

**MINUTES**  
**BOARD OF DIRECTORS MEETING**  
**Tuesday May 19, 2009**  
**9:00 am to 5:30 pm**  
**Whitevale Golf & Country Club**  
**Pickering, Ontario**

**Directors Present:** Mr. Foster Loucks (Chair)  
Ms. Joseline Sikorski (Vice Chair)  
Ms. Jean Achmatowicz MacLeod (Secretary)  
Mr. Ron Francis (Member)  
Dr. Alex Hukowich (Member)  
Mr. Stephen Kylie (Member)  
Ms. Novina Wong (Member)  
Mr. William Gleed (Member)

**Staff Present:** Ms. Deborah Hammons (CEO)  
Mr. Paul Barker (Senior Director, Performance, Contracts and Allocations)  
Mr. James Meloche (Senior Director, Planning, Integration & Community Engagement)  
Ms. Emily Van de Klippe (Corporate/Project Coordinator)  
Ms. Sheila Rogoski (Executive Assistant to CEO)  
Ms. Jennifer Russell (Minutes Recorder)

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

**1.1 MEETING CALLED TO ORDER**

Mr. Loucks called the meeting to order at 9:45 am.

Mr. Loucks welcomed members of the public to the Central East LHIN Open Board Meeting and to the Whitevale Golf Club in Pickering.

**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.

## 1.2 APPROVAL OF THE AGENDA

Mr. Loucks recommended that the 'Report of the Audit Committee' of May 19, 2009 be inserted into the agenda as item 3.4.

The matter of correspondence addressed to the Board was raised. Mr. Loucks acknowledged that this had been requested previously and stated that correspondence will become a standing item on future Board meeting agendas.

**MOTION:** By Mr. Hukowich that the agenda of the May 19th, 2009 meeting of the Central East LHIN Board of Directors be approved as amended.

**SECONDED:** Mr. Kylie

**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.*

## 2.1 MINUTES OF MEETINGS

The following corrections were recommended:

- Under section 1.1 omit the '2<sup>nd</sup>' in '2<sup>nd</sup> open Board meeting'
- Section 4.1 should read Haliburton Highland 'Health Services' as opposed to 'Hospital.'
- Under section 3.2, it should be worded, 'the staff and Collaboratives will be working on a development plan.'
- Section 3.4 should show that Ms. Wong had inquired about the priorities to be achieved by the CE LHIN Operating Budget.

**MOTION:** By Ms. Sikorski that the minutes of the April 21st, 2009 meeting of the Central East LHIN Board of Directors be approved (as amended and clarified).

**SECONDED:** Ms. Achmatowicz MacLeod

**MOTION CARRIED**

Ms. Achmatowicz MacLeod congratulated Ms. Russell on producing an excellent set of minutes.

## 2.2 BUSINESS ARISING FROM MINUTES

Mr. Francis noted that no new integrations have been brought to the Board, as indicated in the minutes of the last meeting. Ms. Hammons replied that two Alzheimer Societies will be bringing an integration to the Board but that the business case was not complete at this time. Mr. Meloche further commented that these were voluntary integrations and that they would be brought forward as soon as they became available.

### 3.0 NEW BUSINESS

#### 3.1 ED/ALC UPDATE AND STOCKTAKE REPORT

Mr. Loucks invited Mr. Laundry to provide an update on ED/ALC and the Stocktake Report.

There were many questions and comments from the Board during Mr. Laundry's presentation.

There was a question regarding protocols for tracking the variability of physicians on shift. Mr. Laundry answered that the ED task group did articulate physician coverage but the protocol requires updating. Ms. Hammons added that this item was discussed with Dr. Chapman recently and that analysis is underway at the moment.

Another item of interest was the marked increase in ER wait times for high acuity patients. When asked if staff were able to disaggregate the data to determine the contributing factors for the increase, Mr. Laundry replied that the details of contributing factors were not available at this point as they are not able to distinguish between hospitals and CTAS levels. Ms. Hammons further commented that this information was only provided to the Ministry previously and not the LHINs.

#### **Action Item:**

In reference to a statement in the presentation regarding per capita health care spending being far less in Scarborough and Durham compared to the rest of Ontario, Mr. Loucks expressed his interest in having the actual numbers for per capita spending be provided to the Board, perhaps at a future Education session.

In response to a question regarding ED Diversion, Mr. Laundry informed the Board that Nurse Practitioner and Family Health Team led Clinics are planned for the North East, Durham and Scarborough Regions. Ms. Hammons explained that this is a provincially funded strategy to deter residents from presenting to the ED with matters that could be handled at home. There is an issue however, with a gap in funding.

When asked if the clinic initiative referenced in the CEO report was a new initiative, Ms. Hammons replied that there is a call for the LHIN to expand the number of Health teams. To date, there are only three nurse led teams and they have been allocated in the Thunder Bay area. 66,000 people are already registered.

Some other questions regarding the clinics were:

- What positive impact do they have on emergency visits?
- Do the clinics talk to each other?
- Does the LHIN know how many people are using them as opposed to the ED?

Mr. Laundry was unsure of the level of impact and communication but pointed out that the clinics have set hours so they may refer patients to the ED.

When asked if the Board was duplicating the efforts of the staff and the ADM, Ms. Hammons responded that as stewards, the LHINs had been directed to take action to improve the ED/ALC wait time numbers.

Mr. Loucks asked that the Board recess at 10:56 am. The Board reconvened at 11:12 am.

There was more discussion about the Stocktake report. Further to the comment about the duplication of effort, it was emphasized that the Board should take responsibility to make improvements before they are directed to do so by the Ministry.

A concern regarding the timeliness of the ED/ALC report was expressed. Ms. Hammons assured the Board that the staff provide information on a weekly basis and that a template, which is reviewed regularly at Senior Team meetings, had been created to facilitate this process.

There was an interest in seeing how the initiatives that the Board approved tied in with the various performances outlined in the report.

Mr. Loucks thanked the Board for their comments and Mr. Laundry for his update.

### 3.2 CSP FEEDBACK SUMMARY REPORT

Mr. Loucks welcomed Ms. Plewes and Mr. Meloche to present the Clinical Services Plan Feedback Summary Report.

Mr. Meloche reported that overall, there has been a tremendous amount of support for the Clinical Services Plan and that people are recognizing what CSP is trying to do. He commented that others were going back and dealing with matters that he felt were resolved as they were consensus based. Mr. Meloche emphasized that incrementalism is not an option to what is already in place.

He stressed the need for explicit leadership as there are many partners who are prepared to move CSP forward. Improved communication and management on the part of the LHIN is essential in ensuring implementation of the plan in the hospitals.

Ms. Plewes reported that to date, the CSP web page has been visited 4500 times since February 17, 2009 and approximately 500 copies have been distributed to stakeholders and healthcare providers. Ms. Cronin-Wood will continue to meet with hospital leads on a weekly basis. Planning Partners have contributed over 250 hours of time on 5 clinical advisory groups and steering committees.

Mr. Loucks invited questions and comments from the Board.

When asked about the lack of response from the Scarborough Community Council and whether they had been provided a copy of the report, Ms. Plewes answered that a number of communities had not responded although copies were provided to them.

There was a concern that the CSP is not being rolled out in the Hospitals. Action is required at a Governance level. Ms. Plewes confirmed that an update will be provided to the Board on what each Hospital is prepared to do from a Governance perspective at the June 2009 Board meeting.

The issue of an HR plan to move CSP forward was raised. Mr. Meloche responded that staff is working with Health Force Ontario to develop a plan.

Mr. Loucks thanked Mr. Meloche and Ms. Plewes for their update.

Mr. Loucks requested that the Board withdraw for lunch at 12:41 pm. The Board reconvened at 1:22 pm.

### 3.3 HEALTH BASED ALLOCATION MODEL (HBAM)

Mr. Loucks called on John Lohrenz and Paul Barker to provide information on HBAM.

Mr. Lohrenz explained that HBAM is a provincial planning tool that is a unique model for the allocation of funding. It utilizes hospital record level data and social/economic factors to calculate a set of clinical records that aid in the calculation of resource requirements for hospitals.

There was a concern that the HBAM model would reduce the allocation from 'good performers'. Mr. Barker remarked that there is a funding flaw in the HBAM methodology. The model does not factor in performance at hospitals and it is unable to identify LHINs that are underfunded.

Mr. Loucks thanked the presenters and asked that HBAM be brought back to the Board regularly to help understand it's implications.

### 3.4 REPORT OF THE AUDIT COMMITTEE

As a new agenda item, Mr. Loucks asked Mr. Francis to give the report of the Audit committee.

**MOTION:** By Mr. Francis that the Audit Committee recommends that the CE LHIN Board receives (relying on the due diligence of the auditors) the report of the auditors (Deloitte & Touche) for the Fiscal year April 1, 2009 to March 31, 2010.

**SECONDED:** Dr. Hukowich

**MOTION CARRIED**

**MOTION:** By Mr. Francis that Deloitte & Touche LLP be appointed the auditors for the CE LHIN for the Fiscal year April 1, 2009 to March 31, 2010 at the remuneration schedule as specified by the LSSO.

**SECONDED:** Mr. Kylie

**MOTION CARRIED**

**Action Item:**

Staff is to provide a copy of the audited statements to Ms. Achmatowicz MacLeod, Ms. Sikorski and Dr. Hukowich.

**3.5 CEO REPORT**

Ms. Hammons presented her report previously distributed to the Board. She highlighted the success of the 2009 Symposium.

When asked for more detail on the LTC Home Renewal Strategy, Ms. Hammons explained that this is in reference to the d-beds. There was a call in April 2009 for 5000 beds to be upgraded. Currently the LHINs are upgrading their b and c beds.

**Action Item:**

An error in the CEO report should be changed to read Central East Executive 'Committee' as opposed to 'Council.'

**MOTION:** By Dr. Hukowich that the Board receive the May 19th, 2009 report of the Central East LHIN CEO for information.

**SECONDED:** Mr. Francis

**MOTION CARRIED**

**3.6 CHAIR REPORT**

Mr. Loucks congratulated the Staff on the success of the 2009 Symposium and thanked them for their hard work. He felt the Board to Board discussion at the Symposium went well. Special thanks were given to Ms. Achmatowicz MacLeod for her contributions to the planning of the Symposium.

When asked about the priorities to support the four strategic directions, Mr. Loucks replied that the Staff would be bringing these forward at the June 2009 Education Session.

Mr. Loucks provided an update regarding the LHIN Board performance reviews. The firm has been appointed and they are currently arranging dates between May 25<sup>th</sup> and June 25<sup>th</sup> to conduct the reviews. The Board will have to determine how many members should participate.

**MOTION:** By Ms. Achmatowicz MacLeod that the Board receive the May 19th, 2009 report of the Central East LHIN Chair for information.

**SECONDED:** Dr. Hukowich

**MOTION CARRIED**

**3.7 OTHER NEW BUSINESS**

Ms. Hammons introduced Joe Dickson, MPP, Ajax-Pickering to make an announcement re: Urgent Priority Fund, Aging at Home, Community Care Access Centres and Nurse Practitioner Outreach.

Mr. Dickson was pleased to announce another step in the Aging at Home Strategy.

A three-pronged investment was outlined:

- \$3.5 million will be put into home care services in the Central East LHIN.
- \$8.5 million will be given to provide community alternatives to hospital care for seniors.
- Close to \$1 million will go towards 3 nurse-led outreach teams for LTC.

Mr. Loucks and Ms. Hammons thanked Mr. Dickson for taking the time to meet with the Board to share this exciting news.

Mr. Loucks asked if there was any other new business at this time.

A concern regarding diagnostic imaging services being rolled back at Northumberland Hills Hospital was expressed. Ms. Hammons will follow up and report back to the Board.

In the interest of streamlining future Board meetings, it was suggested that verbal presentations not be given for all items. For example, the Chair and CEO reports will be sent out prior to the meeting and members will bring questions forward at the meeting. Mr. Loucks recommended tabling decision items at Board meetings and information items at Education sessions.

**MOTION:** By Mr. Kylie to move in camera 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:** Mr. Francis

**MOTION CARRIED**

**4.0 CLOSED SESSION**

The Board adjourned into a closed session at 3:30 pm.

*Upon reconvening to the open session, Mr. Loucks reported that during the in camera session the Board discussed details pertaining to the Deficit Elimination Plan at Lakeridge Health.*

**5.0 MOTION OF TERMINATION**

**MOTION:** By Mr. Loucks that the May 19th, 2009 Central East LHIN Board meeting be adjourned.

**SECONDED:** Mr. Francis

**MOTION CARRIED**

The May 19, 2009 Board of Directors meeting was adjourned at 5:30 pm.

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Mr. Foster Loucks  
Chair

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Ms. Jean Achmatowicz MacLeod  
Secretary