

APPROVED MINUTES
BOARD OF DIRECTORS MEETING
Wednesday, September 24, 2014
Scarborough Room, Central East LHIN Office
314 Harwood Avenue South, Unit 204A, Ajax
9:00 AM to 3:10 PM

Directors Present: Mr. Wayne Gladstone (Chair)
Mr. David Sudbury (Vice-Chair)
Ms. Valmay Barkey (Member)
Ms. Joanne Hough (Member)
Ms. Margaret Risk (Member)
Ms. Amorell Saunders N'Daw (Member)
Ms. Samantha Singh (Member)

Staff Present: Ms. Deborah Hammons (Chief Executive Officer)
Mr. James Meloche (Senior Director, System Design and Implementation)
Mr. Paul Barker (Senior Director, System Finance and Performance Management)
Mr. Stewart Sutley (Interim Senior Director, System Finance and Performance Management)
Ms. Karol Eskedjian (eHealth Program Manager)
Mr. Brian Laundry (Lead SDI (Quality Improvement & Evaluation))
Ms. Jeanne Thomas (Lead, SDI (System Design))
Mr. Alex Ruppert (Decision Support Consultant)
Ms. Katie Cronin-Wood (Communications Lead)
Ms. Sheila Rogoski (Executive Coordinator)
Ms. Jennifer Persaud (Governance Coordinator, Minutes Recorder)
Ms. Jennifer Kerswill (Corporate Governance Administrative Assistant)

Mr. Gladstone, Chair of the Central East Local Health Integration Network (the “Central East LHIN”) Board of Directors chaired the meeting.

1.1 MEETING CALLED TO ORDER

Mr. Gladstone called the meeting to order at 9:00 am and welcomed the members of the public to the Central East LHIN open Board meeting and invited the Board members and staff seated around the table to introduce themselves.

Mr. Gladstone announced that Mr. Paul Barker, Senior Director – System Finance and Performance Management, will be retiring on September 30, 2014. Mr. Barker was thanked for his work over the years and best wishes were extended on behalf of the Board.

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. Gladstone declared the meeting duly constituted for the transaction of business.

2.1 CONSENT AGENDA

Prior to introducing the motion, Mr. Gladstone asked if there were any items on the consent agenda requiring further discussion.

There were no items raised for discussion by members in attendance.

MOTION:

By Ms. Barkey

Be it resolved that the consent agenda of the September 24, 2014 meeting of the Central East LHIN Board of Directors be approved.

- Included are the following items for approval:
 - Board meeting agenda: September 24, 2014
 - Board meeting minutes: July 23, 2014
 - Board Correspondence Report
 - Semi-Annual Correspondence Report
 - Chair's report to the Board
 - Other New Business

SECONDED: Ms. Risk

MOTION CARRIED

2.2 DECLARATION OF CONFLICTS OF INTEREST

Mr. Gladstone requested that those in attendance declare any conflicts of interest. There were no other conflicts of interest declared by members in attendance.

3.0 DELEGATIONS TO THE BOARD

Mr. Gladstone indicated that there were no delegations at this time.

4.1 BUSINESS ARISING FROM LAST MEETING OF JULY 23, 2014

Mr. Gladstone asked for any business arising from the last Board meeting on July 23, 2014. There were no items of business arising raised by members of the Board.

4.2 HOSPITAL INFORMATION SYSTEMS VISIONING STRATEGY – UPDATE

Ms. Karol Eskedjian, eHealth Program Manager, provided an update on the Hospital Information Systems Visioning Strategy. Ms. Eskedjian noted that meetings of the Integration Leadership Committee and technical working groups have been completed. The Draft Report was shared with the leadership from all involved organizations for feedback on September 4th and a survey for stakeholder input was launched in early-September. Ms. Eskedjian reported that a governor check-in meeting was held on September 15th to discuss the Draft Report and walk through the current state summary, environmental scan, literature review and future state development.

Ms. Eskedjian indicated that an extension was granted for one month to allow for the Boards of each organization to review and endorse the Draft Report before October 10th and the Final Report will now be tabled to the Central East LHIN Board for decision in October.

Mr. Gladstone noted that follow-up with the Board Chairs took place following the Governor check-in meeting on September 15th and that communication will be sent out to the hospitals and the CECCAC to clarify what the Boards are being asked to endorse.

4.3 THE YOUTH CENTRE – OSHAWA COMMUNITY HEALTH CENTRE FACILITATED INTEGRATION PLANNING PROCESS

Mr. James Meloche, Senior Director – System Design & Implementation, walked members of the Board through an update on the facilitated integration process being discussed between The Youth Centre and the Oshawa Community Health Centre. Mr. Meloche indicated that he has assumed the facilitator role and the Board Chairs are in the process of confirming governor representatives to form a joint governance structure.

It was reported that an initial meeting was held with the Chairs of both organizations where a plan was outlined for the facilitated process. It was confirmed that both organizations have agreed to participate in the facilitated process and will be signing off on a Letter of Intent. The process is designed to resolve issues that were previous barriers to the implementation of the integration and staff anticipate that the plan for integration implementation will be coming forward to the Boards for decision in December.

4.4 DURHAM HOSPICE – VICTORIAN ORDER OF NURSES – FACILITATED INTEGRATION PLANNING PROCESS UPDATE

Mr. Meloche provided an update on discussions between the Durham Hospice and the Victorian Order of Nurses Ontario, Durham Region Site (VON) and discussed options for next steps in developing the integration implementation plan with members of the Board. Leadership from the organizations were recognized for their attendance at the meeting.

Mr. Meloche noted that the Integration Plan was approved by both organizations as part of the Durham Community Health Services Final Integration Plan; however, concerns related to the ongoing sustainability of Durham Hospice and repeated delays in the submission of the integration implementation plan have resulted in staff preparing options for next steps to move the integration forward.

The options that were discussed with the Board include the following:

- Central East LHIN staff re-engage Durham Hospice and VON to complete the integration in order to realize the benefits of the Hospice Services Integration as outlined in the CHS Integration Plan approved by Durham Hospice and VON Boards in March 2013.
- Durham Hospice continues operating under current circumstances under increased LHIN supervision and the Central East LHIN will recover funding allocated to Durham Hospice to support integration expenses (\$27,000).
- Initiate audit to review Durham Hospice operations and performance.

Members of the Board provided feedback on the options and staff were requested to consider volunteer retention and building trust between the two Boards in the analysis.

Mr. Meloche noted that the options have been discussed with the organizations and staff are currently working with Durham Hospice and VON to complete the integration and bring a recommendation forward to the Board in October.

4.5 LONG-TERM CARE CAPACITY STUDY

Mr. Meloche introduced Mr. Alex Ruppert, Decision Support Consultant, to walk members of the Board through the Central East LHIN Long-Term Care Capacity Study. Mr. Ruppert indicated that the review included a scan of literature on long-term care sustainability with a view of understanding LHIN-based population trends and long-term care needs.

Mr. Ruppert outlined the methodology used in the study and reported on the current state findings for the Central East LHIN:

Catchment Name	Population 75+	LTCH Beds Rate per 1,000	% of Total Population 75+
Campbellford Catchment	11,780	82.34	7.5%
Havelock Catchment	2,220	65.32	1.4%
Haliburton Catchment	5,180	83.40	3.3%
Peterborough Catchment	10,085	84.20	6.4%
Kawartha Lakes Catchment	10,710	101.03	6.8%
Brock Catchment	9,645	93.73	6.1%
Durham East Catchment	16,540	87.97	10.5%
Durham West Catchment	29,700	60.51	18.9%
Cobourg Catchment	6,205	122.48	3.9%
Uxbridge Catchment	11,840	97.21	7.5%
Scarborough Catchment	43,297	94.78	27.5%
All Catchments	157,202	86.84	100%
Ontario	961,320	80.03	-

It was noted that population growth expected in the Durham West Catchment in the next ten to twenty years will be greater than the expected growth in the Havelock Catchment. Mr. Ruppert reported on the analysis for Assisted Living sites as an alternative planning model.

Ms. Hammons stated that the findings of the LHIN review have been shared with MPP Jeff Leal (Peterborough) and local municipal leaders in the Havelock area. Ms. Hammons reported on the meeting with MPP Leal and noted that the Central East LHIN committed to speaking with the South East LHIN on their work to support the needs of Havelock. Ms. Hammons indicated that the data analysis substantiates the capacity concerns with Durham West based on expected growth trends. Staff will continue to work with Havelock in exploring options for Assisted Living. Ms. Hammons and Mr. Ruppert will be presenting the Long-Term Care Capacity Study findings to the Havelock, Belmont, Methuen County Council on October 6, 2014.

Members of the Board commended LHIN staff on the thorough analysis and requested a report-back on any updates.

MOTION: By Mr. Sudbury
 Be it resolved that the Central East Local Health Integration Network (Central East LHIN) Board acknowledge receipt of the staff report on '*Current and future trends of Long Term Care Homes and the needs of an aging population in the Central East LHIN*'.

And further be it resolved that the Central East LHIN Board of Directors supports that a new Long-Term Care Home in the Havelock area is not recommended at this time, based on the analysis presented.

And further, be it resolved that the Central East LHIN Board of Directors encourages staff to prioritize areas with potential high need growth and low bed rates (Durham West catchment) and areas with little to no additional support options (Haliburton catchment) and explore innovative models that will continue to provide support allow seniors to remain in their homes.

SECONDED: Ms. Singh

MOTION CARRIED

5.1 ONTARIO RENAL NETWORK – OVERVIEW

Dr. Andrew Steele, Regional Medical Lead and Ms. Heather Reid, Regional Director of the Ontario Renal Network, provided an overview of the strategic priorities, organizational targets and the vision, mandate and responsibilities of the Ontario Renal Network.

Ms. Reid reported on the structure of the Regional Renal Steering Committee and the key functions; including, Regional Planning, Performance Management and Reporting, Stakeholder Engagement and Knowledge Transfer and Exchange.

Dr. Steele walked members of the Board through a listing of provincial and regional initiatives and achievements to date in the past year. The Board received an update on the ORN Q4 Summary Reports for Lakeridge Health, Peterborough Regional Health Centre and The Scarborough Hospital and Dr. Steele noted that action strategies are currently in place at a regional or provincial level to improve performance to meet indicator targets.

Members of the Board thanked Dr. Steele and Ms. Reid for their presentation and Mr. Gladstone requested an update to come forward to the Board in 2015.

6.1 CAPITAL PROJECTS

Mr. Paul Barker, Senior Director, System Finance and Performance Management and Ms. Jeanne Thomas, Lead, SDI (System Design), reported on capital requests from Haliburton Highlands Health Services and Lakeridge Health:

Haliburton Highlands Health Services

Ms. Thomas outlined a request for the Board’s endorsement on the combined modified stage one and stage two own-funds project from Haliburton Highlands Health Services for Palliative Care Redevelopment.

MOTION: By Ms. Risk
 Be it resolved that the Central East LHIN Board endorses Stage 1 and 2 of the Haliburton Highlands Health Services (HHHS) Palliative Care Redevelopment Phase Two (PP2) and instructs HHHS to submit Stage 1 and 2, as submitted to the LHIN, to the Ministry of Health and Long-Term Care (MOHLTC) for review.

SECONDED: Ms. Barkey

MOTION CARRIED

Lakeridge Health – Multi-Year Own-Funds Projects

Ms. Thomas walked the Board through a listing of multi-year own-funds projects at Lakeridge Health that were put forward for the Board’s endorsement:

SITE	PROJECT NAME	ESTIMATED RENOVATION COST	SOURCE OF FUNDING	FISCAL YEAR IMPLEMENTED
Oshawa	CB1 Lecture Room Project	\$380k	CCO/DRCC Deferred Funds	14/15
Oshawa	A2 Office Space	\$1.5M	Own funds	16/17
Port Perry	Electrical Upgrade	\$7M	Own funds	17/18
Oshawa	ED Mental Health Unit	\$1M	Own funds	15/16
Oshawa	C3 Adolescent Mental Health Space	\$1M	Own funds	16/17
Oshawa	Mental Health A4 PICU	\$1M	Own funds	17/18
Oshawa	Fluoroscopy	\$300k	Own funds	15/16
Oshawa	Gastric Room	\$400k	Own funds	16/17
Oshawa	Interventional Radiology	\$3M	Own funds	17/18
Oshawa	DRCC Space Intensification	\$2M	CCO/DRCC Deferred Funds	15/16
Bowmanville	CT	\$500k	Own funds / Foundation funds	15/16
Oshawa	CT	\$500k	Own funds	16/17

MOTION: Mr. Sudbury
 Be it resolved that the Central East LHIN Board endorses the program and services elements [Part A] of Lakeridge Health (LH) Pre-Capital submission for various own funds projects at the Oshawa, Port Perry and Bowmanville sites and instructs LH to submit Part A as submitted to LHIN, and Part B pre-capital submission, to the Ministry of Health and Long-Term Care (MOHLTC) for review.

SECONDED: Ms. Singh

MOTION CARRIED

Mr. Barker noted that quarterly review of Capital Infrastructure projects will be brought forward to the Board in October.

6.2 PERSONAL SUPPORT SERVICES WAGE INCREASES

Mr. Barker provided an update to the Board on the Ministry Workforce Stabilization initiative for Personal Support Services Wage Increases and noted that this funding is retroactive to April 1, 2014. Mr. Barker reported that the LHIN received a Directive from the Ministry, detailing specific allocations for the funding by provider, summarized by sector:

Sector	PSS Hours	Funding Allocation (\$1.50/hour)	Additional 16% for Employer Contributions (Benefits)	Total
Community Care Access Centre (CCAC)	2,816,774	\$4,225,161	\$676,026	\$4,901,187
Community Support Services (CSS)	1,003,301	\$1,501,951	\$240,792	\$1,745,743
Total				\$6,646,931

Mr. Barker noted that the wage increases would be applied by September 1, 2014, according to the Ministry directive and that Central East LHIN met the timelines to flow funding to each agency.

The Ministry utilized year-end Q4 reporting data to calculate the funding allocations, which has resulted in a number of reconciliation adjustments due to data issues. Mr. Barker indicated that the Q3 reconciliation will be conducted by the Ministry and the current allocation issues are being reported, a final year-end summary will come forward to the Board in 2015.

6.3 HOUSING AND HOMELESSNESS FRAMEWORK

Ms. Thomas reported on the Central East LHIN Housing and Homelessness Framework and acknowledged Ms. Susan Bacque, City of Peterborough and Ms. Mary Menzies, Region of Durham, for their attendance at the meeting and the collaboration efforts of local Service Managers on this initiative.

Ms. Thomas referred to the need for a coordinated approach amongst Service Managers, LHINs and provincial ministries to recognize that housing, homelessness and health services are interconnected and noted that in the Central East LHIN, 76% of Alternative Level of Care (ALC)-designated patients are awaiting long-term care and 19% awaiting assisted living for mental health needs.

Ms. Thomas reported on the current opportunity to engage with local Service Managers to create a stable framework for collaboration, establish a shared strategic aim, align and maximize investment and funding opportunities.

A Central East Housing and Homelessness Steering Committee was outlined for members of the Board. Ms. Thomas walked the Board through the proposed two-pronged approach that would align with the proposed Central East Housing and Homelessness Aim and next steps were identified for the Board's consideration, which include a report back to the Board in December.

MOTION:

Ms. Saunders N'Daw

Be it resolved that the Central East LHIN Board of Directors endorses the development of a Housing and Homelessness Framework to guide the identification of opportunities to align LHIN initiatives related to providing supports in housing with municipal housing and homelessness priorities and projects.

And further, be it resolved that the Central East LHIN Board invites the five area Service Managers in the Central East region to this important partnership, with an update to the Board on December 17, 2014.

SECONDED: Ms. Hough

MOTION CARRIED

Members of the Board congratulated staff on their efforts to launch this initiative and thanked Ms. Bacque and Ms. Menzies for their support and attendance at the meeting.

6.4 Q1 HOSPITAL WORKING FUNDS DEFICIT REPORTS

Mr. Barker reported on the quarterly declarations for the working funds deficit initiative and noted that Peterborough Regional Health Centre and Northumberland Hills Hospital both have met requirements of completing the reports. Staff are in the process of reviewing additional information and the Ministry of Health and Long-Term Care has been made aware. Staff will report back to the Board on any findings that result from the additional review at a future meeting.

Mr. Barker noted that the ministry is in support of the LHIN Board endorsing the submission of the reports.

MOTION: By Ms. Saunders N'Daw
Be it resolved that the Central East LHIN Board of Directors approve the Q1 Working Capital Remedy reports for **Peterborough Regional Health Centre** and **Northumberland Hills Hospital** for submission to the MOHLTC, but direct staff to monitor/investigate issues related to their inability to meet the terms and conditions of their Working Capital Remedy funding.

SECONDED: Mr. Sudbury

MOTION CARRIED

Mr. Barker noted that there are no anomalies in the Lakeridge Health and Ross Memorial Hospital reports and requested the Board's endorsement.

MOTION: By Ms. Barkey
Be it resolved that the Central East LHIN Board of Directors approve the Q1 Working Capital Remedy reports of **Lakeridge Health** and **Ross Memorial Hospital** for submission to the Ministry of Health and Long-Term Care (MOHLTC) by September 26, 2014.

SECONDED: Ms. Hough

MOTION CARRIED

6.5 UPDATE ON HEALTH LINKS

Mr. Brian Laundry, Lead, System Design and Implementation (QI), provided an update on Health Links in the Central East LHIN. Steps for building a Health Link were reviewed and Mr. Laundry walked members of the Board through the deliverables of the Health Links initiative and roles of responsibilities of parties involved in the Health Links.

Mr. Laundry reported on the progress to date for the Peterborough Health Link and Durham North East Health Link and noted that a strategic review based on the Health Links Maturity Model will be completed.

It was indicated that Scarborough North, Scarborough South, Northumberland County and Haliburton-City of Kawartha Lakes Health Links are being developed with a primary care engagement strategy underway. The Business Cases for these Health Links will be submitted to the Ministry of Health and Long-Term Care between November and January, following a planned timeline. Mr. Laundry stated that coordination and oversight structures are being established to support Health Links across the Central East LHIN.

Members of the Board thanked Mr. Laundry for the presentation and a report back on the progress was requested for March 2015.

6.6 CEO REPORT – Q & A

Ms. Hammons presented the CEO report for review and questions and noted that the Community Health Services Integration Strategy is being analyzed by staff and will be reported on at the next meeting.

Ms. Hammons reported on her attendance at the Annual General Meeting of Entité #4, where the Central East LHIN was thanked for their leadership. Mr. Meloche and Mr. Dieufert Bellot, French Language Services Coordinator, were recognized for their efforts in French Language Service coordination in the Central East LHIN.

It was noted that a report on the Quality-Based Procedure allocations will be coming forward to the Board at the next meeting. A question was raised about the waitlists for speech language therapy for school-aged children, Ms. Hammons noted that a report will be coming forward to the Board in October.

Ms. Katie Cronin-Wood, Communications Lead, was acknowledged for her efforts in transitioning the Central East LHIN website to a new platform. Ms. Hammons commended Mr. Marco Aguila, Manager, Corporate Services and Ms. Suzette Stines-Walford, Corporate Receptionist and Records Administrator, for their participation on the provincial pan-LHIN working group to develop a process for the 14 LHINs to meet compliance requirements under the *Archives and Recordkeeping Act (ARA)*.

MOTION: By Ms. Hough
Be it resolved that the Central East LHIN Board receive the September 24, 2014 report of the Central East LHIN CEO for information.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

7.0 CLOSED SESSION

MOTION: By Ms. Saunders N'Daw
Be it resolved 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 concerns personal or public interest
√ consider a matter that would prejudice legal proceedings; and
√ consider a personnel matter

And that the following persons including members of the Central East LHIN staff, Deborah Hammons, James Meloche, Paul Barker, Stewart Sutley, Katie Cronin-Wood, Sheila Rogoski, Jennifer Persaud and Jennifer Kerswill join the Board in the closed session.

SECONDED: Ms. Hough

MOTION CARRIED

12.1 REPORT ON CLOSED SESSION

Upon reconvening to the open session, Mr. Gladstone reported that during the in-camera session the Board discussed details pertaining to personnel, consider a matter concerning personal or public interest and matters that could prejudice legal proceedings.

MOTION: By Ms. Risk
Be it resolved that the Chair's report of the September 24, 2014 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Ms. Hough

MOTION CARRIED

12.2 MOTION OF TERMINATION

MOTION: By Ms. Barkey

Be it resolved that the September 24, 2014 Central East LHIN Board meeting be adjourned.

SECONDED: Mr. Sudbury

MOTION CARRIED

The meeting was terminated at 3:10 pm.

Mr. Wayne Gladstone
Chair

Deborah Hammons
Chief Executive Officer
Board Secretary