

**Minutes of the Meeting of the Board of Directors of the 14 Local Health Integration Networks,  
operating as**

**Home and Community Care Support Services (HCCSS) - September 20, 2023**

A meeting of the HCCSS Board of Directors (Board) was held on  
September 20, 2023, beginning at 1:00 pm.

**PRESENT:**

Voting Members:	Joe Parker, Board Chair Glenna Raymond, Vice-Chair Anne Campbell, Member Stephan Plourde, Member Kate Fyfe, Member John Beardwood, Member Linda Franklin, Member
Regrets:	Carol Annett, Member
Staff in Attendance:	Cynthia Martineau, Chief Executive Officer Barbara Bell, Chief Quality, Safety and Risk Officer Lisa Burden, Chief Patient Services Officer Lisa Tweedy, Chief Human Resources Officer Karin Dschankilic, Chief Corporate Services Officer and CFO Sabrina Grando, Deputy Director (A), Agencies Legal Erica Jeffery, Corporate & Board Relations Manager and Executive Assistant to the CEO
Guests:	Robert Delvecchio, Giuliano Celebre, Wanda Parrott, Kerby Audet, Mary Grattan Gielen, Sarah Vertlieb, Trish Nelson, Heidi Maanselka, Martina Rozsa, Nancy Saxton, Beverley Kelly, Michelle Nurse, Cindy Cacciotti, Josephine Kim, Jamie Stephens, Odelia Andrea, Clare McCabe, Janet Wright

**A. Convening the Meeting**

**A.1. Call to Order**

A quorum was present and the meeting was called to order at 1:33pm.

**A.2 Land Acknowledgement**

The Board Chair shared a land acknowledgment.

**A.3 Approval of the Agenda of September 20, 2023**

It was moved by Joe Parker / Stephan Plourde

That the agenda of September 20, 2023 be adopted, as presented.

This motion was put to a vote and

CARRIED.

#### **A.4 Conflict of Interest**

None declared.

#### **B. Patient Story**

This month's patient story centered on a paediatric patient, her caregiver and shift nursing care. The caregiver acknowledged the home care supports provided by the entire circle of care, including service providers and Home and Community Care Support Services. The daytime shift nursing care provides care to the patient during the day, including at school, allowing the mother to return to work. In addition, the caregiver acknowledged that this care has helped reduce hospital readmissions.

#### **C. Proposed approach to Equity at Board Meetings**

The Board discussed an alternative approach to a dedicated "equity moment" during each Board meeting. It was agreed that the equity moment be sunset, and that equity be woven into regular business at each meeting, including future patient stories and materials that are prepared for the Board. The Board will revisit the approach in the future and would like to leverage the skills and experience of the recently recruited Manager of Equity, Inclusion, Diversity and Anti Racism.

#### **D. Consent Agenda**

##### **D.1 Approval of Consent Agenda**

It was moved by Joe Parker/ Linda Franklin

That the Consent Agenda of September 20, 2023 be adopted, as circulated.

This motion was put to a vote and

CARRIED.

Items on the Consent Agenda included:

- Approval of Minutes of June 26, 2023
- Status update regarding Board Actions from Open Board meetings
- Board Overall Work Plan 2023/24
- Refreshed Committee Membership
- 2023/24 Budget Refresh
- HCCSS BPSAA Attestations – FY 2023/24 Q2

**Action: Agencies Legal to confirm approach to approve motions.**

#### **E. Reports from Committees**

##### **E.1 Governance Committee**

The Interim Committee Chair provided highlights on two items: a proposed fall Board retreat and Board Evaluation.

The Board was supportive of deferring a final decision on scheduling a Board retreat until further direction is received from the Ministry of Health. Pending direction, the Board felt a full day, or day and a half retreat, facilitated by an external consultant in mid-January was feasible.

**Action: Staff to canvass Board members for potential retreat dates in January 2024.**

The Board was advised to expect two electronic surveys from a third-party consultant, one for the Board overall evaluation and one for peer to peer evaluations. The Board was supportive of having former Board members engaged to provide feedback on the surveys. It is anticipated the draft results will be available before January.

**E.2 Finance, Audit and Information Committee**

The Finance, Audit and Information Committee Chair provided brief updates regarding several items from their meeting. The Committee reviewed the quarterly Broader Public Sector Accountability Act compliance report for submission to the Ministry. At the request of the Committee, staff prepared a supporting document outlining the mitigations for each of the compliance gaps identified.

The Committee received an overview of the revised Equity Model and acknowledged progress made since the initial overview early in 2023. The focus of this work is on standardization and looking at allocation of funding, considering population and patient equity needs.

Additionally, the Committee discussed the current financial position of the organization and the expected balanced position by the end of fiscal year. Another positive reflection for the sector is that HCCSS is starting to see increased staffing as a result of filling vacancies and increasing service volumes as a result of increased capacity of service providers.

The quarterly Finance and Risk report was reviewed including mitigations.

**E.3 Human Resources, Diversity, Equity and Communications Committee**

The Committee Chair spoke to several updates following the most recent Committee meeting. The strength of the HCCSS submissions for the HR Awards were highlighted, noted the excitement of the nominations for such a new organization. The Committee Chair also acknowledged the efforts put forth to develop and maintain the HR Dashboard and metrics as well as the progress on the People Strategy.

**F. New Business**

**F.1 CEO Report**

The CEO provided brief highlights from the September 2023 report. Of note was the update regarding new Long Term Care Homes (LTCHs) opening with support from HCCSS. Staff noted the impact of COVID on the number of beds, and that the demand far exceeds the supply of beds for patients awaiting placement. In addition, HCCSS is supporting some very complex patients in the community while they await a bed in a long term care home. Staff confirmed that there is prioritization that occurs in the placement process, noting that patients with crisis designation have a higher priority. Staff advised that the average length of

stay for a patient in a long term care bed is approximately 3-4 years. The Board talked about the need for more resources in the community to care for the complex patients awaiting placement.

The CEO provided a high level update regarding efforts on capacity planning for the home care sector. Currently, results and data are trending in a positive direction. The Patient Services, Quality and Risk Committee will be receiving an update at their upcoming meeting.

The CEO also advised the Board that discussions are underway regarding the approach for the Annual Business Plan (ABP) for next fiscal year. It is anticipated that a partial ABP for the first quarter will be undertaken, pending direction from the Ministry of Health. The Board talked about planning in the context of upstream actions and recommended that HCCSS incorporate language about what can be done “upstream” to ensure patients can stay at home longer.

#### **G. Closed Session**

It was moved by Joe Parker / John Beardwood

That the Board of Directors to the 14 LHINs move to a closed session to discuss matters of legal, personnel and public interest at 2:12pm.

This motion was put to a vote and

CARRIED.

#### **H. Adjournment**

After moving back to open session at 3:20pm, it was moved by Joe Parker / Glenna Raymond

That the meeting be adjourned.

This motion was put to a vote and

CARRIED.

There being no further items, the HCCSS Board Meeting adjourned at 3:21pm.

Original signed by

October 18, 2023

\_\_\_\_\_  
Joe Parker, Board Chair

\_\_\_\_\_  
Date

Original signed by

October 18, 2023

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Cynthia Martineau, Corporate Secretary

\_\_\_\_\_  
Date