

OPEN MINUTES
Toronto Central Local Health Integration Network (TC LHIN)
Board of Director's Meeting

November 28, 2018
4:00 p.m. to 6:30 p.m.
WoodGreen Centre
721 Broadview Ave, Toronto, ON

(Board Approved: January 30, 2019)

Directors Present

Vivek Goel, Board Chair
Christopher Hoffmann, Vice Chair
Carolyn Acker
Yasmin Meralli
Karen Sadlier-Brown
Felix Wu (Teleconference)
Pamela Griffith Jones
Natasha VandenHoven
Dunbar Russel

Resources:

Susan Fitzpatrick, Chief Executive Officer
Raj Krishnapillai, VP, Finance & IT and CFO
Tess Romain, VP, Home and Community Care
Stephanie Lockert, VP, Health System Strategy, Integration and Planning
Chris Sulway, VP, Quality, Performance and Accountability
Matthew Morgan, VP, Clinical
Manson Locke, VP, Human Resources and Corporate Administration
Rhea Tubigan, Manager, Corporate Services, Recorder

Regrets:

Myra Libenson
Jason Madden

Regrets:

None

Guests:

Caroline Heick, Canadian Institute for Health Information
Lucas Chartier, University Health Network
Saul Melamed, Canadian Institute for Health Information
Ashnoor Rahim, Community Care & Wellness for Seniors at WoodGreen

1-2 Welcome and Call to Order

The Board Chair welcomed the guests and called the meeting to order at 4:00pm.

3- Approval of Agenda

The Board reviewed and accepted the agenda of the November 28, 2018 meeting as circulated.

Motion:

UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board approves the agenda for the November 28, 2018 meeting as circulated.

4- Declaration of Conflicts

The Board Chair asked if there were any conflicts of interest, V. Goel declared that he is a Board member of the Canadian Institute for Health Information. The rest of the Board members declared no conflicts.

5- Approval of Minutes

The Board reviewed and approved the minutes of the open session from the October 24, 2018 Board meeting.

Motion:

UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board approves the draft minutes for the October 24, 2018 open session of the Board as circulated.

6- Patient Experience Story

C. Sulway introduced A. Rahim, VP of Community Care & Wellness for Seniors at WoodGreen. A. Rahim presented a patient story of a WoodGreen client who had immigrated to Canada from Afghanistan in 1998. The client endured an accident on the job and fell into a coma. After recovering from the coma, he found it challenging to integrate with the community. Upon joining the WoodGreen program in June of 2017, he was assigned a case counsellor to help resolve issues concerning identification, language services, and recovering payments that were due to him. The case counsellor was also able to connect the client to other support areas in addition to coordinating a primary care physician.

A. Rahim outlined how the social determinants of health can influence the care given to clients, and how inter-professional care between WoodGreen and other agencies can be difficult to manage. The Board appreciated the presentation by A. Rahim, which included a video presentation with a voice over of the client himself, detailing his experiences at WoodGreen and how his case counsellor supported him through his journey.

7 – Education – Presented by Caroline Heick from CIHI

C. Sulway introduced C. Heick and S. Melamed from the Canadian Institute for Health Information (CIHI) and provided an overview of how CIHI supports the Toronto Central LHIN. CIHI is an independent, not-for-profit organization that provides essential information on Canada's health systems and the health of Canadians. C. Heick further detailed the work at CIHI, providing comparable and actionable data and information that are used to accelerate improvements in health care, health system performance and population health across Canada. C. Heick highlighted several key indicators used by the Toronto Central LHIN.

S. Melamed provided an overview of CIHI's tools and initiatives, referencing the alignment with the Toronto Central LHIN's Shared Care Plan. Discussion ensued on tools provided by CIHI and the availability of international data. S. Melamed encouraged the Board to visit CIHI's external website and view the tools and resources available.

No further questions or concerns were raised.

8 – CEO Quarterly Board Report

S. Fitzpatrick highlighted the achievements over the past quarter and identified key updates for the Toronto Central LHIN:

- Toronto Central LHIN has been working on increasing connections of Care Coordinators to Primary Care Practices.
- Our government has committed to investing \$3.8 billion in mental health, addictions and housing supports over 10 years.
- Toronto Central LHIN is moving forward with the implementation of Neighbourhood Care Teams with the initial 10 neighbourhoods selected along with design and implementation leads in each neighbourhood.
- Toronto Central LHIN is collaborating with the Central LHIN to develop shared processes that streamline access to our LHIN services.
- The accreditation started the week of November 26, 2018.
- Significant progress made on the United Way campaign.

Discussion ensued regarding the LHIN home care services and the quality of services. Further discussion ensued on potential federal programs and funding alongside the LHIN. Senior Management highlighted that the Toronto Central LHIN is working with several primary care physicians on the approach in connecting physicians and patients to the right services.

No further questions or concerns were raised.

9 – Holiday, Surge, and Flu Planning

M. Morgan provided the Board an overview of the influenza, holiday and surge planning in the LHIN. Each year over the winter, health care systems experience an increase in demand for services, in combination with decreased access to health care service providers. During an average flu season, at least 1 in 10 Canadians get influenza; for unvaccinated people working in health care that number is nearly 1 in 5. Combined, seasonal influenza and the holiday season create pressures on our health care system that can create surge situations where demand surpasses available capacity. M. Morgan identified the measures to avoid spreading influenza specifically with holiday planning. The LHIN is working with health service providers (HSPs) to coordinate preparedness and response activities.

M. Morgan invited comments and feedback from the Board.

M. Morgan introduced Dr. Lucas Chartier, a Director of Quality and Innovation at the University Health Network (UHN), who proceeded to describe the Emergency Department (ED) network at the UHN, working on providing excellent care to patients and preparing for unpredictable disasters that increases the volume of patients in ED units. Dr. Chartier shared his experience and highlighted the importance of health care providers and physicians working together.

No further questions or concerns were raised.

10 – Draft Annual Business Plan – 2019/2020

Motion:

S. Lockert introduced the Annual Business Plan, which is the operational plan to deliver on the Toronto Central LHIN Integrated Health Service Plan (IHSP). Subject to the Board approval, the Toronto Central LHIN will submit the draft Annual Business Plan to the Ministry by the end of December 2018, receive feedback by end of January 2019, then make changes and resubmit the final version to the Ministry by March 1, 2019.

UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board approves the draft Toronto Central LHIN 2019/2020 Annual Business Plan to the Ministry of Health and Long-Term Care as amended.

A discussion ensued on integrated health care shared commitments, and the Indigenous health advisory performance management process. Further discussion ensued on mental health and addictions, concerning wait times for treatments and connecting people in the community with the right levels of care. The Senior Management team will assess the recommendations from the discussion and update the draft Annual Business Plan before submitting to the Ministry.

No further questions or concerns were raised.

11 – Operations Board Report

C. Sulway provided the Board an overview of the 2018-19 Q2 Operations Board Report. The report enables the Board and Senior Management Team to understand the current state of Home and Community Care operations. There are 17 core indicators that represent a view across the operations and service delivery responsibilities of the LHIN.

C. Sulway highlighted the following performance results:

- Based on the FY 2018/19 Q2 results, Toronto Central LHIN is meeting 9 out of 13 indicators that have set targets and 3 indicators are within 10%.
- We are meeting 2 out of 3 Home Care MLAA Indicators (with target). Extensive efforts are currently in progress related to the 21-day wait time indicator.
- The Toronto Central LHIN continues to see increases in Missed Care. Provincial strategies are in development to address PSW shortages and local initiatives to improve provider reporting of missed and cancelled visits.
- The Toronto Central LHIN has consistently exceeded the target for Nursing Clinic visits since Q3 2017/18. There is an ongoing initiative to increase nursing clinic capacity, with a clinic that opened in September and an additional one in October.

The Board commended the report presented and the accreditation process. No further questions or concerns were raised.

12 – Quality Committee Report

P. Griffith-Jones provided an overview of the Quality Committee meeting on November 14, 2018 with highlights included in the briefing note.

P. Griffith-Jones addressed that the Pan-LHIN Quality Committee webinar will be on Thursday November 29, and encouraged Board members to attend.

13 – Finance and Audit Committee Report

F. Wu highlighted the discussions of the Finance and Audit Committee meeting on November 13, 2018. The Q2 2018-19 LHIN Operations reported a surplus of \$0.6M for the second quarter ending September 30, 2018. The Toronto Central LHIN is meeting five of the 12 MLAA indicators, which is an improvement from the Q4 report.

All Pre-Capital, Stage 1 and Stage 2 endorsements have been delegated to the Toronto Central LHIN CEO. Stage 2 Ministry funded projects will continue to be endorsed by the Finance and Audit Committee on behalf of the Board of Directors. Reviews underway of all projects and full briefing notes to be provided when at the stage of endorsement.

14 – Governance and Nominations Committee Report

C. Hoffmann provided an overview of the Governance and Nominations Committee meeting on November 19, 2018 with highlights included in the briefing note.

C. Hoffmann highlighted the work completed by the Board Innovation Working Group, led by P. Griffith-Jones. The discussion from the working group will provide input to the Board education day. An update was provided on the province-wide approach on Board Evaluation, anticipated to commence in the new year.

Moving to a Closed Session

UPON MOTION duly made, and unanimously carried, the Toronto Central LHIN Board of Directors meeting is being 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, Susan Fitzpatrick, Manson Locke, Raj Krishnapillai, Tess Romain and Rhea Tubigan join the closed session.