

DRAFT MINUTES

BOARD OF DIRECTORS MEETING

Friday August 10, 2007

8:30 am – 5:00 pm

**Yee Hong Centre for Geriatric Care
60 Scottfield Drive, Scarborough, ON**

- Directors Present:** Foster Loucks (Chair)
Joseline Sikorski (Vice-Chair)
Eva Nichols (Member)
Alexander Hukowich (Member)
Stephen Kylie (Member)
Ron Francis (Member)
William Gleed (Member)
Novina Wong (Member)
- Regrets:** Jean Achmatowicz MacLeod (Secretary)
- Staff Present:** James Meloche (Interim CEO)
Nizar Ladak (Senior Director – Performance, Contract & Allocation)
Ritva Gallant (Team Lead, Finance)
Sandi Kendal (Minutes Recorder)

Foster Loucks, Chairman of Central East Health Integration Network (the "LHIN"), was Chair of the meeting. Joseline Sikorski, Vice-Chair of the LHIN, served as delegate Secretary of the meeting.

Mr. Loucks welcomed members of the public to the August 10th, 2007 Open Board Meeting and introduced Board members and staff. He expressed thanks to Florence Wong, Eric Hong, and Tilda Hui of the Yee Hong Centre for Geriatric Care for use of their facilities, and extended congratulations to Yee Hong and The Scarborough Hospital as they work together on a 12-station renal dialysis unit to be developed at the Yee Hong Scarborough Finch location.

1.0 Meeting Called to Order

Mr. Loucks called the meeting to order at 8:34 a.m.

2.0 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.

3.0 Declaration of Conflicts of Interest

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

4.0 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 June 15, 2007 and June 28, 2007, which were previously circulated in the Board package.

ACTION ITEMS:

- Mr. Ladak reported that a one page summary on strengthening the system of stroke care in the Central East LHIN will be provided to the Board at the October Board meeting as requested by Ms. Nichols.
- Dr. Hukowich requested further information on the breakdown of the allocations of pensions and benefits. Mr. Ladak will forward this information to interested Directors.

Item 12.0 will be corrected to read that the Next Meeting date is Friday August 10, 2007.

MOTION: Made by Mr. Glead that the minutes of the June 15, 2007 meeting of the Central East LHIN Board of Directors be approved with the above correction.

SECONDED: By Dr. Hukowich

MOTION CARRIED

MOTION: Made by Ms. Sikorski that the minutes of the June 28, 2007 meeting of the Central East LHIN Board of Directors be approved.

SECONDED: By Ms. Nichols

MOTION CARRIED.

5.0 CEO Report

Mr. Loucks welcomed Mr. Ladak and Mr. Meloche to present their joint CEO Report previously circulated in the Board package.

Mr. Ladak and Mr. Meloche reported that it has been a great pleasure to serve as rotating interim CEO, and highlighted several important milestones. Mr. Meloche that the Planning Partners have identified 27 time-specific projects aligned with the IHSP to be led by Steering Committees and Task Groups, and sponsored by the Collaboratives. The project team meetings are open to community members to attend. Meeting schedules are posted at the Central East LHIN website. Project Charters will be brought to the Board this fall.

The Ministry of Health and Long Term Care has provided an additional \$60k funding for Dr. Stravros to be named Emergency Department (ED) LHIN Lead. The ED LHIN Lead will have a dual accountability to the CEO and the Assistant Deputy Minister of Health Performance. Mr. Meloche commended Dr. Stavros for re-investing the majority of the \$60k honorarium for the LHIN lead into the ED Task Group.

A Peer Review has been launched at Rouge Valley Health System to enable the hospital to identify operational efficiencies. This is the first Peer Review in the province to be led by a LHIN; in the spirit of health system transformation, the LHIN has developed a Steering Committee of LHIN and hospital representatives.

Over the course of July, the Peer Review Team conducted 50 interviews and assembled close to 800 pages of material for review. The full report will be tabled at the December Board meeting.

Mr. Ladak updated the Board on the electrical fire at Lakeridge Health-Whitby. Lakeridge Health Corporation has apprised the LHIN at every stage of their response. Mr. Ladak commended the planning partners from the hospital and community sectors who stepped forward to accommodate displaced patients at a similar quality and level of care. It is anticipated that the facility will remain closed for at minimum another 8-10 weeks. Mr. Ladak thanked patients and their families for their ongoing patience.

ACTION ITEM:

- Ms. Sikorski requested that a report be tabled on the current number of Emergentologists practicing in the LHIN and plans for their recruitment.

MOTION: Made by Ms. Nichols to receive the August 10, 2007 report of the Central East LHIN CEO for information.

SECONDED: By Mr. Francis.

MOTION CARRIED.

6.0 Committee Reporting

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

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

SECONDED: By Dr. Hukowich

MOTION CARRIED.

6.1 Governance Committee

Ms. Nichols reported on the June 26, 2007 Governance Committee meeting, minutes of which were previously circulated in the Board package. Acknowledging that the meeting was attended by a member of the public, Ms. Nichols expressed her hope that members of the public will continue to observe Committee meetings.

Ms. Nichols alerted the Board to the requirement outlined in section 3.3(b) of the Memorandum of Understanding for the Board to perform an annual Board assessment using tools common to all LHINs. The Governance Committee is awaiting the development of a joint assessment tool by a Board Chairs' working group for review.

Ms. Nichols invited Mr. Ladak and Mr. Meloche to present the draft Strategic Directions for the Central East LHIN as vetted through the Governance Committee for Board consideration. Mr. Ladak and Mr. Meloche presented the draft 'Strategic Directions: Central East LHIN' that were previously circulated in the Board Package. Driven by the vision and the system outcomes described in the Integrated Health Service Plan, the following four Strategic Directions define actions for the LHIN organization (Board and staff) and the LHIN as a whole, to meet desired outcomes in three years' time:

1. The LHIN Board will lead the transformation of the health care system into a culture of interdependence
2. Healthcare will be person-centred in safe environments of quality care
3. Create an integrated system of care that is easily accessed, sustainable, and achieves good outcomes
4. Resource investments in the Central East LHIN will be fiscally responsible and prudent

The Board remarked that the development of Strategic Directions for the LHIN has been a very significant action in fulfilling requirements as outlined in the Memorandum of Understanding and setting the direction for the LHIN.

MOTION: Made by Mr. Kylie that the Board endorse and approve the Strategic Directions presented on August 10, 2007.

SECONDED: By Mr. Gleed

MOTION CARRIED

It is the intent of the Board for the Strategic Directions to be circulated to Health Service Providers for commentary and feedback.

6.2 Community Nominations Committee

Ms. Wong reported on the June 26, 2007 Community Nominations Committee meeting, minutes of which were previously circulated in the Board package. Ms. Wong presented the Board with a draft policy for a transparent and consistent Director Recruitment process. Ms. Wong emphasized that the final decision on Director Appointments rests with the Minister.

Mr. Hukowich raised concern that the responsibility for Board policies should rest with the Board Chair. Ms. Wong explained that the CEO is assigned the responsibility to ensure that the policy is maintained and implemented.

MOTION: Made by Ms. Wong that the Board adopt the policies and procedures with respect to Board Member recruitment.

SECONDED: By Mr. Gleed

1 member opposed.

MOTION CARRIED

6.3 Finance Committee

Mr. Gleed reported on the joint meeting held by the Finance and Audit Committee on June 26, 2007, minutes of which were previously circulated in the Board package. Mr. Gleed explained that the Finance and Audit Committees meet jointly when there is an overlap in the matters of business between the two committees.

Mr. Gleed presented the FY2007-08 operating budget, broken down by Department as requested by the Board at the June 15, 2007 meeting. Mr. Gleed committed to present quarterly reports to the Board monitoring actual vs. budgeted expenditures. The Board will hold the CEO accountable for the delivery of outcomes associated with the budget, but not for a line-by-line reconciliation.

MOTION: Made by Mr. Gleed to approve the Central East LHIN Budget FY 2007/2008 as presented on Aug 10, 2007, and the presented outcomes and principles for budget review and monitoring.

SECONDED: By Mr. Francis

MOTION CARRIED

6.4 Audit Committee

Mr. Francis presented the Central East LHIN Business Operations Manual previously circulated in the Board Package, explaining that the Manual has been reviewed three times: by Ms. Wong prior to the audit; by the auditors; and by the Audit Committee following the auditors' recommendations.

MOTION: Made by Mr. Francis to receive the Business Operations Manual for the Central East LHIN.

SECONDED: By Mr. Gleed

MOTION CARRIED

7.0 Chair's Report

Mr. Loucks gave an overview of his Chair's Report which was pre-circulated to the Board. Mr. Loucks reflected upon the structural evolution of the LHIN, from the *Local Health System Integration Act 2006* through to the Ministry-LHIN Accountability Agreement, and the Integrated Health Service Plan through to the first draft Annual

Service Plan. All of these documents will serve as reference points for engagement with other Health Service Provider Boards and with stakeholders.

Mr. Loucks provided an update on the CEO Search, explaining that an excellent cadre of candidates have submitted applications. The Board will meet in a closed session at the end of August to shortlist the candidates and commence interviews.

Mr. Loucks shared with the Board a previously circulated summary of permitted political activity prepared by Eileen Clarke, LHIN legal council, describing the limitations on political activity for LHIN Board members.

Finally, Mr. Loucks thanked Mr. Ladak and Mr. Meloche for all of their assistance and support as interim CEOs and congratulated them on their excellent work during the busy summer.

ACTION ITEM:

- Upon a question from Mr. Francis, Mr. Loucks agreed to report back to the LHIN Chairs that the Central East LHIN Board were pleased with the auditors from 2006/07 and have requested an expeditious appointment for 2007-2008.

MOTION: Made by Mr. Loucks to receive the August 10, 2007 report of the Chair of the Central East LHIN for information.

SECONDED: By Dr. Alex Hukowich.

MOTION CARRIED

8.1 Health Professionals Advisory Committee

Mr. Loucks welcomed Mr. Meloche to provide an update under New Business on the Health Professionals Advisory Committee.

Mr. Meloche presented on the Health Professionals Advisory Committee (HPAC) information previously circulated in the Board package. Mr. Meloche explained that the *LHSIA 2006* requires each LHIN to set up a number of supporting entities.

The Health Professionals Advisory Committee (HPAC) will complement the work of the Central East LHIN Planning Partners by providing advice to the LHIN from a multi-disciplinary health provider perspective. The HPAC will report to the CEO, who will in turn update the Board. Minutes of HPAC meetings will be posted to the Central East LHIN website.

Mr. Meloche explained that the recruitment process has been centralized across all 14 LHINS. The Central East LHIN will receive regular updates on the volume and calibre of applicants, with applications forwarded to the LHIN following the deadline of September 28. As per the selection of members for all of the Planning Partner bodies, Mr. Meloche requested that a member of the Board serve on the HPAC selection committee. Mr. Meloche is hopeful that the HPAC will have cross-representation from Health Professionals serving on other Planning Partner bodies and committees.

MOTION: Made by Ms. Sikorski that the Board receive the Update on the Health Professionals Advisory Committee for information.

SECONDED: By Dr. Hukowich

MOTION CARRIED

8.2 Draft Decision-Making Framework and Assessment Tool

Mr. Loucks invited Mr. Meloche to present the Draft Decision-Making Framework and Assessment Tool previously circulated in the Board package.

Mr. Meloche walked the Board through the Draft Framework and Assessment tool developed to guide the LHIN decision-making and evaluation of proposals in an objective, transparent, fair, consistent, flexible, and relevant manner. There are three distinct audiences for the tool: The Board, as the decision-makers; the Central East LHIN Staff and/or Planning Partner Review Teams for proposal review; and the health system providers to consider when developing their proposals for submission to the LHIN.

Mr. Meloche recommended dissemination of the draft tool to the Planning Partners and Health Service Providers for comment, followed by a period of pilot-testing and validation.

Several Board members expressed their support for the tool. However, the Board also expressed concern that decision-making tools may preclude the importance of discussion in making a decision. Mr. Meloche explained that the tool has been designed to facilitate decision-making but does not replace human intelligence and intuition.

The Board asked that:

- a) the tool be amended to specifically reference alignment to all the LHIN's strategic documents; and
- b) fiscal prudence be categorized under the "appropriately resourced" section

MOTION: Made by Ms. Sikorski to endorse the Draft Decision-Making Framework and Assessment Tool for dissemination to the Central East Planning Partners and Health Service Providers for comment.

SECONDED: By Ms. Nichols

MOTION CARRIED

The Board requested that a Delegation of Authority policy for the CEO and Senior Team be developed as a separate component of the Central East LHIN Decision-Making structure. Mr. Ladak explained that a work group of LHIN CEOs and Chairs has been established to develop a common delegation of authority framework.

8.3 Clinical Services Planning

Mr. Loucks welcomed Mr. Meloche to present the Clinical Services Planning position paper previously circulated in the Board Package.

Mr. Meloche explained that Clinical Services Planning is a coordinated Central East LHIN approach to hospital services planning under a "one hospital system" approach where people get the right treatment at the right time by the right service provider. Clinical Services Planning requires the following steps:

1. Review of the current patterns of service delivery
2. Projection of future demand

3. Projection of current demand
4. Scenario modeling (envisioning how to meet the needs in the future).

Later phases include developing: a workforce plan; an ambulatory care plan; a demand management plan to reduce bed demand; and an infrastructure plan.

Clinical Services Planning will not focus on the core community hospital services.

Board members welcomed the presentation as a necessary component in the transformational change leadership advocated by the LHIN. Board members encouraged the Board Chair to add this item to the discussions with health service provider Board Chairs across the LHIN. It was recommended that Clinical Services Planning also be discussed with neighbouring LHINs in order to better plan for residents who live near the LHIN borders.

MOTION: Made by Mr. Gleed to receive the presentation on Clinical Services Planning for information.

SECONDED: By Ms. Sikorski

MOTION CARRIED

The Chair acknowledged that Ms. Nichols left the meeting at 1:00 PM.

8.4 Supportive Housing Proposals

Mr. Loucks welcomed Mr. Meloche and guests to comment upon the Health System Improvement Pre-Proposal forms previously circulated in the Board package. Mr. Meloche introduced Ms. Gordon and Ms. Porter from Kawartha Participation Projects, Mr. McNamara from Community Living Peterborough, Ms. Barkey from Community Care City of Kawartha Lakes, and Mr. Knight from the Haliburton Kawartha Lakes Housing Corporation.

St. Peter's Project Proposal

Ms. Gordon explained that the waiting lists for supportive housing for people with physical disabilities in Peterborough are long, with the result that some potential

clients divert to the more expensive Long Term Care sector or become Alternate Levels of Care patients. Kawartha Participation Projects has been working with the City and County of Peterborough and a supportive housing network of 16 health and social services providers since 2003 to secure additional modified and affordable Supportive Housing units in the region. In June 2007, a developer expressed interest, and the community has since been engaged in the project's development. The municipality has agreed to waive the development charges and will contribute funds to the installation of an accessible elevator. The Project is seeking a commitment from the LHIN to fund the Supportive Housing services starting FY 2008-2009.

Marycrest Proposal

Mr. McNamara explained that the Marycrest project will provide 12 spaces for designated supportive housing units in an affordable housing development, with services provided by the City and County of Peterborough Supportive Housing Network. The proposal is seeking a commitment from the LHIN to fund the Supportive Housing services starting FY 2008-2009.

City of Kawartha Lakes Proposal

Ms. Barkey and Mr. Knight presented on behalf of the proposal submitted by Community Care City of Kawartha Lakes and Kawartha Participation Projects. The Kawartha Lakes Supportive Housing Task Group of six health service providers in the City of Kawartha Lakes have submitted a three-phase supportive housing plan for the frail elderly and persons with physical disabilities. Each phase of development is based upon converting existing affordable housing stock into supportive housing units. The presenters noted that the City of Kawartha Lakes has a higher seniors' population than the provincial average, and the worst access rates for Supportive Housing in the Haliburton-Kawartha-Pineridge Region. Phase 1 is seeking a commitment from the LHIN to fund Supportive Housing Services for 40 seniors and people with mental illness.

Mr. Loucks invited commentary from Mr. Meloche and Mr. Ladak. Mr. Meloche emphasized that the Collaboratives have reviewed all the pre-proposals, and indicated that Supportive Housing aligns with the strategic goals and vision of the Central East LHIN. Mr. Meloche added that a needs assessment for supportive housing across the LHIN has not yet been conducted. However, the LHIN average of 3 units/100 000 population is significantly lower than the provincial average of 5.4/100 000. The Senior Team recommended that:

- a) the St. Peters and Marycrest proposals be approved immediately due to the time pressures to implement an accessible design prior to building construction.
- b) The Board give direction to the Senior Team to work with the Lakefield and City of Kawartha Lakes proposals once our fiscal responsibilities for 2008-2009 are known.

The Board expressed strong support for the Supportive Housing model of care, however expressed concern over the source of the required funding to establish a new program. Mr. Meloche reminded the Board that the potential clients of supportive housing area are currently being served at an increased cost to the health system, as residents of Long-Term Care facilities or as ALC patients. Supportive Housing will provide a better quality of care at a more affordable price to the health system.

MOTION:

Made by Mr. Francis that the:

- City and County of Peterborough Supportive Housing Network be informed of the Central East LHIN intent to provide funding (no sooner than 2008-09) for assisted living services for the Marycrest and St. Peter's supportive housing projects. Specifically,
 - \$1,142,304 in annual funding to Kawartha Participation Projects to provide assisted living services to 30 units at the St. Peter's development. Funding and accountability measurement details to be determined by CE LHIN staff.
 - \$574,000 in annual funding to Peterborough Community Living to provide assisted living services to 12 units at the Marycrest development. Funding and accountability measurement details to be determined by CE LHIN staff.
- Lakefield and City of Kawartha Lakes proposals for assisted living services, as well as one-time small capital expenses for the Marycrest and St. Peter's projects be deferred for further consideration.
- CE LHIN Management report back to the Board on options to meet the above funding commitments.

SECONDED:

By Mr. Kylie

Dr. Hukowich asked to amend the motion to approve all four supportive housing proposals subject to funding and accountability measured to be determined to Central East LHIN staff. Mr. Meloche and Mr. Ladak expressed support for the amendment. The amendment was not entertained by the Chair.

Three members opposed. Four members in favour, including the Chair.

MOTION CARRIED

8.5 Annual Service Plan 2008-2009

Mr. Loucks welcomed Mr. Meloche and Ms. Gallant to present the Annual Service Plan (ASP), as previously circulated to the Board.

Ms. Gallant explained that the Annual Service Plan is an iterative process that provides an opportunity to the LHIN to articulate multi-year plans for resource distribution and IHSP implementation, and to request further funding through the Ministry of Health and Long-Term Care's Results-based Process for budgeting. The draft ASP presented to the Board is due on August 31, 2007. In October, the Central East LHIN staff will present to the Board any business cases that have been requested as a result of negotiation with the Ministry.

The Board asked whether the financial considerations in the ASP submission would be vetted through the Finance Committee. Mr. Ladak explained that the Finance Committee will be consulted for approval of any spending plans that are developed following additional allocation of funding to the LHIN based on the Results-based Process.

MOTION: Made by Dr. Hukowich that the Board accept the draft Annual Services Plan (ASP) as presented on August 10, 2007, and authorizes the Chair to submit on their behalf the ASP in fulfilment of their Ministry-LHIN Accountability Agreement.

SECONDED: By Mr. Gleed

MOTION CARRIED

9.0 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 Mr. Francis to enter into closed session, as per Section 9 (5)(a),(g), and (h) of the Local Health System Integration Act, to conduct business related to personnel matters and relationships with other corporate bodies.

SECONDED: By Ms. Sikorski

MOTION CARRIED

The Board moved into an in camera session at 4:14 p.m.

CONSENT MOTION: Be it resolved that the closed session now be adjourned with the meeting reconvened at 4:40 p.m.

Mr. Loucks reported that the discussion during the closed session addressed a matter of re-appointment to the Board of Directors.

10.0 OTHER BUSINESS

Mr. Gleed reported that he met with the insurers of the Central East LHIN to review the insurance policy. He deemed the insurance policy to be satisfactory, however recommends that the Board increase the liability coverage to \$10 million at an additional annual premium of \$5000. Mr. Loucks referred the matter to the Finance Committee for review.

11.0 NEXT MEETING: Friday, October 12, 2007

The next CE LHIN open Board Meeting date and location is to be confirmed. Further details will be sent to board members and shared with the general public through the Central East LHIN website.

12.0 MOTION OF TERMINATION

MOTION: Made by Mr. Francis that the meeting be adjourned.

SECONDED: By Mr. Gleed.

MOTION CARRIED.

The Chair declared the meeting adjourned at 4:50 p.m.

Foster Loucks, Chairman

Joseline Sikorski, Vice Chair