

**Trillium Health Partners
Board of Director Meeting Minutes
Thursday, September 27, 2018**

Mississauga Hospital, Clinical and Administrative Building, 4th Floor, Large Boardroom
15 Bronte College Court, Mississauga, Ontario

In Attendance:

Elected Directors Mr. Alan MacGibbon (Chair); Ms. Michele Darling; Mr. David Allgood; Mr. Chitwant Kohli; Dr. Mohamed Lachemi*; Ms. Christine Magee; Mr. Perry Miele; Ms. Stacey Mowbray*; Ms. Karen Wensley; and Mr. Nick Zelenczuk;

Ex-Officio Directors Ms. Michelle DiEmanuele; Ms. Kathryn Hayward-Murray; Dr. Dante Morra; Dr. Trevor Young; Dr. Melanie Binnington; and Dr. Rohit Kumar;

Senior Management Ms. Karli Farrow; Dr. Alison Freeland; Mr. Steve Hall; Mr. Steve Hoscheit; Ms. Carol Vinette-Hancharyk; Dr. Rob Reid; and Ms. Nicole Vaz

Guests Ms. Helen Angus; Mr. David Longley; and Ms. Stephanie Joyce.

Resource Ms. Sherine Fahmy;

Regrets: Mr. Wayne Bossert; Mr. Greg Grice; and Ms. Anu Dhir;

*Via teleconference

1.0 Call to Order

The Chair called the Board meeting to order at 4:00. The Chair confirmed quorum.

The Chair indicated that the meeting would commence with the In-Camera Session.

2.0 In-Camera Session

The Board met In-Camera, without management present.

Mr. Allgood left the meeting following the in-camera session.

Management and Ms. Fahmy then joined the meeting, together with Ms. Joyce.

3.0 Approval of Agenda

3.1 The Board members reviewed the agenda. No revisions were made.

MOVED by Mr. Zelenczuk and seconded by Ms. Wensley, that the agenda for the September 27, 2018 Board of Directors meeting, be approved.

CARRIED

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3.2 Declaration of Conflict of Interest

The Chair reminded the Board that conflicts are to be declared as the agenda item arises. No conflicts were declared.

Mr. MacGibbon had the opportunity to inform the Board that, following further due diligence, Mr. Allgood does not have a conflict of interest vis-a-vis the debenture item. Mr. MacGibbon clarified that Mr. Allgood stepped out of the August 8, 2018 Board meeting out of an abundance of caution to further evaluate any conflict of interest he may have in relation to the debenture item. Mr. Allgood has had an opportunity to discuss this with our General Counsel and receive advice and the conclusion is that he does not sit in a position of conflict.

4.0 Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

MOVED by Mr. Miele and seconded by Ms. Magee, that the Consent Agenda for the September 27, 2018 Board of Directors meeting, be approved.

CARRIED

5.0 Strategy Update

5.1 Education Item: Postgraduate Medical Education at Trillium Health Partners

The Chair invited Dr. Freeland to present to the Board on postgraduate medical education at Trillium Health Partners (THP).

Dr. Freeland presented an overview of education at THP, the groups of postgraduate trainees and THP postgraduate medical education growth. In addition, she provided a summary of recent international developments regarding Saudi Arabia medical trainees and the impact of these developments to THP.

The Board inquired about the importance of attracting residents to THP and how to enhance the resident experience. Dr. Freeland assured the Board that THP has many initiatives underway to develop an exceptional resident experience with an action plan coming out of the most recent Voice of Residency Survey.

Dr. Freeland concluded by informing the Board that THP continues to work towards supporting students and faculty and she reinforced how these initiatives align to THP's Strategic Plan.

Ms. Angus joined the meeting.

5.2 Discussion with the Deputy Minister, Ministry of Health and Long-Term Care, Helen Angus

Ms. DiEmanuele welcomed Ms. Angus to the meeting and introduced her to the Board of Directors.

Ms. Angus thanked the Board for the opportunity to provide her insight as the Deputy Minister,

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Ministry of Health and Long-Term Care (MOHLTC) and stressed the importance of the THP-MOHLTC partnership to drive solutions and improvements to health care in this region and the province. Ms. Angus indicated that the Ministry is most seized with getting a handle on capacity demands, particularly looking at the aging and growing community. She affirmed key priorities in the Ministry's mandate, including important investments in mental health, seniors' dental health, and commitments to build out long-term care (LTC) beds. Ms. Angus highlighted the Ministry's interest in scaling up innovations to support health care delivery and address capacity. The Management team affirmed THP's willingness to be an active partner with the Ministry and to lead innovative solutions.

The Chair thanked Ms. Angus for taking the time to talk to the Board and reaffirmed THP's commitment to work with the Ministry on its priorities.

Ms. Angus left the meeting.
Mr. Longley joined the meeting

5.3 Master Plan Update

The Chair invited Ms. DiEmanuele and Mr. Longley to provide an update on the Master Plan. Ms. DiEmanuele indicated that this is an opportunity to level set with the Board and ensure the Board is current on work to date and key decisions needed in the next phase of work. Mr. Longley provided a brief update on THP's approach to capacity, a recap of the Stage 1 Submissions and reviewed site histories and challenges. Mr. Longley presented to the Board the development options and scope for the Mississauga Hospital and Queensway Health Centre.

Mr. Miele highlighted the importance of ensuring the process is as efficient as possible and that THP is able to advance the Master Plan without getting delayed in the process with the MOHLTC. Ms. DiEmanuele informed the Board that THP has been working to make the functional programming process efficient and has reduced the process from an initial 72 engagement groups to approximately 16; this is a significant undertaking as Management is conscious of the importance of thinking of unconventional approaches and are also mindful of the importance of solid engagement. Ms. DiEmanuele thanked Ms. Farrow, Ms. Hall and Mr. Longley for their work on developing this approach.

Ms. DiEmanuele explained that THP will also be working with the MOHLTC to remove duplication from the process and try to expedite the project. She presented to the Board the tensions that exist in relation to the Mississauga Hospital and Queensway Health Centre builds and the procedural consequences from a significant change in scope from the initial Ministry approvals. The Management Team will continue to update the tensions slide to the project and report back to the Board as appropriate.

Ms. DiEmanuele thanked the Board for their feedback and informed them that the Management Team will return for a future discussion on local share, size of the project and the government environment.

The Board thanked Mr. Longley for joining the meeting and indicated that this conversation was highly informative and important to ensure there are more opportunities to engage in this

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dialogue as the project progresses.

Mr. Longley left the meeting.

6.0 Reporting

6.1 Chair's Report

Mr. MacGibbon shared with the Board that he attended the most recent Trillium Health Partners Foundation (THPF) Board meeting, which was positive and enthusiastic, and will try to attend future meetings. In addition, Mr. MacGibbon outlined his recent experience attending the LHIN Governance to Governance session, where he was updated on the LHIN strategic plan and discussed alignment between the LHIN and THP's strategic plan.

6.2 Trillium Health Partners Foundation Report

Mr. Hoscheit provided an update on the THPF feasibility campaign readiness exercise as well as organization changes at THPF. He informed the Board that the Priorities and Planning Committee will be participating in a consultation session on November 1, 2018. Mr. Hoscheit also provided an update on revenue generation to date and highlighted signature event dates with the Board, including THP Diwali Gala and LOL.

6.3 President & CEO Report

Ms. DiEmanuele welcomed Carol Vinette-Hancharyk to the Board meeting as the Interim CFO for THP. In addition, she welcomed Stephanie Joyce, VP, Patient Care Services to her first meeting with the Board.

Ms. DiEmanuele reviewed the highlights of the President & CEO Report which included her recent conversations with Mr. Reuben Devlin, a brief update regarding the debenture and recent developments on labour relations and THP's relationship with ONA. Ms. DiEmanuele updated the Board on her recent rounding with over 75 units across the organization and the key feedback she has received. The Board was also updated on significant capacity challenges.

Ms. DiEmanuele thanked Mr. Miele for his support on government relations and branding. She also thanked Mr. Kohli for his expertise and support on the health hubs file over the summer. She also thanked Ms. Wensley for her work to transition as the Chair of the Finance and Audit Committee and her support with the work on HIS total cost of ownership as well as the debenture file. Ms. DiEmanuele also thanked Mr. Allgood for attending the Back to School event.

6.4 Chief of Staff Report

Dr. Morra reviewed the Chief of Staff report. He provided an update on unplanned care, coverage and proportional practice and the integration of this work within the Clinical Services Plan. Dr. Morra informed the Board of the successful recruitment of Dr. Chris Hayes as the CMIO.

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6.5 Chief Nursing Executive Report

Ms. Hayward-Murray referred the Board to the Chief Nursing Report and reviewed highlights related to capacity planning for winter surge as well as an update on the nursing job fair and the recent announcement related to THP's partnership with Runnymede Healthcare Centre.

6.6 Professional Staff Association Report

Dr. Binnington provided the Professional Staff Association ("PSA") Report. She highlighted the PSA Back to School event which took place in September as well as the PSA's work with the THPF to make a formal five year financial commitment. Dr. Binnington reminded the Board of the importance of ensuring the impact on professional staff is being considered when introducing initiatives.

7.0 Committees

7.1 Finance and Audit

Summary Committee Chair Report

Ms. Wensley provided the Finance and Audit Summary Committee Report. She indicated that the Finance and Audit Committee has been reviewing total cost of ownership for HIS and will be bringing that item forward to the Board in November. Ms. Wensley thanked management for their due diligence and attention to detail on the HIS costing exercise.

Financial Statements as at July 31, 2018

Ms. Wensley presented the Financial Statements as at July 31, 2018, for approval.

MOVED by Ms. Wensley and seconded by Ms. Darling that, as recommended by the Finance and Audit Committee, the Board approve the July 2018 Financial Statements.

CARRIED

7.2 Priorities and Planning

Summary Committee Chair Report

Ms. Darling provided the Priorities and Planning Summary Committee Report. She updated the Board on the Priorities and Planning meeting where the committee reviewed and endorsed the Board workplan as well as the Major Projects dashboard, a tool for the Board to monitor and track progress on major projects. Ms. Darling indicated that the dashboard would be presented to the Board in January. Ms. Darling also updated the Board on the HIS collaborative and the support from the Committee for THP to lead this initiative with the ministry.

8.0 Other Business

There was no other business to discuss.

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9.0 Adjournment

MOVED by Ms. Wensley and seconded by Ms. Darling, that the meeting be adjourned at 8:15PM.

CARRIED

Alan MacGibbon, Chair

Michelle DiEmanuele, Secretary