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BOARD MEETING AGENDA

March 22, 2017

Public Meeting Start time: 12:00 p.m.

Champlain LHIN Boardroom, 1900 City Park, Suite 500, Ottawa

(See last page for directions)

Agenda Item & Time		Documents Attached, Posted or Pre-Circulated	Action	Strategic Plan Reference(s) (see legend below)
1	Call to Order			
2	Conflict of Interest Declarations			
3 1100 30 min	In-Camera Session <i>Motion to move into closed session to receive confidential information relating to:</i> 3.1 Approval of confidential minutes February 22, 2017 3.2 Chair's Report 3.3 CEO's Report	No public document		
LUNCH BREAK (30 minutes) & return to public session				
4 1200	Approval of Agenda		Decision	
5 1200 10 min	Welcome and Introduction Chair's Report & InCamera Report			

Agenda Item & Time		Documents Attached, Posted or Pre-Circulated	Action	Strategic Plan Reference(s) (see legend below)
6 <i>1210 10 min</i>	CEO's Report		Decision	1,2,3
7 <i>1220</i>	Consent Agenda 7.1 Approval of minutes of February 22, 2017 7.2 Approval of Elements of the Committees Annual Review, Including Revised Terms of Reference for the Following: French Language Services, CEO Performance Evaluation and Compensation Committee and Finance and Audit Committees	Documents will be available once approved & translated	Decision	
NEW BUSINESS				
8 <i>1222 60 min</i>	Home and Community Care 8.1 Current Status of Community Care Access Centre (CCAC) accomplishments, challenges, risks (including financial) 8.2 Community and Home Care -- A forward looking discussion with CCAC & LHIN representatives 8.3 Presentation to LHIN Board by CCAC of Handbook 8.4 Ensuring Continuity and Quality of Service During Amalgamation Period 8.5 Recognition of CCAC Board Management and Staff		Oversight/ Counsel	1,2,3
BREAK (10 minutes)				
9 <i>1350 120 min</i>	Implementation of Patients First Act 9.1 Readiness Assessment Report and Due Diligence 9.2 Review of Memo of Understanding (review or possibly approval) 9.3 Review of Ministry LHIN Accountability Agreement (review or possibly approval) 9.4 Review of Minister's Mandate Letter and Response 9.5 Readiness Declaration	Public documents will be available on our website once approved & translated		

	9.6 Quality Improvement Plan (developed by CCAC) 9.7 Review and Approval of Delegation of Authority Policies (financial and non-financial) 9.8 By-laws Amendments			
10 <i>1530 30 min</i>	Approval of the Draft Annual Business Plan	Yes	Decision	
11 <i>1600 15 min</i>	Update & Approval on 2017-2018 Service Accountability Agreements	Yes	Decision	
12 <i>1615 20 min</i>	Provide Guidance Prior to Drafting Annual Report 2016-17		Oversight/ Counsel	
13 <i>1635 20 min</i>	Board Committee Stewardship Reports and Matters Arising Therefrom: 13.1 Governance 13.2 French Language Services 13.3 CEO Performance Evaluation & Compensation 13.4 Finance & Audit		Oversight/ Counsel	
14	Other Business			
15	Adjournment of Meeting			

Strategic Plan References

1= Improve the patient and family experience across the continuum of care

2= Ensure the provision of health services is timely and equitable

3= Increase the value of our health system for the people it serves

Guests Speakers:

Marc Sougavinski, CEO, Community Care Access Centre (CCAC)

Denise Alcock, Board Chair, Community Care Access Centre

Jennifer Proulx, Director of Quality and Program Evaluation, Community Care Access Centre

Deryl Rasquinha, Vice President, Performance and Strategy, Community Care Access Centre

Directions: [1900 City Park Drive, Ottawa, ON.](#)

**Participants requiring accessibility supports or special accommodation
may contact Sylvie.Bleau@lhins.on.ca prior to the meeting.**

Public documents and presentations distributed are be available on our website: [Meeting Packages](#)

DRAFT

Champlain LHIN

Annual Business Plan 2017-18

Presentation to the Champlain LHIN Board of Directors
March 22, 2017

James Fahey
Director, Health System Planning

What is the Annual Business Plan (ABP)?

- Outlines how the LHIN will use its various resources to achieve its strategic directions and priorities
- Focuses on 2017-18 and projects out to 2019-20
- Follows Ministry of Health and Long Term Care (Ministry) guidelines and pre-set format
- Highlights interventions where the LHIN is the main driver and plays a significant role in the execution of the intervention

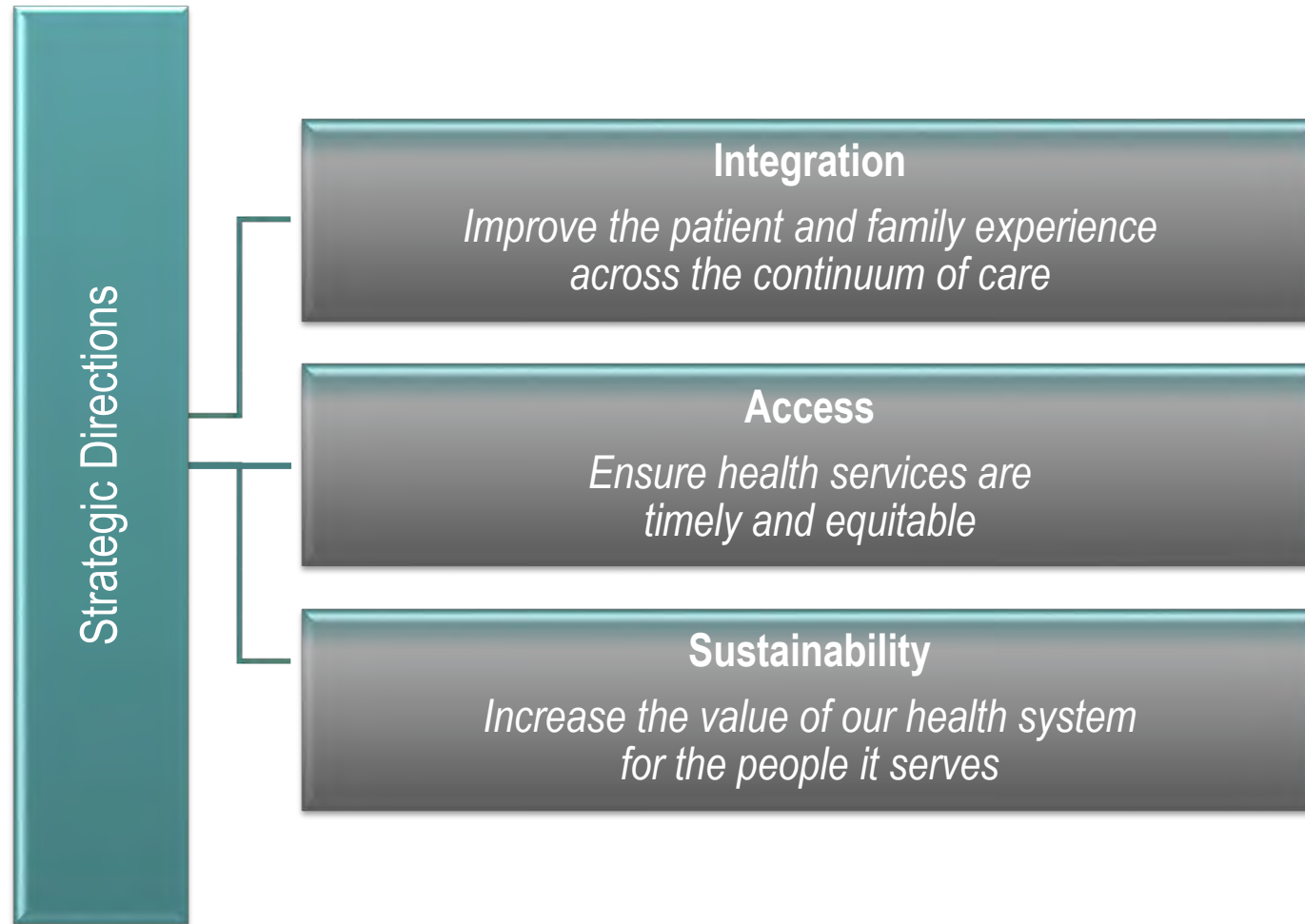


Nov	Dec	Jan	Feb	Mar	Beyond
Process development	Staff develop proposed interventions	Staff develop proposed interventions	Opportunities for alignment identified	Réseau provides input	Provincial budget announcement
ABP guideline review		Internal performance committee provides input	Management review & refinement	Management review & refinement	ABP revisions
			ABP drafting	Board approval of Draft ABP	Board approval of Final ABP

Throughout process ensure alignment with:

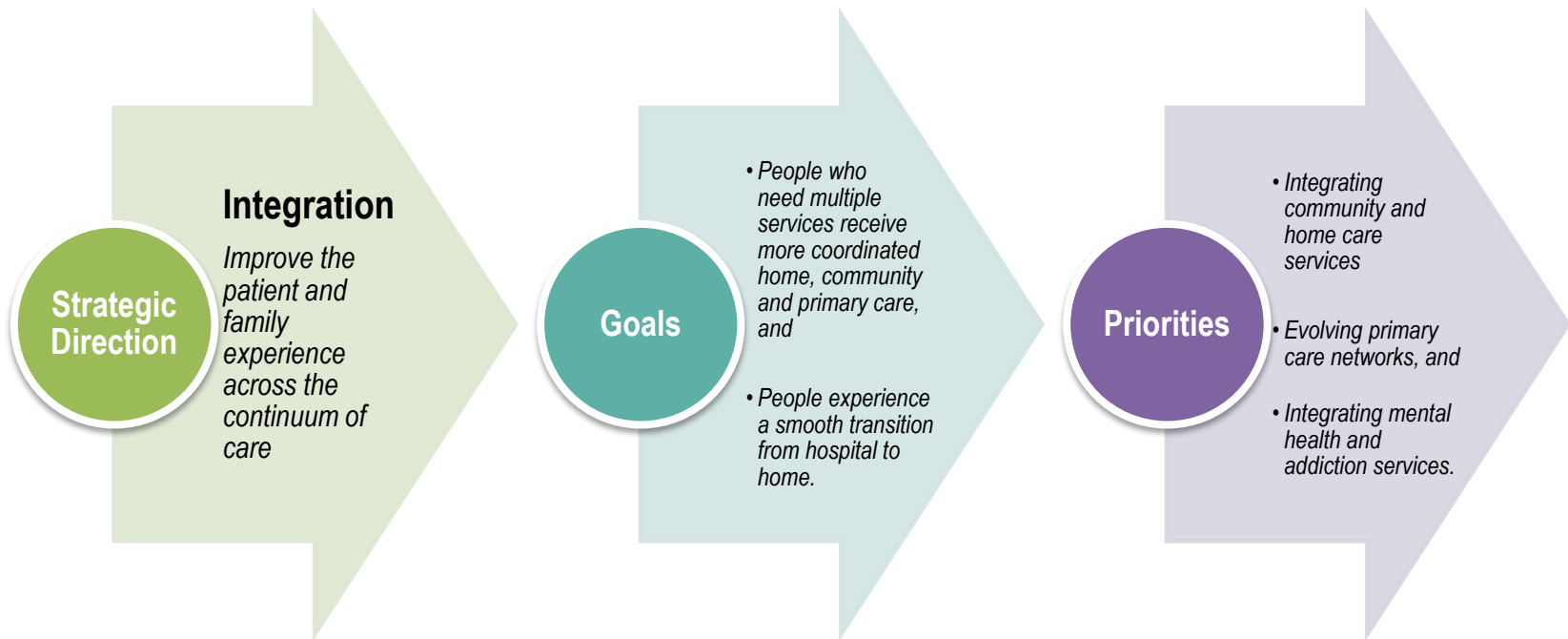
- Integrated Health Service Plan & Ministry-LHIN Accountability Agreement
- Provincial directions (e.g. Patients First Act, sub-regions, provincial budget)
- French Language Services planning efforts
- Integrated Health Service Plan 2016-19: Community Engagement Report

Strategic Directions



Integration

Improve the patient and family experience across the continuum of care



Integration: Improve the patient and family experience across the continuum of care

Number of interventions proposed to address this strategy: 17

Continued (10):

- Common intake tools and processes
- **Reducing alternate level of care**
- Expanding dementia initiatives
- **Integrating mental health and addictions services** (e.g. services for transitional aged youth, common assessment tools, inpatient regional program, etc.)

Modified (3):

- **Supporting sub-regions**
- Chronic disease service integration / reducing hospital re-admissions
- Coordinated access for home and community care

New (4):

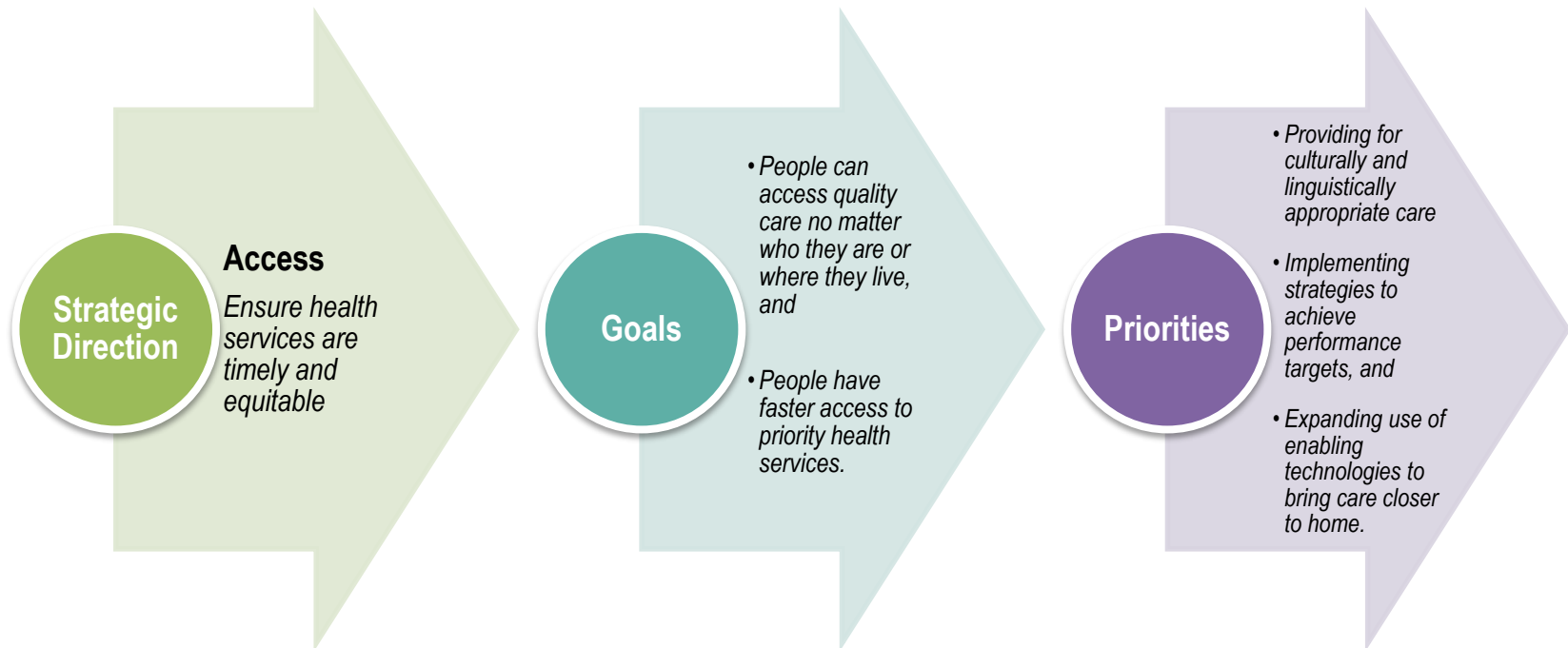
- Strategies to reduce long-term care wait lists
- Lung health strategy
- Acquired Brain Injury
- Behavioural support unit

Completed (2):

- Review of home and care services / Service Reference Document
- Implement 7-day discharge process from hospital to primary care

Access

Ensure health services are timely and equitable



ACCESS: Ensure health services are timely and equitable

Number of interventions proposed to address this strategy: 18

Continued (13):

- French Language Service gap analysis
 - *Some gaps addressed in 16/17*
- **Indigenous Addictions Treatment Centre**
- Services for immigrants and refugees
- **Achieving CT/MRI wait time targets**
- Focusing providers on system performance targets
- Optimizing patient flow initiatives / Reducing time in emergency department
- Supporting electronic health record
- Telemedicine and eConsult

Modified (3):

- Needs assessment of refugees and immigrants - experienced trauma
- Indigenous Cultural Safety training
- Falls prevention

New (2):

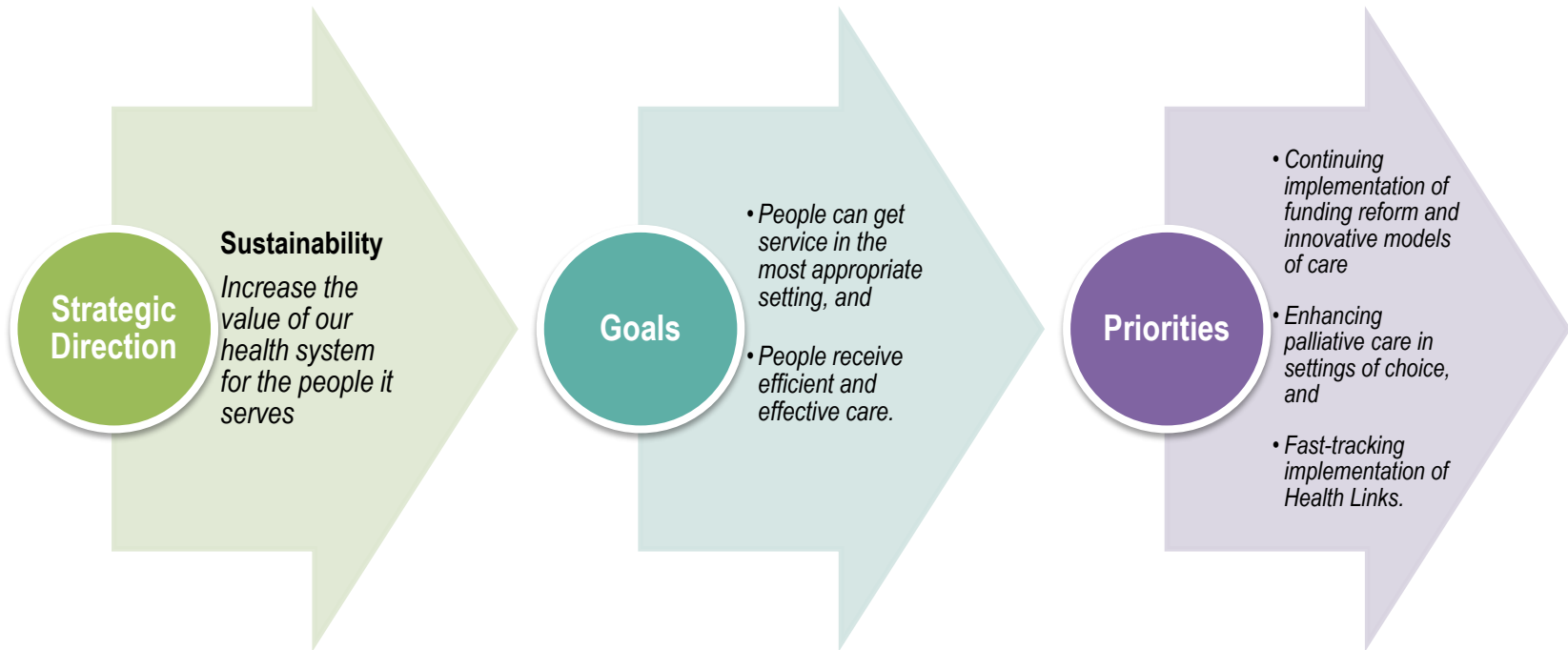
- Conference on Indigenous Mental Wellness for Youth
- Strategies to address service gaps related to sexual orientation and/or gender

Completed / Abandoned (0):

- *None*

Sustainability

Increase the value of our health system for the people it serves



Sustainability: Increase the value of our health system for the people it serves

Number of interventions proposed to address this strategy: 8

Continued (7):

- Vision care strategy
- **Implementation of sub-acute plan**
- Rural health hub
- Regional capacity plan for paediatric services
- Coordination of palliative care and advanced care planning
- **Supporting Health Links**

Modified (1):

- **Enhancing access to palliative care services**

New (0):

- *None*

Completed / Abandoned (0):

- *None*

Measures, Risks and Enablers



- Measures were selected that relate to the interventions in the ABP and our Strategic Priorities. Many measures appear on the LHIN Performance Scorecard.
- Risks – e.g. Financial/Economic, Project Complexity, Technical Issues, Change Management. Mitigating strategies for risks have been proposed.
- Enablers – e.g. Collaboration with health service providers, sub-regional planning, information/information technology, system monitoring and performance management

LHIN Spending and Staffing Plans

LHIN Spending Plan

- Will be updated after Provincial budget release to reflect approved 2017-18 LHIN Operating budget and audited 2016-17 expenses
- Will include projections to 2019-20

LHIN Staffing Plan

- Will be updated as part of Final ABP 2017-18 submission. Will provide overview of 2017-18 LHIN Staffing Plan and projections until 2019-20.

Communications and Community Engagement Plans

Communications Plan

- Details the measurable communications objectives for 2017-18
- Describes target audience, key messages and tactics
- Explains evaluation of communication strategy

Community Engagement Plan

- Focuses on the LHIN's 2017-18 community engagement priorities
- The LHIN's Community Engagement Plan 2016-19, approved by the Board in June 2016, provides a more detailed overview

Questions?



Board Motion

Whereas the Champlain LHIN will have an opportunity to revise the Annual Business Plan subsequent to the release of the 2017-18 Provincial Budget,

Be It Resolved that the Champlain LHIN Board of Directors approves the Draft Annual Business Plan 2017-18.

2017-18 Health Service Provider Service Accountability Agreements

Elizabeth Woodbury
LHIN Board Meeting
March 22, 2017

Long-Term Care

- 2016-19 Agreements in place (60 Homes)
- 2017-18 amending agreements with 2017-18 performance targets and local obligations sent
- Additional unique local obligations for two providers:
 - *City of Ottawa*
 - *Perley Rideau Veterans Health Centre*

Community Sector

- 2014-17 Agreements being extended (96)
- 2017-18 planning submissions received and reviewed
- 2017-18 extending and amending agreements with performance targets and local obligations sent (94)
- 2 requiring short term simple extensions: *Centre de services Guigues and Pinecrest Queensway Community Health Centre*
- Additional unique local obligations for 5 providers:
 - *Billy Buffett's House of Welcome*
 - *Geriatric Psychiatric Community Services*
 - *Sandy Hill Community Health Centre*
 - *The Glebe Centre*
 - *Sobriety House*

Hospitals

- 2008-10 Agreements being extended (20)
- 2017-18 planning submissions received and reviewed
- 2017-18 extending and amending agreements for 16 hospitals with performance targets and local obligations sent
- 3 hospitals requiring short term simple extensions: *Winchester District Memorial Hospital, University of Ottawa Heart Institute, Bruyère Continuing Care*
- 1 presented for Board approval: *Pembroke Regional Hospital*
- Additional unique local obligation for: *Renfrew Victoria Hospital*

Board Motion

- Whereas the LHIN and hospital must have a service accountability agreement in place in order for funding to be provided to the hospital;
- Whereas the LHIN's current accountability agreement with the hospital expires March 31st, 2017;
- Whereas the hospital submitted a Hospital Annual Planning Submission to the LHIN and LHIN staff has completed satisfactory due diligence in reviewing the planning submission;
- **Be it Resolved that:** The Chair of the Board of Directors and the Chief Executive Officer are authorized to execute the 2017-18 Hospital Service Accountability Agreement with Pembroke Regional Hospital with a temporary waiver of the balanced budget requirement on the condition that: the Hospital provide by June 30, 2017 a strategy to achieve a balanced operating position and a multi-year plan to replenish working capital to achieve a current ratio of 0.8 within 5 years.

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GOVERNANCE COMMITTEE

March 1, 2017 -- 3:00 p.m.
Champlain LHIN: Suite 204, Classroom
1900 City Park Drive, Ottawa

MINUTES

Attendance - Board Members

R. Reid (Committee Chair)
JP Boisclair (Board Chair)
E. Ashfield
G. Freedman
M. Biron
N. Busing
D. Hupé

Staff / Guests

C. Martell
S. Bleau (recorder)

Regrets

C. LeClerc

1 **Call to order & Declaration of Conflict of Interest**

The meeting was called to order at 3:05 p.m. There was no conflict of interested declared.

2 **Approval of Agenda**

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

Moved: Jean-Pierre Boisclair

Seconded: Marie Biron

All in Favour

3	<p><u>Consent Agenda:</u></p>
	<p>There being no objection, the only item on the consent agenda is approved as distributed.</p> <ul style="list-style-type: none"> • Minutes of January 11, 2017 <p>Moved: Marie Biron Seconded: Elaine Ashfield All in Favour</p>
4	<p><u>Business Arising from the Minutes</u></p>
	<ul style="list-style-type: none"> • <u>Recruitment update</u> Jean-Pierre Boisclair provided an update on the progress of the Board’s recommendations for four candidates interviewed last fall. One appointment was received last week for Abebe Engdasaw. It is hoped that the Board will receive appointments for two additional members by transition day. One additional candidate will be confirmed for June (replacing Elaine Ashfield). The competition for the last board position, seeking representation from the western area of Champlain, is also provided. The competition was extended until February 24. Interviews will be conducted as soon as applications are received from the Public Appointment Secretariat. • <u>Bylaws 1 and 2</u> Revised Bylaws 1 and 2 were approved by the Board on February 22, 2017. It is reported that a ministerial approval may be required. LHIN legal counsel are following up and will report back to the Board Chair.
5	<p><u>5.1 Review Compilation of Board Suggestions for Retreats, Education Sessions 2017-18</u></p>
	<p>The proposed calendar for education sessions, retreats and topics to be addressed at regular board meetings is reviewed by the group. The proposal was drafted by Chantale LeClerc and includes input from board members collected through each committee’s annual performance evaluation survey, as well as topics suggested from last year.</p> <p>The group agreed with the proposal. A few points and suggestions are noted:</p> <ul style="list-style-type: none"> • It is noted that French Language Services was a popular topic and included various components. This topic is scheduled for a June board education session. It is clarified that progress reports from le Réseau des services de santé en français de l’est de l’Ontario, regarding demand and gaps of French language health services in Champlain, will be tabled at regular board meetings during next fiscal year. ACTION: Cal Martell/Chantale LeClerc. • During the discussion it is suggested that reference material, research paper or articles, be made available to the Board relating to the delivery of health services to various cultures. ACTION: Cal Martell • The Board Chair alluded to the board members’ attendance at education session. It is suggested that board members be consulted at the next board meeting to verify if education sessions should be held as a separate event, held immediately prior to the monthly board meeting. This option may be more agreeable with board member’s schedule. ACTION: Randy Reid

	<ul style="list-style-type: none"> • Another suggestion was discussed, to ensure the Board includes some generative discussions as part of their board education sessions. • Jean-Pierre Boisclair added another topic to be considered post-transition: A board retreat to reflect on Patients First Act, the transformation and the opportunities, how to continue to improve the delivery of health care services in Champlain. Also, include related education sessions regarding the LHIN’s new responsibilities, processes, systems, etc. ACTION: Chantale LeClerc <p>The proposed compilation will be tabled at the board meeting on March 22 for approval.</p> <p><u>Attendance Update:</u> Guy Freedman left the meeting at 3:40 p.m.</p>
6	<p><u>6.1 Review Work Plan 2016-17</u></p>
	<p>The last action to be completed on the 2016-2017 work plan will be the evaluation of the on-boarding process and documentation provided. This will be conducted by Randy Reid with board members that have completed their orientation over fiscal year 2016-2017. Members should be asked if the orientation is properly balanced between processes and procedures, as well as between structural and functional elements.</p> <p>It is noted that for future board members that may not have worked in the health care field, consideration should be given to add a segment in the board orientation on the health care system in Champlain/Ontario. ACTION: Randy Reid/Chantale LeClerc</p>
	<p><u>6.2 Review Work Plan 2017-18</u></p>
	<p>No further comments on the work plan distributed.</p>
	<p><u>6.3 Review Committee’s Annual Report 2016-2017</u></p>
	<p>The committee chair’s annual report was reviewed and approved by members. It is noted that some of the major activities for next fiscal year will include: To revise the board orientation process; to approve the board education programs; and to focus on significant community engagement activities relating to our current and new role across Champlain through the sub-regions.</p>
7	<p><u>7.1 Implications Related to Patients First, 2016 Legislation</u></p>
	<p>An update is provided regarding the upcoming board meetings in March:</p>

	<ul style="list-style-type: none"> • March 13 from 9 to noon: The CCAC will present in a mini retreat regarding the business of home and community care; • The Board will also hold two public meetings: March 22 and at the end of the month (March 27 or 28 -- date to be confirmed). At both meetings the Board will receive and approve elements relating to the transition such as the Memo of Understanding, Ministry LHIN Accountability Agreement, etc. The Board will also receive a presentation/status report from the CCAC's CEO and Chair, and finally the Board will also receive an official handbook from the CCAC Board.
	<u>7.2 Update: Provincial Governance Work Stream</u>
	Update on the governance work stream regarding LHIN renewal was discussed under item 7.1
	There being no further business, the meeting ended at 4:28 PM Moved: Diane Hupé.
FUTURE MEETINGS	
8	May 3, 2017 from 3 to 5 PM July 5, 2017 September 6, 2017 November 1, 2017 January 10, 2018 March 7, 2018

Randy Reid, Committee Chair