1900 City Park Drive, Suite 204
Ottawa, ON K1J 1A3
Tel 613.747.6784 • Fax 613.747.6519
Toll Free 1.866.902.5446
www.champlainlhin.on.ca

1900, promenade City Park, bureau 204
Ottawa, ON K1J 1A3
Téléphone : 613 747-6784 • Télécopieur : 613 747-6519
Sans frais : 1 866 902-5446
www.rlisschamplain.on.ca

Champlain LHIN Approved Board Minutes

May 25, 2016 -- Public Meeting: 11:00 a.m.

Champlain LHIN Office – Boardroom
1900 City Park Drive, suite 500

Board Members in Attendance: Jean-Pierre Boisclair (Chair), Marie Biron (Vice-Chair), Guy Freedman, Randy Reid, Elaine Ashfield, David Somppi, Pierre Tessier.

Staff Members in Attendance: Chantale LeClerc, Cal Martell, Eric Partington, Glenn Alexander, Linda Ramsey.

Guest Speakers:
Dr. Jack Kitts, President and CEO, The Ottawa Hospital
Dr. Shaun McGuire, Co-chair of the Champlain Sub-Acute Capacity Planning Steering Committee
Cameron Love, Executive Vice-President and Chief Operating Officer. The Ottawa Hospital
Cal Martell, Senior Director, Health System Integration, Champlain LHIN

1 Call to Order
Welcome and Introduction

The meeting is called to order at 11:00.

The Board Chair welcomes everyone. Observers are reminded about the rules of engagement for the LHIN's public board meetings and the scheduled break providing members of the public a chance to engage with Board Directors and LHIN staff, as well as with each other. Media present are reminded that the spokesperson for the Champlain LHIN is Chantale LeClerc, the CEO. Participants are asked to introduce themselves.

2 Conflict of Interest Declarations

David Somppi declares a potential conflict of interest regarding Pricewaterhouse Coopers.

3 **Approval of Agenda**

There being no objection, the agenda is approved as distributed.

Moved: David Somppi / Seconded: Marie Biron
All in favour
Carried

4 **Reducing MRI Wait Times – Directive and Opportunity**

Dr. Jack Kitts, President and CEO of The Ottawa Hospital presents a report to improve access to MR scans in Champlain (see slide deck available in the board meeting package). Two years ago the LHIN Board asked Dr. Kitts to take leadership and responsibility, along with a team of hospital CEOs in Champlain, for developing and implementing a central intake and wait list management system for MR scans. By working together wait time was reduced, but the progress achieved could not be maintained. The group procured a third party to conduct a study to identify opportunities to best level wait times across our region and estimate the impact of implementing a centralize queuing and triage model. Based on results of the study, members of the hospital working group agreed that by continuing to work together and implementing a systems approach, improvement can be reached. Some of the facts based on the study and actions required are presented and noted as follows:

- The demand for MR scans exceeds utilized operating capacity and if unaddressed, will continue to result in worsening wait times;
- A central intake and triage process will have a high impact on levelling wait times across sites. (This will be a manual system. An electronic system is deemed to be too costly and not necessarily more efficient than a manual system);
- Continue to enhance efficiency and reduce inappropriate scans. This will help in the short-term but will not be sufficient to reduce wait times in the future; and
- Funding additional capacity in the next 2-3years to meet an increasing demand and reduce wait times

During the discussion and question period that ensued, clarifications are provided and noted as follows:

- The Board is pleased that cooperation amongst hospitals providing MR scans has proven to be a key component of the solution.
- Priority 4 (less urgent scan requests) are the predominant drivers of increased MR wait time. Urgent scans such as Priority 1 and Priority 2 are addressed with no delay. Priority 3 scans (to be completed within 10 days) need to be closely monitored and improved. The working group is working with Cancer Care Ontario to address the increasing demand for Priority 3 scans which as linked to the increased rates of cancers requiring a MR scan for diagnosis or to assess effectiveness of treatment.
- Even if hospitals in Champlain are already very efficient in managing scans (one of the most efficient rate in the province) the working group will continue its effort to improve efficiency, making best use of all existing capacity.

- Work around education with physicians (general practitioners and specialists) to reduce inappropriate scans will continue. Some of the education components will be delivered within the central intake and triage system. Also, it is noted that the provincial adoption of a common definition of P4 scans would be helpful to reduce and reassign these scans to appropriate modalities.
- Dr. Kitts is invited to present progress reports on a regular basis to the Board (dates to be determined).
- Suggestion is made that the Champlain LHIN staff provide more details in its future quarterly reports to explain wait times for the various scans (P1 to P4) and show progress for each of them. **ACTION: Chantale LeClerc & Champlain LHIN Staff**

5 Chair's Report

Jean-Pierre Boisclair provides a summary of activities that have taken place over the last month which included: Ongoing meeting with Community Care Access Centre Board; attending an Ontario Hospital Association session in Ottawa with the Deputy Minister and association members to discuss Patients First Proposal; and finally hosting two board education sessions on ethical leadership and primary care.

6 CEO's Report

Chantale LeClerc provides highlights from her monthly report and answers questions. The following points are made:

- Attended the opening of the Garbarino Girard Centre for Innovation in seniors care at Algonquin College. The Centre features a smart apartment that includes several innovative functions and provides a live environment for students to practice their skills in preparation to work in health care in the community (students in programs such as nursing, personal support worker, dietary aid, occupational therapy and physiotherapy therapy aids). The Champlain LHIN is proud to be a partner in this project where research, education and service delivery are part of the model.
- Attended with Jean-Pierre Boisclair several board meetings of health service providers;
- Attended two day forum, in Grand Bend, Ontario, involving provincial indigenous LHIN leads, LHIN CEOs and indigenous partners from across the province to learn about and discuss indigenous health and culture.
- Explanation is provided regarding the postponement of the orthopedic surgery redistribution plan in Champlain from the Board's agenda to June (instead of May). New information was received by the LHIN that requires further analysis. Chantale LeClerc will be meeting with CEOs of orthopedic hospitals who form the Regional Orthopedic Network Executive Committee and Chiefs of Orthopedics to review this new information.
- As Health Links become more operational, LHIN staff and the Primary Care Lead, will continue to engage with them. Now that Health Links have become one of Champlain LHIN's key strategies, we need to continue to support and help them to increase the number of patients in their caseload; to better exchange information amongst each other; and to learn from best practices.

MOTION:

That the Board approve the CEO Report for period of April 16 to May 13, 2016.

Moved: David Somppi / Seconded: Marie Biron
All in favour
Carried

7 **Consent Agenda Items**

There being no question or objection previously expressed by members of the Board, the item listed under the consent agenda is approved:

7.1 Approval of draft minutes – April 27, 2016

Moved: Pierre Tessier / Seconded: Randy Reid
All in favour
Carried

12:15 - 13:00 **BREAK**

8 **8.1 Sub-Acute Care – Capacity Plan**

A presentation of the sub-acute care capacity plan is given by Cameron Love, Chief Operating Officer of The Ottawa Hospital, Dr. Shaun McGuire, Chief of Staff at Bruyère Continuing Care (both co-chairs of the steering committee tasked to improve sub-acute care in Champlain) and Cal Martell, Senior Director of Health System Integration at the Champlain LHIN.

The objective of the steering committee is to develop a region-wide plan to guide the LHIN in the planning and execution of programming and services that will allow timely access to sub-acute care and maximize patient outcomes (see slide deck available in the board meeting package). This item is tabled today for the Board to receive, discuss and approve the strategies and directions of the capacity plan as the foundation for implementing improvements in the delivery and management of sub-acute resources in Champlain.

Following the presentation, the proposed motion is tabled and discussion ensues. During the discussion and question period, clarifications are provided and noted as follows:

- Members of the steering committee will continue their involvement and work related to the implementation plan. Co-chairs have also agreed to continue to offer their leadership to the committee.
- The steering committee will develop a risk analysis and mitigation strategies for the system as it develops the implementation plan. Also, they will develop a risk management tool to control the quality of care.

- Clarification is provided that a strong targeted communication plan around these strategies will be developed by the steering committee to inform the general population and stakeholders on the progress of the implementation plan.
- Clarification is provided that the Board is providing approval today for the architecture of the plan and for the overall approach and directions presented. The Board is also asked to provide the steering committee with the authorization to submit the plan to the Ministry for its information, as well as to provide the steering committee with the mandate to develop an implementation plan.
- It is noted that the implementation of the plan will involve a significant amount of change that will progress over an extended period of time. As the implementation plan is developed, it will probably create opportunities for integration decisions that will be presented to the Board as required.

More precision to the motion are added, as indicated below. No further questions or comments are tabled.

Proposed Motion (and amendments underlined):

Be it resolved that the Board approves the strategies and directions encompassed in the Champlain Sub-Acute Capacity plan dated May 2016 and requests that an implementation plan to fulfill its recommendations be developed.

Moved: Marie Biron / Seconded: Guy Freedman

Amended Motion:
Moved: David Somppi / Seconded: Randy Reid

All in favour
Carried

- Jean-Pierre Boisclair thanks co-chairs and members of the steering committee. The Board appreciates the commitment of steering committee members to continue their work on the implementation plan. The Board also trusts the committee will seek participation from various stakeholders, as needed throughout the process, to increase the quality of care in Champlain.
- The Board will invite co-chairs of the steering committee at regular intervals to inform the Board of the progress achieved.

14:20-15:00 **BREAK**

9 Patient First Proposal / LHIN Renewal - Update

Chantale LeClerc and Jean-Pierre Boisclair provide an update regarding this matter indicating that there is no new information to report. There are no further questions of comments.

10 Board Committee Stewardship Reports and Matters Arising Therefrom

10.1 Community Nominations: Alexa Brewer, Chair of this committee ended her term in April. The Board Chair reports there was no meeting of the Community Nominations Committee over the last month and no orders in council received from the Public Appointment Secretariat regarding our recruitment.

10.2 French Language Services: Pierre Tessier presents a report of the last meeting held on April 25. Draft minutes were previously shared with the Board. There are two items that require Board approval:

- Designation: Canadian Mental Health Association/Champlain East Branch : The designation plan submitted was approved as presented. The organization is commended for addressing the needs of the francophone population in Cornwall.

  MOTION:
  That the Champlain LHIN Board of Administrators approves the revised designation plan for the Canadian Mental Health Association Champlain East branch as presented.

  Moved: Pierre Tessier / Seconded: Elaine Ashfield
  All in favour
  Carried

- The Board's Assessment Grid of Compliance**:** The grid of the Board's compliance in regards to Local Health System Integration Act and the French Language Services Act was approved -- no further question.

  MOTION:
  That the Champlain LHIN Board approve the Assessment Grid of Compliance with the *French Language Services Act* and the *Local Health System Integration Act* as presented.

  Moved: Pierre Tessier / Seconded: Marie Biron
  All in favour
  Carried

10.3 Governance: The committee did not meet in May. There is nothing further to report and no question tabled.

10.4 CEO Performance Evaluation & Compensation: The next meeting of the committee is June 20 and a report will be presented during the in-camera session at the June 22 Board meeting.

10.5 Finance & Audit: The committee met yesterday. A few items are tabled for the Board's approval. The remainder of business conducted will be tabled at the June 22 Board meeting.

- Approval of Audit Report, Financial Audited Statements and Operational Budget for 2016-17:

  Marie Biron reports the Champlain LHIN received another clean audit for 2015-16. She thanks staff for its work and the assistance provided to the auditors. Jean-Pierre Boisclair also commends LHIN staff on the financial statements that demonstrated a balanced budget. It is noted that the LHIN will return to the Ministry a minimal amount of unspent funding.

  MOTION:
  That the Finance and Audit Committee recommends the Board approves the Auditors Report; the management representation letter and the audited financial statements for 2015-16, as presented.

  Moved: Marie Biron / Seconded: Randy Reid
  All in Favour
  Carried

- LHIN Operating Budget:
  The motion is tabled for approval and discussion ensues. It is mentioned that the LHIN is operating on a very tight budget, the same as for the past several years with no increase in funding. LHIN management is asked if the budget presented will provide for sufficient resources to deliver on the operational plan and prepare for potential changes should the legislation pertaining to the Patient First discussion paper is proclaimed. The CEO indicates that the budget is appropriate and if the proposed legislation proceeds then some additional resources will be needed by the LHIN to fulfill its expanded mandate.

  MOTION:
  That the Finance and Audit Committee recommends the Board approves the following reports as amended:
  - **LHIN Operations Budget Report (2016-2017)**
  - **Use of Consultant Report (2015-2016 year end cumulative report)**

Moved by: Marie Biron / Seconded by: Elaine Ashfield
All in favour
Carried

11
15:50

Motion to move in-camera:

THAT 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:"

X Personal or public interest

To receive confidential information regarding the following items:

4.1 Approval of confidential minutes: March 23 and April 27, 2016
4.2 Chair's Report
4.3 CEO Report

AND further that the following individuals be permitted to attend for these items;

Chantale LeClerc
Sylvie Bleau
Cal Martell
Eric Partington

Moved: David Somppi / Seconded: Guy Freedman
All in favour
Carried

12 **Report of In-Camera Session**

The Chair reports on business conducted during the in-camera session:

- The session was informative in nature, no decision was tabled with the exception of the approval of confidential minutes.

The Board also agrees that it is in the best interest of the Champlain LHIN that the remainder of the business conducted and actions taken during the in-camera session are not to be reflected in the public minutes.

13 **Other Business**

No other business was tabled.

14 **Round Table**

No round table item was tabled.

15 **Adjournment of Meeting**

The meeting adjourned at 4:30 p.m.

Moved: David Somppi

Jean-Pierre Boisclair Chair, Board of Directors Champlain Local Health Integration Network	Chantale LeClerc CEO Champlain Local Health Integration Network