

## Open Session

### Special Board of Directors Meeting Toronto Central Local Health Integration Network

Wednesday, April 26, 2017, 4:00 p.m. – 7:00 p.m.

Toronto Central Community Care Access Centre  
250 Dundas Street West, 3<sup>rd</sup> Floor Boardroom, Toronto, Ontario

<b>Directors Present</b> Dr. Vivek Goel, Board Chair Carolyn Acker John Fraser Yasmin Meralli Felix Wu Maurice Hudon Jason Madden (phone) Pamela Griffith-Jones Carol Perry Christopher Hoffmann	<b>Resources:</b> Susan Fitzpatrick, Chief Executive Officer Raj Krishnapillai, Senior Finance Director, and Corporate & Shared Services (CFO) Bill Manson, Senior Director, Performance Management, Health Analytics and Innovation Alvin Cheng, Senior Director, Performance Measurement and Information Management Tess Romain, Senior Director, Communications, Corporate Affairs & Sub-Region Planning Chris Sulway, Director, Performance Management Janet Sweeney, HR Lead Sue Robertson, Recorder
<b>Guest(s):</b>  Dr. B. McLellan, CEO, Sunnybrook Health Sciences Centre Dr. Andrew J. Smith, Executive Vice President & Chief Medical Executive, Sunnybrook Health Sciences Centre Anne Wojtak, Senior Director Performance & Quality, Toronto Central CCAC Gayle Seddon, Regional Director, Toronto Central CCAC	

Notice of the meeting having been properly given to each Board member and ten (10) 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.

The Chair opened the meeting by acknowledging the traditional people of this land: the Anishinawbe, Haudenosaunee, and the Wendat peoples. I recognize that Indigenous practices of health and well-being have been in place in this territory for over 10,000 years and are maintained to this day. I also recognize the special relationship Indigenous and non-Indigenous people have affirmed through treaties signed at a nation to nation level. Thank you, Miigwetch, Nia:Weh.

#### 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 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.

#### **Motion**

**UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board approves the Agenda of the April 26, 2017 Board of Directors meeting as circulated.**

### **4. Declaration(s) of Conflict(s)**

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

### **Transition Acknowledgement**

The Chair recognized and thanked the Toronto Central CCAC Board, leadership and staff for their outstanding work over the past year to prepare the organization for transition.

The following resolution was passed:

#### **Motion**

**Be it resolved that the Toronto Central LHIN acknowledges the extensive work of the Board, leadership and staff of the Toronto Central CCAC over the last year to prepare the organization for transition. The LHIN Board wishes to further offer their sincere thanks to the CCAC Board Chair, Directors, and team for their leadership and continued commitment to client care and continuity of service through this transition to a new integrated LHIN organization.**

### **5. CCAC Presentation – Client Service Centre**

The CEO welcomed and introduced May-Lin Poon, Manager of the CCAC Client Service Centre and Esther Trott, Team Assistant. Ms. Poon and Ms. Trott joined the meeting to provide the Board with an overview of the Centre's Information and Referral services and how these services support CCAC clients, health system partners, and the public.

In response to questions raised, Ms. Poon noted:

- The Centre receives calls related to long term care placement information. The Centre collects information from the client and assigns the inquiry to a case coordinator for a client assessment. A home safety assessment is also done to determine eligibility for

long-term care. The CEO noted that the CCAC has a unit that manages long term care placement coordination.

- The CCAC utilizes internal benchmarking to determine service standards and quality improvement. Technology enhancements are an opportunity to improve service levels, for example, the ability to record calls for staff training and coaching would be beneficial.

The Chair thanked Ms. Poon and Ms. Trott for attending the meeting and providing the informative presentation.

## **6. Presentation - Sunnybrook Health Sciences Centre**

The CEO welcomed and introduced Dr. Barry McLellan, CEO, Sunnybrook Health Sciences Centre. Dr. McLellan joined the meeting to present an overview of how Sunnybrook Hospital is advancing the Patients First Agenda, in alignment with the LHIN strategic priorities.

Dr. McLellan spoke to how care is being seamlessly provided through coordination across the system from local, to regional and provincial services. Dr. McLellan provided an example of how a person experiencing a stroke would access services at the three levels of care.

Dr. McLellan reviewed the hospital's Strategic Plan and an overview of the services provided by the hospital. Sunnybrook Health Sciences Centre is one of the TC LHINs hospital resource partners (HRPs).

The HRPs are accountable to the LHIN for:

- partnering with the PCCCs and other identified bodies to support them in assessing local needs,
- establishing and measuring performance and outcomes,
- developing an annual work plan,
- engaging local providers and residents in planning and implementation

A number of priority projects are underway:

- Attachment, Access and Continuity – to improve access to primary care providers for all residents who want one
- Access to Inter-professional Teams – to improve access to inter-professional care teams for patients who need them
- Access to Specialist Consultations – to improve access to urgent specialist consults and streamline access to community and hospital-based specialists
- Discharge Planning – to improve timely access to quality discharge summaries to enable timely primary care provider follow-up
- Secure Communication – to improve communication between health care providers and between providers and patients using enhanced and integrated information systems and reduce service duplication and inefficiency.

In response to a question raised, Dr. McLellan noted that there is no financial request to support this work. He further noted that the LHINs role in facilitating and coordinating should continue to ensure that these initiatives are successful.

The Chair thanked Dr. McLellan for his informative presentation.

## **7. Capital – Sunnybrook Health Sciences Centre – Complex Malignant Haematology Program**

Chris Sulway, Director, introduced the topic and the request before the Board to endorse the proposed functional program submission to enhance the complex malignant haematology program at Sunnybrook Health Sciences Centre. Dr. Barry McLellan and Janice Stewart, Director, Operations & Regional Planning at the Sunnybrook Odette Cancer Centre were in attendance to answer any questions raised.

Mr. Sulway reviewed the proposed submission noting that the program will be in two phases. Phase 1 will see a gradual and significant increase of Acute Leukemia (AL) patients and ongoing treatment of Aplastic Anaemia (AA) patients. Sunnybrook will also contribute to the management of 'pre' and 'post' Allogeneic SCT during this phase, through a highly collaborative model of care between UHN and Sunnybrook. Subsequent to Phase 1 completion, Sunnybrook will be able to commit 15 inpatient beds exclusively to malignant haematology patients. This will provide some 'relief' to both University Health Network's Princess Margaret Cancer Centre (UHN) and The Ottawa Hospital (TOH). Phase 1 will be accommodated at the present Bayview campus and will require conservative capital renovations to facilitate safe, high quality inpatient and outpatient care. Phase 2 will allow for a full-service CMH Program at Sunnybrook through the construction of a new building.

Sunnybrook is balancing the need to renovate existing space quickly to allow for care to be initiated as soon as possible and provide system relief, with safety and quality of care standards. It is recognized by both the Ministry of Health and Sunnybrook that the Headstart program will not be able to meet current standards. In response to a question raised regarding the current standards, Dr. McLellan noted that the care will be provided in the same way as other centres currently do at this time and the new centre will be at a different, higher standard.

A question was raised regarding the impact to the hospital's operating costs as a result of this program enhancement. Chris Sulway confirmed that Cancer Care Ontario is aware of the increased operating funds that will be required following completion of the project. The Chair noted that the Ministry's Capital Branch and Cancer Care Ontario will address this.

There being no further questions raised, the following resolution was passed:

### **Motion:**

#### **Motion to Endorse Sunnybrook Health Sciences Centre's Functional Program Submission (Part A):**

**That the Toronto Central LHIN Board of Directors (the "Board") supports the endorsement of Part A of Sunnybrook Health Sciences Centre's Functional Program Submission. This will be communicated to the Health Capital Investment Branch of the MOHLTC, who can then proceed with their review of the remainder of the Functional Program Submission (Part B).**

## **8. Approval of Minutes**

The Chair requested comments on the draft minutes. No changes were tabled.

The following resolution was passed:

**Motion**

**UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board of Directors approves the Minutes of the Board of Directors meeting held on March 27, 2017.**

**9. Toronto Central LHIN Patient Complaints Policy**

Tess Romain, Senior Director reviewed the proposed updated complaints, compliments or concerns policy.

Ms. Romain noted that the Office of the Auditor General of Ontario (OAGO) published a report on her audit of the LHINs with one of the recommendations including the management of complaints and the implementation of a consistent process amongst all 14 LHINs. In order to ensure patients receive quality health services, and to facilitate collaboration between LHINs and the Patient Ombudsman, the Auditor recommended that LHINs should:

- Establish a common complaint-management process that, among other things, clearly defines the methods for informing the public on how to register complaints;
- Implement processes to determine whether health service providers have established policies and procedures to address and satisfactorily resolve patient complaints; and
- Clarify the working relationship between LHINs and the incoming Patient Ombudsman

In response to the OAGO, a Pan LHIN working group was created to advise on a new refreshed common complaints management process and the TC LHINs policy has been updated to be compliant with the new Pan LHIN Policy.

In June 2017, LHIN Management will bring forward a summary of the compliments, complaints, concerns and mitigation for fiscal 16/17.

No questions or concerns were raised and the following resolution was passed:

**Motion**

**The Toronto Central LHIN Board of Directors hereby approve the LHIN's Complaints, Compliments or Concerns Policy as presented.**

**10. Consent Agenda**

The consent agenda items were approved with the agenda approval.

**11. Next Board Meeting**

The next regularly scheduled Board of Directors meeting will be held on May 31, 2017, from 4:00 -7:00 p.m. in the Toronto Central LHIN Boardroom.

The Board passed the following resolution to move the meeting into a closed session:

**Motion**

**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, Tess Romain, Bill Manson, Raj Krishnapillai, and Sue Robertson join the Board in the closed session.**

**12. Termination**

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

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Dr. Vivek Goel, Chair