

DRAFT MINUTES
PEEL SENIOR LINK
SPECIAL COMMITTEE MEETING
August 21, 2019
5:00pm
Community Door Boardroom #1

PRESENT:	Derek Rodrigues, Chair Janice Tuffnail	Cathy Chernysh	Wayne Howard
ALSO PRESENT:	Raymond Applebaum, CEO	Swapnil Rege, COO	Carol-Ann Astolfo, EA
REGRETS:	David Kviring		

OPEN SESSION

1.0 CALL TO ORDER

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

The Chair called the meeting to order at 5:00pm.

- **Approval of Agenda**
See item 2.0 below.
- **Declarations of Conflict of Interest**
None.

2.0 APPROVAL OF PROPOSED AGENDA

The Chair confirmed there were no additions to the agenda. The following motion was then put forward:

MOTION:

On motion duly made by **Wayne Howard** and seconded by **Cathy Chernysh** it was **RESOLVED** that the Agenda for the August 21, 2019, Special Committee Meeting be approved.

UNANIMOUS

3.0 MINUTES

3.1 Special Committee Meeting Minutes April 15, 2019

A round table discussion took place and it was agreed that under item 6.0 – Committee Terms of Reference Summary – the last bullet point would be amended as follows: *“Each committee will provide a status report against its work plan at the end of the Board year **in June.**”*

The following motion was then put forward:

MOTION:

On motion duly made by **Wayne Howard** and seconded by **Janice Tuffnail**, it was **RESOLVED** that the Minutes of the April 15, 2019, Special Committee Meeting be approved as amended.

UNANIMOUS

4.0 CHAIR'S REMARKS

The Chair stated the importance of making decisions at this meeting. He specifically noted the need to focus on finalizing the Board Meeting Package, through coming up with a clear direction by agreeing on what those documents will look like. The Chair further noted the need to strategize for the Strategic Plan Refresh Session and be ready for October.

5.0 CEO UPDATE

The CEO's Special Committee Report was covered under items 6.1 – 6.5 below. Further to this report, the CEO provided an update, for the Special Committee, as follows:

1. PSL and the Metamorphosis Network serve as active partners in the development of, and signatory on the Mississauga and Brampton OHT Self-Assessment applications. It was noted the two applications were accepted by the MOH<C and are now invited to submit full OHT business cases by October 9th.

An education session is being sponsored by the Governance working group in Brampton on August 29th and three Board members have been registered to attend. Another session is being planned for September 10th and there is more Board member interest for this date as well. The Mississauga Interim Governance Committee developing the OHT is discussing a similar session in September. PSL has assigned staff and two of its FCCAP members to the Brampton and Mississauga working groups.

PSL will be asked to serve as a partner and signatory on the full business case applications prior to October 9th. The CEO is currently awaiting the MOH<C's response and clarity as to whether PSL can serve as a signatory on more than one OHT. PSL will need to provide the Board of Directors with an overview of these applications prior to signing off as a partner to ensure due diligence. The OHT's are both working towards having a draft completed by mid to late September for review.

The CEO recommended that staff provide a high-level briefing at the scheduled September Committee Meetings, and that a meeting take place with the Board of Directors, via teleconference or face-to-face, on October 3rd to finalize Board approval to serve as a signatory on one or both the OHT's depending on the MOH<C response. The Special Committee was in agreement with this direction.

2. Cities of Mississauga and Brampton, The Future of Regional Gov't – Special Advisors Report and Recommendations is delayed until the fall 2019 (there is no specific timeframe from the government). It does have implications for OHTs.
3. Metamorphosis Network session scheduled for Board members, senior staff, clients/caregivers in late October/November. The CEO recently attended a provincial discussion with reps from the 14 networks with OCSA as the facilitator to share experiences with OHT development, and prepare key messaging for the Community Support sector.
4. The MOH<C put out a call for proposals earlier this summer with a one-week turnaround, in partnership with Trillium Health Partners. The Transitional Care funding stream was created to address Alternate Level of Care pressures, and hallway health care. PSL also approached William Osler, but unfortunately, they had committed to partnerships with other providers.

Four proposals were submitted in partnership with THP, and the MOH<C requested that PSL collaborate with the MHLHIN – H&CC to explore a joint proposal. Through recent negotiations, PSL and H&CC resubmitted a joint proposal as co-applicants. The proposal was submitted by THP and we are awaiting a Ministry response.

6.0 SPECIAL COMMITTEE PRIORITIES

6.1 Board Meeting Package Review

Per the CEO's Special Committee Report the following recommendation was made:

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.

At this time, a round table discussion took place. The CEO then highlighted from his report how the Committee got here:

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.

Following more discussion, the Special Committee agreed to formalize the Board Meeting Package process as follows:

- To revert back to each Committee Chair providing a report in the Board Meeting Package, which will include committee recommendations to the Board for their approval.
- Hyperlinks will be incorporated for any documents related to committee recommendations.
- The format for the Committee Chair's Report will be a standardized template for all committees.
- The Committee Chair's Report will be prepared by the CEO and approved by the Committee Chairs prior to being included in the Board Meeting Package.
- The Briefing Note will only be utilized for items not emanating through the committee and on a case-by-case basis.

The Committee then discussed if there are any concerns from Committee Members, Committee Chairs will bring any issues back to the Special Committee for discussion. Further discussion took place on the importance of reading meeting material, ensuring each member is doing their own due diligence and coming to meetings fully prepared. The Chair noted he will review this with the Board through his 1:1 meetings to reiterate expectations and to verify that the individual work is being done.

6.2 Board Orientation

At the last meeting, it was agreed for the Governance Committee to review the current orientation program for new Board member's elements including Board report, Buddy system, Orientation documents on website, and Orientation session. Per the CEO's Special Committee Report the following recommendation was made:

Staff prepare a board orientation session and revise the website content for ease of access to information. This document will be reviewed at the Governance Committee meeting on September 26.

Options for timing of board orientation session

- *combine with Board meeting October 10*
- *hold session on separate day/time to the board meeting / strategic refresh retreat scheduled for Oct 22*

A round table discussion took place and it was determined that:

- the PSL website be addressed first,

- staff will work in collaboration with Governance Committee members on revisions to the website and will rename “*Board Orientation*” to “*Board Reference Material*”,
- a report will be made to the Governance Committee at its meeting on September 26th for their input on the updates and changes to the website,
- options for timing for Board Orientation Session: Combine with a Board Meeting or hold session on separate day/time to the Board Meeting/Strategic Refresh Retreat,
- the existing Orientation Presentation is to be updated and made current, following the updates / improvements to the website, and
- a follow-up discussion is to take place with the new Board members to determine what the real concerns are regarding the lack of Board orientation.

6.3 Mission Vision Values Final Draft

The COO noted, following the Board Session, held June 12, the MVV were revised and circulated to staff and the FCCAP for their respective input. The changes were highlighted to the Special Committee, per the MVV slide deck, and a round table discussion took place. Following a lengthy discussion, the Special Committee agreed to recommend the Mission Vision Values Final Draft to the Board of Directors, for their approval, at their next meeting, taking place October 10, 2019. It was then determined, pending Board approval, the final version be provided only as a point of information at the Strategic Plan Refresh Session, but that no further external input was required as PSL has done its due diligence through feedback sought from the FCCAP and all staff.

6.4 Strategic Pillars/Imperatives Board Feedback

It has been confirmed through Board feedback that the 2015-2020 strategic pillars do not require changes at this time. It was suggested that the committee 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.

Per the CEO’s Special Committee Report the following recommendation was made:

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.

Following some discussion, the Special Committee agreed that a recommendation be made to the Board of Directors, for approval at their next meeting, taking place October 10, 2019, to establish a Working Group/Sub Committee of the Governance Committee. A mandate will be developed through the Terms of Reference and be included in with the recommendation to the Board.

6.5 Strategic Plan Refresh, October 22, 2019, Session Process

Per the CEO’s Special Committee Report the following was highlighted:

Given the rapidly changing environment and unknowns, the CEO noted the following for the Special Committee:

- PSL has 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

It was proposed 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.

The following staff recommendations were made:

- *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 22nd 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*

A round table discussion took place. The CEO noted, he will draft an agenda and an invitation list of 8-10 external participants. Following more discussion, the Special Committee agreed with the staff recommendations for the process outlined for the Strategic Plan Refresh Session on October 22, 2019, as well a SWAT analysis will be included and the Board will meet after the Community Stakeholders portion of the session is completed.

7.0 Other Business

There was no additional business.

8.0 Termination

There being no other business, the meeting was adjourned at 6:40p.m.

**Special Committee Meeting – August 21, 2019
Action Item Log**

Date of Next Meeting – TBD

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.

Agenda Item	Action	Lead	Deadline for Completion
3.1	The Special Committee Meeting Minutes of April 15, 2019, are to be posted to the website as final once all Action Log items have been updated to completed and the amendment is made to include “in June”.	CA. Astolfo	As soon as possible.
5.0	With respect to the development of, and signatory on the Mississauga and Brampton OHT Self-Assessment applications, a high-level briefing is to take place at each of the scheduled September Committee Meetings in this regard.	CEO/COO/ September Committee Meeting Agendas	September 30
5.0	Contingent on the MOH<C response, an additional meeting is to take place with the Board of Directors, via teleconference or face-to-face, on October 3 rd , for the sole purpose of obtaining Board approval to serve as a signatory on one or both the OHT’s.	CEO/ CA. Astolfo	October 3
6.1	A standardized template is to be developed for Committee Chairs’ Reports for inclusion in the Board Meeting Package, which will include recommendations to the Board for approval utilizing hyperlinks for documents in this regard.	CEO/COO	October 10 / On going
6.1	Committee Chair’s Report will be prepared by the CEO and approved by the Committee Chairs.	CEO/Committee Chairs	October 10 / On going
6.1	The Briefing Note will only be utilized for items not emanating through committees or on a case-by-case basis.	CEO	October 10 / On going
6.1	Concerns expressed by Committee Members regarding Committee Chair Reports will be brought to the attention of the Special Committee.	Committee Chairs	October 10 / On going
6.1	To discuss the importance of reading meeting material, ensuring each member is doing their own due diligence and coming to meetings fully prepared.	Chair	Future 1:1 Meetings
6.2	Staff will work in collaboration with Governance Committee members on revisions to the website and will rename “Board Orientation” to “Board Reference Material”.	COO / CA. Astolfo	As soon as possible.
6.2	A report will be made to the Governance Committee at its meeting on September 26th for their input on the updates and changes to the website.	CEO / COO / Governance Committee Chair	September 26, 2019

6.2	The next Board Orientation Session will either be combined with a Board Meeting or held on a separate day/time to the Board Meeting/Strategic Refresh Retreat.	CEO / COO / Governance Committee Chair	October / November
6.2	The existing Orientation Presentation is to be updated and made current, following updates/improvements to the website.	CEO/COO/Governance Committee Chair	September / October
6.2	A follow-up discussion is to take place with new Board members to determine concerns regarding lack of Board orientation. This information is to be communicated with the Governance Committee Chair to assist with the revamping of the orientation process.	Chair / CEO	September
6.3	The Mission Vision Values Final Draft is to be recommended to the Board of Directors for approval at their October 10, 2019, meeting.	CEO/COO/Special Committee Chair Report Recommendation / October Board Meeting Agenda	October
6.4	A recommendation is to be made to the Board of Directors, for approval at their October 10, 2019, meeting, to establish a Working Group/Sub Committee of the Governance Committee, which will focus on health system transformation for government/stakeholder relations. A mandate is to be developed and included with the recommendation to the Board.	CEO/Special Committee Chair Report Recommendation / October Board Meeting Agenda	October
6.5	To 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, for the Strategic Plan Refresh Session, taking place October 22, 2019.	CEO/COO	October
6.5	To prepare a summary of relevant background materials for Board review, prior to the Strategic Plan Refresh Session, taking place October 22, 2019, including Ontario Health Teams governance and operational infrastructures, and the Leading Through Change – PSL Board and Senior Leadership Sessions held 2017 and 2018.	CEO/COO	October
6.5	Prepare an invite list of key stakeholders to be invited to the Strategic Plan Refresh, October 22, 2019, including OHT leadership, service partners, client/caregiver representatives (FCCAP), key health and human service influencers, and local political representatives.	CEO/COO	October
6.5	Explore an opportunity to engage the Peel Leadership Centre as the retreat facilitator, for the Strategic Plan Refresh Session, October 22, 2019.	CEO/COO	October