focus on children's speech as well as community referrals. The CCACs are awaiting the results of the review. The CE LHIN staff work closely with the CCAC and are aware of the waitlists for moderate and low-risk individuals. With the implementation of Home First and the new base allocation that is imminent, the CCAC will be able to further address the waitlist issue.

Mr. Loucks suggested that during a subsequent meeting with the CE LHIN Board, the CECCAC could expand on the challenges they face and provide a better understanding of how Home First is affecting the CCAC. He also mentioned that going forward, the CE LHIN Board may want to look at ending presentations being made by the CECCAC on a quarterly basis.

Mr. Loucks thanked Mr. Ford for his presentation and Ms. Ramsey for joining the meeting.

4.3 REPORT OF THE AUDIT COMMITTEE

Mr. Francis reported on the activities of the April 26th, 2011 Audit Committee meeting.

The Audit Committee reviewed the quarterly risk report. The Committee is satisfied with the content and believe that appropriate mitigating strategies are in place. A review was also conducted on the Audit work plan. Mr. Francis reported that the Committee is on schedule to move forward as planned.

MOTION: By Mr. Francis that the CE LHIN Board of Directors approve the following policy, as recommended by the Audit Committee;

- Whistleblower policy

SECONDED: Mr. Nichols

MOTION CARRIED

MOTION: By Mr. Francis that the CE LHIN Board of Directors approve the following policy, as recommended by the Audit Committee;

- Compliance Policy

SECONDED: Mr. Sudbury

MOTION CARRIED

MOTION: By Mr. Francis resolved that the CE LHIN Board of Directors approve the following policies, as recommended by the Audit Committee;

- Policy on Workplace Harassment
- Policy on Workplace Violence

SECONDED: Ms. Sikorski

MOTION CARRIED

MOTION: By Mr. Francis that the CE LHIN Board of Directors approve the policy on French Language Service Requirements, as recommended by the Audit Committee.

SECONDED: Ms. Sikorski

MOTION CARRIED

The Declaration of Compliance document also came forward to the Audit Committee. There are no exceptions to report this month.

MOTION: By Mr. Francis that the CE LHIN Board authorize the Chair, by resolution dated the 27th day of April 2011, to declare to the Minister of Health and Long Term Care that to the best of the Board's knowledge and belief, upon due enquiry of the Chief Executive Officer and other appropriate LHIN officers and personnel, the CE LHIN:

1. fulfilled its obligations under the Memorandum of Understanding dated April 1, 2007, the Ministry LHIN Performance Agreement and applicable law; and
2. without limiting the generality of the foregoing, complied with the provisions of the government directives applicable to it, including the Transfer Payment Accountability Directive, Procurement Directives and the Travel, Meal & Hospitality Expenses Directive;

during the Applicable Period of January 1, 2011 to March 31, 2011.

SECONDED: Ms Singh

MOTION CARRIED

A report from the external auditors on the Audited Financial Statements will be received at the May 2011 Audit Committee meeting. With regards to the Ontario Internal Division Audit that is being conducted, a draft final report is expected in the coming weeks.

MOTION: By Mr. Francis that the Committee Chair's report of the April 26th, 2011 open session Audit Committee meeting be received by the CE LHIN Board of Directors.

SECONDED: Ms. Achmatowicz MacLeod

MOTION CARRIED

4.4 PETERBOROUGH REGIONAL HOSPITAL IMPROVEMENT PLAN

Mr. Loucks welcomed Mr. Ken Tremblay, CEO, and Ms. Barb Cameron, Board Chair from Peterborough Regional Health Centre (PRHC) to the CE LHIN Board meeting.

Mr. Tremblay introduced other members from PRHC who were in attendance; Dr. Peter McLaughlin, Chief of Staff, Laura Freeman, Chief Financial Officer, Jane Parr, Vice President and Chief of Human Resources, Jane White, Chief Nursing Officer and Jonathan Bennett, Director, Communications / Corporate Planning.

Mr. Tremblay walked the members of the Board through a presentation which outlined the steps PRHC will take to sustain their fiscal recovery, shape a performance based culture and build a regional platform. Performance indicators have now been posted on PRHC's website.

Mr. Loucks commented that during this time a year ago, PRHC was undergoing a peer review. He expressed appreciation for the tremendous effort that has gone into the hospital improvement plan.

In response to a question about a temporary radiation bunker, Mr. Tremblay explained that radiation therapy will be added to the Northeast cluster by Cancer Care Ontario. PRHC is fundraising for the infrastructure costs.

Mr. Tremblay praised PRHC's Board, Senior Team, and Medical Staff for their commitment to quality and safety throughout this process. He also thanked the CE LHIN team and recognized them as being instrumental in assisting PRHC to navigate through the issues that are inherent with this type of recovery.

MOTION: By Mr. Francis that consistent with the requirement that Peterborough Regional Health Centre report quarterly to the CE LHIN Board on their progress with respect to implementation of their LHIN approved Hospital Improvement Plan, the CE LHIN Board has today received a quarterly update from the CEO and Chair of PRHC. And that

The CE LHIN Board is satisfied that appropriate progress has been demonstrated to date on the PRHC HIP and commend the Board and staff for their efforts.

SECONDED: Ms. Sikorski

MOTION CARRIED

Mr. Loucks thanked the team for their presentation.

4.5 REPORT ON COMMUNITY ENGAGEMENT FRAMEWORK

Mr. Loucks asked Mr. Meloche, Senior Director, System Design and Implementation to provide a report on the Ministry's Community Engagement Framework that is being adopted by all of the LHINs in the Province. There is an expectation that each LHIN will incorporate an annual plan for implementation of the Framework.

The CE LHIN 2011-12 Community Engagement Plan was created based on Ministry guidelines that are common for all of the LHINs but is also tailored to the groups or entities that are specific to the CE LHIN. The plan will be posted on the CE LHIN's website and appended to the Annual Business Plan once approved by the Ministry.

As outlined in the CE LHIN Stakeholder Groups/Entities Engagement Matrix, the CE LHIN Staff have been able to gain a better understanding of the more than 170 organizations that they are engaged with.

A question was raised about potential burnout for the Staff being involved with so many committees. Mr. Meloche responded that the level of commitment required varies based on the strategic priorities of the LHIN. Staff may be involved to inform, consult or work alongside the organizations.

In reference to page 12 of the Community Engagement Plan, the Board's role for community engagement was highlighted in areas such as Governance Advisory Councils, open Board/Committee meetings, Speaker Bureaus and the annual Symposium.

MOTION: By Ms. Sikorski that the Central East LHIN Board of Directors approves the 2011-12 Community Engagement Plan and to make the plan publicly available.

SECONDED: Mr. Sudbury

MOTION CARRIED

Mr. Loucks reminded the members of the Board that community engagement is part of the legislation that makes the LHIN model unique. Each LHIN Board must ensure this mandate is being adequately fulfilled.

4.6 STRATEGIC DIRECTIONS BALANCED SCORECARD REPORT

Mr. Meloche provided a report on the Strategic Directions Balanced Scorecard. The purpose of the Scorecard is to measure performance against the Strategic Aims of the CE LHIN Board and against Ministry priorities.

Organizational Health has been added to the Scorecard by the CE LHIN Staff as a component of the Fiscal Responsibility Aim.

Mr. Meloche was asked to comment on how the Scorecard relates to the list of indicators developed by the Ministry. Applicable indicators from the Ministry list were included in the “LHIN Organization” section of the Scorecard. The list in its entirety was not incorporated given its granularity and the fact that the hospitals are already overtaxed with indicator reporting.

Further discussion will be required to determine whether some of the quarterly Hospital Service Accountability Agreement (HSAA) reports should be rolled up in the Scorecard or reported independently. The Board would also like to know where the issues are relating to risk management and community engagement.

The Staff will look at options for reporting requirements going forward. This Scorecard will be a living document that will evolve over time.

MOTION: By Mr. Francis that the Central East LHIN Board of Directors approve the Strategic Directions Balanced Scorecard and that Management report back to the Board and the public on performance.

SECONDED: Ms. Achmatowicz MacLeod

MOTION CARRIED

4.7 2011 SYMPOSIUM PLANNING UPDATE

Ms. Hammons provided a brief update on the May 31st, 2011 Symposium entitled “Reaching the Quality Summit”.

Ms. Lyn McDonell has agreed to be the Facilitator for the Governance Advisory Council (GAC) meeting. A survey is being developed and will be circulated to all of the GAC members prior to the Symposium. The feedback provided on the surveys will be compiled and used to form the discussions at the Symposium.

An invitation has been extended to past CE LHIN Board members and the Minister will be in attendance for the opening address.

5.1 **MINISTRY LHIN PERFORMANCE AGREEMENT (MLPA) UPDATE**

It was determined that this item is premature for this agenda. Given that there are concerns among the Chairs with the granularity of the Ministry's indicators, this item will be brought to a future meeting of the Board pending a decision from the Ministry.

5.2 **Q3 HOSPITAL SERVICE ACCOUNTABILITY AGREEMENT**

Mr. Loucks asked Mr. Paul Barker, Senior Director, System Finance and Performance Management to speak to the Q3 Hospital Service Accountability Agreement (H-SAA) Dashboard.

Mr. Barker advised the Board members that the text in the document provides a more accurate depiction of progress with the targets. The charts are based on data that often changes by the time it is reported to the Board.

There was a suggestion that a token of appreciation be extended to the hospitals that are performing well. A letter of congratulations will be sent from the CE LHIN Board Chair. The fact that the CE LHIN was one of two LHINs with no waivers speaks to the efforts of the hospitals.

5.3 **LAKERIDGE HEALTH OSHAWA: PINWOOD / FORECAST INTEGRATION**

Mr. Meloche informed the members of the Board that Pinewood Centre and Four Counties Addiction Services (FourCAST) are the only two dedicated addictions agencies in the Central East LHIN.

Initially, the LHIN had approached both organizations to discuss opportunities for integration. After reviewing the matter from an operational standpoint, the agencies determined that there was no real value added to pursuing a single addictions organization in the CE LHIN. There was agreement that the two Boards and Staff should be closely aligned around strategies, standards and planning. To that end, a voluntary integration of services was drafted to seal the strategic partnership that would be formed between the two organizations.

This integration includes no financial or human resources impacts. The two parties involved actually complement each other, as one is community-based while the other is hospital-based. The LHIN is also looking at options to build more capacity for addictions services in the Scarborough area.

5.4 CEO REPORT – Q & A

Ms. Hammons presented the following highlights from the CEO report.

- The onsite component of the Internal Audit review has now been completed for the CE LHIN.
- The LHIN is working with the Ministry on the 2011-12 hospital allocations. The hospitals will be participating in the Pay-for-Results program again for the above mentioned fiscal year.
- Home First is moving ahead as planned.
- The Annual report will be coming to the Board and will outline the CE LHIN's progress with the two Strategic Aims.

Staff will confirm the parties that are responsible for the election of new Board Directors for the French Planning Entity.

The Board members discussed the Surgical Utilization Booking Management Integration Tool (SUBMIT) which will allow the LHIN to electronically manage and track wait times for surgeries.

Mr. Meloche provided an update on performance at the Lakeridge Health Oshawa and Bowmanville sites as it relates to their Emergency Department Pay-for-Results programs. The LHIN will be working with Lakeridge to restart the HomeFirst program and to discuss other options to assist them in meeting their targets.

A sustainability study that reports on the level of growth in the Durham region will come forward to the May 2011 Board meeting. The study will assist the LHIN to gain a better understanding of where resources such as the Post Construction Operating Plan (PCOP) funds should be targeted.

MOTION: By Mr. Nichols that the Board receive the April 27th, 2011 report of the Central East LHIN CEO for information.

SECONDED: Mr. Sudbury

MOTION CARRIED

5.5 CHAIR REPORT – Q & A

This is the final Board meeting for Mr. Francis whose term ends on May 16, 2011. On behalf of the Board members, Mr. Loucks extended appreciation to Mr. Francis for his knowledge, expertise and many contributions during his tenure on the CE LHIN Board. Mr. Francis was also the first Chair of the CE LHIN's Audit Committee and will be missed.

MOTION: By Mr. Loucks that the Board receive the April 27th, 2011 report of the Central East LHIN Chair for information.

SECONDED: Ms. Singh

MOTION CARRIED

5.6 CONSENT AGENDAS

The Board members discussed the “Guidelines for a Consent Agenda” document.

It was requested that materials be sent out a minimum of five working days prior to Board meetings to allow the Board members adequate time to prepare and be in a position to make decisions regarding items on the consent agenda.

The consent agenda will include approval of the agenda, minutes and correspondence items.

MOTION: By Ms. Jean Achmatowicz MacLeod that the Board approves the use of Consent Agendas at Board meetings, effective May 2011.

SECONDED: Mr. Nichols

MOTION CARRIED

5.7 OTHER NEW BUSINESS

No items of other new business were discussed.

6.1 CORRESPONDENCE

The Board members reviewed correspondence items relating to the Supportive Housing Network, City of Kawartha Lakes, concerns from three organizations regarding the tight turnaround times for the signing of the H-SAA Extension Agreements, and a notice of motion for a single hospital corporation in the Durham Region.

7.1 CLOSED SESSION

Mr. Loucks asked for any items that should not be included in the closed session. No items were brought forward.

MOTION: By Ms. Sikorski that the Board of Directors move into closed session pursuant to Section 9, subsection 5 of the Local Health System Integration Act (LHSIA) to:

- Consider a matter that would prejudice legal proceedings

and that Deborah Hammons, Paul Barker, James Meloche, Jennifer Russell, Sheila Rogoski, Karen O'Brien, Katie Cronin-Wood and Jennifer Persaud, join the Board in the Closed session.

SECONDED: Mr. Sudbury

MOTION CARRIED

11.1 REPORT ON CLOSED SESSION

Upon reconvening to the open session, Mr. Loucks reported that during the in-camera session the Board discussed details pertaining to a report from the closed session of the Audit Committee, the CEO report and CEO's goals.

MOTION: By Ms. Sikorski that the Chair's report of the April 27th, 2011 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Ms. Singh

MOTION CARRIED

11.2 MOTION OF TERMINATION

MOTION: By Ms. Singh that the April 27th, 2011 Central East LHIN Board meeting be adjourned.

SECONDED: Mr. Sudbury

MOTION CARRIED

Mr. Foster Loucks

Ms. Jean Achmatowicz MacLeod