

**Board of Directors  
Minutes of the Open Meeting held  
Thursday, January 25, 2018  
4:32– 6:21 p.m.  
West Park Healthcare Centre  
Boardroom**

**Present:**

W. Law (Chair)	A.-M. Malek
Dr. N. Cullen	K. Marshall
Dr. B. Dhillon	C. Novick (via teleconference)
T. Brown	D. Patterson
S. Han (via teleconference)	C. Rate
C. Henley	M. Verrier
D. Keddy	C. Shushelski
J. Leon	
M. Garamszeghy	

**Internal Guests:**

**Regrets:**

S. Armstrong	J. Cole
D. Simunac	A. Dean
J. Freeman	S. Ditty
	J. Cooper
	D. Renzetti
	J. Walker
	C. Wong

**Invited**

**Guests:**

R-M. Edward  
S. Fitzpatrick, TC LHIN  
J. Jung, IHPME Student

**Call to Order and Chair's Remarks**

The meeting was called to order at 4:32 pm. Members were asked to declare any conflicts of interest. None was declared.

**1.0 Patient Story**

The Chair introduced R-M. Edward, a patient of the Centre who shared her story and perspectives on the quality of care and impact of the service on patients. The patient described a strong sense of community felt among patients and clinical team members at West Park, and made reference to the hospital grounds – specifically, the importance of preserving the green space in recognition of its therapeutic value, both physically and emotionally. The patient addressed questions from the Board.

The Chair offered his thanks on behalf of the Board, emphasizing the importance of the Board hearing directly from patients in view of the Centre's mission. The Chair made reference to a consistent theme across various patient stories which re-iterates the importance of preserving West Park's green space. The Chair commented on the Centre's commitment to do so.

## **2.0 Toronto Central LHIN: Strategic Priorities and Initiatives**

The Chair welcomed Susan Fitzpatrick, CEO, Toronto Central Local Health Integration Network (TCLHIN). The Chair commented on the critical role of the TC LHIN and the Centre's commitment to developing priorities within the LHIN framework.

S. Fitzpatrick spoke to the LHIN mandate which supports sub-regional planning and integrated service delivery – in alignment with the LHIN Accountability Framework. It was noted that the creation of sub-regions has allowed the system to focus on local health needs and local priorities. S. Fitzpatrick commented on the importance of creating a health system that operates as one team by focusing on improving access, navigation, coordination and communication. It was noted that the shift towards greater integration involves:

- Partnering and sharing accountability for meeting local needs (creating an integrated health service delivery network);
- Building shared capacity across health service providers;
- Setting standards for services, ensuring positive client/patient experience and outcomes;
- Harmonizing funding for services (equitable funding and strengthening accountability).

The TC LHIN is currently in the process of creating an updated 2018-2022 Strategic Plan. S. Fitzpatrick re-iterated the TC LHIN's commitment to creating a world class health care system that is responsive to the needs of the community, driven by best practices and innovation, and well positioned to provide excellent specialized programs and services across the province.

S. Fitzpatrick acknowledged that West Park is facing a deficit in 2018/19, the first in 15 years, and acknowledged the instabilities of the Rehab and CCC modules within the HBAM formula. It was noted that the Ministry and the TC LHIN are committed to working closely with the Centre to develop a mitigation strategy for the 2018-19 fiscal year. S. Fitzpatrick advised that the TC LHIN will continue to work to address the longer term implication of the methodology with the Ministry, as both parties recognize the existence of a larger issue that will need to be resolved.

In discussion with the Board, S. Fitzpatrick commented on the full breadth of integration activities, including the work being done at West Park. S. Fitzpatrick also provided a number of examples to showcase the increasing momentum of teamwork, partnership and collaboration taking place within the City and across the province. A brief discussion ensued on the introduction of the 'Local Collaborative Agreement' in relation to 'Hospital Service Accountability Agreements'. It was noted that the 'Local Collaborative Agreement' goes one step beyond the accountability agreement by encouraging organizations to build collaborative relationships with community partners, patients etc. in recognition of the fact that this a priority at the governance level.

The Chair thanked S. Fitzpatrick for her informative presentation.

Following the presentation, the Chair invited members of the Board to provide additional thoughts and feedback regarding the LHIN presentation. A brief discussion ensued on the Centre's vision for an Integrated Campus of Care and its alignment with the LHINs vision for system integration and improved access. It was noted that there is an opportunity to revisit a discussion with the LHIN regarding the establishment of a formal Community Hub at West Park.

Members of the Board expressed interest in the data related to the West Toronto Sub-Region and West Toronto Sub-Region Neighbourhoods, in order to better understand local care needs and the diversity of those care needs. A-M. Malek advised that this data is shared among providers through collaborative meetings involving stakeholders across the various sub-regions. LHIN representatives frequently participate in the planning of integrative projects and activities – such as the work underway in West Toronto to develop an integrated pathway for COPD. A-M. Malek advised that AMICO has also been involved in some of this discussion, through joint meetings between the LHIN, AMICO and West Park.

### **3.0 Consent Agenda**

**Motion:**

It was moved, seconded and carried:

**“That the Consent Agenda be approved (pending a request to correct the attendance list for the January 11, 2018 meeting minutes of the CDC).”**

### **4.0 Approval of Minutes of the Open meeting held on November 23, 2017**

**Motion:**

It was moved, seconded and carried:

**“That the Minutes of the Open meeting held on November 23, 2017 be approved pending a request to correct the year associated with item 9.0.**

## 5.0 Foundation Report

J. Cole provided an update regarding the Tournament of Stars. It was noted that a number of organizations have joined the event in support of West Park - J. Cole expressed sincere appreciation towards the campaign cabinet, Centre Board members and Foundation Board members who have been quite involved in the Foundations fundraising efforts. J. Cole also commented on the continued support of West Park's medical staff – five of whom will participate on this year's team.

J. Cole announced the recruitment of a new Vice President, Development, Jackie Cooper who joined the Foundation on January 15, 2018.

## 6.0 MDS Indicator: Use of Antipsychotic Medication

J. Walker and Dr. N. Cullen provided an update regarding Antipsychotic Medication Use at West Park in follow up to a discussion at the last Board meeting regarding Quality Indicators (QI). It was noted that both the Centre and the Long-Term Care Centre (LTCC) have higher than provincial average performance on the QI - Antipsychotic use without psychosis diagnosis. Dr. N. Cullen advised that a review to assess the accuracy of the data was conducted. In Complex Continuing Care this review revealed coding errors, causing the number of patients triggering the indicator to be overstated in Q1, 2017/18. The Q1 and Q2 data was corrected and resubmitted. Dr. Cullen commented on both the Centre and LTCC commitment to ensure on-going data accuracy and performance improvement. As a result, a number of strategies have been implemented, such as:

- Review of data by the clinical pharmacist for confirmation of antipsychotic drug use and appropriate use.
- Review of patients taking antipsychotics as part of the clinical team data auditing process and quarterly medication reviews to confirm appropriate use of antipsychotics. The Medical Director will follow up with physicians on a monthly basis to discuss residents on antipsychotics.

In addition to the aforementioned strategies, the Chief of Staff of the Centre and the Medical Director of the LTCC, have developed an education plan in relation to best practice in the use of antipsychotic medications for the medical staff.

## 7.0 Campus Development: Project Schedule

Referencing the pre-circulated schedule, S. Ditty commented on an extension to the deadline for RFP submission granted by Infrastructure Ontario (IO) in early January. As a result, notification of the Preferred Proponent, Commercial Close and Financial Close will take place during the months of June and August, 2018 respectively. Pending further analysis of the implications of these changes on the timing of key Board decisions, some adjustments may be required to the Board schedule during the affected period.

## 8.0 Financial Statement for period ending December 31, 2017

Referencing the pre-circulated materials, C. Wong noted that the Centre is reporting a consolidated surplus of \$2,469K for the nine months ended December 31, 2017 which is favourable to budget by \$1,585K.

## 9.0 2018/19 Budget: Hospital Accountability Planning Submission (HAPS)

The 2018/2019 Hospital Accountability Planning Submission (HAPS) and annual budget were recommended by the Corporate Committee for board approval. Referencing the pre-circulated materials, C. Wong commented on the anticipated HBAM efficiency reduction of \$2.339 Million. At the direction of the TC LHIN, the Centre has submitted a budget that assumes 100% mitigation of the HBAM efficiency reduction. Should mitigation fall short of this amount, the Centre may be required and asked to resubmit the 2018-2019 HAPS to the TCLHIN. The current budget including full mitigation supports the annual allocation of \$335K to the Long Term Care Centre building refurbishment and \$275K to the Local Share Plan.

A brief discussion ensued on the instability of the funding formula on the sector, the key reasons: sector size, changes in size of the provincial share and volatility of the cost coefficients (no recognition for specialized care in Rehab); and the mitigation strategy. A.M-Malek advised that the Centre has been in discussion with the TC LHIN and has been instructed to refrain from implementing a recovery plan until there is a MOHLTC decision on funding mitigation. A-M. Malek assured the Board that the Senior Leadership Team is working on the identification of balancing strategies. AM Malek acknowledged J. Walker's efforts with the Ministry and the LHIN, regarding a number of technical issues within the current HBAM Funding Formula.

An update and balancing strategies will be presented to the Corporate Committee at its March meeting.

### **Motion:**

**“That the 2018/19 HAPS and annual budget be approved subject to further information becoming available that would require a budget revision.”**

## 10.0 Report of the Chair

The Chair commented on the Centre's commitment to good governance. As such, the Board evaluation process will focus on Peer Evaluations this year. The Chair advised that the evaluation process will commence next week and be completed by March 9, 2018. Upon completion, the Board Chair will meet with each member of the Board to discuss. New Directors (less than 1 year on the Board) are exempt from peer evaluations.

On the advisement of the Nominations Committee, led by Vice-Chair, Charlie Rate, it was noted that three (3) vacancies have been confirmed for the upcoming Board year. The Chair reminded members of the Board that suggestions regarding potential candidates are welcome. Additionally, members of the Board will be polled for committee preferences for

the upcoming 2018-19 Board year. The Chair advised that Terms of Reference for the various board committees can be accessed on the board portal.

The Chair commented on the Code of Conduct Declaration form, reviewed and signed annually by members of the Centre Board.

### 11.0 Meeting Evaluation

The Chair commented on the importance of meeting evaluations in terms of process improvement. Feedback received by way of the November meeting evaluation reiterated the value of opportunities to engage with patients and frontline staff.

During the November Board meeting, an inquiry regarding the Centre's cyber security was made. The Chair noted that a presentation on cyber security was provided to the Corporate Committee in December 2016 and can be accessed through the board portal.

The Chair commented on the tremendous amount of progress in the last year with respect to the West Park Brand and Earned Media. Members of the Board were encouraged to review a summary of the Centre's 2017 headlines, through the *2017 Earned Media Year in Review* – available on the board portal.

The Chair made reference to a recent site visit from a group of Norwegian Delegates. The Centre showcased a number of innovative projects. A-M. Malek thanked J. Walker and her team in leading the coordination efforts required to support the visit – which was very well received by the Delegates. It was noted that a number of West Park's partners in technology and innovation attended the site visit an effort to highlight current initiatives and those planned for the future.

### 12.0 For Information Only

A number of items were referenced for information only.

### 13.0 Termination and next meeting

Prior to terminating the open meeting, The Chair commented on Jay Cooper's retirement. The Chair extended a heartfelt thank you and expressed appreciation for Jay's valuable contributions to the Centre.

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

**“That the Open Meeting be terminated at 6:21 p.m.”**

**The next meeting will take place on Thursday, March 22, 2018 at 4:30-7:30 p.m.**

Chair Signature \_\_\_\_\_

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