
**NORTH EAST LOCAL HEALTH INTEGRATION NETWORK
BOARD OF DIRECTORS**

MINUTES OF PROCEEDINGS

St Joseph’s Hospital, Elliot Lake, ON

Friday, November 28, 2008

CALL TO ORDER

Chair Mathilde Gravelle Bazinet called the meeting to order at 9:00 a.m.

ROLL CALL

Members in Attendance: Mathilde Gravelle Bazinet, Chair (Nipissing Planning Area)
Marc Dumont (Timiskaming Planning Area)
Gisèle Guénard (Sudbury/Manitoulin Planning Area)
Johanne Labonté (Cochrane Planning Area)
Brenda Roseborough (Sudbury/Manitoulin Planning Area)
Peter Vaudry (Algoma Planning Area)
Leah Welk (Parry Sound Planning Area)

Staff: Rémy Beaudoin, Chief Executive Officer
Martha Auchinleck, Senior Director, Performance, Contract and Allocation
Lise Boucher, Corporate Executive Assistant/Recording Secretary
Cynthia Stables, Senior Corporate Advisor
Terry Tilleczek, Senior Director, Planning, Integration and Community Engagement

Absent with Regrets: Randy Kapashesit (James Bay/Hudson Bay Planning Area)
Dr. Donald Stemp (Nipissing Planning Area)

WELCOME AND INTRODUCTION

Chair Mathilde Gravelle Bazinet welcomed members of the public participating in person and by teleconference to the open Board Meeting for the North East LHIN Board of Directors. A brief overview of the Procedural Guidelines for Open Board Meetings and introduction of the Board Directors and North East LHIN staff was communicated to the public.

DECLARATION OF CONFLICT OF INTEREST

No conflicts of interest were declared or identified.

AGENDA***{Motion 2008-089}***

Moved by Johanne Labonté and seconded by Leah Welk that the Agenda be approved as presented.

(Carried)

MINUTES OF PAST MEETING***{Motion 2008-090}***

Moved by Gisèle Guénard and seconded by Marc Dumont,

That the Minutes of Proceedings for the Regular Board of Directors Meeting of Friday, October 31, 2008 be approved as presented.

(Carried)

PRESENTATIONS**NE LHIN SENIORS' RESIDENTIAL/HOUSING OPTIONS – CAPACITY ASSESSMENT AND PROJECTIONS, Ed Starr, SHS Consulting**

The presentation is based on the report available to the Board of Directors. It is important to note that the information in the report was generated from data recovered from the North East area only, including the seniors' demographics.

The following points arose:

By 2021 the expectation is 1 out of the 3 people will be a senior in the North East. These numbers are even across the North East with some areas slightly higher than others. The demographics clearly show the need for seniors' housing is going to continue to grow and become urgent if it is not addressed.

If we continued to house in the same fashion we have been, the emphasis would remain focused on long term care beds. By 2031 the requirement for long term care beds would double, that is to say in the next 15 years we would need to increase our present capacity by 80 % to keep pace with the growth of seniors' population. The status quo is not a viable option.

Over a third of all seniors don't require long term care and access these homes for other reasons. If supportive housing was available, more than 2/3 of seniors could utilize these instead of going into long term beds.

The majority of seniors, 80% of them, want to stay in their own homes.

Two main reasons for supporting housing would be 1) part of integrational care for seniors and 2) greater investment in supporting housing would relieve pressure on long term care

What challenges lies ahead in order to achieve supportive housing?

- 1 Bricks and mortar challenge - capital dollars for infrastructure
- 2 Operating dollars – struggle to keep pace of growth and need of the seniors
- 3 Staff resources to provide the services – difficulty to get and retain specialized staff
- 4 Continuing demographic challenges as seniors life span increases and specialized support also increases
- 5 Lack of communication and coordination in housing and health support services

PRESENTATIONS - NE LHIN SENIORS' RESIDENTIAL/HOUSING OPTIONS – con't

- 6 Seniors have difficulties finding out of what is out there – awareness needs to be provided
- 7 Role of prevention – long before they become senior citizen would help the need to reduce the long term

In regards to the challenges in recruitment for nursing specifically, this may be due to these workers often being woman and no work for their significant other is available; this can be a great and significant barrier. The recruitment and retention of this work force is a challenge, we may need incentives from the government to help relieve some of the situation as another issue may be the pay level.

BUSINESS ARISING FROM THE MEETING OF FRIDAY, OCTOBER 31, 2008

No business arising

REPORT FROM THE CHAIR**Mathilde Gravelle Bazinet (Nipissing Planning Area)**

Board Chair's Activities in addition to routine Administrative duties; the following activities and visits were carried out on behalf of the Board:

November 17 & 18	Several teleconferences re: ALC Crisis at Hôpital régional de Sudbury Regional Hospital (HRSRH)
November 19	Meeting with HRSRH Board Chair, CEO and Chief of Staff along with Gisèle Guénard, Brenda Roseborough and Rémy Beaudoin and Terry Tilleczek Governance Forum in Sudbury with 24 sites connected and approximately 200 participants.
November 20	Chairs' Meeting in Toronto. Focused on the Effectiveness Review of the LHINs and completed an evaluation of the Chairs' meetings.
November 21	Interview with Le Voyageur; ALC situation in Sudbury Meeting with Chair of West Nipissing Hospital Interview with the Manitoulin Exposition
November 24	Meeting with Sr. Bonnie MacLellan
November 25	Presentation to the Canadian Club; LHINs and Aging @ Home
November 26	Interview – Cogeco TV Presentation to the Sudbury City Council. Also present were Gisèle Guénard, Brenda Roseborough and Terry Tilleczek
November 27	Board Development Session and Board Related Meetings
November 28	Board of Directors Meeting
November 28 and 29	Board of Directors Retreat

Board Members' Activities**Gisèle Guénard (Sudbury/Manitoulin Planning Area)**

- Oct 27 Visit with Minister Caplan in North Bay
Board related meetings including Board Development, Governance and Audit
- Oct 31 Board of Directors Meeting via teleconference
- Nov Throughout the month there were numerous teleconferences and communications with stakeholder, political & private sector representatives, the ministry and NE LHIN staff in regards to ALC and HRSRH.
- Nov 3 & 4 OHA Health Achieve Conference: Sessions on Integration, Access to Care & Networking
- Nov 6 Annual General Meeting – Warm Hearts Palliative Care
- Nov 12 Meeting in Sault Ste Marie with SAH Board
- Nov 19 Meeting with HRSRH regarding the ALC crisis
Participated in the Governance Forum
- Nov 26 Meeting with City Council
- Nov 27 Board Development Session and Board Related Meetings
- Nov 28 Board of Directors Meeting
- Nov 28-29 Board of Directors Retreat

Peter Vaudry (Algoma Planning Area)

- Oct 27 Visit with Minister Caplan in North Bay
Board related meetings including Board Development, Governance and Audit
- Oct 28 visit to Hornepayne to meet with Chair & CEO of the hospital to discuss the NE LHIN Integration Strategy and the Governance role of Chairs and LHIN directors under the strategy
- Oct 31 Board of Directors Meeting via teleconference
- Nov 12 Meeting with SAH Chair and Board on the results of the Audit of the previous physical years' deficit
Met with Chair and CEO of Lady Dunn General Hospital and had the same discussions as with Blind River. Also met with the Mayor
- Nov 19 Participated in the Governance Forum
- Nov 24 Travelled to Elliot Lake to meet with the Chair and CEO of the hospital, similar to the meeting in Hornpayne of Oct 26
- Nov 27 Board Development Session and Board Related Meetings
- Nov 28 Board of Directors Meeting
- Nov 28-29 Board of Directors Retreat

Marc Dumont (Timiskaming Planning Area)

- Nov 19 Participated in the Governance Forum
- Nov 27 Board Development Session and Board Related Meetings
- Nov 28 Board of Directors Meeting
- Nov 28-29 Board of Directors Retreat

Brenda Roseborough (Sudbury/Manitoulin Planning Area)

- Nov Numerous teleconferences and emails
- Nov 6 Annual General Meeting – Warm Hearts Palliative Care
- Nov 12 Meeting with Rick Bartolucci
Attended the Regional Geriatric Centre
- Nov 19 Meeting with HRSRH regarding the ALC crisis
Participated in the Governance Forum

Board Members' Activities - continued

Nov 26 Meeting with individuals who are interested in building supportive housing
Meeting with city council
Nov 27 Board Development Session and Board Related Meetings
Nov 28 Board of Directors Meeting
Nov 28-29 Board of Directors Retreat

Dr. Donald Stemp (Nipissing Planning Area)

Nov 19 Governance Forum
Nov 21 HPAC meeting

Leah Welk (Parry Sound Planning Area)

Nov Dinner for Norman McKiver – retirement after 25 years
Nov 19 Participated in the Governance Forum
Nov 27 Board Development Session and Board Related Meetings
Nov 28 Board of Directors Meeting
Nov 28-29 Board of Directors Retreat

Randy Kapashesit (James Bay/Hudson Bay Planning Area)

November no activity reported

Johanne Labonté (Cochrane Planning Area)

Nov 19 Participated in the Governance Forum
Nov 27 Board Development Session and Board Related Meetings
Nov 28 Board of Directors Meeting
Nov 28-29 Board of Directors Retreat

Nurse Shortages

The Chair received correspondence in regards to a shortage of nurses in long term care. Both RN and RPN are in demand. One must note that the competition for these nurses is extreme; the long term care salary is problematic as the pay scales are different from one work site to another.

REPORT FROM THE CHIEF EXECUTIVE OFFICER AND SENIOR MANAGEMENT

Rémy Beaudoin, Chief Executive Officer

Martha Auchinleck, Senior Director, Performance, Contract and Allocation

Terry Tilleczek, Senior Director, Planning, Integration and Community Engagement

{Motion 2008-091}

Moved by Peter Vaudry, seconded by Brenda Roseborough that the CEO & Senior Management Report be approved as presented.

{Carried}

M-SAA- Multi-Sector Service Accountability Agreement

Martha Auchinleck highlighted key differences from the other agreement.

Of note, this accountability agreement addresses a period of 2 years with 4 sectors. Added this year is the requirement that the HSP must show they have the insurance coverage required for their service(s).

This motion is in principle and if core changes are required, the agreement would be brought back to this Board of Directors for further discussion and approval. The final version is expected January 2009.

{Motion 2008-092}

Moved by Johanne Labonté, seconded by Marc Dumont

- (i) THAT the Multi-Sector Service Accountability Agreement (M-SAA) Template Draft v.3.1, a copy of which will be attached to the minutes of this meeting, be approved; and*
- (ii) THAT the Chair and CEO of the NE LHIN be authorized to execute service accountability agreements with health service providers in the Community Care Access Centre, Community Health Centre, Community Support Service and Mental Health and Addiction sectors, using the final version of the Multi-Sector Service Accountability Agreement Template, provided that the final version does not differ substantially from the Draft v. 3.1 attached to the minutes of this meeting.*

{Carried}

URGENT ALC FUNDING

Two motions need to be introduced. The first concerns the monetary portion of the ALC crisis, the second is a 5 point plan to help resolve this crisis.

{Motion 2008-093}

Moved by Marc Dumont, seconded by Peter Vaudry;

Whereas:

The NE LHIN acknowledges that Alternate Level of Care (ALC) days within the NE LHIN is the highest in the province.

Whereas:

The Timmins and District Hospital has implemented an ALC strategy that provides ALC patients with appropriate service that allows the patient to remain/return home. This strategy has had an immediate impact on reducing ALC patient days within the hospital. The TDH has agreed to share the process and procedures that have made the "Wrap Around" strategy a success with Hôpital Régional de Sudbury Regional Hospital, North Bay General Hospital and Sault Area Hospital.

Whereas:

The NE LHIN has \$552,460 in Urgent/Priority Funding available for distribution in 2008/09.

Be It Resolved that:

The NE LHIN will allocate the remaining Urgent/Priority Funding of \$552,460 on a onetime basis to Sudbury Regional Hospital, North Bay General Hospital and Sault Area Hospital to implement the TDH "Wrap Around" program. The funds will be prorated based on the percentage of ALC days within each hospital.

{Carried}

{Motion 2008-099}

Moved by Leah Welk, seconded by Johanne Labonté

WHEREAS the North East LHIN has the highest rate of ALC patients of any LHIN across the province;

WHEREAS the NE LHIN has been implementing its ALC Action Plan since December 2007 which focuses on relieving ALC pressures through two main strategies: (1) building resource and system capacity and (2) making improvements in care delivery processes;

WHEREAS the level of ALC at Hôpital régional de Sudbury Regional Hospital has been compromising access to care for all residents of the NE LHIN;

BE IT RESOLVED

A To adopt the following five priorities for action to continue to reduce overall ALC pressures at Hôpital régional de Sudbury Regional Hospital and all NE LHIN hospital communities.

NE LHIN five priorities for action related to ALC pressures at Hôpital régional de Sudbury Regional Hospital and all hospital communities across the NE LHIN:

Priority 1: Beds and Housing Options

- 24 interim transitional beds at Hôpital régional de Sudbury Regional Hospital (November 20, 2008)
- Work with Ministry of Health and Long-Term Care (MOHLTC) on additional interim transitional beds across the NE LHIN, in keeping with re-aligned Aging at Home Strategy, Emergency Rooms = ALC
- Utilize the NE LHIN Seniors Residential Housing/Options report (November, 28, 2008) to plan for future ALC pressures given the NE LHIN's growing senior's population.

Priority 2: ALC Wrap Around Services

- Help to reduce the ratio of ALC patients in the hospital by increasing patient's access to home and community supports.
- Help with discharge of existing ALC patients more quickly and/or prevent a hospital admission by a potential ALC patient.
- Commitment to develop the program in two phases:
 1. Timmins and District Hospital has agreed to share learnings and successes of their implementation of wrap around with hospitals in Sudbury, Sault Ste. Marie, and North Bay;
 2. Learning and successes will be shared with remaining NE LHIN hospital communities experiencing high levels of ALC pressures.

Priority 3: Care Pathways (Integrated Care)

- Agreement from NE LHIN, NE CCAC and Sudbury hospital administration to work together to determine profiles of ALC clients, clustering profiles into client groups, and building integrated programs around each client group.
- Commitment to develop the program in three phases:
 1. In Greater Sudbury community;
 2. In large NE LHIN urban communities of: Sault Ste. Marie, North Bay and Timmins;
 3. In 21 remaining NE LHIN hospital communities.

URGENT ALC FUNDING- continued**Priority 4: Nurse Outreach Team**

- *The NE LHIN is awaiting confirmation from the MOLTC (by December 1) on allocation of Nurse Outreach Team in Sudbury to address patients coming into Emergency Department from Long-Term Care homes.*
- *Work with the MOLTC on allocation of additional teams across the North East.*

Priority 5: Aging at Home

- *Knowing that the provincial Aging at Home Strategy has shifted its emphasis to align with the province's key priority of improving access to emergency services and reducing emergency room wait times so that seniors are cared for in the most appropriate setting, the NE LHIN will continue to work closely with the Ministry of Health and Long-Term Care to ensure Aging at Home funding is adjusted to reflect the ALC pressures in North East hospitals.*

B *To report to the Board of Directors on a monthly basis, the effectiveness and progress made on each of the five priorities.*

{Carried}

LHIN LEGAL SERVICES BRANCH – 3 YEAR BUSINESS PLAN**{Motion 2008-094}**

Moved by Johanne Labonté, seconded by Leah Welk that

The LHIN Legal Services Branch 3 Year Business Plan be approved with the following options:

- *10.3.1 – General Agreement on the Use of Legal Services
Option 2
The LHINs will strive for effective and efficient use of the LSB as set out in 5.3 above. Staff will be encouraged to follow the rules, use templates and learn how to better protect their interests of both their LHINs and all the LHINs. The Deputy Director will participate in the performance evaluations of both the CEO and the Chair. Unresolved issues of inappropriate uses abuses of the LSB will be brought to the attention of the Management Committee for resolution.*
- *10.3.2 – Budget Surplus
Option 1
Any budget surplus is notified and then returned to the LHINs prior to year end.*
- *10.3.3 – Cost Sharing
Option 2
Where the outcome of litigation affects all LHINs equally, the cost of that litigation should be borne by all the LHINs. Examples of this type of litigation would be the judicial review applications against Central East and the human rights complaint in respect of services funding against Toronto Central*
- *10.3.4 – Cost recovery
Option 2
Each LHIN will incur its own costs for any litigation to which it is subject. Invoices will be approved by the LSB and paid by the LSSO on behalf of the LHIN. The LSSO will recoup payment from the LHIN in Question*

{Carried}

INTEGRATION FUNDING OPTIONS

The three options in the Board package are there to stimulate ideas and discussions in the community and within the Board. Stakeholders have the opportunity to discuss these options as it is on our web site.

Integration projects will give each HSP the possibility to access money for their integration projects.

{Motion 2008-098}

Moved by Marc Dumont, seconded by Peter Vaudry

Whereas, the Board of Directors of the NE LHIN received the Integration Strategy in September, 2008, and in keeping with the Strategy, an incentive program is needed to simulate integration activities within and between health service providers;

Whereas integration activities within the NE LHIN needs to move forward to help alleviate ALC pressures across the North East;

Whereas criteria for selecting integration proposals that are in line with NE LHIN priorities, including ALC, need to be developed by January, 2009;

Whereas the principle of equity and fairness needs to be respected when exploring integration funding options;

Be it resolved that

- *the deadline for the submission of potential health service provider integration activities to the NE LHIN is extended to January 31, 2009; and*
- *the NE LHIN Board of Directors will make a decision on how to fund integration incentives at its January, 2009 meeting; and*
- *the NE LHIN Board of Directors will consider criteria for selecting integration proposals at its January 2009 meeting.*

{Carried}

COMMITTEE REPORTING**Audit Committee**

Peter Vaudry (Algoma Planning Area)

Audit Committee Chair Peter Vaudry provided a report of the Audit Committee Meeting held on Thursday, November 27, 2008 including the Budget Summary Report

{Motion 2008-095}

Moved by Gisèle Guénard, seconded by Johanne Labonté that the Budget Summary Report be approved as presented.

{Carried}

COMMITTEE REPORTING – con't

Governance / Nomination Committee

Gisèle Guénard (Sudbury/Manitoulin Planning Area)

Nothing to report

NEW BUSINESS

No new business

QUESTIONS

Question period from the public was opened.

NEXT BOARD MEETING

Tuesday, December 16, 2008, Teleconference

Refer to our website for updates: www.nelhin.on.ca

MOVE INTO CLOSED SESSION

{Motion 2008-096}

Moved by Johanne Labonté, seconded by Marc Dumont that that the Board of Directors 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

Public security

Security of the LHIN and its directors

Personal health information

Prejudice to legal proceedings

Safety

Personnel matters

Labour relations

Matters subject to solicitor client privilege

Matters prescribed by regulation

Deliberations on whether to move into a closed session

Be it further resolved that the following persons be permitted to attend the Closed Session:

Martha Auchinleck, Senior Director, Performance, Contract and Allocation

Rémy Beaudoin, Chief Executive Officer

Lise Boucher, Executive Assistant/Recording Secretary

Cynthia Stables, Senior Corporate Advisor via teleconference

Terry Tilleczek, Senior Director, Planning, Integration and Community Engagement

{Carried}

ADJOURNMENT

{Motion 2008-097}

Moved by Gisèle Guénard and Seconded by Peter Vaudry

That the Chair adjourns the regular Board of Directors meeting of Friday November 28, 2008 at 12:00.

{Carried}

Mathilde Gravelle Bazinet
Chair