

WINDSOR ESSEX COMMUNITY HEALTH CENTRE (WECHC)
BOARD OF DIRECTORS MEETING MINUTES
Wednesday March 29th, 2017 from 5:30 – 8:00 pm
Teen Health Site – 1361 Ouellette Ave., Windsor
Teleconferencing is available upon request

Present: Elaine Clark (Treasurer), Angie Deneweth (Secretary), Robert Fetherston, Kathryn Hengl (President), William McClounie (Vice President), John Mowat, Toni Scislowski

Staff: Glenn Bartlett, Interim Executive Director, Patrick Brown, Director Corporate Services, J. Ellis, Director Clinical Practice, B. Kinnaird-Iler, Director Clinical Practice, L. Lauzon, Director Chronic Diseases, K. Webb,

Recorder: Lynn Thomson, Executive Assistant, Recorder

Quorum was achieved. Seven (7) of seven (7) members were present.

- K. Hengl called the meeting to order at 5:35 p.m. and asked members to identify any conflict of interests at this time. None were declared.
- There were no requests made to “unstar” any items therefore the ‘starred’ (*) items were deemed approved or received.

* **Approval of the March 29, 2017 Agenda as presented.**

* **Approval of the January 25, 2017 Board Meeting Minutes as circulated.**

1. President's Report: K. Hengl

- **Windsor/Essex Governance Advisory Committee Meeting:** Will take place on May 2, 2017 at Hospice and will be attended by Kathryn Hengl and William McClounie.
- **Potential New Board Member:** K. Hengl and G. Bartlett met with a potential Board Member from the Low Speaking Mennonite Community. Her expertise is having living and working knowledge of this population. This would be advantageous to further expand relations in this population.

Motion: A Motion was made to bring Tina Heinrichs onto the Board effective May 24, 2017.

Moved: J. Mowat **Seconded:** W. McClounie No Discussion Carried

Motion: A motion was made to receive the President's Report as presented.

Moved: G. Fetherston **Seconded:** E. Clark No Discussion Carried

2. AOHC Liaison: T. Scislowski

- No update

3. Executive Director's Report: G. Bartlett

This will be J. Ellis' last meeting as retirement effective March 31, 2017. Well wishes and thanks were extended to Judy for her dedication to the organization.

- **Bill 41 (formerly Bill 210) – Patient's First Act:** The memo from the LHIN was pre circulated in the agenda package. The six planning sub-regions have been determined as: Windsor, Tecumseh/Lakeshore, Amherstburg/Lasalle, Essex South Shore, Chatham City Centre/Rural Kent and Lambton. WECHC crosses into 3 of the sub-regions. The impact is not known at this time.
- **WECHC Q3 Executive Dashboard & Definitions:** Reviewed. No discussion.

- **WECHC Capital Project Stage 4.1 Update:** The letter from the Capital Branch was received today for approval to move onto Stage 4.2. The provincial and municipal regulations including a lease signed off with the City. This is still outstanding. The tender will be released with a close date of the end of April.
- **Strategic Plan:** The 2017-20 Strategic Plan was reviewed and discussed. There are now 9 priorities.
- **Quality Improvement Plan:** The 2017-2020 QIP was pre circulated with the agenda. Changes / revisions were reviewed. This is the roadmap going forward for the next 3 years. There will be quarterly updates.
- **MSAA Amending Agreement:** There were no changes in the previously submitted CAPS report. The amending agreement for April 1, 2017 – March 31, 2018 was pre-circulated in the agenda package. There are no changes from the current agreement.
- **AGM Site & Topic:** The suggestion was made to hold the AGM at the Leamington site with the topic to be Low German Speaking Community. This will provide the opportunity for the community to meet the Board Members and visit the Leamington site. An Outreach Worker at the Leamington site, who works with this population, will present at the AGM. The AGM will be held on Tuesday June 27, 2017 with the Board meeting from 5:00-6:00 pm and the AGM to follow from 6:00-7:30 pm.
- **Ontario Greenhouse Growers:** W. McClounie and G. Bartlett to meet with this group on April 6 to promote services in the Leamington area available for migrant workers in attempts to provide care to this underserved population.

Motion: A Motion was made to approve the April 1, 2017 - March 31, 2020 Strategic Plan.

Moved: W. McClounie **Seconded:** J. Mowat No Discussion Carried

Motion: A Motion was made to approve the 2017-18 Quality Improvement Plan Submission.

Moved: T. Scislowski **Seconded:** A. Deneweth No Discussion Carried

Motion: A Motion was made to ratify the actions of signing the MSAA agreement previously.

Moved: J. Mowat **Seconded:** E. Clark No Discussion Carried

Motion: A Motion was made that the AGM be held at the Leamington site and H. Quick, Outreach Worker, be invited to speak on the topic of the Low German Speaking Community.

Moved: W. McClounie **Seconded:** J. Mowat No Discussion Carried

Motion: A motion was made to receive the Executive Director's Report as presented.

Moved: T. Scislowski **Seconded:** A. Deneweth No Discussion Carried

4. Committee Reports:

Finance Committee: E. Clark, Chair

- The Committee last met on February 22, 2017 and will meet again on April 24, 2017.
- The approved December 21, 2016 meeting minutes were included in the agenda package.

Staff Report: Q3 Staff Report, Facilities, CAPS & Year End Spending (P. Brown Reporting)

Core

- **Physician Salaries:** As of December, 2016 physician compensation is underspent by \$105,342 due to benefit costs being under the budgeted rate. With the recruitment of a new physician for Leamington, it is expected that \$40,000 of this surplus will be utilized by year end.
- **Non-Insured funding:** This funding is for various diagnostic tests for clients who, for various reasons, do not have access to OHIP. We have made arrangements with a couple of labs with the intention of utilizing these dollars in 16/17 and are beginning to utilize a portion of these dollars.
- **Leamington Core operating expenses** are under budget by \$109,401. The surplus is mainly due to under spending on one-time expenses. This amount will be fully utilized by paying for a portion of the leasehold improvements that are currently being financed through the lease.

By paying down a portion of the leasehold improvements before year end, it will decrease future lease payments and provide flexibility in future operating budgets of this site.

- **Other Core Operating Expenses:** There is currently a surplus of \$255,737 due mainly to vacancies and differences in job rates. The ESC LHIN has approved reallocating \$275,000 for the purpose of facility upgrades (\$200,000) and IT and medical equipment upgrades (\$75,000) and that \$100,000 of the surplus will be returned. Renovations to the additional space at Pickwick Plaza and Street Health have begun in Q4 and are expected to fully utilize the amount approved by the LHIN. Equipment and IT upgrades are also currently taking place with the anticipation that these dollars will be fully utilized.

Designated Funding

- **Eating Disorders:** The program is currently on budget and is expected to be within budget at year end.
- **Diabetes Wellness** has a surplus at the end of Q3 due to the additional funding for the pump program. It is expected that the surplus will be fully utilized by year end.
- **Chronic Disease Management** currently has a surplus \$63,687 and this surplus will form part of the reallocation and returned surplus.
- **Hep C program** has been approved to hire a NP with reduced hours to replace the RN position. The surplus in this program has decreased since Q2 and this position will utilize the entire surplus by year end.
- **Ontario Diabetes Strategy:** The ODS program has a small deficit this quarter as the majority of the workshops take place in the fall. The program is expected to have a balanced budget by year end.
- **Non MoHLTC Funded Programs:** All of these programs have only minor variances that will not be an issue by year end.
- **Year End Projections and Spending Plan:** Current core operating surpluses are summarized as follows:

Leamington	109,401
Core Operating Expenses	255,737
Chronic Disease Management	63,687
Other Revenue not included in report	50,000
Projected surplus for Q4	50,000
Total Projected Surplus	528,825

Utilization of surplus will be as follows:

Surplus to be returned	100,000
Reallocation of funding for facilities and equipment	275,000
Payment of Leamington Leasehold Improvements	153,825
Total Utilization of funds	528,825

- The payment of leasehold improvements for Leamington will be adjusted based on final surplus amounts and other planned expenditures.

Summary

All restricted and designated funding programs are in a surplus position. Q2 surpluses are typical and are comparable to previous Q2 reports. With the exception of physician and non-insured restricted funding, it is expected that there will be no major surpluses or deficits at year end.

Q2 Dashboard

Working capital ratio has decreased for the quarter but remains well above the targeted amount. Percentage of budget funded by MoHLTC/LHIN remains constant. With the addition of funding for the Diabetes Pump program, growth of funding has increased to over 9% and well above the targeted growth of 1.5%. Administration costs have decreased to 16.8% due to additional funding and revenue generated through back office services as well as a decrease in administrative positions. With the exception of payroll services provided to CKHA, the additional funding and services have been achieved without additional administrative resources.

Direct costs per client in the four main functional centres has been provided as these costs are reported to the LHIN on a quarterly basis. These costs are based on unique clients as they tend to decrease only when new clients are added making it difficult to assess these numbers. Benefit costs as a percentage of salaries remain constant and below target. Productivity ratio has decreased due to statutory holidays and winter cold and flu season. Administrative travel has increased this quarter but remain on target.

CAPS Refresh

Informal conversations with the LHIN have indicated that there will not be any amendments to our original submission. Since the Board has already approved the original submission, no further action is required at this time. The Final Agreement is expected by the end of March 2017. If there are any changes it will be voted on at the Board Meeting on March 29, 2017. The reporting of Q2 for 2017-18 will be revised to reflect the further breakdown with reporting.

Q3 Variance Report

WECHC Program Budget Variance Report For Period: Dec, 2016				
Program	Annual Budget	Year to Date		Variance
		Budget	Actual	
CHC Core (LHIN/MOHLTC)				
Restricted				
Physicians	2,210,828	1,658,121	1,552,779	105,342
Non-Insured	10,000	7,500	285	7,216
Paymaster SOAHAC	122,700	92,026	92,026	-
	2,343,528	1,757,646	1,645,089	112,557
Unrestricted				
Learnington	1,058,325	793,744	684,343	109,401
Operating	5,776,352	4,331,514	4,075,777	256,737
	6,834,677	5,125,258	4,760,120	365,138
Total	9,177,205	6,882,904	6,405,209	477,696
Dedicated Funding				
MOHLTC				
Nurse Practitioner-Eating Disorders	189,651	142,238	141,975	263
Diabetes Wellness	2,077,598	1,558,197	1,484,051	74,146
Chronic Disease Management	1,505,983	1,129,487	1,065,800	63,687
Hepatitis C Virus Team	483,365	347,524	333,472	14,052
Ontario Diabetes Strategy	263,400	197,550	199,852	(2,302)
	4,499,995	3,374,996	3,225,150	149,846
Other Funding				
Substance Abuse Teen	289,493	202,120	200,507	1,613
Diabetes Prevention Program	67,200	50,400	44,357	6,043
	336,693	252,520	244,864	7,856

MONTHLY FACTUAL CERTIFICATE

**To: Board of Directors
Windsor Essex Community Health Centre (WE CHC)**

The undersigned hereby certifies that, to the best of his/her knowledge, information and belief after due inquiry, as at December 31, 2016.

1. The WE CHC is in compliance, as required by law, with all statutes and regulations relating to the withholding and/or payment of governmental remittances, including, without limiting the generality of the foregoing, the following:
 - All payroll deductions at source, including Employment Insurance, Canada Pension Plan and Income Tax;
 - Ontario Employer Health Tax;
 - Harmonized Sales Tax
 - Workplace Safety and Insurance Board (WSIB)and they believe that all necessary policies and procedures are in place to ensure that all future payments of such amounts will be made in a timely manner.
2. The WE CHC is in compliance with all applicable Health and Safety legislation and all applicable Pay Equity legislation.
3. The WE CHC is in compliance with the requirements of the Corporations Information Act and has updated and verified its corporate public record, by submission of Form 1 within 15 days of any change to Board membership; last submission July 7, 2016.
4. The WE CHC is in compliance with the requirements of the Income Tax Act, and date of last filing of form T3010, Registered Charity Information Return is July 26, 2016.
5. The WE CHC is providing the prescribed standard of service in the performance of its functions and following the prescribed procedures and practices in accordance with our funding agreements, as reported to the Board of Directors of the WE CHC through the following reports:
 - Monthly Financial Report reviewed with Executive Director
 - Quarterly report to MOHLTC (MIS OHRs TB) submitted: October 24, 2016.
 - Quarterly report to LHIN (SRI) report submitted: November 7, 2016
 - Quarterly reports to Board
 - Annual Reconciliation Report to Various MOHLTC Departments – June 29, 2016
 - CAPS Refresh submitted: November 18, 2016

Dated at Windsor, Ontario the 3rd day of January, 2017



Glenn Bartlett
Interim Executive Director

MONTHLY FACTUAL CERTIFICATE

**To: Board of Directors
Windsor Essex Community Health Centre (WE CHC)**

The undersigned hereby certifies that, to the best of his/her knowledge, information and belief after due inquiry, as at January 31, 2017.

1. The WE CHC is in compliance, as required by law, with all statutes and regulations relating to the withholding and/or payment of governmental remittances, including, without limiting the generality of the foregoing, the following:

- All payroll deductions at source, including Employment Insurance, Canada Pension Plan and Income Tax;
- Ontario Employer Health Tax;
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- Workplace Safety and Insurance Board (WSIB)

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5. The WE CHC is providing the prescribed standard of service in the performance of its functions and following the prescribed procedures and practices in accordance with our funding agreements, as reported to the Board of Directors of the WE CHC through the following reports:
 - Monthly Financial Report reviewed with Executive Director
 - Quarterly report to MOHLTC (MIS OHRS TB) submitted: January 20, 2017.
 - Quarterly report to LHIN (SRI) report submitted: November 7, 2016
 - Quarterly reports to Board
 - Annual Reconciliation Report to Various MOHLTC Departments – June 29, 2016
 - CAPS Refresh submitted: November 18, 2016

Dated at Windsor, Ontario the 1st day of February, 2017



Glenn Bartlett
Interim Executive Director

➤ Finance Dashboard



WECHC FINANCIAL DASHBOARD

	2016/17	2015/16
Financial Health		
Working Capital Ratio	1.87	1.74
% of M&HTC Funding	93%	92%
Total Annualized Revenue Growth	1.04%	2.23%
Program Efficiency		
Administration as % of Total Expenses	19.3%	19.1%
Direct Cost per client:		
Primary Care	\$ 551.20	\$ 620.34
Counseling	\$ 495.34	\$ 387.13
Chronic Disease	\$ 276.58	\$ 122.78
Health Promotion	\$ 88.49	\$ 89.75
Benefit to Salary Ratio	16%	21%
Productivity Ratio	84%	83%
Administration Staff Development/Travel as % of Salaries	3%	3%

	Q1	Q2	Q3	Q4	Q4 Actual
2.04	2.34	1.51	1.00		
96%	96%	96%	TBD		
6.87%	7.61%	9.27%	1.5%		
18.4%	27.6%	16.6%	16.6%		
N/A	\$ 543.03	\$ 618.78	TBD		
N/A	\$ 514.49	\$ 304.83	TBD		
N/A	\$ 151.10	\$ 124.58	TBD		
N/A	\$ 44.63	\$ 69.20	TBD		
23%	23%	23%	25%		
N/A	87%	85%	84%		
2%	1%	5%	5%		

Facilities Verbal Reports (Reported by G. Bartlett / P. Brown)

- **Diabetes:** Renovations are on indefinite hold due to renovations at Pickwick accommodating relocation of the Active Aging Team. This will free up space at the Lauzon site. The 20 year lease is 4 years in. Part of the lease arrangement is paying a portion of common fees; payable upfront with a yearly reconciliation required. There has never been a reconciliation received despite numerous requests. The Property Management Company (Wilson Dale Properties) have been placed on notice that common fee payment will stop until the backdated reconciliations are received. Accruals are being made for the underpayment.
- **Leamington Satellite Clinic / Leamington and Area Mother and Babies (LAMB):** The air conditioning unit for the server room will be installed within the next month.
- **Pickwick:** The project has been awarded to Alliance Construction. Demolition is complete. Awaiting the building permit which is expected within the week. The five week renovation is on target for completion for the end of April and on budget.
- **SCH - Stage 4.1 College Ave. Capital Project:** Conference call today with the Capital Branch. The official letter to move to Stage 4.2 is outstanding. Concerns were raised with respect to the outstanding lease with the City. Approval of the tender will take 6 months and is based upon the finalized lease with the City.
- **Street Health:** Issues identified are HVAC, ventilation, staff and client safety and a dedicated chiropody room. The protective barrier around the Reception area is completed. Final quotes have been received so the work can commence with an expected finish date of the end of March. Although \$100k was set aside it will come in under budget with the excess being utilized towards the Pickwick project. This has been approved by the LHIN.
- **Teen Health:** No update

Recommendation: There was a recommendation made at the last Finance and Facilities Committee Meeting to accept the Q3 Report Finance Report and Year End Spending as presented at the March Board Meeting.

Motion: A Motion was made to accept the Finance Report and Year End Spending as presented.

Moved: W. McClounie **Seconded:** E. Clark No Discussion Carried

5. **Governance Committee:** B. Fetherston, Chair

- The Committee last met on February 22, 2017 and March 15, 2017 and will next meet on April 24, 2017.
- The approved December 21, 2016 Meeting Minutes were included in the Agenda package.
- **Policy Update:** No update
- **ED Recruitment:** Shortlist of five applicants will be interviewed on April 1, 2017.

Recommendations from March 15, 2017:

A recommendation was made to extend the ED contract on a month to month basis as needed after May 31, 2017.

Motion: A Motion was made to extend the Executive Director contract on a month to month basis as needed after May 31, 2017.

Moved: B. Fetherston **Seconded:** J. Mowat No discussion Carried

Motion: A Motion was made to accept the Governance Report as presented.

Moved: A. Deneweth **Seconded:** T. Scislowski No Discussion Carried

6. Quality Utilization and Risk Committee: T. Scislowski

- The Committee last met on February 23, 2017 and will next meet on April 20, 2017.
- The approved December 14, 2017 meeting minutes were included in the Agenda package.
- French Language Services: Materials required in French and English are on target.
- QEI Committee renamed to Quality Data Risk & Utilization (QDUR).
- Quality Improvement Plan was reviewed and recommended to go forward to the Board.
- Incident Reporting has become more detailed and streamlined with recommendations sought from the Board.

Motion: A Motion was made to accept the Quality Utilization and Risk Committee Report as presented.

Moved: B. Fetherston **Seconded:** T. Scislowski No Discussion Carried

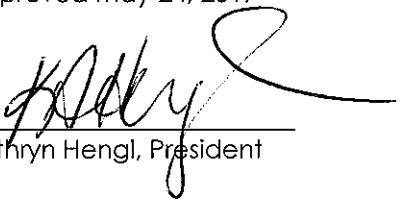
7. Adjournment: A motion was made by to adjourn the meeting at 6:30 p.m.

Moved: A. Deneweth **Seconded:** J. Mowat No Discussion Carried

	Action	Agent	Date of Completion
1.	Board Development Opportunities ✓ Media Training ✓ Quality Workshop Facilitator: provide two (2) or three (3) top tools the Board could use for decision making	Governance Committee	To reschedule
2.	Leamington District Memorial Hospital (LDMH) Board Presentation ✓ LAMB (formerly the Navigation Centre).	K. Hengt	To be determined
3.	WE CHC/AOHC Board Liaison ✓ Email Board members the webinar link for viewing online. ✓ Provide brief synopsis of key issues in the webinar	T. Scislowski	September 2016 January 2017
4.	ED Recruitment ✓ Job Description Finalization ✓ Recruitment Process ✓ Recruitment Committee Membership ✓ Advertise Job	Governance Committee, President & Vice President	Completed

Respectfully submitted by Lynn Thomson, Recorder

Approved May 24, 2017



Kathryn Hengl, President



Secretary

TONI SCISLOWSKI



Lynn Thomson, Recorder

