

Minutes

Board of Directors Meeting Toronto Central Local Health Integration Network

Wednesday, February 24, 2016, 4:00 – 7:00 p.m.

Boardroom, Toronto Central LHIN
425 Bloor Street East, Suite 201, Toronto, Ontario

Directors Present Angela Ferrante (Chair) Maurice Hudon (by phone) Yasmin Meralli Carol Perry Christopher Hoffmann John Fraser Felix Wu	Staff Present Susan Fitzpatrick, Chief Executive Officer Vania Sakelaris, Senior Director, Health System Integration, Design and Development Raj Krishnapillai, Senior Director, Finance, Corporate and Shared Services Bill Manson, Senior Director, Performance Management Kevin Robinson, IT Director, LHIN Shared Services Office Heidi Hay, Senior Director, LHINC Nello Del Rizzo, Senior Consultant, Performance Management Tess Romain, (A) Senior Director, Community Engagement and Corporate Affairs Alvin Cheng, Interim Senior Director, Performance Measurement and Information Management Chris Sulway, Senior Consultant, Performance Management Sue Robertson, Recorder
Guest: Deanna Heroux, Senior Manager, KPMG	

Notice of the meeting having been properly given to each Board member and seven (7) Board members being present at the meeting, the Chair declared the meeting duly constituted for the transaction of business.

1. **Call to Order**

The Chair called the meeting to order at 4:00 p.m.

2. **Welcome and Guide to Open Meetings of the Toronto Central Local Health Integration Network**

The Chair welcomed the public to the open Board of Directors meeting.

The Chair invited the Board members and members of the Senior Management Team to introduce themselves.

The Chair acknowledged and thanked Ms. Cynthia Pay, outgoing Board member for her many contributions to the TC LHIN as a member of the Board.

The Chair outlined the process for stakeholders and community members to request a presentation to the board during regular meetings.

3. Approval of Agenda

The Chair invited comments from the Board regarding the meeting agenda. No changes were tabled.

That the Toronto Central LHIN Board approves the Agenda of the February 24, 2016 Board of Directors meeting as circulated.

4. Declaration(s) of Conflict(s)

No declaration(s) of conflict(s) were made.

5. Patient's First Discussion Paper

The Chair noted that the LHIN is supportive of the directions in the Ministry's Patient's First Discussion paper and a report on the consultation process was included in the meeting materials. The Chair thanked members of the Board that were able to attend some of the sessions.

The CEO provided an overview of the feedback received through the consultation process. The TC LHIN held or participated in over 20 consultation sessions and also posted an online survey to receive input from the public. Overall, positive feedback was received. In response to a question raised, the CEO noted that the consultation participants agree with the Ministry's proposal for health system transformation. Individual experiences with system examples were expressed.

The key themes from the consultation sessions were identified and submitted to the Ministry of Health and Long-Term Care.

6. TC LHIN Strategic Plan Update

Strategic Plan Refresh

The Board received an updated Strategic Plan 2015-2018 in the meeting materials. Overall, the Board was in agreement with the proposed amendments to the plan that were listed in the accompanying briefing note. The Board reviewed and provided their input into a draft updated TC LHIN Strategic Plan 2015-2018 at the February 2016 Board of Directors meeting.

The Board approved the updated Plan at the February meeting subject to a few changes:

- add reference to the leadership and role of the academic health sciences centres that are located in the TC LHIN

- add reference to the growth in the downtown core
- reference the role of technology under the priority Designing Health Care for the Future.
- update the performance indicators to reflect the new framework.

There being no further discussion, the Board passed the following resolution:

Motion

The Board of Directors hereby approves the updated Strategic Plan (2015/16) subject to the amendments tabled.

The Board will receive a final draft at the next Board meeting in April 2016.

Performance Measures – TC LHIN Balanced Scorecard/Operational Plan

Tess Romain, Senior Director introduced Deanna Heroux, Senior Manager, KPMG, who joined the meeting to present the performance framework to the Board.

Ms. Heroux reviewed the principles for the performance framework noting that the higher-level goals cascade into specific strategic priorities and workstreams and the indicators used to measure progress correspondingly change focus from a macro-level population/system outcome based to process based within the workstreams. The Board was provided with details related to each of the goals with performance indicators and rationale attached to each goal. It was confirmed that the MLAA indicators are included in the performance framework.

In response to questions and comments raised, the CEO noted the following clarifications:

- Some of the operational performance measures are mapped to the Auditor General report
- Measuring the link between population health planning to reduce the number of individuals that are at risk to become within the 1 & 5% category will be through Health Links and Public Health for example, smoking cessation and other programs to improve the health of the population
- To respond to a concern that the LHIN will be measured against some outcomes for which the LHIN has little control, for example, hypertension and childhood wellness, the CEO clarified that there are various programs in place in hospitals that are geared towards improvements in these areas.
- To respond to a question related to including a long-term care capacity indicator, the CEO confirmed that there is a workstream in place for this and there are other initiatives to address hospital transitions, ALC rates and unnecessary emergency department visits.

It was suggested and agreed that the document will be titled Strategic Performance Monitor which is indicative of its purpose of performance monitoring.

Draft Annual Business Plan

The Chair noted that the draft 2016/17 Annual Business Plan (ABP) is provided to the Board for feedback. The Annual Business Plan is a Ministry template that LHINs are mandated to complete.

The Board provided comments on the draft ABP, noting the following:

- It was suggested that the key risks be reviewed to ensure that they reconcile to the risks reported to the Finance and Audit Committee.
- It was suggested to capture the LHINs circumstance in that 60% of health care services are provided to non-residents of the TC LHIN.

As a result of the discussion, management will update the ABP for submission to the Ministry.

There being no further comments, the following resolution was passed:

Motion

The Board of Directors hereby approves the draft 2016/17 Annual Business Plan to the Ministry of Health and Long-Term Care for review and feedback.

Communications and Stakeholder Plan

The Board was provided with an update on the communications and stakeholder relations plan. To support the LHIN work going forward, an updated communications and stakeholder relations plan for 2016/17 will be tabled for the Board's approval in May 2016.

7. Approval of November 30, 2016 and January 29, 2016 Minutes

The Chair requested comments on the minutes.

The following resolution was passed:

UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board of Directors approves the Minutes of the Board of Directors meetings held on November 30, 2015 and January 29, 2016.

8. Primary Care – Draft Workplan

The CEO introduced Vania Sakelaris, Senior Director to review the high level work plan for the Primary Health Care Strategy. Ms. Sakelaris noted that there are activities currently underway, such as consultations on the Patients First discussion document and engagement sessions with patients and health service providers. The feedback from these will inform and assist in updating the ongoing work plan for the strategy.

No questions were raised on the work plan. The Board requested that reporting on the primary care work be presenting to the board quarterly in order to keep them updated on this work.

9. Sub-LHIN Population Planning

Sub-LHIN Region Reports and Planning Approach

The Board received an overview of the Sub-LHIN regions and a report on the development of the region profiles that is supporting the LHINs approach to planning analysis at the Sub-LHIN population level. The East Toronto profile was provided as an example. The regional overview and regional profiles are intended to be used by TC LHIN planners, partners, and governors in order to guide our work. The documents will provide its audience with information regarding the similarities and differences of the population segments within each of the regions, and highlight

potential gaps in service and needs based on characteristics identified within those lower levels of geography. A question was raised regarding whether the boundaries are fixed. The CEO noted that the boundaries are draft at this time and there has been no requests to date to consider making any changes to them. Work will continue to look at how clients and patients are using services within the Sub-LHIN areas and to support planning to organize the services around the use.

Administrative Capacity

The Board received a status report of the work to date to establish administrative capacity as a foundational element in moving our population-based primary health care strategy forward at the Sub-LHIN planning regions. A principal of the design is to work in partnership with local leaders to maximize the current resources, including infrastructure, capabilities and expertise that is unique to the TC LHIN. To support these activities five hospitals have committed to support this and discussions to define roles/responsibilities and inform refinements to accountability elements will continue with a goal of executing these agreements in 2016/17.

10. Citizen's Panel/Patient Engagement

The CEO informed the Board that the LHINs strategic plan is focused on working with providers, residents, patients, family members, clients and caregivers to build a local health care system that is coordinated, easy to navigate and provides timely and equitable access to care. To that end, the TC LHIN has set up a Citizen's Panel intended to advise the LHIN on the design or redesign of a health care system that meets their needs. The Panel members will consist of residents, patients, family members, clients and caregivers.

A question was raised whether there is any risk of utilizing a small group of people for advice that may not be representative of the entire community. It was suggested that in addition to the Panel, a survey or other mechanisms be used to collect health service delivery advice. It was also noted that applicants that are not appointed to the Panel at this time will be called upon for focus groups or other consultation as required. This will be another mechanism for collecting information.

It was suggested that a maximum term limit be established and included in the terms of reference.

11. Consent Agenda

CEO Report

The Board received the CEO report in the meeting materials. No issues were raised.

CEO Q3 Compliance Report

The Board received the CEO Q3 compliance report in the meeting materials.

Chair Attestation

The Board passed the following motion related to the Attestation Form to be signed and executed by Chair:

UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board of Directors authorizes the Chair to execute and submit the Chair Attestation (Declaration of Compliance) to the Ministry for the third quarter of 2015/16.

12. Chair's Report

No report tabled.

13. Finance and Audit Committee Report

John Fraser referred members to the Finance and Audit Committee report provided in the meeting materials.

Q3 Reports – Health Service Providers

No questions were raised on the Q3 health service provider reports.

Q3 Reports - LHIN Financial Results Report

John Fraser invited questions on the TC LHIN consolidated financial report that was included in the meeting materials. No questions were raised and the following resolution was passed:

Motion

That the Board of Directors hereby approves TC LHINs Q3 2015/16 Consolidated Financial Results report (unaudited).

REPORTS

Agency Risk Assessment

The February 2016 Agency Risk Assessment was provided for information.

Q3 MLAA Scorecard

The Q3 MLAA Scorecard was provided in the meeting materials. The Chair noted that adding the supplementary indicators is helpful for context setting.

Q3 Contracts Listing

The contracts listing was provided for information. No questions were raised

Q3 Risk and Strategic Issues Report

A question was raised regarding any risks related to the implementation of the proposed directions in the Ministry's Patient's First discussion paper. The Chair noted that these risks would be reviewed after the Ministry has confirmed the directions to the LHIN. The current TC CCAC risks related to their indicators and budget have been included in the report.

Approval of Annual Audit Plan

The Board received the annual audit plans for the LHIN and Shared Services in the meeting materials. The Finance and Audit Committee Chair noted that the LSSO/LHINC Audit Subcommittee had reviewed the Shared Services Plan and recommended it for approval.

No questions were raised and the following resolution was passed:

Motion

That the Board of Directors hereby approve the 2015/16 Audit Plans for TC LHIN, LSSO and LHINC.

Auditor General Work Plan

The CEO referred the Board to the briefing note and progress report on the recommendations of the Auditor General of Ontario's Report on LHINs. No questions or issues were raised regarding the report and the progress to date.

Approval of Investment Plan 2016/17

The Chair of the Finance and Audit Committee noted that the investment plan and approach for 2016/17 is slightly different compared to prior years and this is to simplify the approach and address MLAA indicator improvements. It was suggested and agreed that the percentage values for the system on page 8 be bundled together.

The Board passed the following resolution:

Motion

The Board of Directors hereby approves the TC LHIN's investment plan and approach for 2016/17 for the allocation of discretionary funds.

Approval of TC LHIN Draft Budget (2016/17)

The Chair of the Finance and Audit Committee referred members to the briefing note and draft 2016/17 budget in the meeting materials. A question was raised regarding revenue being lower than the 2015/16 budget. The Finance and Audit Committee Chair noted that the total revenue is decreased due to the end of one-time funding related to emergency planning for the Pan Am Games initiative and lower Resource Matching & Referral funding.

The following resolution was passed:

Motion

That the Board of Directors hereby approves TC LHINs budget for 2016/17 with the understanding that in order to implement the Patient's First Action Plan, additional resources will be required to support transition.

Mid-Year Health Service Provider Financial Performance Report

The Health Service Provider Financial performance report was provided in the meeting materials. The report summarizes the year end forecasted financial results based on the 2nd quarter forecast. Raj Krishnapillai, CFO, noted that while there was a forecasted deficit for four hospitals in the 2nd quarter of this year, the hospitals have since confirmed that they will balance their budgets. He further noted that there are two hospitals predicting financial issues for next year. The CEO noted that the LHIN is working with the City regarding the growth of the population in the downtown core which is affecting the hospitals providing services in this area.

The Board requested a report on the Mt. Sinai/Bridgepoint integration at the next Board meeting.

14. Next Board Meeting

The next regularly scheduled Board of Directors meeting will be held on April 27, 2016, from 4:00 -7:00 p.m. in the Toronto Central LHIN Boardroom.

UPON MOTION duly made, and unanimously carried, the Toronto Central Local Health Integration Network Board of Directors meeting was moved into a closed session pursuant to s.9(5) of the Local Health Systems Integration Act, 2006 to:

- **Consider financial and other matters concerning personal or public interest and personnel matters.**

and that Board Members, along with Susan Fitzpatrick and Sue Robertson join the Board in the closed session.

14. Termination

The Board meeting was terminated by the Chair at 7:00 p.m.

Angela Ferrante, Chair