

**Board of Directors' Meeting  
Minutes**

**Wednesday April 29, 2009 1:00 – 2:30 pm**  
**South West LHIN Office, 201 Queens Avenue, Suite 700, London**

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**Present:** Norm Gamble, Chair  
Janet McEwen, Vice Chair  
Kerry Blaggrave, Secretary  
Murray Bryant, Director  
Barrie Evans, Director  
Anne Lake, Director  
Linda Stevenson, Director  
Ferne Woolcott, Director

**Regrets:** John Van Bastelaar, Director

**Staff:** Michael Barrett, CEO  
Kelly Gillis, Senior Director, Planning, Integration & Community Engagement  
Mark Brintnell, Acting Senior Director, Performance Contract and Allocation  
Sue Davey, Corporate Coordinator

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**1.0 Call to Order – Welcome and Introductions**

The Chair called the meeting to order at 1:00 p.m. There was quorum and two staff and two members of the public were in attendance.

**2.0 Declaration of a Conflict of Interest**

There was no conflict of interest declared.

**3.0 Approval of Agenda**

The following item was added to the agenda:

- 6.2 – Staff and Board Member Updates

MOVED BY: Anne Lake

SECONDED BY: Murray Bryant

THAT the agenda for today's meeting be approved as amended.

**CARRIED**

#### **4.0 Approval of Minutes**

##### **4.1 March 25, 2009 – Board of Directors**

The minutes were reviewed and the following changes were made:

- Agenda Item 2.0 – Change paragraph to read “Declarations of conflict of interest were made by Board Members with regards to Agenda Item 6.3 and members left the room when these items were brought to the floor for discussion.”
- Page 7 - Fourth line from the bottom – change “there” to “their”.

MOVED BY: Janet McEwen

SECONDED: Kerry Blagrave

THAT the minutes of the Board of Director’s meeting held March 25, 2009 be approved as amended.

CARRIED

##### **4.2 April 8, 2009 – Committee of the Whole**

The minutes were reviewed and the following changes were made:

- Agenda Item 5.3 – Second paragraph, last sentence – “...there is an incentive that they may receive.”
- Agenda Item 5.3 – Third paragraph, second sentence – “...has been on the development of a comprehensive...”
- Agenda Item 5.4 – Last sentence – “...this plan be shared with Dr. Hudson....”

MOVED BY: Linda Stevenson

SECONDED BY: Ferne Woolcott

THAT the minutes of the Committee of the Whole meeting held on April 8, 2009 be approved as amended.

CARRIED

##### **4.3 April 2 & 3, 2009 – Board Retreat Task Force Summary Report**

The report completed by our facilitator, Jim Whaley, was brought forward for comments and/or discussion. Linda Stevenson was pleased with this report and she thanked Norm Gamble, Janet McEwen and staff for their assistance in pulling this event together. Appreciation was extended to the board and staff for their participation at the Retreat and Board members agreed that the report is well done. It was noted that there is considerable follow-up for staff to monitor and move forward with the recommendations outlined.

MOVED BY: Linda Stevenson  
SECONDED BY: Kerry Blagrove

THAT the report of the Retreat Task Force be approved and the Task Force disbanded at this time.

CARRIED

At approximately 1:30 p.m., one more guest arrived.

## 5.0 Business Arising

### 5.1 Mental Health & Addiction Issues

An information update regarding Mental Health and Addictions was distributed at the last meeting and is being brought forward for further discussion. Kelly Gillis thanked Patricia Dwyer for pulling this report together.

There was discussion and Patricia provided clarification:

- With regards to Regional Mental Health Care Planning for Non Bedded Services, many partners working together refers to Schedule 1 partners, London Health Sciences Centre and community agencies. The partners are meeting and working with other LHINs (Erie St. Clair and Waterloo Wellington LHINs) to bring them to the table as well.
- The MOHLTC has developed new Dual Diagnosis (DD) Guidelines. The Networks for Specialized Care and the LHINs have been tasked with dissemination of the guidelines. The framework has been circulated to all of the Mental Health and Addiction (MH & A) agencies in the South West LHIN. There is a work plan being developed separately for Erie St. Clair and Hamilton Niagara Haldimand Brant because timelines could not be agreed on. Patricia will be meeting with staff at the MH & A tables to discuss the framework. This framework is not new and the SW LHIN has been implementing and using this guideline for our providers, so it is only a matter of updating the guidelines.
- Network Tables – Grey Bruce, Oxford, Elgin, London and Middlesex.
- Children and Youth Mental Health Beds – Oxford and Elgin were not mentioned however the issues are specific to the Grey-Bruce and Huron-Perth areas. With regards to mental health beds for youth, Deb Matthews, Minister of Children & Youth Services was recently at a meeting in Stratford about this issue and also talked about this at our recent engagement session with our MPPs. Stratford has requested two beds for Huron Perth to be funded and the funding was denied. There are a number of ministries involved and thus moving forward is difficult, while the situation and need for these beds is getting worse. These children are not

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getting access to beds in London whereas youth from Oxford and Elgin do. Minister Matthews indicated that she is willing to work with us in trying to move this forward. It was noted that the MPPs talked about surpluses in our system as potential sources of funding and the fact that it is our responsibility to establish system needs and provide appropriate resources, but where to shift the money from is obviously not clear.

- With regards to the Minister's Advisory Group on Mental Health and Addictions, Patricia is sitting on the early identification and early intervention task group and they have tight timelines of about 8 week's duration.

Linda Stevenson was looking for further information to share with her local MPP about the agreement with St. Joseph's Health Care, London and the transfer back (Tier 2 and Tier 3 Divestment). It is important that we let the process unfold further to move forward and figure out how it fits into the accountability agreement in the future. There is a lot of work to be done yet and further information will be provided in a future report. There is a methodology, which includes funding, for accommodating the beds at each centre and all partners have agreed to this. This was agreed to in February 2008 and is moving forward under the assumption agreed to in the planning stage. A question was raised about this being an operational issue and whether it is the role of Board members to share this information. Linda explained that she wants to ensure that the information is complete for her to understand it, especially if it is going to be posted to our website.

Michael shared that he has received good feedback from our health service providers about the work that Patricia is doing with regards to Mental Health and Addictions and the progress we are making. There are many issues that have been around for years and she is now sitting at the table with groups to help resolve these issues.

Patricia was thanked for the work she is doing in the area of Mental Health and Addictions, for her thorough report and the clarification she provided.

MOVED BY: Kerry Blagrove  
SECONDED BY: Murray Bryant

THAT the South West LHIN Board of Directors receives the Mental Health & Addition Issues report as presented.

CARRIED

## 6.1 CEO Goals

Michael Barrett distributed his CEO Goals to the Board today. This document was revised following feedback at the Board Retreat and the engagement of Kelly Gillis and Mark Brintnell. Norm Gamble noted that this is the first time that the Board has entertained such a document at a public session and he commended Michael for his efforts in developing this and bringing it forward.

Michael provided highlights of his written report. He shared the personal attributes identified and outlined the key competencies. The second page included his goals for 2009/10, along with the objectives and measures for success. Michael reviewed and discussed each goal, providing clarification and further information for each. With regards to professional development, he noted the importance of learning outside the organization and the value of bringing this information back to the organization to improve the work at the LHIN.

Board members provided feedback to Michael and he will make some minor changes. Suggestions shared included:

- Working with a consultant for the identification and development of measurables related to his attributes.
- Ensuring that physicians are included in the definition of health service partners.
- Mentorship (formal and informal) outside of the LHIN for staff and the CEO.
- Importance of retaining a highly effective and skilled workforce as part of being an employer of choice.

The Board commended Michael for his efforts in putting this together and the action items identified, which are concise and understandable. They are pleased with the transparency of this process. It was noted that Michael will work with Kelly, Mark and the rest of the staff because they play an important role in the process of achieving his goals and objectives, but he is ultimately accountable for ensuring they are met.

Michael reported that next steps are to share his performance objectives with staff and engage them in the process. If there are any fundamental changes, he will bring it back to the board for their review. As well, in order to promote transparency with our health service providers, he will be posting this document on our website.

MOVED BY: Ferne Woolcott  
SECONDED BY: Janet McEwen

THAT the South West LHIN Board of Directors approve the CEO's performance objectives and request that LHIN staff and health service providers be engaged on the content and direction of the document.

CARRIED

## **6.2 Staff and Board Member Updates**

Mark Brintnell provided an update regarding the outstanding Hospital Service Accountability Agreements (H-SAA) and the external review processes.

Woodstock General Hospital - The external review process is completed and their Hospital Annual Planning Submission (HAPS) has been submitted to the LHIN. This has been reviewed and signed off by staff. Their H-SAA has been populated and issued to them and will be brought back to the Board for consideration. A meeting was held with them regarding their recovery plan and they are progressing well, with a few modifications made to it. They have brought in a consultant to assist them with improving efficiencies. Updates will continue to be brought to the Board.

Grey Bruce Health Services – They are wrapping up their external review. Mark Brintnell, Michael Barrett, Norm Gamble and Kerry Blaggrave met recently with their senior team, board members and the external reviewer to review and discuss the draft external review report. This will be discussed at our next meeting.

Strathroy Middlesex General Hospital – The External Review is complete and has been received by both the LHIN board and hospital board. Since that time, the hospital has reassessed the closure of the Obstetrical Program and has made the decision not to move forward on this recommendation. They have identified an alternative of consolidating three floors into two floors and achieving savings based on a different staffing model. They estimate that this plan will bring them to a balanced budget and we will continue to monitor and work with them to put together their HAPS.

There was discussion and Janet McEwen was concerned that the consolidation suggested bed closures and that this is being done with the savings going back into their base budget. She suggested that the Board needs to be firm in their decision around allowing hospitals to close beds and keeping the funding that flows with this, as has been done previously. Linda Stevenson raised the question about whether or not we have information that the consolidation in Strathroy is a reduction in service that may negatively impact the community. Mark stated that we have not received the final document from them but will review it upon receipt.

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Mark suggested that the Board review the experiences with all three of the external review processes. He shared that a small group involving Chief Executive Officers, Chief Financial Officers and Vice Presidents from the hospitals in the LHIN are reviewing the process as well, and what we might want to change going forward.

Kelly Gillis reported that Debbie Lee will be leaving the Planning, Integration and Community Engagement (PICE) team of the LHIN and her last day is tomorrow. She will be sadly missed and is taking some time off before pursuing other opportunities. An email will be shared with the Board about staffing updates for this team.

Kelly reminded the Board about the “Managing Change, Transforming Health Care” webcast that is being held tomorrow at 9:30 a.m. This will provide an update about the Blueprint Project, how it will link to the IHSP, and how the Emergency Department Human Resources (EDHR) Study will update the Blueprint.

Kelly reported that there are two symposiums planned for June related to the Health System Blueprint and Integrated Health Service Plan and each of these sessions will be two days in length. This will involve a mix of plenary and breakout sessions. All of our transfer payment agencies have been invited and it is hoped that board members will be able to attend. Community engagement sessions are being planned for July and September and this information will be shared with the Board. Linda Stevenson posed the question about whether local or provincial associations have been invited and Kelly stated that we have not specifically invited associations but will take this into consideration.

Michael Barrett shared highlights from the last meeting with South West LHIN hospital and Community Care Access Centre Chief Executive Officers. These meetings are held every other month and provide an opportunity for hospital, CCAC and LHIN leadership to discuss issues of mutual importance. He noted that this group demonstrates the hospitals and CCAC working together.

Michael reported that he and Annabelle Mackey recently attended a Town Hall meeting in Seaforth that was organized by a group of concerned citizens to discuss healthcare in their community. There were about 300 people in attendance and presentations were made by the LHIN, the Seaforth Community Hospital Foundation, the Huron Perth Healthcare Alliance, and a number of other groups that play a role in healthcare in Seaforth. Michael credited the leadership of Mary Cardinal and Andrew Williams for presenting the need to look at change and for answering all of the difficult questions they were posed with.

Michael provided an update following an issue that appeared in the paper last week regarding LHIN boundaries. He noted that LHIN boundaries are not intended to restrict patient access and this has been clarified with the Ontario Medical Association.

Norm Gamble provided a Chair's update:

- Participated in a teleconference interview with the Ombudsman related to the investigation of the Hamilton Niagara Haldimand Brant LHIN and community engagement. This is a confidential matter.
- April 20<sup>th</sup> - Meeting held regarding the Grey Bruce Health Services (GBHS) external review. He noted the value of these board to board discussions.
- Norm and Kerry Blagrove have been invited to attend the next Grey Bruce Health Network meeting. The purpose of this meeting is to have a general discussion about cooperation and share the Blueprint Project with them.
- Invitation has been received to attend the Thames Valley Hospitals' meeting of the Chairs and Vice-Chairs in September.
- April 23<sup>rd</sup> – Meeting with Chief Randy Phillips of the Association of Iroquois and Allied Indians. Randy updated Norm on the challenges of the First Nations being heard at Queen's Park.
- April 23<sup>rd</sup> – Norm, Ferne Woolcott, Janet McEwen and Linda Stevenson attended the Aboriginal Health Day.
- There is a need for policy development on board education. Since there is no formal policy and there is money in the budget, board members that would like to attend should let Sue Davey know.
- Michael, along with some of our board members, have been meeting one-on-one with our MPPs and these meetings have been productive.
- April 27<sup>th</sup> – Michael, Norm, Sue and Jim Durham attended a South West LHIN MPP Engagement Session in Toronto which was well attended by our MPPs and their staff. The Health Minister dropped in. MPPs are critical of communications and we are working with them around coordinating announcements. Prior to this meeting, Norm and Michael had the opportunity to sit in on the Legislative Assembly discussions and it was noted that during this time, the Minister announced the establishment of a northern and rural health care panel.
- Meetings with local politicians are being planned.
- Tillsonburg District Memorial Hospital and Alexandra Hospital, Ingersoll have agreed to move forward with a shared CEO, Tom McHugh. Norm credited these two boards for keeping the LHIN informed, but making this decision on their own and moving forward.

Linda Stevenson extended thanks to staff involved in the organization of the Aboriginal Health Day. Kelly Gillis shared that Lisa Tabobondung continues to work diligently on

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a community profile and current state. Michael will share the Board’s appreciation with Lisa about the success of the day and how much they value her expertise in this area.

Norm distributed the revised calendar of Board meetings for the remainder of the year. This is geographically balanced with regards to North, Central and South locations and includes a potential meeting in an aboriginal community. A map will be shared at a future meeting to demonstrate locations we have met in the LHIN. There was discussion about summer meetings, quorum and whether any may be cancelled and this will be considered. Michael will work with staff to put together a list of educational sessions for future meetings.

**7.0 Date and Location of Next Meetings**

- Board Committee Meeting – May 13, 2009  
Lee Manor - 875 6<sup>th</sup> Street E., Owen Sound
- Board of Director’s Meeting – May 27, 2009  
South West LHIN Office - 201 Queens Avenue, Suite 700, London

**8.0 Adjournment**

MOVED BY: Kerry Blagrove to adjourn the meeting at 3:00 p.m.

CARRIED

**APPROVED:** \_\_\_\_\_

**NORM GAMBLE, CHAIR  
SOUTH WEST LHIN**

**Date:** \_\_\_\_\_

\_\_\_\_\_  
**KERRY BLAGRAVE, SECRETARY  
SOUTH WEST LHIN**

**Date:** \_\_\_\_\_