

DRAFT MINUTES

BOARD OF DIRECTORS MEETING

Friday February 22, 2008

8:30 AM to 4:30 PM

Oshawa Senior's Centre, Northview Branch

150 Beatrice St. E., Oshawa, ON

- Directors Present:** Foster Loucks (Chair)
Joseline Sikorski (Vice-Chair)
Jean Achmatowicz MacLeod (Secretary)
Ron Francis (Member)
William Gleed (Member)
Alexander Hukowich (Member)
Stephen Kylie (Member)
Novina Wong (Member)
- Guest:** Rob Devitt (Supervisor, The Scarborough Hospital)
- Staff Present:** Deborah Hammons (CEO)
James Meloche (Senior Director – Planning, Integration, and
Community Engagement)
Nizar Ladak (Senior Director – Performance, Contract & Allocation)
Kate Reed (Senior Integration Consultant)
Sandi Kendal (Minutes Recorder)

Foster Loucks, Chairman of Central East Health Integration Network (the "LHIN"), was Chair of the meeting. Jean Achmatowicz-MacLeod, Secretary of the LHIN, served as Secretary of the meeting.

Mr. Loucks welcomed members of the public to the February 22, 2008 Open Board Meeting and introduced Board members and staff. Mr. Loucks acknowledged the support of the Oshawa Senior Citizens Centre, and their Board and staff, in providing the space for the public meeting. He also acknowledged the attendance of the Board of the Oshawa Senior Citizen's Centre and Ms. Zavrel, Program Co-ordinator, Northview Branch, in the audience.

1.a Meeting Called to Order

Mr. Loucks called the meeting to order at 8:39 a.m.

MOTION: Made by Mr. Gleed to approve the agenda for the February 22, 2008 Board meeting.

SECONDED: By Ms. Sikorski

1.b Constitution of Meeting and 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.c Declaration of Conflicts of Interest

Mr. Loucks requested that those in attendance declare any conflicts of interest. No conflicts were declared.

1.d Report on the February 7, 2008 Closed Session

Mr. Loucks informed the Board and audience that Closed Sessions are a standing agenda item at all Board meetings, to discuss matters that require the Board to maintain confidentiality. As per section 9(5) of the *Local Health System Integration Act, 2006*, the Board met on February 7, 2008 to discuss a matter pertaining to negotiations or anticipated negotiations between the network and a person, bargaining agent, or part to a proceeding or an anticipated proceeding. Mr. Loucks reported that the Board met with Bernadette Byrne, Executive Director of the LHIN Shared Service Organization (LSSO) to review the LSSO Annual Operating Plan and Strategic Plan and passed four resolutions endorsing the Plan.

2.0 Minutes of Meeting

Mr. Loucks invited comments from the Board with respect to errors or omissions concerning the minutes of the Board of Directors meeting held on December 14, 2007, which were previously circulated in the Board package.

Upon a question from the Board, Mr. Ladak clarified that details of the funding allocations approved by the Board under Section 3.0 will be shared with the Finance Committee at an upcoming meeting.

Ms. Achmatowicz MacLeod asked Mr. Loucks to comment upon any response from the Board to his proposed re-organization of the Board committee structures. Mr. Loucks replied that he has not yet received feedback but invites comment from Directors.

Mr. Kylie requested "Business Arising from the minutes" as a standing agenda item at Board meetings going forward.

MOTION: Made by Ms. Achmatowicz MacLeod that the minutes of the December 14, 2007 meeting of the Central East LHIN Board of Directors be approved.

SECONDED: By Dr. Hukowich

MOTION CARRIED

Mr. Loucks invited comments from the Board with respect to errors or omissions concerning the minutes of the Board of Directors meeting held on February 7, 2008, which were previously circulated in the Board package.

MOTION: Made by Mr. Glead that the minutes of the February 7, 2008 meeting of the Central East LHIN Board of Directors be approved

SECONDED: By Ms. Achmatowicz MacLeod

MOTION CARRIED

3.0 New Business

3.1 Supervisor Update: The Scarborough Hospital

Mr. Loucks welcomed Mr. Robert Devitt, Supervisor of The Scarborough Hospital (TSH) to give an update on his activities since assuming supervisorship at the hospital.

Mr. Devitt presented on his "Central East LHIN Update" PowerPoint, which had been previously circulated to the Board of Directors. Mr. Devitt highlighted several key initiatives undertaken by the hospital since he assumed supervisorship in July 2007. Successes include a significant reduction in the Hospital's Standardized Mortality Ratio (HSMR) from 132 down to 90, and the establishment of mechanisms for more prompt responses to patient complaints.

Mr. Devitt then reviewed the community consultation process for governance renewal. Mr. Devitt reported that the materials being developed through the initiative will be available through a web portal, to which the Central East LHIN website will be linked.

The CE LHIN Board expressed support for the community consultation mechanisms established to guide the development of a new Board of Directors. Mr. Devitt explained that the process is also seeking to embed community involvement throughout the organization.

The Board expressed concern about the challenges in Capital Financing pertaining to the expansion of the General site. Mr. Devitt confirmed that an audit has been conducted into the fundraising efforts to date and acknowledged that the Foundation has a new and highly committed Board.

Mr. Loucks thanked Mr. Devitt for his presentation and proposed opportunities for the LHIN's planning partnerships to learn from TSH's governance renewal process and provide their input.

3.2 Aging at Home: Detailed Service Plan

Mr. Loucks invited Mr. Meloche and Ms. Reed to present on the Central East LHIN Aging at Home Strategy – Year 1 materials, which had been previously circulated in a briefing note in the Board package.

Mr. Meloche reminded the Board that the materials presented at the meeting represent the first step in a multi-stage three-year process. He explained that the Aging at Home (AAH) Plan has been developed through considerable discussion among the Planning Partners, and particularly the Seamless Care for Seniors Network. He also explained that, while the 2008/09 FY funding will not be transferred until summer 2008, he has received confirmation from the Ministry of Health and Long-Term Care that the LHIN will receive its total annual allocation for release to the transfer payment agencies and not a pro-rated amount. He then invited Ms. Reed (Senior Integration Consultant) to present a PowerPoint presentation summarizing the materials previously circulated in the Board package.

Ms. Reed reviewed the criteria developed by the Provincial Aging at Home Strategy Steering Committee, of which she is a member, to define “innovation.” Based upon the definition, six, or 34%, of the projects included in the Central East LHIN’s Year 1 Strategy can be classified as “innovative.”

Ms. Reed then reviewed the call for proposals sent out by the LHIN in the first week of December, with a January 17, 2008 submission deadline. By the deadline date, the LHIN received 105 requests, representing a total funding request of over \$46 million. The LHIN’s AAH Working Group grouped these requests into five categories: Recommended for 2008-2009 AAH consideration; Specialized Geriatric Services; Referral to other LHIN Planning Partners; Requests not providing for an increase in services but requesting infrastructural upgrades, which are excluded from the Strategy; and proposals requiring further discussion/information. Ms. Reed explained that a Project Charter is being developed to address specialized geriatric services which will be implemented in years 2 and 3 of the AAH Strategy. The Committee redirected several proposals to other planning partner bodies to seek their expertise and advice on the proposed initiatives, and to ensure consistency with the goals and project charters being developed by the LHIN’s task groups, e.g., around rehabilitation services. A total of 32 initiatives, representing \$10M

total in requests, were then forwarded for review at a consultation session attended by 50 individuals.

Ms. Reed then reviewed the projects being incorporated into the AAH Strategy-Year 1 based upon the three areas of focus for the Strategy approved by the Board at the October 12, 2007 Board meeting: Community Support Services; Caregiver Supports; and Supportive Housing.

Mr. Meloche cautioned the Board against providing an endorsement to specific projects incorporated within the Strategy until the completion of the Ministry of Health and Long Term Care's review of the proposed LHIN allocations. Once the Ministry review has been completed, Mr. Meloche proposed to bring the full Plan to the Board for their approval of the funding allocations. Mr. Meloche explained that this approach would ensure that the Board only approves the individual allocations at such time that the decision can be final. Upon concern expressed by the Board that the Ministry was seeking review of the LHIN's decisions, Mr. Meloche clarified that the Ministerial review will be to identify potential policy implications from the 14 LHIN's plans and to ensure similar standards of care across the LHINs.

Upon a question from the Board, Ms. Reed clarified that the budgetary requirements for projects selected to begin in Year 1 will continue to be funded, at the decision of the Board, for the remainder of the strategy. By Year 4, the AAH Strategy funding will become base funding to the LHIN.

The Board questioned why certain areas of the LHIN did not submit H-SIPs. Mr. Meloche explained that the CCAC in particular decided to wait to submit their proposals for Years 2 and 3 in order to see the direction of the LHIN's AAH Strategy and its fit with the CCAC's organizational Strategic Directions. The CCAC Senior Team reviewed the selected proposals included in the Year 1 of the Strategy and provided their full endorsement and assurance that there was no duplication with their own services. Ms. Hammons added that submissions were not received from all areas of the LHIN.

The Board requested staff to comment upon the accountability mechanisms to be established to ensure that the money is being well-spent. Mr. Meloche explained that the AAH Working Group has been working with academic partners to find the gaps in the proposed new and expanded programs, and to identify any considerable

differences in budgets for similar initiatives. This information can be used to begin to standardize care across the LHIN.

The Board then discussed the overall picture of the Aging at Home Strategy and its links to the Seamless Care for Seniors Framework developed by the Network. The Board weighed the challenges of the Ministry-imposed decision-making timelines against the constraints of making decisions outside of a master plan. Concern was raised that populations were missing from the Strategy, such as the costs for specialized assistive devices borne by seniors with complex specialized needs living at home. Staff explained that the Minister will be seeking the LHIN's input on the distribution of the dedicated Assistive Devices Program funding across the province.

- MOTION:** Made by Mr. Kylie that the Board approve the Staff's recommendation resulting from this first round of Aging at Home Funding. The Board directs the Staff to:
- Submit the CE LHIN Aging at Home Detailed Service Plan to the Ministry consistent with the directions provided to the Board today;
 - Work with successful first-round AAH health service providers in refining their service plans;
 - Report back to the Board or its designated committee on final funding allocations and performance goals; and
 - Provide feedback or direction to unsuccessful first round AAH applicants.

SECONDED: By Mr. Francis

MOTION CARRIED

4.0 CEO Report

Mr. Loucks welcomed Ms. Hammons to present her CEO Report previously circulated in the Board package. Ms. Hammons spoke to all the initiatives incorporated in her written report.

Upon a question from the Board, Ms. Hammons clarified the Paediatric Alternate Payment Plan as a program to seek equity in the per diem funding to pediatricians across the LHIN.

Mr. Meloche expanded upon Ms. Hammon's review of the LHIN Offices activities following the release of the Peer Review report for Rouge Valley Health System. He explained that on February 20, the Durham West Collaborative welcomed presentations from the hospital's Senior Team and the Friends of the Ajax-Pickering Hospital.

The Board raised concern over the ALC pressures felt across the LHIN and the 1A status granted to Peterborough Regional Health Centre. Ms. Hammons confirmed that the ALC Task Group will present a report to the Board at a future Board meeting to propose LHIN opportunities and solutions to reduce ALC pressures.

The Board congratulated Ms. Hammons and the Central East LHIN staff for their considerable and many activities and successes detailed in the CEO Report.

Action Items:

- The Board requested an update on Rouge Valley Health System's progress in implementing the Peer Review recommendations relevant to Governance issues.

MOTION: Made by Mr. Gleed to receive the February 22, 2008 report of the Central East LHIN CEO for information.

SECONDED: By Ms. Sikorski

MOTION CARRIED

MOTION: Made by Ms. Wong to acknowledge the contributions made by Mr. Nizar Ladak to the Central East LHIN.

SECONDED: By Dr. Hukowich

MOTION CARRIED

5.0 Committee Reporting

Mr. Loucks invited the four committee Chairs to present an update from each of the four Board committees.

CONSENT MOTION: Made by Ms. Achmatowicz MacLeod to receive all reports from the four committees of the Board for information.

SECONDED: By Mr. Francis

MOTION CARRIED

5.1 Governance Committee

There was no written report from the Governance Committee.

5.2 Community Nominations Committee

Ms. Wong brought to the attention of the Board the letter of resignation received from Ms. Eva Nichols, and previously circulated to the Board. Ms. Wong regretted the loss of Ms. Nichols to the Board, as she brought to the Board a strong dedication to raise issues relating to access and quality of care across the LHIN.

MOTION: Made by Ms. Wong that the Board accept, with regret, the resignation of Ms. Eva Nichols, and to recognize her contribution to the Central East LHIN. The Board further refers the matter of her replacement to the Community Nominations Committee of the Board.

SECONDED: By Ms. Achmatowicz MacLeod

MOTION CARRIED

Ms. Wong then updated the Board on the recruitment process undertaken to enlist two community members to join the Community Nominations Committee. She reported that the CE LHIN organization has advertised the position widely through the website, alerts to Planning Partner volunteers, media releases, and targeted emails to the local Boards of Trade and MPPs. However, there has been a very low response. Ms. Wong asked staff to consider methods to increase applications and encouraged members of the Board to spread the word in their communities.

5.3 Finance Committee

Mr. Gleed reported on the materials pertaining to the February 7, 2008 Finance Committee meeting, which were previously circulated in the Board package. Mr. Gleed reported that the notice of voluntary integration was posted on the Central East LHIN website along with an invitation for public feedback. No feedback was received. He also noted that the North Simcoe Muskoka LHIN has sent notice of their Board's approval of the request for voluntary integration from the Central Ontario Health Procurement Alliance (COHPA).

MOTION: Made by Mr. Gleed that the Central East LHIN Board will support the voluntary integration involving Peterborough Regional Health Centre and Ross Memorial Hospital to become members of the Central Ontario Health Procurement Alliance.

Be it further resolved that, at this time, the Board will not require Northumberland Hills Hospital and Campbellford Memorial Hospital to participate in COHPA. However, the Board directs that should these organizations choose to participate in a shared services organization, they will apply to COHPA. This will ensure consistency in our LHIN.

SECONDED: By Mr. Francis

Concern was raised that the motion would limit the LHIN's other hospitals to join only COHPA should they express interest in joining a shared service organization.

Mr. Gleed and Mr. Francis agreed to a friendly amendment.

AMENDED MOTION: Made by Mr. Glead that the Central East LHIN Board will support the voluntary integration involving Peterborough Regional Health Centre and Ross Memorial Hospital to become members of the Central Ontario Health Procurement Alliance.

Be it further resolved that, at this time, the Board will not require Northumberland Hills Hospital and Campbellford Memorial Hospital to participate in COHPA. However, the Board encourages that, should these organizations choose to participate in a shared services organization, they will first consider COHPA. This will ensure consistency in our LHIN.

SECONDED: Mr. Francis

MOTION CARRIED

5.4 Audit Committee

Mr. Francis directed the Board to the minutes of the December 20, 2007 Audit Committee meeting, which had been previously circulated in the Board meeting package.

Upon a question from the Board, Mr. Francis clarified that the amended travel policy referenced under item 8.0 in the December 20, 2007 was only circulated to the Audit Committee. Copies of the approved amendment will be forwarded to the Board.

5.0 Chair's Report

Mr. Loucks spoke to all initiatives highlighted in his written Chair's report, which had been previously circulated to the Board. Mr. Loucks acknowledged Mr. Ladak and Ms. Dalliday for their critical roles in developing the Central East LHIN, noting that both staff members were fundamental in the development of the LHIN's processes, protocols and policies. He expressed regret on behalf of the Board to lose these two integral staff members and wished them well in their future

endeavors. Mr. Loucks also thanked Ms. Nichols in absentia for her dedication to the Board and committed to inform her in writing of the motion passed by the Board accepting her resignation under item 5.2.

The full Board of the LHIN expressed regret at Mr. Loucks' decision to step down as Chair of the Central East LHIN Board at the conclusion of his term of office. The Board asked Mr. Loucks for permission to investigate alternatives to provide Mr. Loucks with an opportunity to take a leave of absence from the Chair duties. Mr. Loucks reported that he has informed the Minister's Office of his willingness to stay on as a director of the LHIN.

MOTION: Made by Ms. Achmatowicz MacLeod to receive the February 22, 2008 report of the Chair of the Central East LHIN for information.

SECONDED: By Ms. Sikorski

MOTION CARRIED

7.0 CLOSED SESSION

Mr. Loucks informed the Board and audience that Closed Sessions are a standing agenda item at all Board meetings to discuss matters that require the Board to maintain confidentiality.

MOTION: Made by Ms. Sikorski to enter into closed session, in order to consider a matter pertaining to negotiations or anticipated negotiations between the network and a person, bargaining agent, or party to a proceeding or an anticipated proceeding, pursuant to Section 9, subsection 5(h) of the Local Health System Integration Act.

SECONDED: By Ms. Achmatowicz MacLeod

MOTION CARRIED

The Board moved into an in camera session at 12:51 p.m.

CONSENT MOTION: Be it resolved that the closed session now be adjourned with the meeting reconvened at 4:26 p.m.

Mr. Loucks committed to report on the discussion held during the closed session at the next open Board meeting scheduled for March 28, 2008.

8.0 MOTION OF TERMINATION

MOTION: Made by Dr. Hukowich that the meeting be adjourned.

SECONDED: By Mr. Francis

MOTION CARRIED.

The Chair declared the meeting adjourned at 4:27 p.m.

Foster Loucks, Chairman

Jean Achmatowicz MacLeod, Secretary