



## PEEL SENIOR LINK Special Committee Meeting Agenda



**Date:** August 21, 2019  
**Time:** 5:00 p.m. to 7:00 p.m.  
**Place:** Community Door Boardroom 1  
 Please join my meeting from your computer, tablet or smartphone.  
<https://www.gotomeet.me/Peelseniorlink>  
 Canada: +1 (647) 497-9373 Access Code: 540-894-245

**Contact:** Derek Rodrigues Email: [derekjrodrigues@gmail.com](mailto:derekjrodrigues@gmail.com)

Item	Topic	Attached File Y/N	Decision- Making	Oversight	Information/ Discussion/ Education
	OPEN SESSION				
1.0	<b>Call to Order-Chair</b> <ul style="list-style-type: none"> <li>• Approval of Agenda</li> <li>• Declaration of Conflict of Interest</li> </ul>	X	X	X X	
2.0	<b>Approval of Proposed Agenda</b> <ul style="list-style-type: none"> <li>• Additions noted</li> </ul>	X	X	X	
3.0	<b>Minutes</b> 3.1 Special Committee Meeting Minutes April 15, 2019	X	X		
4.0	<b>Chair's Remarks</b>				
5.0	<b>CEO Update</b>				
6.0	<b>Special Committee Priorities</b> <ul style="list-style-type: none"> <li>6.1 Board Meeting Package Review</li> <li>6.2 Board Orientation</li> <li>6.3 Mission Vision Values Final Draft</li> <li>6.4 Strategic Pillars/Imperatives Board Feedback</li> <li>6.5 Strategic Plan Refresh, October 22, 2019, Session Process</li> </ul>	X X X X X			X X X X X
7.0	<b>Other Business</b>				
8.0	<b>Termination</b>				

**DRAFT MINUTES**  
**PEEL SENIOR LINK**  
**SPECIAL COMMITTEE MEETING**  
 April 15, 2019  
 4:30pm  
 Community Door Boardroom #2

- |                      |   |  |              |
|----------------------|---|--|--------------|
| <b>PRESENT:</b>      | Derek Rodrigues, Chair<br>Janice Tuffnail | David Kviring – by phone<br>Cathy Chernysh | Wayne Howard |
| <b>ALSO PRESENT:</b> | Raymond Applebaum, CEO                    | Sarah Patterson-Snell, EA                  |              |

**OPEN SESSION**

**1.0 Call to Order**

The Chair called the meeting to order at 4:30pm.

Derek Rodrigues acted as Chair and Sarah Patterson-Snell acted as Recording Secretary of the meeting. With the Directors representing quorum, the Chair declared the meeting duly constituted for the transaction of business.

***New Board Member Orientation***

The members agreed that the current orientation program for new Board members will be reviewed. This project will be led by the Governance Committee. Elements that will receive particular attention include:

- Board reporting – new members will receive specific orientation on the reports that management prepares for each set of meetings
- Buddy system – pairing of a veteran Board member with a new Board member throughout the first year
- Orientation documents on the website will be re-organized for ease of access
- Orientation session will be developed where external resources present to new Board members, with support from current Board members. A presentation on the day-to-day management of the agency, overview of the existing external environment, etc. will be provided by management during this session.

***Meeting Materials***

The members discussed changes to the packages of meeting materials that would help focus preparation for meetings. The following changes will be implemented for the upcoming set of meetings:

- An Executive Summary will be included at the beginning of the package. It will include all action items that will be addressed at the meeting.
- Briefing notes will be attached to all matters requiring Board approval.
- All documents within the package will be identified by the corresponding Agenda Item #.

**Approval of Agenda**

A qualifying statement will be added to Item 6.0 Special Committee Priorities to specify that the documents listed will be reviewed by the committee.

**MOTION made by Wayne Howard, seconded by Cathy Chernysh to accept the agenda, as amended, CARRIED All in Favour.**

**Declarations of Conflict of Interest – None.**

**2.0 Approval of Proposed Agenda**

Approved under Item 1.0

### 3.0 Minutes

As this is the first meeting of this committee, there are no previous minutes to review.

### 4.0 Chair's Remarks

The Chair provided an update on the management of Wellfort, a community health centre in Brampton.

### 5.0 CEO Update

The CEO provided the following update:

- Town Hall Sessions – all sites are complete. The summary report will be provided to FCCAP and Q&CE Committee at their upcoming meetings.
- Letters Patent of Continuity – filed on March 28, 2019.
- M-SAAs with both LHINs have been submitted. MH LHIN has signed off and CWLHIN sign off is expected to be complete this week.
- Premier's Council on Improving Health Care and Ending Hallway Medicine – the CEO participated in a Regional Engagement Session on April 8, 2019.
- Negotiations were completed on April 12, 2019 with Trillium Health Partners (THP) to partner with three members of the Leadership Team of Metamorphosis (Peel Senior Link, Heart House Hospice, and Peel Addiction Assessment & Referral Centre) to develop the Mississauga Ontario Health Team (OHT).
- PSL has been identified as a partner with William Osler in the development of the OHT for Brampton. The first planning meeting is planned for later this week.
- Ray, Swapnil, and Cathy developed a package for the Special Committee including a draft business plan for 2019-2020, revised Board Performance Scorecard and Definitions template, and summary Terms of Reference comparative for review.
- The CEO attended the City of Mississauga's Town Hall on the Future of Regional Government. A motion was passed in principle to separate from Peel Region.
- Meetings are underway with several local MPPs. The topics include comments on the Ontario Budget and Bill 74, as well as an education session on PSL and a site tour, where applicable.
- Board officers, CEO and COO will be attending a joint meeting with Habitat for Humanity. Scheduling for this meeting is in progress for early June.
- Metamorphosis Network session will be scheduled for Board members and senior staff in early May.
- The Grand Parade fundraising event on June 1, 2019 – on track with fundraising, team captain and volunteer recruitment, special guests invited, and media release in progress.
- Reviewed and provided input on OCSA draft Common Funding Level papers and Ontario Budget.

### 6.0 Special Committee Priorities

The committee reviewed the following documents:

#### Committees Terms of Reference Summary

Highlights of the committee's discussion of the Terms of Reference Summary include:

- Each Board policy will be led by one committee. A second committee will be canvassed for input, as appropriate.
- In order to balance committee workloads, the creation of a fourth committee was discussed. The direction of the business will determine the focus of that committee, for example, a greater focus on stakeholder relations given the changing landscape of Ontario Health.
- Not all documents are required to be shared with the Board, for example, Grants and Proposals under the FARM committee. In this case, the FARM committee completes its due diligence in review of this document. The FARM committee Chair's Report to the Board then includes a statement that it was addressed under financial reporting. The specific reports are not included. This will assist in condensing

the volume of material being presented to the Board. Should a Board member be interested in reviewing the complete document, it is available on the Board website within the FARM committee section.

- All motions will include a Briefing Note. The note includes three main questions for Board members to consider when they are reviewing the matter.
- Chair's Reports at the Board meeting will be condensed to include only motions for Board approval. The report that is included in the Board package may include other matters of specific importance that were debated and reviewed by the committee but that do not require a motion.
- Each committee will provide a status report against its work plan at the end of the Board year. This report will include all items reviewed at the committee level, specific accomplishments of the committee, matters that were not addressed and the rationale for same. The work plan for the upcoming year will be drafted in conjunction with the status report.

### Working Documents

- **Board Scorecard Q3**

Highlights of the committee's discussion of the Board Scorecard include:

- The Enterprise Risk Management document will continue to be included in the Board and Committee meeting materials
- Briefing notes will include a mitigation plan which will be reviewed at the Board meeting
- The Scorecard is a measure of the CEO's performance. It will be aligned with the Business Plan.
- The Scorecard will be simplified. This will include manually entering the data into a Word document. Consideration will be given to font size and colour (black is preferred.) The colour coding of the existing document will remain. Quarterly "hooks" will be added. Connect the Business Plan and the Scorecard. Each item will be measurable. The first three columns (c, bp, ceo) of the proposed document will be hidden as well as the column marked data source. All definitions will be reviewed and presented to each committee for discussion at the upcoming meetings.

- Business Plan 2019-2020 (Proposed)

Highlights of the committee's discussion of the proposed Business Plan include:

- The word "measure" will be removed from all columns
- All committees will receive this document, as well as the revised Board Scorecard for review at the upcoming meetings
- The current version of the Business Plan is more operational than the Board would like; therefore, it will be streamlined

- Business Plan Tracking Q3

Discussion of this document was incorporated in the previous items.

### Strategic Plan

- Current Strategic Plan 2016-2020

Highlights of the committee's discussion of the current Strategic Plan include:

- A strategic planning retreat will be planned for early Fall 2019. A status report against the current plan will be prepared for the Board's review in advance. Each goal will be assessed to determine how realistic it was and whether it was achieved. Invitations will be issued to members of Metamorphosis as well as Trillium Health Partners. Existing Strategic Plans for the LHINs as well as Trillium Health Partners will be reviewed for alignment. Appropriate background material will be provided to ensure new Board members are properly prepared for this discussion.

- The format of the Strategic Plan will be approved by the Board prior to the retreat.
- The Vision and Mission will be revisited in June prior to the AGM. New Board member candidates will be invited to attend.

The committee reviewed the Next Steps as outlined on page 5 of the meeting materials and agreed that each one has been addressed during the discussion.

- Refresh Timeline for 2020-2025 Strategic Plan

Discussion of this matter was incorporated in the previous items.

### **Business Plan Timeline 2020-2021**

Highlights of the committee's discussion of the Business Plan timeline include:

- The Board has requested that the Business Plan for each fiscal year be approved prior to April 1<sup>st</sup>
- Year-end data, which is used for the measures in the Business Plan, is available following the close of the fiscal year
- The committee agreed that the Business Plan will be prepared for committee review and Board approval "contingent upon" preparation of the measures, following the end of each fiscal year

### **Board Policies Distribution by Committee**

Discussion of this matter was incorporated in the previous items.

### **7.0 Other Business**

There was no additional business.

### **8.0 Termination**

There being no other business, the meeting was adjourned at 6:15pm.

**Special Committee Meeting – April 15, 2019  
Action Item Log**

*Date of Next Meeting – August 21, 2019*

Please find below the status of actions arising from prior Special Committee Meeting. Action items that are completed are shaded in gray and will be deleted from the next report.

<b>Agenda Item</b>	<b>Action</b>	<b>Date Action Initiated</b>	<b>Lead</b>	<b>Comments</b>	<b>Deadline for Completion</b>
1.0	Share the minutes of the Special Committee meeting with all committees.	April 15, 2019	Ray	Minutes included in each committee agenda and meeting material package for May 2019.	Complete
6.0	Derek will share a Briefing Note template with management	April 15, 2019	Derek		Complete
6.0	Revise assumption #5 on page 4 of the meeting materials as follows: Establish PSL as the benchmark for reporting excellence.	April 15, 2019	Ray	Revision will be made once committee minutes are approved.	August 2019
6.0	Establish a Board Scorecard revised template for the committees to review at the upcoming meetings.	April 15, 2019	Ray	Revised Board Scorecard template included in each committee agenda and meeting material package for May 2019.	Complete
6.0	Issue Doodle Poll canvassing the Board member's preference of meeting start time for the Strategic Planning Retreat, i.e., 5 or 5:30pm as well as the date.	April 15, 2019	Sarah	Doodle poll issued May 15, 2019	Complete
6.0	Contact Accreditation Canada to request a preferred format for the Strategic Plan.	April 15, 2019	Ray	In preparation for Special Committee meeting in August to prepare for the Strategic Plan Refresh session in October.	August 2019
6.0	Prepare a proposal for the Strategic Planning Retreat for review by the Board Chair, Vice Chair and Committee Chairs.	April 15, 2019	Ray	In preparation for Special Committee meeting in August to prepare for the Strategic Plan Refresh session in October.	August 2019

PSL  
Special Committee  
August 21<sup>st</sup>, 2019

## **Background**

A special committee of the Board was formed (Chair, VP, Committee Chairs, CEO) with the primary scope of work focused on reviewing Board package meeting materials. The committees' direction was to integrate and streamline the size of the packages for improved preparation, accepting the detailed work of the committees in addressing their priorities set out in the Terms of Reference, and therefore, the Board focusing on the review and approval of committee recommendations. By reducing the time required for committee reporting, the Board would have greater time for generative discussions.

## **Special Committee Update**

The Board Chair stated the following goals at the June 26<sup>th</sup> Board meeting:

- To reduce duplication and create greater efficiency in Board reporting in order to facilitate more time on the Board agenda for generative discussions
- Involves a change in the review process by the Board with greater reliance on Board committees to conduct due diligence including document reviews, with only Board Chair reports and Briefing Notes with recommendations for Board approval as required

In preparation for the Special Committee meeting, the Board was asked to provide input on the four existing strategic pillars/imperatives.

Next Special Committee meeting will take place on August 21st to review Board, Staff, and FCCAP feedback on Mission/Vision/Values and develop Strategic Plan Board/Senior Management Team session scheduled for October 22<sup>nd</sup>.

The Chair stated he would like Board feedback on the Briefing Notes and the Committee Chair Report process, questioning if this is enough to work with. He asked the Board to keep in mind this is trial and error right now and the process will need adjustments.

### **Mission/Vision/Values**

The Chair stated the following:

Board session was held June 12th and the Mission/Vision/Values were revised accordingly per the document provided in the Board Meeting package. The revised version will be circulated to staff and FCCAP for their respective input. The final draft will be ready for the August 21<sup>st</sup> Special Committee meeting.

A round table discussion took place on the new format of the agenda package for the Board meetings. Concern was raised over not receiving documents that require approval. The Board Chair and CEO clarified that those documents were provided and the Board was directed to view them through the Committee sections on the Board website. Following more discussion on this issue, it was agreed to revisit the Board agenda package and new process at the next Special Committee meeting.

### **Staff Recommendation to address this concern:**

To continue to utilize the briefing notes for Board recommendations only and to hyperlink any relevant documents for Board review within the briefing notes for direct access.

### **Strategic Pillars/Imperatives Board Feedback**

- It was suggested that we should consider a fourth committee/special committee/workgroup to spread out Board governance oversight and address the emerging health system transformation process with the introduction of Ontario Health Teams.

### **Staff Recommendation:**

To establish a fourth board committee as a workgroup/special committee (time limited) to focus on health system transformation for government/stakeholder



relations. This group would provide a Board representative to be a contact point for the Brampton and Mississauga OHT's that staff are currently engaged with as partners. We suggest that this workgroup/special committee report to the Governance Committee to streamline overall reporting and align the work of the workgroup/special committee within the Governance committee, Terms of Reference.

### **Board Orientation**

As discussed at the initial Special Committee meeting, the current orientation program for new Board members will be reviewed. This project will be led by the Governance Committee. Elements to receive particular attention include:

- Board reporting – reports as prepared by management will receive specific orientation
- Buddy system – pairing a veteran member with a new board member
- Orientation documents on the website will be organized for ease of access
- Orientation session will be developed where external resources present, with support from current board members. A presentation on the day-to-day management of the agency, overview of the existing external environment, etc., will be provided by management during the session

### **Staff recommendation:**

That staff prepare a board orientation session, and revise the website content for ease of access to information. This documentation will be reviewed at the Governance committee on September 26<sup>th</sup>.

Options for timing of Board orientation session:

- Combine the board orientation session with the Board meeting scheduled for October 10<sup>th</sup>

- Hold the session on a separate day/time prior to the Board meeting scheduled for October 10th, and the Strategic refresh retreat scheduled for October 22<sup>nd</sup>

### **Strategic Plan Refresh Process (senior management prepare for Board review)**

Given the rapidly changing environment and unknowns:

- we have been aligned to LHIN Integrated Health Service Plans, and Strategic Plan priorities which are shifting to Ontario Health & Ontario Health Teams
- health system transformation process with emerging Ontario Health Teams
- Board feedback that the 2015 – 2020 strategic pillars do not require changes at this time

We propose that the Board hold a strategic plan retreat as a stop gap in October and focus on what we know and where we see PSL playing a key leadership role in the newly integrated health system in alignment with our refreshed Mission, Vision and, Values.

Key Actions:

- prepare a presentation highlighting the work achieved within each of the four strategic imperatives for the first 4-years of the 5-year plan, and identify gaps yet to be completed in year 5
- to prepare a summary of relevant background materials for Board review prior to the October 22<sup>nd</sup> retreat, including Ontario Health Teams governance and operational infrastructures, and the Leading Through Change – PSL Board and Senior Leadership Sessions held 2017 and 2018
- prepare an invite list of key stakeholders to be invited to the strategic plan refresh session including OHT leadership, service partners, client/caregiver representatives (FCCAP), key health and human service influencers, and local political representatives

- explore an opportunity to engage the Peel Leadership Centre as the retreat facilitator

Action Item Log – April 15<sup>th</sup>, 2019 meeting

All action items listed have been completed.



PSL –  
Mission,  
Vision, Values  
Review

Raymond Applebaum, CEO  
Swapnil Rege, COO  
Preparation for PSL Board:  
Mission, Vision and Values Review  
August 21, 2019

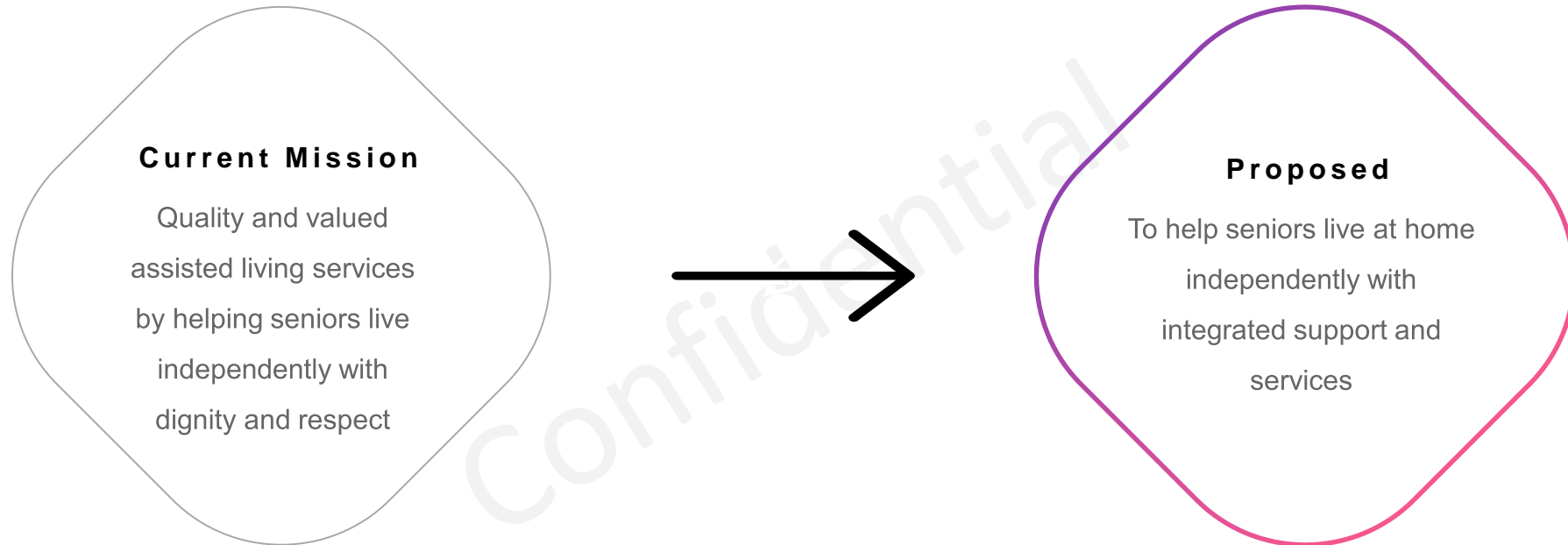
# Summary of comments

- Mission
  1. Do we need the word “home”
  2. Could we include the word “longer” to signify the importance of avoiding unnecessary LTD placements, hospitalizations
  3. Quality of Life and Safety – could those be incorporated
  4. Can we use the word “older adults” instead of seniors
  
- Vision
  1. Could we capture the word “innovation” in the vision
  2. Proposed using “Advancing care excellence....”
  3. Using the word community to indicating where care excellence is delivered
  
- Values
  1. Use of the word “communication” is missing
  2. Advanced learning instead of simply learning
  3. Openness and learning seem the same
  4. Put clients ahead of staff
  5. Incorporate “leadership” into values
  6. Openness – add communication, responsiveness (i.e. responding to the need of the community)

## General Comments (Staff)

- Proposed value comprehensive and cover everything
- We love it
- Values ring true for me
- Excellent updates and changes to reflect our current model of care
- Feedback is positive
- Proposed MVV is more precise, better fit into our current service model

# Proposed Change



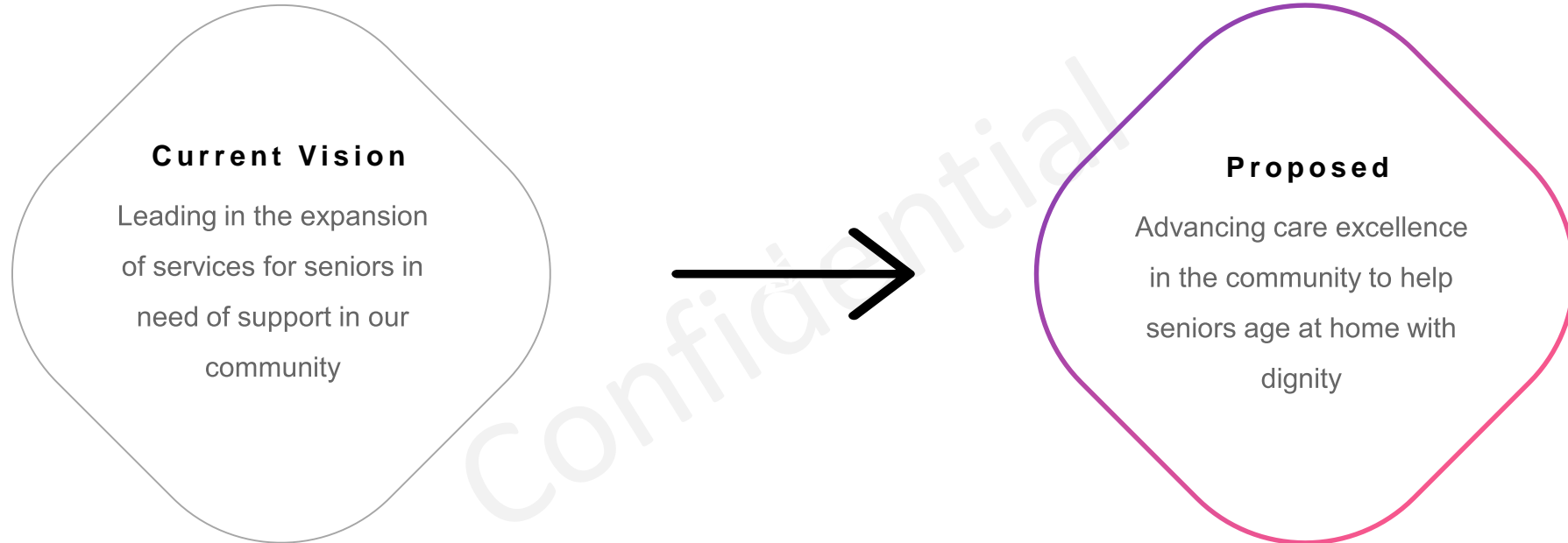
## Why Change?

Incorporation of the word “integration” to establish the value PSL plays in the healthcare system and in alignment with purpose of OHT formation

Broadening definition to include support and services including social/recreational programming, medication management program, foot care etc.



# Proposed Change



## Why Change?

We believe PSL provides more than just quality. We chose the word “Care Excellence” to incorporate quality, best practices, and “doing things differently/innovation”.

Our staff, clients and caregivers commonly refer to the fact that PSL truly does provide the capacity for independent living services with dignity. We want to continue to capture that essence.





# Proposed Values

Respect	Care Excellence	Gratitude	Openness	Continuous Learning	Stewardship	Fabric of the Community
<ul style="list-style-type: none"> <li>• At PSL, we show respect for our clients, families, caregivers, staff and stakeholders</li> <li>• We respect diversity and practice fair treatment of our clients, families, caregivers, staff and stakeholders</li> <li>• We promote and embrace our cultural and unique similarities and differences</li> </ul>	<ul style="list-style-type: none"> <li>• We value the right of all our clients to receive evidence-based, high-quality, safe, and consistent client-centered care</li> <li>• At PSL, we are constantly challenging the status quo to improve care for our clients, families and caregivers</li> <li>• At PSL, we advocate for our clients and their families</li> </ul>	<ul style="list-style-type: none"> <li>• We are grateful for our clients and for each other</li> <li>• We believe in an attitude of gratitude which is lived every day</li> <li>• We are grateful for what we have and being able to pay it forward to provide care excellence</li> </ul>	<ul style="list-style-type: none"> <li>• We encourage open communication from clients, families, caregivers, staff and stakeholders</li> <li>• We listen to our clients, families, caregivers, staff and stakeholders</li> <li>• We are responsive to the needs of our community</li> </ul>	<ul style="list-style-type: none"> <li>• We believe that to become a model of excellence, we must be constantly learning and developing</li> <li>• We believe that to become a leader in our field, we must be progressive in seeking out the latest knowledge and skills, and put those in practice.</li> </ul>	<ul style="list-style-type: none"> <li>• We share accountability for the well-being of our clients</li> <li>• We believe in responsible planning and management of our resources to deliver high quality care</li> </ul>	<ul style="list-style-type: none"> <li>• We do not solely deliver services in the community, we are part of the community we serve.</li> <li>• We believe that understanding the needs of our community is imperative to defining, developing and offering relevant services</li> </ul>