

FINAL
Board of Directors
Minutes of the Open Meeting held
January 23, 2020
4:30 – 6:42 p.m.
West Park Healthcare Centre
Board Room

Present:

| | |
|-----------------------------|---------------|
| C. Rate (Chair) | J. Leon |
| S. Armstrong | M. LeClair |
| T. Brown | A-M. Malek |
| J. Cloud | K. Marshall |
| K. Cook | D. Patterson |
| J. DeBlock (teleconference) | E. Squissato |
| Dr. B. Dhillon (Deputy COS) | Dr. R. Varadi |
| W. Law | |

Regrets:

J. Burwood
D. Keddy
S. Jaglal
C. Shushelski
G. Steinsky

Internal Guests:

Dr. C. Boulias
A. Dean
J. Cole
S. Ditty
J. Walker
C. Wong

Recorder:

Sandra Tomas

Call to Order and Chair's Remarks

The meeting was called to order at 4:30pm. Members were asked to declare any conflicts of interest. None were declared.

1.0 CEO Report

The Centre staff and recorder were excused.

The CEO provided a summary of current issues impacting operations and centre strategy.

2.0 Spasticity Management Program

The Centre staff and recorder returned to the meeting.

The Chair introduced Dr. Chris Boulias to the Board. Dr. Boulias established the Spasticity Management Service with Dr. Ismail in 2003; it was noted that the program is the largest of its kind in the country. Dr. Boulias commented on the continued growth of the program over the last few years, citing 1558 referrals in 2018/19.

Dr. Boulias provided an overview of the program; its history at the Centre, patient populations being served, and the various assessment/and treatment options provided. It was noted that the spasticity clinic receives a number of referrals from peer organizations across the GTA, in addition to the operation of a satellite office in Sudbury that services a pediatric patient population.

Additionally, Dr. Boulias highlighted the significance of spasticity rehabilitation as a pillar of the Centre's Academic Plan which includes both research and clinical teaching. Dr. Boulias acknowledged the contributions of C. Phadke, research scientist, in facilitating the progression of the spasticity research program resulting in a number of peer-reviewed publications, and international conferences. It was noted that funding for the scientist position will run out this coming year.

Members of the Board were invited to ask questions. A question was raised about opportunities to further expand the referral base of the clinic. It was noted that the spasticity program has a significant potential for growth in the new hospital facility as access to clinic space expands.

The Chair thanked Dr. Boulias for his presentation.

3.0 Motion to Approve Consent Agenda

The Chair referenced the pre-circulated material for further information.

Motion:

It was moved, seconded and carried:

“That the Consent Agenda be approved as presented.”

4.0 Approval of Minutes of the Open meeting held on November 28, 2019

Motion:

It was moved, seconded and carried:

“That the Minutes of the Open meeting held on November 28, 2019 be approved as presented.”

“That the Redacted Minutes of the Open meeting held on November 28, 2019 be approved as presented.”

5.0 Foundation Report

J. Cole reported that all revenue lines are at or above the budgeted level. \$1.2M has been confirmed in new cash and pledges. Gift giving will close ahead of goal at \$4.2M. The campaign cash and pledge is at 110% of it's goal at \$1.8M from \$1.3M. The new Foundation website will launch at the end of February.

In reference to the precirculated material, J. Cole briefly reviewed the six objectives, highlighting the following:

- Securing one transformational gift
- Focusing on leadership gift pledges
- Adding new campaign prospects

J. Cole announced that a planned giving event will be taking place on February 6 at St. George's Golf & Country Club. All Board members are welcome to attend.

The holiday appeal surpassed it's goal at \$48k. A thoughtful note of support was written by donors and included on the patient trays.

The Tournament of Stars will be taking place at the end of March. Twenty-two (22) teams are confirmed, up from sixteen(16) the previous year. EllisDon has also confirmed their sponsorship of the event for the next five(5) years. The Board was invited to attend the tournament and draft party taking place at Exhibition place. J.Cole noted that the Foundation is actively working on establishing cash sponsors and developing partnerships.

T. Brown mentioned a digital platform called Benevity, which large corporations utilize to engage their staff in charitable giving. J. Cole agreed to further explore.

The Board was encouraged to include social medial posts from the Centre in their social media activities, as a way of building brand awareness.

The Chair thanked J. Cole for her presentation.

6.0 Update: Ontario Health Teams (OHTs)

In reference to the precirculated meeting materials, J. Walker provided an update regarding the progression of the OHT work in which the Centre is involved. It was noted that the 4 approved OHTs are continuing their work and moving forward on implementation of their work plan regarding their identified year one clinical population.

K. Marshall and D. Patterson were invited to share their thoughts about a recent OHT session attended. D. Patterson reported that peer hospital organizations are experiencing similar challenges as the work continues to unfold. It was noted that many organizations are grappling with uncertainties around the impact of a collaborative model of service delivery on hospital fundraising efforts as organizations become more interconnected.

K. Marshall also commented on the increasing complexities of the current healthcare system. T. Brown mentioned an upcoming ICD session focused on the topic of reputational risk of third-party collaborations which may be of benefit for board members and the Centre.

7.0 Update: Home and Community Care Agency Status

J. Walker reported the three phases of the Agency status:

1. Co-location – scheduled for January 27;
2. Establishing the employment relationship;
3. Receiving contracts with service provider organizations.

J. Walker confirmed the staff are employees of the TC-LHIN and will remain so until the employment relationship and contract have been formally established. In the long term, the TC-LHIN staff will become employees of the Centre, with a flow through of corresponding funding to the Centre. In reference to an inquiry from the Chair, J. Walker highlighted that the process fits into the long-term ventilation strategy, with the goal of providing community care.

8.0 Green Health Care Award

A.M. Malek acknowledged S. Ditty, D. Zdybal and K. Rainford for advancing the Centre's environmental stewardship. A.M. Malek also highlighted that in this board year, climate change and sustainable health systems will be addressed as part of board education. The Chair commended the team for achieving such an award, given the challenges associated with maintaining the infrastructure of an aging building; a noteworthy and significant accomplishment.

9.0 Update: Campus Development

S. Ditty provided an update on the various campus development activities. The 100% construction development submission was provided by EDIH.

S. Ditty reported that the new main entrance is open. The former entrance is permanently closed, and the canopy is being dismantled. The employee parking lot has been divided temporarily, until a new north/south road is established, due for completion within the next six to eight weeks. A tunnel is currently under construction to connect the LTC building to the new hospital.

A Big Dig celebration will be taking place on February 19, and Board members are invited to attend at 11am. Several local politicians have been invited to attend. Mock ups of the patient rooms are expected to be completed in April in the basement of the LTC and Gage building.

In reference to the Non Hospital Development, S. Ditty reported that AMICO is still awaiting an approval from CMHC. The Toronto Commandery Hospice administrative office will relocate to the Gage Building until they can occupy their final location to the Non Hospital Development.

10.0 Financial and Performance Report: November 30, 2019

In reference to the precirculated material, C. Wong reported on the year to date surplus and positive variance to budget . She noted that all performance indicators have met the target or the standard.

C. Wong commented on the December 31, 2019 results. She noted that the cumulative surplus was largely the same as the November results, approximately \$200K greater. She commented on the strong current ratio and total margin.

11.0 Approval of the 2020-21 Budget Submission

Since the November Board meeting, there have been no updates regarding the budget submission although the TC LHIN has requested that hospitals submit key planning assumptions. Further to the board approval of a 2 Step Budget Strategy, she highlighted the Centre's plan to balance, should a global funding adjustment not be provided, April 1st. She further highlighted the methodology and approach in developing the H-SAA performance indicators.

Discussion ensued regarding potential funding announcements and other budget predictions. A.-M. Malek also commented on the vacancy assumption built into the budget.

Motion:

It was moved, seconded and carried:

“That the Board of Directors approve the 2020/2021 Budget and HAPS and CAPS for Submission for as presented.”

12.0 Approval of 2020-21 Capital Plan

C. Wong noted that new equipment (excluding not in contract) is funded by depreciation or government grants received. She noted that budgeted equipment is required for safety purposes and to mitigate risk. All equipment purchased commencing in 2020/2021 will be brought to the new building and removed from the NIC – Not in Contract equipment list. IM/IT capital aligns to the 5-year strategy.

Motion:

It was moved, seconded and carried:

“That the Board of Directors approves the 2020/2021 Capital Budget Allocation in the amount of [REDACTED] plus the Not in Contract Equipment Allocation of [REDACTED].”

13.0 L-SAA Declaration of Compliance

C. Wong reported that based upon the November 30, 2019 financial results and Extencicare's attestation, the 2019 Declaration of Compliance should be signed as to the best of our knowledge, the requirements have been met.

Motion:

It was moved, seconded and carried:

“That the Board of Directors authorize the CEO to sign the Long-Term Care Sector Accountability Agreement Schedule E-Form of Compliance Declaration.”

14.0 Contract – Humber River Hospital

In reference to the precirculated agenda memo, the previous agreement expired in March 2019. An extension was put in place while a new agreement was being negotiated. A competitive process is not required as it is a hospital to hospital agreement. The Board is required to approve the contract renewal as per the Delegation of Signing Authority policy, due to the value of the contract.

Motion:

It was moved, seconded and carried:

“That the Centre Board of Directors approve the award of the Diagnostic Imaging Agreement with Humber River Hospital for a contract value of [REDACTED] for the period of July 1, 2019 to June 30, 2024.”

15.0 Annual Accessibility Plan Report and Approval.

S. Ditty reported that D. Zdybal and A. Dowd are the co-chairs of the Accessibility Working Group (AWG). The group is focused on reviewing the accessibility of the new hospital, in collaboration with consultants and EllisDon. Non physical barriers such as communication, IT strategy, and CCC patient barriers are also being addressed. The Annual Accessibility Plan is updated on an annual basis.

Motion:

It was moved, seconded and carried:

“That the Centre Board of Directors approve the West Park 2018/19 ‘Accessibility Plan: Annual Progress Report’ following which the report will be made available to the public, as required by law, on the Centre’s website.”

16.0 Report of the Chair

The Chair reported that the nominations process is underway. He noted that C. Shushelski will step down in June 2020 having completed her maximum term. K.

Marshall reported that the Nominating Committee has been in discussion regarding priority areas of recruitment which include real estate development and construction management. Discussion also ensued about the need to recruit a more diverse group of applicants such as visible minorities.

K. Marshall encouraged the board members to reach out to their networks for potential interest. The Chair also commented on the need for legal background and expertise in light of C. Shushelski's mandatory retirement this year, and W. Law's mandatory retirement the following year.

The Chair reminded the board members to consider their committee preferences for the following Board year. It was noted that directors will be polled during the month of February.

In reference to the precirculated meeting material, the Chair reminded the board members to complete the Code of Conduct declaration – an annual requirement of the Centre.

17.0 Governance Policies

The Chair reported that, in accordance with the Centre's 3-year review cycle, the Executive Committee reviewed the policies in the precirculated material at its December meeting. The Health System Integration policy underwent a substantial review in light of the changing healthcare environment and recent introduction of new legislation. S. Armstrong acknowledged A. Dean for maintaining good governance practices.

Motion:

It was moved, seconded and carried:

“That the Board approve the policies pertaining to Board Delegation of Authority and Management Reporting; Board Evaluation and Governance Review; Non-Director Board Members; Ethics Policy; Conflict of Interest; Health System Integration; Strategic Planning; Proactive Disclosure of Records; Board Confidentiality; Corporate Communication and Political Activities”

18.0 Meeting Evaluation

The meeting evaluation for the November 28, 2019 meeting was included in the Board material for the Board's perusal.

The Chair noted a comment made regarding the JREB presentation and reiterated the importance of the JREB presentation vis-à-vis the board's oversight function of research. S. Armstrong added that many healthcare centres are unaware of their ethical framework, and commented on the value add for the Centre Board.

In reference to the presentation provided by Dr. Boulias, A.M. Malek commented on the limited access to funding for the spasticity research scientist. It was noted that funding for the Spasticity Scientist will be depleted this year. The Centre continues to explore alternative options, however there is currently no capacity to continue the investment at

this time. A question was raised about funding support through the Foundation. J. Cole added that the Foundation is focused on the capital campaign, making it challenging to support hospital programs.

19.0 Public Relation Log

The Public Relation Log was provided in the Board material for reference.

20.0 Termination and next meeting

It was confirmed that the next Board Meeting will take place on March 26, 2020.

There being no further business, it was moved, seconded and carried:

“That the Open Meeting be terminated at 6:42 p.m.”

The next meeting will take place on March 26, 2020 at 4:30 pm

Chair Signature _____

Date: _____