

**Minutes of the Meeting of the Board of Directors of the 14 Local Health Integration Networks,
operating as
Home and Community Care Support Services (HCCSS) - March 15, 2023**

A meeting of the HCCSS Board of Directors (Board) was held on
March 15, 2023, beginning at 1:00 pm.

PRESENT:

Voting Members:	Joe Parker, Board Chair Glenna Raymond, Vice-Chair Carol Annett, Member Anne Campbell, Member Stephan Plourde, Member Kate Fyfe, Member Shanti Gidwani, Member Michael Dibden, Member Eugene Cawthray, Member
Regrets:	John Beardwood, Member
Staff in Attendance:	Cynthia Martineau, Chief Executive Officer Barbara Bell, Chief Quality, Safety and Risk Officer Lisa Burden, Chief Patient Services Officer Lisa Tweedy, Chief Human Resources Officer Karin Dschankilic, Chief Corporate Services Officer and CFO Marla Krakower, Chief Transformation, Strategy and Engagement Officer Sabrina Grando, Deputy Director (A), Agencies Legal Erica Jeffery, Corporate & Board Relations Manager and Executive Assistant to the CEO
Guests:	Cindy Ward, Janet Wright, Robert Delvecchio, Giuliano Celebre, Wanda Parrott, Kerby Audet, Mary Gratten Gielen, Sarah Vertlieb, Trish Nelson, Heidi Maanselka, Martina Rozsa, Cathy Kelly, Tini Le, Daryl Nancekivell, Nancy Saxton, Beverley Kelly, Clare McCabe, Michelle Nurse

A. Convening the Meeting

A.1. Call to Order

A quorum was present and the meeting was called to order at 1:30pm.

A.2 Land Acknowledgement

The Board Chair shared a land acknowledgment.

A.3 Approval of the Agenda of March 15, 2023

It was moved by Joe Parker / Stephan Plourde

That the agenda of March 15, 2023 be adopted, as presented.

This motion was put to a vote and

CARRIED.

A.4 Conflict of Interest

None declared.

B. Patient Story

This month, instead of a patient story, the CEO highlighted a new corporate video that features the voices and faces of HCCSS staff. The video focuses on the work of HCCSS and the value that HCCSS brings to the health care system including patients and system partners.

The Board acknowledged the efforts of the team and in particular the team of “Why I joined, Why it Matters, and Why I stayed” as well as featuring various roles of HCCSS staff.

Staff confirmed that the videos will be launched internally with staff soon and externally on social media later this month. There was a brief discussion regarding metrics and the potential to track the uptake and success of these videos. Staff will be able to track the number of views on the website, but from broader perspective, further analysis would be required to assess broader impacts.

C. Equity Moment

The Board Chair shared a brief anecdote regarding an interaction with a physician regarding knowledge about the broader health care system, including Ontario Health Teams. The reflection was on the need to raise awareness about the availability of home care and the role of HCCSS.

D. Consent Agenda

D.1 Approval of Consent Agenda

The Board requested that Item D.6 “Organizational Design Update” be pulled for discussion. The inclusion of “Solicitor Client Privilege” on the document “D.14 An Overview of Provincial Accountability for HCCSS including the Ministry-LHIN Accountability Agreement” required the document to be moved to the closed session of the Board. The Board waived privilege, recognizing this was an educational document with no legal advice, and information within the document being found in the public domain.

The Board acknowledged the efforts of staff related to Items D.4 “People Strategy Update” and D.5 “People Strategy Refresh” in the development and collection of performance data and understand that the data to support the work was shared as part of the HR Dashboard.

Action: Staff to update the Board meeting attendance report.

It was moved by Joe Parker / Kate Fyfe

That the Consent Agenda of March 15, 2023 be adopted, as amended.

This motion was put to a vote and

CARRIED.

E. Reports from Committees

E.1 Finance, Audit and Information Committee

The Committee Chair provided a brief update regarding the financial statements through the end of December 31, 2022. Overall, there is a \$141M surplus, with \$131M surplus in the home care envelope and a \$10M surplus in administration. The year-end forecast is an \$87M surplus in the home care envelope and \$4M in administration. The Committee discussed what is driving the surplus, in particular capacity challenges of HCCSS Service Provider Organizations (SPOs). At that time of the report, there were two HCCSS geographies in a deficit position, however a reallocation request was submitted to the Ministry of Health (MOH) and has been approved. Staff confirmed they have been doing everything possible to maximize funding. This has been challenging due to limited HHR capacity.

Staff advised of efforts to purchase equipment and Personal Protective Equipment. In addition, staff shared an update regarding the purchase of iPads and internet cards for patients and caregivers to help expand virtual care programs in remote and rural settings, beginning with palliative populations.

Shanti Gidwani joined the meeting at 1:58pm.

E.2 Patient Services, Quality and Risk Committee

The Committee Chair provided an overview of the discussions related to the development of the 2023/24 Annual Business Plan (ABP). The Committee acknowledged the updated narrative document including the addition of metrics and the patient examples. There was a discussion regarding the types and levels of metrics, noting the level of granularity in the narrative is appropriate for public consumption. There will be further granularity in the metrics shared with the Board through the quarterly Strategic Initiative reports to the Board. The Board indicated support for ongoing transparency and sharing numbers, recognizing the organization is on a path towards continual improvement. It was noted that the MOH had provided feedback on the initial draft which was incorporated into this final version for review and approval by the Board.

The Board suggested for a future iteration of the ABP that staff consider including an actual patient story in the ABP and also include content related to what success would look like.

It was moved by Anne Campbell / Stephan Plourde

The Board of Directors of the 14 LHINs approve the 2023-2024 Annual Business Plan and authorize the Board Chair to sign the Government Priorities Attestation Letter and submit to the Ministry of Health, as recommended by the Patient Services, Quality and Risk Committee.

This motion was put to a vote and

CARRIED.

There was a brief discussion about what decisions can be delegated to Committees and to the CEO to decrease the volume of materials requiring Board approvals.

Action: Bring forward discussion regarding approvals by Committees to the next Governance Committee Meeting.

E.3 Governance Committee

Board Individual Evaluation

The Committee Chair provided an update regarding peer-to-peer evaluation and the approach to Board evaluation. The Committee suggests retaining a third party vendor to support the development and facilitation of peer-to-peer, Board overall and Committee evaluations. This would entail individual Board member interviews with a goal of being as efficient as possible out of respect for Board member's time.

The Board discussed and was supportive of the inclusion of the CEO and senior staff who support Committees in the evaluation cycle.

Reviewing/Confirming Board/Committee Membership

The Committee Chair signalled the initiation of the annual review of Committee composition as well as validating the Board's Skills Matrix. The Committee Chair will reach out to Board members to confirm interest in Committee membership for the upcoming year.

Action: Committee Chair to follow up with Board members regarding Committee membership and skills matrix validation.

Board Committee meeting schedule

The Governance Committee briefly discussed Board and Committee meeting frequency and there were no recommendations for adjustment and the Board had no further feedback.

Board protocols and practices

The Committee Chair shared the goal of working to make meetings as effective and efficient as possible, given the hybrid format. There is ongoing work to refine technology to continue to improve meetings. It was recognized that in person meetings are optimal.

E.4 Human Resources, Diversity, Equity and Communications Committee

The Committee Chair provided highlights regarding a Communications and Engagement Overview that was shared at Committee. Of note were the goals and objectives as well as the provision of key messages for the Board, should they be necessary. The Committee reflected upon the language used in the presentation and felt the focus should be placed on "home care" versus HCCSS as an organization. There is awareness of the need to balance an organization in transition, while also recognizing the need to continue recruit and retain staff to care for patients. Opportunities for Board members to be engaged and involved in various initiatives, including the upcoming caregiver recognition event were shared.

While the Board recognizes that the Board Chair and the CEO are the official spokespeople for the organization, there was discussion regarding key messages for the Board and the comfort of Board members to answer questions when in a community engagement setting. The Board felt it appropriate to

redirect questions or comments to the CEO to respond. Staff is also prepared to provide key messages for Board members for specific scenarios and meetings, as necessary.

There was a discussion regarding the positioning of HCCSS in social media. There is awareness that there are agencies in the health care sector that advocate for home care through social media, but given HCCSS is a Crown Agency, there is a different relationship with government. There was broader recognition of the educational opportunity to help inform about HCCSS services – our job is to connect with patients and caregivers in the community.

There was also some discussion about whether Board members should be included as part of the organization's Communication Strategy. It was acknowledged that if done well, it can be effective, particularly for targeted events where some specific key messages could be shared in advance. The Board reflected upon the role of spokesperson versus ambassador and acknowledged the recent efforts of Stephan Plourde who, as an ambassador, helped incorporate an introduction in French to the People Strategy video.

F. New Business

F.1 CEO Report

The CEO's report was pre-circulated in the meeting package. The CEO highlighted two areas of the report for Board awareness. The organization has continued to promote work related to Equity Inclusion Diversity and Anti-Racism (EIDAR), including an informative black history month guest speaker and the recruitment of Manager of EIDAR for HCCSS.

HCCSS recently shifted the approach to engaging with Service Provider Organizations (SPOs). Leveraging the experience from the Annual Business Planning engagement session from last Fall, a new table has been launched that includes SPOs from across the province and is now more inclusive of all SPOs rather than a select few.

The Board also inquired about Health Human Resources (HHR) capacity and what Ontario Health and the Province are doing in this realm. The CEO confirmed the recent MOH announcement regarding *Your Health: A Plan for Connected and Convenient Care*, and the intention to focus on educational innovations, funding and enrollment for colleges and universities. The CEO also advised of an upcoming meeting with Dr. Karima Velji, Ontario's Chief of Nursing and Professional Practice and Assistant Deputy Minister, where part of the discussion will focus on preceptorship in the community setting.

H. Closed Session

It was moved by Joe Parker/ Carol Annett

That the Board of Directors to the 14 LHINs move to a closed session to discuss a matters of legal, personnel and public interest at 2:44pm.

This motion was put to a vote and

CARRIED.

I. Adjournment

After moving back to open session at 5:10pm, it was moved by Joe Parker / Stephan Plourde

That the meeting be adjourned.

This motion was put to a vote and

CARRIED.

There being no further items, the HCCSS Board Meeting adjourned at 5:11pm.

Original signed by

May 17, 2023

Joe Parker, Board Chair

Date

Original signed by

May 17, 2023

Cynthia Martineau, Corporate Secretary

Date