

**NORTH EAST LOCAL HEALTH INTEGRATION NETWORK
BOARD OF DIRECTORS MEETING**

MARCH 7, 2018

MINUTES OF PROCEEDINGS

BOARD OF DIRECTORS:

- Ron Farrell, Chair (by OTN)
- Kim Morris (by TC)
- Anne Stewart (by OTN)
- Betty Stone (by OTN)
- Denis Bérubé (by OTN)
- John Febbraro (by TC)
- Mark Palumbo (by OTN)
- Petra Wall (by TC)

RECORDING SECRETARY:

- Carole Berthiaume (by OTN)

NE LHIN STAFF MEMBERS:

- Jeremy Stevenson (by OTN)
- Kate Fyfe (by OTN)
- Cynthia Stables (by OTN)
- Terry Tilleczeck (by OTN)
- Paul Preston (by OTN)
- Cathy Bailey (by TC)
- Richard Joly (by TC)

GUESTS:

- Stephanie Paquette (by TC) – left at 9:45 am
- Robin Joannis (by OTN) – left at 9:45 am
- Lloy Schindeler (by OTN) – left at 10:30 am
- Chelsea Gauthier (by TC) – left at 9:25 am

AGENDA ITEM	DISCUSSION	ACTION	RESPONSIBLE
1.0 Call to Order	<p>The North East LHIN Board of Directors meeting was called to order at 9:00 am.</p> <p>The meeting was held by teleconference and videoconference. Board Members participated in the meeting from Sudbury, North Bay, Kapuskasing, Haileybury, and Sault Ste. Marie.</p>		
2.0 Declaration of Conflict of Interest	John Febbraro declared a conflict of interest for item 5.1. He refrained from voting on any decisions or resolutions for this item.		
3.0 Approval of Agenda	<p>The agenda was approved as amended below:</p> <ul style="list-style-type: none"> • Item 5.3 – Family Managed Care was added. • Item 6.9 – Update on other Current Active Files was removed and added to the closed session agenda. <p><i>{Motion 2018-BD0025}</i></p> <p><i>BE IT RESOLVED THAT: The agenda for the Board of Directors meeting of March 7th, 2018 be approved as {presented/amended}.</i></p> <p style="text-align: center;"><i>MOVED BY: <u>Anne Stewart</u></i> <i>SECONDED BY: <u>John Febbraro</u></i></p> <p><i>{UNANIMOUSLY CARRIED}</i></p>		

<p>4.0 Patient Story</p>	<p>A patient care story was provided by Chelsea Gauthier, a 28-year-old mother from Sudbury who has dealt with anxiety disorder and panic attacks since she was a young teenager. Chelsea talked about the fragmentation of the mental health system, the need for navigators to be available when people in crisis present themselves to an emergency department, as well as the benefits of a more holistic approach to mental health and alternative therapies made available to people in need.</p> <p>As part of her journey to recovery, Chelsea is now an advocate for others. She expressed that she truly believes that the mental health system needs to be more inclusive and holistic in caring for patients. There needs to be more therapeutic conversations with all patients and the understanding that the patients being seen in the emergency rooms are suffering.”</p> <p>Chelsea offered several ideas for mental health providers on how to improve access and care including:</p> <ul style="list-style-type: none"> • Treating patients with respect and taking the time to hear their story which can make the difference during a crisis. • While medication is important, other forms of treatment should also be discussed with patients, for example; mindfulness, yoga, exercise and diet. • More awareness is needed by practitioners of resources available in community and the value they bring to patients. • Patients need to be able to access their psychiatrist or physician in a timely manner when in crisis so that their medications can be addressed rather than accessing help through the emergency department. • Remember to treat each patient with respect, compassion and dignity. It means the difference between hope and despair <p>Based on Chelsea’s story, the NE LHIN’s internal and Board Quality Committees will address appropriate follow up actions with regards to improving access to mental health services.</p>		
<p>5.1 Sault Area Hospital Enhanced Withdrawal Management Services</p>	<p>The North East LHIN Board passed a resolution to support Sault Area Hospital (SAH) business case for a Level III Withdrawal Management facility with the understanding that the business case will be further enhanced, prior to submission, addressing the recommendations from the evaluation, input from local and regional Mental health and Addiction Advisory Committees and input from the Board.</p>	<p>Send letter to SAH Board Chair</p>	<p>Ron Farrell/ Carole Berthiaume</p>

The Board asked to ensure that a new facility could be accessed by any North East LHIN resident and that it is able to provide services on a regional basis. As a next step, the Board will write a letter of support to the Ministry of Health and Long-Term Care. SAH's proposed Level Three Withdrawal Management will expand capacity, improve care coordination, and support harm reduction strategies, as well as treatment engagement. It will help more Northerners with addiction issues get the care they need closer to home.

The North East LHIN had reviewed SAH's business case with local and regional partners and the overall response was one of support for the proposal and interest in advancing partnerships. As part of the motion passed, SAH is asked to continue to develop these partnerships and seek input and feedback from local and regional mental health and addiction tables while it works to enhance and strengthen its business case.

Level III Withdrawal Management supports individuals who require medical care when withdrawing from substances. This includes physician and/or Nurse Practitioner oversight, possible medication administration and ongoing medical monitoring. High intensity symptom management is also possible at this level.

The SAH Business Case proposes to:

- expand capacity from 16 to 33 beds (including 4 designated/youth beds); youth being 16-24 years of age;
- develop a "Day/Evening Treatment Program" ;
- provide an outreach program that includes harm reduction strategies and supports treatment engagement;
- invest in transportation needs for people accessing services;
- expand the Safe Bed Program to include stabilization and transitional beds at Withdrawal Management Services;
- Co-locate existing and potential new mental health and addictions services in the community for improved care coordination.

{Motion 2018-BD0026}

BE IT RESOLVED THAT: The North East LHIN Board of Directors will provide a letter of support for the Sault Area Hospital (SAH) Business Case, with the understanding that the business case will be further enhanced, prior to

	<p>submission, addressing the recommendations from the evaluation and input from local and regional Mental Health and Addiction Advisory Committees and input from the Board</p> <p><i>MOVED BY: <u>Petra Wall</u></i> <i>SECONDED BY: <u>Mark Palumbo</u></i></p> <p>{UNANIMOUSLY CARRIED}</p>		
<p>5.2 Enhancing Care Communities in Sub-Regions</p>	<p>The NE LHIN has identified over thirty “care communities” around patients to improve access to health and social services close to home. A care community is defined as a network of health and social service providers working together to integrate care for each person. This definition includes primary care, allied health services (social workers, pharmacists etc.), related programs such as diabetes education, housing and transportation.</p> <p>The NE LHIN will apply population health and health equity principals to recognize the unique needs of each care community and the mix of services required to best serve the people of each care community. Engagement with community members will occur throughout 2018 to successfully plan and establish care communities as the LHIN develops its three year strategic plan known as the Integrated Health Services Plan (IHSP).</p>	<p>Provide larger copy of slide 7 & 8 to Board Members</p>	<p>Carole Berthiaume</p>
<p>5.3 Family Managed Home Care</p>	<p>Formerly called Self-Directed Care or Patient-Managed Care, this is one of ten commitments in Patients First: A roadmap to strengthen Home and Community Care. The goal is to give patients and families greater choice over who provides services and when services are provided.</p> <p>The Minister’s formal approval for the North East LHIN to offer Family-Managed Home Care was received March 2, 2018. This is great news for Northerners who meet the criteria to participate in the program. Under Family Managed Home care, patients or their Substitute Decision Makers receive funding directly from the North East LHIN to hire or retain their own service providers for their approved services. Currently, two pilot sites have been established in Parry Sound for adult patients and Sudbury for pediatric patients. In July, expansion of the pilots to remaining areas will begin to take place.</p>		
<p>6.0 Approval of Consent Agenda</p>	<p>The consent agenda was approved as amended with the removal of item 6.9. {Motion 2018-BD0027}</p> <p>BE IT RESOLVED THAT: The consent agenda for the</p>		

	<p>Board of Directors meeting of Wednesday, March 7th, 2018 be approved as amended including:</p> <ul style="list-style-type: none"> 6.1 Board Attendance 6.2 Board Community Engagement 6.3 Approval of minutes of board meeting held on January 10, 2018 and February 7, 2018 6.4 Correspondence 6.5 Board Work Plan 6.6 Funding Investment Adjustment 6.7 2018-19 Hospital Cash Advances 6.8 State of Stroke Care in NE LHIN <p style="text-align: center;">MOVED BY: <u>Denis Bérubé</u> SECONDED BY: <u>John Febraro</u></p> <p style="text-align: center;">{UNANIMOUSLY CARRIED}</p>		
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Bio-break @ 11:00 – 11:15 am

<p>7.0 Report from the Chair</p>	<p>In addition to ongoing meetings, the Chair also participated in seven meetings with system partners and/or community engagements. Notables were participating in the LHIN Chairs’ council to review a renewed Ministry/LHIN Accountability Agreement followed by a planning retreat to explore governance structures of LHINs, Board evaluation development, a meeting with the Chair and CEO of DSSAB North Bay Parry Sound to discuss pressures they are facing with meeting the housing needs of vulnerable populations and a meeting with the CEO of the College of Pharmacists to present the NE LHIN’s pharmacy initiative.</p> <p>The NE LHIN Board model of collaborative governance is working well and Board Directors expressed continued interest in meeting with fellow governors to support the advancement of NE LHIN priorities and system transformation efforts.</p> <p>The Ministry provided significant feedback on the Executive Compensation Framework. The Task Force group will go through the feedback and prepare a response. The LHIN Boards may have to pass resolution to provide 2/3 vote to allow Chairs with approval to make decisions on boards behalf.</p> <p>The Achieving Excellence Together conference is being held in Toronto on June 19th -20th. The organizing committee is currently accepting abstracts. Once more</p>		
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	<p>information is made available it will be shared with the Board. The Chair encouraged Board Members to attend, those interested are to advise the Board EA.</p>		
<p>8.0 Report from the Audit Committee</p>	<p>Denis Bérubé, Chair of the Audit Committee, provided an overview of the Audit Committee meeting held on February 26, 2018.</p> <p><u>Audit Planning Report</u></p> <p>Deloitte will perform an audit of the North East LHIN's Financial Statements for the year ending on March 31, 2018 pending each LHIN signing off on the Amending Agreement discussed below.</p> <p>Steven Stewart, Partner from Deloitte, provided the Audit Committee with an overview of the Audit Service Plan for the North East LHIN. The plan describes key features including audit scope and approach, planned communications, materiality and significant audit risks. Deloitte is responsible to provide reasonable assurance the NE LHIN financial statements as a whole are free from material misstatement.</p> <p>The Deloitte audit approach, consistent with previous years, will include a dual materiality in performing the audit. The overall materiality level will be based on professional judgment using approximately 1% of total expenses as a reference point for the ultimate determination. A second, lower level of materiality will be used for the audit of Integrated LHIN Administration/Governance expenses and Home Care/LHIN Delivered Service expenses. Materiality for these expenses will be based on approximately 2.5% of the total of these expenses. They will inform the Audit Committee of all uncorrected misstatements greater than 5% of materiality and any misstatements that are qualitatively material and they will ask that any misstatements be corrected.</p> <p>The Audit Committee passed a resolution recommending that the Board of Directors authorize the LHIN CEO and LHIN VP, Human Resources, Finance and Corporate Services to execute, on behalf of the LHIN the Amending Agreement substantially in the form attached to the minutes of the Audit Committee meeting, amending the Auditing Services Agreement between the LHIN and Deloitte and Touche LLP that originally took effect in 2012.</p>		

{Motion 2018-BD0028}

BE IT RESOLVED THAT: The North East Local Health Integration Network Board of Directors: authorize the LHIN CEO and the LHIN VP, Human Resources, Finance and Corporate Services to execute, on behalf of the LHIN, the Amending Agreement substantially in the form attached to the minutes of this meeting, amending the Auditing Services Agreement between the LHIN and Deloitte and Touche LLP that originally took effect in 2012.

MOVED BY: Anne Stewart

SECONDED BY: Kim Morris

{UNANIMOUSLY CARRIED}

2018-19 Operating Budget

Cathy Bailey, Vice-President, Human Resources, Finance and Corporate Services provided an overview of the 2018-19 operating budget.

The presentation included an overview of:

- 2018/19 Budget Assumptions
- 2018/19 Revenue Budget
- 2018/19 Expenditure Budget
 - by Expenditure Type,
 - by Service, and
 - by Funding Envelope and Functional Centre
- 2018/19 Service Volume Budgets
- 2018/19 LHIN Initiatives
- 2018/19 FTE Budget
- Current Office Locations

The Audit Committee passed a resolution recommending to the Board of Directors that the 2018-19 operating budget be approved as presented.

{Motion 2018-BD0029}

BE IT RESOLVED THAT: the North East LHIN Board of Directors approve the 2018-2019 operating budget as presented.

MOVED BY: Denis Bérubé

SECONDED BY: Mark Palumbo

{UNANIMOUSLY CARRIED}

Financial & Statistical Report

A Financial and Statistical Report for the nine months ending on December 31, 2017 was included with the Audit Committee meeting package. Cathy Bailey reviewed a detailed summary of highlights which included a statement of financial position, executive summary and year to date service volume activity by patient population type.

Quarterly Reporting

Kate Fyfe, Vice-President, Performance and Accountability and Special Advisor to the CEO provided an overview on the **full risk assessment report** which was submitted to the Risk Management Unit of the Accounting Policy and Financial Reporting Branch (APFRB) on February 2, 2018. The North East LHIN will continue to monitor and mitigate risks as outlined via the mitigation strategy for each risk identified.

Kate Fyfe also provided an overview on the **3rd quarter risk report** submission sent to the Ministry on January 31, 2018. The risk summary focused on key risks to the achievement of the Ministry's and LHIN's objectives. In total, fifteen high risks were identified in the summary.

Executive Limitations Policy Update

Staff have been working on an executive limitation policy. A draft of the policy will be brought for review at the May 15th Audit Committee meeting and then to the Board of Directors for approval.

The Board passed a resolution to approving the report from the Audit Committee meeting held on February 26, 2018.

{Motion 2018-BD0030}

BE IT RESOLVED THAT: The North East LHIN Board of Directors approve the report from the Audit Committee meeting held on February 26, 2018.

MOVED BY: John Febraro

SECONDED BY: Anne Stewart

{UNANIMOUSLY CARRIED}

<p>9.0 Report from the Quality Committee</p>	<p>Betty Stone and Mark Palumbo, Acting Chairs of the Quality Committee, provided an overview of the Quality Committee meeting held on February 26, 2018.</p> <p><u>Quality Webinar</u></p> <p>Health Quality Ontario held a webinar for Board Members and CEOs on February 9, 2018. The webinar entitled “Quality Matters” provided information on the role of governance in Quality.</p> <p>Through the webinar participants learned and discussed:</p> <ul style="list-style-type: none"> • The Role of the Board in Quality Improvement Plans • The Role of Board Quality Committee • Information about Quality of Care • Use of Evidence • Quality Standards for Care • Quality Improvement Initiatives • Annual Goals for Quality Improvement • Quality Improvement Plan (commitment, focus, dialogue, culture, components) • Quality Issues and Indicators for the 2018-19 QIPs • Key Roles and Questions • Health Equity • Current and Future Directions • An Example of Quality in the LHIN Context • Patient Experience and Engagement • Patient Relations • Fostering and Promoting a Culture of Quality <p>The Quality Committee discussed actions or information which will enable the North East LHIN to drive quality in our health system.</p> <p><u>PSW Capacity Presentation</u></p> <p>Lisa Romanko, Director of Contracting and Suzanne Racette, Director of Home and Community Care, presented to the Quality Committee on the Personal Support Worker (PSW) Capacity in the North East LHIN. The presentation included information on referral acceptance, missed care, number of personal support patients by Client Care Model (CCM) population, hours by CCM population, total patients and hours, distinct patients – urban and rural, and current performance – referral acceptance.</p>		

	<p>Their current approach to address PSW capacity will be to focus on relationships and trust with Service Provider Organizations (SPO), understand root cause and develop mitigation strategies, and individually work with each sub-region to improve access.</p> <p>Guidelines for time specific care - “window of care” are being rolled out. Next steps will include a review of business models of SPOs, including, employment and compensation, recruitment, retention and turnover, and publicly funded and private pay.</p> <p><u>System Quality Presentation</u></p> <p>Jenn Osesky, Quality Lead, provided a system quality update. Through the regional quality plan and process they are creating an action plan. Integrated regional quality plan priorities include improved patient transitions from hospital, building capacity within the broader health system, and advocating, developing and fostering relationships. The next step for the group will be to execute a work plan.</p> <p><u>Quality Performance Report</u></p> <p>Sue Lebeau, Director of Quality and Risk, provided an overview of the North East LHIN Performance Report. The report included data related to the performance of the attributes of quality that reflect a high performing health system, as well as incorporated results from the Quality Improvement Plan and Patient Safety Plan. The group reviewed results reported on the performance scorecard for Home and Community Care, Primary Care, Hospital-Based Care, Mental Health and Addictions and System-Wide Metrics.</p> <p><u>Quality Improvement Plan</u></p> <p>Health Quality Ontario (HQP) requires LHIN Home Care to submit a QIP by April 1, 2018. Sue Lebeau provided an update on the North East LHIN Quality Improvement Plan (QIP).</p> <p><u>Actions taken to date include:</u></p> <ul style="list-style-type: none"> • The review of HQO’s Guidance Material, Annual Memo, Indicator Technical Specifications and other resources. • Attendance at HQO information and education sessions about QIP development and use of the Navigator tool 		
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for electronic submission of the QIP.

- Individual meetings with and presentation to NE LHIN Home and Community Care Directors to generate potential change ideas to be included in the QIP.
- Working with Contracted Service Providers, Patient Advisory Council and the NE LHIN Quality Lead to ensure alignment with providers, patients and the Regional Quality Table.

Accreditation

Accreditation Canada has provided LHIN's with options to extend accreditation status due to the CCAC to LHIN transition. The North East LHIN has been granted an extension up until May 2019. Further options have been provided to LHINs to extend accreditation status after this date. Options include: Bridging Survey, Sequential Survey, Primer Survey or Status Quo.

Pharmacy – Mental Health Initiative

Mark Palumbo provided an update on his work with the Pharmacy – Mental Health Initiative. The purpose of the initiative is to obtain better health care outcomes for those suffering from mental health disorders in North Eastern Ontario. Over the last month, he met with staff to discuss Health Quality Ontario and the standards they have around mental health, medications and follow-up. A meeting has been scheduled with Paul Preston, as well as with the Ontario Pharmacy Association and the Ontario Pharmacy College. Additionally, Jenn Osesky has added a highlight regarding the initiative in the February edition of Quality Matters and Communications is working on something to get out. Mark is happy with the progress to date and will continue to keep the Quality Committee updated as the initiative continues.

Quality Committee Terms of Reference

The Quality Committee agreed to amend its terms of reference (TOR) to reflect the addition of two members from the North East LHIN Patient and Family Advisory Committee. The revised TOR will be brought back to the Quality Committee and subsequently the Governance Committee for approval.

{Motion 2018-BD0031}

BE IT RESOLVED THAT: The North East LHIN

	<p><i>Board of Directors approve the report from the Quality Committee meeting held on February 26, 2018.</i></p> <p><i>MOVED BY: <u>Mark Palumbo</u></i> <i>SECONDED BY: <u>Petra Wall</u></i></p> <p><i>{UNANIMOUSLY CARRIED}</i></p>		
<p>10.0 Report from the Governance Committee</p>	<p>No report was provided because the Governance Committee had not met since the last Board meeting. The Governance Committee has a meeting scheduled for April 10, 2018. A report will be provided at the April 11th Board meeting.</p>		
<p>11.0 Report from the CEO</p>	<p>Jeremy advised the Board of work to date team to streamline and align priorities that the NE LHIN is focussed on this year. He shared an Alignment Framework (see and click on framework to the right) which outlines the NE LHIN’s key works areas that are centred around six pillars in the Minister’s Mandate Letter and identified Concrete Local Priorities. Highlights from his report are below.</p> <p><u>Improve the Patient Experience:</u></p> <ul style="list-style-type: none"> • Process established to ensure tangible outcomes to improve Northeastern Ontario patient experience following telling of a patient story at NE LHIN tables. • Sub-committee of the Patient and Family Advisory Committee (PFAC) struck to establish priorities and a 2018 work plan. <p><u>Address root causes of health inequities by strengthening social determinants of health:</u></p> <ul style="list-style-type: none"> • Worked collaboratively to create the Northern Health Equity Strategy to ensure all Northerners have equal opportunities for health, including access to social and economic resources, as well as high-quality health care, regardless of where they live, what they have or who they are. This work includes working with the public health units and stakeholders within and outside the health system. The strategy will be launched later this month. <p><u>Improve access to primary care & reduce wait times for specialist care, mental health and addictions, home and community, acute care:</u></p> <ul style="list-style-type: none"> • Ministry of Health and Long Term Care is increasing Long Term Care bed capacity with 5000 new beds by 2022 and over 30,000 new LTC beds over the next decade. Staff are meeting with operators and 		

	<p>participating in weekly MOHLTC calls to review supply and demand data to ensure the NE LHIN receives an equitable share of the beds.</p> <p><u>Break down silos between sectors and providers to ensure seamless transitions for patients:</u></p> <ul style="list-style-type: none"> • Optimizing Care Coordinators with Primary Care: Goal is to ensure smooth transitions of care between home and community care and other health and social services as required. • Early adoption will be focused in the Nipissing-Temiskaming sub-region and communities in other sub-regions with a limited number of primary care providers. <p><u>Support innovation by delivering new models of care and digital solutions:</u></p> <ul style="list-style-type: none"> • Musculoskeletal (MSK) eReferral: A two-day workshop was held to begin planning for the implementation of electronic referrals to orthopedic specialists and neurosurgeons. Participants included: hospitals, clinicians, North East Joint Assessment Centres, Ontario Telemedicine Network, OntarioMD, and Systems Coordinate Access (Centre of Excellence). The MSK initiatives will improve outcomes for patients with persistent or unmanageable recurrent low back and better connect patients and primary care to specialists. 		
<p>12.0 Proceed to Closed Session</p>	<p>Members of the Board proceeded to a closed session meeting at 12:40 pm.</p> <p>{Motion 2018-BD0032}</p> <p>BE IT RESOLVED THAT: “The members attending this meeting move into a Closed Session pursuant to the following exceptions of LHINS set out in s.9(5) of the Local Health Integration Act, 2006.”</p> <p><input checked="" type="checkbox"/> Labour relations <input checked="" type="checkbox"/> Matters subject to solicitor client privilege</p> <p>BE IT FURTHER RESOLVED THAT; the following persons be permitted to attend parts of the meeting:</p> <ul style="list-style-type: none"> • Carole Berthiaume • Cathy Bailey • Cynthia Stables • Jérémy Stevenson • Kate Fyfe • Paul Preston 		

	<ul style="list-style-type: none"> Richard Joly Terry Tilleczek <p>MOVED BY: <u>Mark Palumbo</u> SECONDED BY: <u>Betty Stone</u></p> <p>{UNANIMOUSLY CARRIED}</p>		
13.0 Report from Closed Session	<p>Members of the Board received the report of the closed session and returned to the open meeting at 1:44 pm</p> <p><i>{Motion 2018-BD0033}</i></p> <p><i>BE IT RESOLVED THAT: The Board of Directors of the North East LHIN receive the report of its Closed Session meeting of March 7, 2018.</i></p> <p><i>MOVED BY: <u>Kim Morris</u></i> <i>SECONDED BY: <u>Denis Bérubé</u></i></p> <p>{UNANIMOUSLY CARRIED}</p>		
14.0 Upcoming Meetings	<p>Upcoming Meetings:</p> <ul style="list-style-type: none"> April 11th 9:00 am - Sudbury May 15th 9:00 am – Timmins June 5th 9:00 am - North Bay 		
14.0 Adjournment of Board Meeting	<p>With no further business to discuss, the Board meeting was adjourned at 1:45 pm.</p> <p><i>{Motion 2018-BD0034}</i></p> <p><i>BE IT RESOLVED THAT: The North East LHIN Board of Directors meeting of Wednesday, March 7th, 2018 be adjourned at 1:45 pm.</i></p> <p><i>MOVED BY: <u>Denis Bérubé</u></i> <i>SECONDED BY: <u>Anne Stewart</u></i></p> <p>{UNANIMOUSLY CARRIED}</p>		

(Approved on 2018-04-11)



R.M. (Ron) Farrell
Board Chair