

MINUTES
BOARD OF DIRECTORS MEETING
Tuesday January 19, 2010
10:30 am to 5:30 pm
38 LVIV Blvd
Oshawa, Ontario

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

Director Regrets: Mr. Bill Gleed

Staff Present: Ms. Deborah Hammons (CEO)
Mr. James Meloche (Senior Director,
Mr. Paul Barker (Senior Director, Performance, Contracts and
Allocations)
Ms. Emily Van de Klippe (Corporate/Project Coordinator)
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 10:40 am and welcomed the members of the public to the Central East LHIN Open Board Meeting.

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

MOTION: By Ms. Sikorski that the agenda of the January 19th, 2010 meeting of the Central East LHIN Board of Directors be approved.

SECONDED: Dr. Hukowich

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**

Mr. Loucks invited comments from the Board with respect to errors or omissions concerning the minutes of the Board of Directors meeting held December 15th, 2009.

MOTION: By Mr. Francis that the minutes of the December 15th, 2009 meeting of the Central East LHIN Board of Directors be approved.

SECONDED: Ms. Achmatowicz MacLeod

MOTION CARRIED

2.2 **BUSINESS ARISING FROM MINUTES**

Lakeridge Health Voluntary Integrations

In view of the fact that no representations were made either from the Lakeridge Health Hospital Board or any members of the public, Mr. Loucks reminded the members of the Board of the requirement to confirm or not confirm the decision made in December 2009.

MOTION: By Mr. Kylie that;

Whereas,

- Lakeridge Health Corporation has submitted Voluntary Integration for Mental Health and Addictions as part of its balanced budget requirements
- Lakeridge Health provides a full range of mental health and addictions services, some of which are protected services. Services subject to this Voluntary Integration include:
 - Children's Mental
 - Ambulatory Care Hospital Program
 - Urgent Care Services
 - outpatient treatment services
 - Mental Health Crisis Services
 - Crisis Intervention
 - Addictions Services (Outpatient and Pinewood Addictions)
 - Destiny Manor
 - Community Clinical Management
 - Community Intense Case Management
 - Addictions Case Management
 - PC Mental Health Community Disorders
 - Early Intervention Psychosis

- Upfront Justice Project
- Crisis Walk-In
- Community Treatment
- Community Withdrawal Management
- Addictions Assessment
- Residential Withdrawal Management

Whereas,

- Mental Health and Addictions is a priority of both the Central East LHIN and the Ministry of Health and Long-Term Care;
- Central East LHIN Staff have completed their due diligence in reviewing the proposed voluntary integration; and
- The Central East LHIN has identified necessary funding to sustain current service levels for the aforementioned LHC programs

Be it resolved that

- In accordance with the Local Health System Integration Act (Section 27, Subsection 6) The Central East is issuing a final “decision” to stop the Voluntary Integration for MHA Services as proposed by LH Corporation.

SECONDED: Ms. Achmatowicz MacLeod

MOTION CARRIED

Mr. Loucks referenced the Respiratory Rehabilitation Clinic and the Day Hospital / Physiotherapy Clinic as two other integration proposals that were not opposed by the Board. He wished to report that Mr. Empey, CEO Lakeridge Health, has advised the LHIN of additional funds that were identified which will assist Lakeridge to retain those programs. Lakeridge has written to the LHIN to officially withdraw those proposals.

3.1 CCAC EFFICIENCY STUDY UPDATE

Mr. Loucks welcomed Mr. Don Ford from the Central East Community Care Access Centre (CCAC) to discuss the CCAC Efficiency Study process and results.

A question was asked as to whether there was a systemic cause for the increase in clients coming to the CCAC. Mr. Ford responded that the intake and discharge of clients is not balanced. Many clients coming into the Centre are staying longer. Some of the new LHIN initiatives have also caused an increase in volume such as referrals from recently acquired Case Managers in the Emergency Department. Although funding was received for the Case Managers, funding was not given to offset the additional need for services provided by the CCAC.

In response to a question about waitlists, Mr. Ford mentioned that the Centre is only able to serve the high and very high client needs. Currently, there are approximately 2000 people on the waitlist.

In response to a question about models of service delivery, Mr. Ford advised the members of the Board of two alternative care settings in the Whitby and Peterborough areas. Ambulatory patients may be served at these locations. Efficiencies have been identified using this method of care. Plans are underway to open another Ambulatory Care Centre in Lindsay.

There was some discussion about cost thresholds and what the CCAC has achieved with regards to decision making and assessment of individuals going into Long Term Care homes. Mr. Ford acknowledged that there are individuals in LTC homes who could have been cared for within the community had they been assessed differently and had the services been available. With the assessment tools currently at their disposal, the CCAC is working to improve their triage of patients.

Mr. Ford informed the Board members of the CCAC's endeavours to be responsive to ALC/ED, LHIN and Government requirements and of their commitment to finding efficiencies within their organization.

On behalf of the Board, Mr. Loucks expressed appreciation to Mr. Ford for his remarks and for the cooperation of the CCAC in working towards system goals.

3.2 ONTARIO SHORES FINANCIAL UPDATE

Mr. Loucks introduced Glenna Raymond, CEO to provide a financial update from the Ontario Shores Centre for Mental Health Sciences. Ms. Raymond introduced Dr. Eric Fondberg, Chair of the Board of Directors at the Centre, who also was in attendance.

Ms. Raymond spoke of the comprehensive and collaborative recovery model of care that has been implemented at the Centre. Approximately one third of their clients come from beyond the Central East LHIN.

Ontario Shores is moving towards becoming a teaching hospital and recently signed a community affiliation agreement with the University of Toronto. Ms. Raymond expressed her appreciation to the CE LHIN Board members who attended the launch event. She anticipates that the agreement will make a significant impact on Mental Health care in the LHIN. The medical teaching component should be up and running by July of this year.

There was some discussion about commercialization and the impact on Ontario Shores' land and buildings. The Centre currently sits on 78 acres, 20 of which are protected wetlands. Notice has been given that a previous decision to scale the centre back to 32 acres will be revisited. When asked how the LHIN could be of assistance, Ms. Raymond suggested that the LHIN raise this matter with the Ministry of Health.

Mr. Loucks thanked Ms. Raymond for her very comprehensive report and thanked Dr. Fondberg for his attendance at the Board meeting.

3.3 ROUGE VALLEY FINANCIAL PLAN

Mr. Loucks invited Mr. Rik Ganderton to present the Rouge Valley Financial Plan. Mr. John Aldis and Mr. Dave Brazeau were also in attendance.

There was a question about the method that would be employed in order to pay down existing debt. Mr. Ganderton responded that unless a funding stream is received to support capital maintenance and refurbishment, the only recourse is to generate surpluses.

Mr. Ganderton listed the additional recruitment of psychiatrists, the expansion of crisis services, and the work being done with Durham Mental Health to divert patients from the Emergency Department, as positive changes made at Rouge Valley.

MOTION: By Mr. Kylie that the reporting requirements of the RVHS peer review process have been met.

SECONDED: Mr. Francis

MOTION CARRIED

Mr. Loucks congratulated Mr. Ganderton for his reappointment as CEO and congratulated the team from Rouge Valley for their accomplishments.

3.4 ALZHEIMER'S VOLUNTARY INTEGRATION

Mr. Loucks asked Mr. Meloche to address the Board regarding the voluntary integration submitted by the Alzheimer's Society of Kawartha Lakes and Peterborough. The business case for the integration was distributed prior to the meeting. The Board members saw no reason to oppose this proposal.

MOTION: By Mr. Kylie that the CE LHIN receive the voluntary integration of the Alzheimer's Society of Peterborough and Area and the Alzheimer's Society of Kawartha Lakes.

SECONDED: Ms. Sikorski

MOTION CARRIED

Mr. Kylie congratulated the Alzheimer's groups for producing such a well documented business case. Mr. Loucks asked Mr. Meloche to report back to the agencies that had submitted the integration and to convey the Board's congratulations to them.

3.5 Q3 FINANCIAL REPORT

Mr. Loucks asked Ms. Gallant and Mr. Aguila to provide the Q3 Financial Report. Ms. Gallant informed the Board members that the LHIN will be balanced by the end of fiscal year 2009/10.

There was some discussion about the pressures faced by the CCAC. The LHIN will not see any results from the CCAC until February or March of 2010. There was a suggestion to have ongoing dialogue with the Ministry about funding to assist with inflationary pressures. Mr. Barker responded that through the management planning and risk process, a provincial rollout that reflects the impacts across the acute sector is being circulated.

MOTION: By Mr. Francis that the Board receive the Central East LHIN Q3 Financial Report for information.

SECONDED Ms. Achmatowicz MacLeod

MOTION CARRIED

Mr. Loucks thanked the presenters for their report.

3.6 UPF FUNDING ALLOCATIONS

Mr. Meloche reported that the UPF initiatives that were approved by the Board have also been endorsed by the Ministry.

MOTION: By Mr. Kylie that the Central East LHIN Board allocate the remainder of the 2009-10 UPF Funds as follows:

- \$25,000 to Ontario Shores from UPF Core in order to project manage, finalize integration agreements, and define performance systems prior to program implementation. A report will be provided to the Central East LHIN Board on May 18th, 2010 for final approval.
- \$274,798 to fund 2009/10 planned additional CT scan hours for the hospitals

SECONDED: Mr. Francis

MOTION CARRIED

Mr. Meloche assured the members of the Board that in this fiscal year, there are no other competing pressures beyond the two identified in the motion, that better align with the priorities of this project. Mr. Barker added that the Staff will be coming back to the Board with other pools of funding to be considered for reallocation.

MOTION By Mr. Kylie

- **Whereas** the CE LHIN Board has previously approved additional funding of \$676,750 from the LTC Home 2009/10 surplus allocation for CE LHIN hospitals to perform additional incremental CT volumes; and
- **Whereas** the Ministry of Health and Long Term Care has now requested that the CE LHIN provide the LTC surplus to offset provincial costs for implementation of CCIM/MIS.

- **Be it resolved** that the additional CT volumes will be funded from other sources as identified by staff with the balance funded from the LTC surplus. All remaining LTC surplus will be returned to the Ministry. Staff will report back on final allocation amounts.

SECONDED Dr. Hukowich

MOTION CARRIED

One member raised a question about the surplus associated with Long Term Care. Mr. Barker explained that the Revenue Occupancy Long Term Care surplus occurs when the Ministry allocates funds based on the assumption that LTC beds will be occupied 100% of the time across the province. Occupancy is at approximately 98%. The difference in surpluses is disbursed at a pro rated amount on the basis of beds per LHIN.

3.7 ANNUAL BUSINESS PLAN

Mr. Loucks acknowledged the excellent work of the Staff in preparing the 2010/2011 Annual Business Plan. Mr. Meloche extended congratulations to Ms. Greensmith for her contribution.

There was some discussion about the proposed increase to the Full Time Equivalent (FTE) complement for next year. Ms. Hammons explained that upon completion of the organizational review, it was determined that the extra FTEs were required in order to alleviate pressures on Staff in running the organization particularly given the devolution of responsibilities (i.e.; capital). The funding to support this venture may not all be realized, but the request has been highlighted to the Ministry.

MOTION: By Ms. Achmatowicz MacLeod that the Annual Business Plan be approved for submission to the Ministry of Health and Long Term Care by January 31, 2010.

SECONDED: Mr. Kylie

OPPOSED: Ms. Sikorski.

MOTION CARRIED

3.8 CEO REPORT – Q&A

Ms. Hammons asked for questions concerning the CEO report as previously distributed to the members of the Board.

In reference to page two of the CEO report, there was a question regarding the Central East LHIN Hospital Emergency Department Safety project. Ms. Hammons explained that funding for this project was allocated directly to the hospitals through Health Force Ontario with the intent of providing a safer work environment in the Emergency Department.

When asked about the announcement of the Family Health Teams in city of Kawartha lakes, Ms. Hammons responded that the Kawartha Lakes team is part of fifty new family health teams and twenty-five new Nurse Practitioner led clinics that will be established over the next three years across the province. The LHIN did indicate to the Ministry where they felt the Family Health teams would be best located. There was a request for three teams and funding for one team was approved.

MOTION: Dr. Hukowich that the Board receive the January 19th, 2010 report of the Central East LHIN CEO for information.

SECONDED: Mr. Francis

MOTION CARRIED

3.9 CHAIRS REPORT – Q&A

Mr. Loucks expressed his thanks to Ms. Achmatowicz MacLeod and Ms. Van de Klippe for their assistance in moving the Community Nominations process forward.

MOTION: Ms. Achmatowicz MacLeod that the Board receive the January 19th, 2010 report of the Central East LHIN Chair for information.

SECONDED: Mr. Kylie

MOTION CARRIED

4.1 CORRESPONDENCE

No items of correspondence were tabled at this time.

4.2 OTHER NEW BUSINESS

Mr. Kylie gave an update on the work of the Central East LHIN in the Peterborough area. He acknowledged the excellent presentation made by Ms. Hammons at the Peterborough City Council meeting. Issues that arose included ambulance offloading at PRHC, Walk-in Clinics and Long Term Care.

MOTION: By Mr. Francis that the Board of Directors move into closed session in order to consider matters of financial, personal or other matters that may be disclosed of such as a nature that the desirability of avoiding public disclosure of them in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that meetings be open to the public; or negotiations or anticipated negotiations between the network and a person, bargaining agent or part to a proceeding or an anticipated proceeding relating to labour relations or a person's employment by the network will be discussed, pursuant to Section 9, subsection 5(a) and 5(h) of the Local Health System Integration Act.

SECONDED: Ms. Sikorski

MOTION CARRIED

5.0 CLOSED SESSION

The Board adjourned into a closed session at 4:00pm.

Upon reconvening to the open session, Mr. Loucks reported that during the in camera session the Board discussed details pertaining to Community Nominations, some personnel issues in relation to the Peterborough Regional Health Centre and the CEO report.

6.0 MOTION OF TERMINATION

MOTION: By Mr. Francis that the January 19, 2010 Central East LHIN Board meeting be adjourned.

SECONDED: Dr. Hukowich

MOTION CARRIED

Mr. Foster Loucks

Ms. Jean Achmatowicz MacLeod