

**Trillium Health Partners  
Board of Director Meeting Minutes  
Thursday, November 29, 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; Mr. Nick Zelenczuk; Mr. Wayne Bossert; and Ms. Anu Dhir

**Ex-Officio Directors** Ms. Michelle DiEmanuele; Ms. Kathryn Hayward-Murray; Dr. Dante Morra; Mr. Greg Grice; Dr. Melanie Binnington; and Dr. Rohit Kumar

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

**Guests** Ms. Debra Carson; Ms. Sally Daub; Mr. Steve Nott, Ms. Danielle Sanagan and

**Resource** Ms. Sherine Fahmy;

**Regrets:** Dr. Alison Freeland; Dr. Trevor Young;

\*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, with Elected Directors, CEO, CNE and COS only.

Management and Ex-Officio Directors then joined the meeting, together with Ms. Carson.

**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 November 29, 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.

### **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 November 29, 2018 Board of Directors meeting, be approved.

**CARRIED**

### **5.0 Strategy Update**

#### **5.1 Hospital Information System Update**

Ms. Danielle Sanagan and Mr. Steve Nott joined the meeting. Ms. Sally Daub joined the meeting by telephone.

Ms. DiEmanuele began by acknowledging Mr. Steve Hall and the THP journey to implement a Hospital Information System (HIS), explaining this was a significant component of the merger and has taken relentless work and effort. She also reminded the Board of the substantive review that took place at the August Board meeting and the Board's ongoing partnership with the Management team in analyzing the options for HIS, assessing risks and reaching a final recommendation.

Mr. Hall began by reminding the Board how HIS fits into THP's strategy and explained the comprehensive process with the Priorities and Planning Committee and Finance and Audit Committee to ensure endorsement and recommendation to the Board. He presented major contract provisions, HIS impacts, and total cost of ownership.

The Board highlighted that the implementation of HIS poses a significant cultural change which the Management team has been mindful of in terms of implementation planning. Dr. Morra explained that HIS is a tool that improves quality and eliminates practice variation and while there can be workflow challenges, the ultimate impacts are positive. He also explained that this is an attractive retention tool for new graduates and is competitive with bigger hospitals. Mr. Hall added that training is a critical success factor that THP has paid significant attention to learning from the experience of other hospitals and is accounting for sufficient "at the elbow support" in the project budget.

The Board inquired about the current government's position on these projects. The management team explained that while this is important to the MOHLTC, it is not their main priority and current health care funding does not support with IT and capital cost. The MOHLTC remains engaged in THP's HIS implementation and is aware of progress to date.

When asked about HIS implementation success at other institutions, Ms. Sanagan explained that governance was one of the most critical success factors. Board members added the importance of the "human factor" and the associated communication plan to the success of the project. The

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Board also inquired about the ability of the Epic system to accommodate future development for the technology. Mr. Hall explained that Epic's software development is growing and can be integrated with other tools. In addition, Epic releases new functionality every quarter and the challenge becomes when upgrades are introduced to ensure change is management appropriately.

Mr. Hall highlighted key risks which had been previously presented to the Board and spoke to the mitigation plans in place. He explained that there are implementation risks associated with staffing and backfills for the project, making decisions in a timely and efficient matter as well as training risks. He assured the Board that mitigation strategies are in place to account for these risks and are being monitored closely. The Board asked about the risks of a delay in the project to which Ms. DiEmanuele explained, that given capacity challenges and winter surge, a delay could affect the project timeline significantly.

The Board asked Ms. Hayward-Murray about her view on the sustainability of the implementation plan given capacity pressures. Ms. Hayward-Murray explained that the timelines for HIS implementation are mindful of certain periods of the year where THP experiences the highest pressures.

The Board inquired about the decision to process with a big bang approach as opposed to a phased approach across sites. Mr. Hall explained that a big bang approach offered the most appropriate balance of cost, risk, patient safety and time to value and that both options were discussed and analyzed with the Priorities and Planning Committee and the Finance and Audit Committee.

To conclude the discussion, Ms. Daub commented on the overall rigor and comprehensiveness of the HIS project to date. She indicated that significant due diligence was completed and that she believes Epic presents the best solution for THP at this time. Ms. Daub also highlighted that cyber security will be an element that that team continues to review on a continuous basis and to continue to be open to look outside of a single platform. Mr. MacGibbon thanked Ms. Daub on behalf of the Board of Directors for all her support and advice throughout this process.

**MOVED** by Ms. Wensley and seconded by Mr. Zelenczuk that, given the August 8, 2018 Board approval of the Financing Strategy and as recommended by the Finance and Audit Committee and the Priorities and Planning Committee, the Board of Directors approve:

The Epic Contract of \$ [REDACTED]  
The HIS Project Budget of \$ [REDACTED] inclusive of Epic Contract (for the period April 1, 2018 to March 31, 2022)

and instruct management to incorporate these costs in all future capital and operating planning.

**CARRIED**

Ms. Daub left the meeting.

Ms. Darling provided an update on the recruitment of the HIS Board Advisor. She explained that over the past three years, management has identified a number of candidates and interviewed several who matched the requirements. Following this search process, Robert Slep is

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recommended as the preferred candidate for this role, owing to his extensive experience leading and advising IT-enabled transformational change in healthcare.

**MOVED** by Ms. Darling and seconded by Mr. Miele that the Board approve that:

Robert Slepín be confirmed as the Board Advisor, and Management execute a contract with Robert Slepín in accordance with the remuneration and workload recommendations made herein.

**CARRIED**

Ms. Sanagan and Mr. Nott left the meeting.

### **5.2 Government Discussions Update**

The Chair invited Ms. DiEmanuele to provide an overview of ongoing government discussions.

Ms. DiEmanuele began by recapping her previous conversation with the Board re: current complex political climate in the province. She mentioned that THP continues to work in partnership with the government stakeholders to advance strategic priorities and remains well-positioned in the sector.

### **5.3 Capacity Update**

Ms. Hayward-Murray provided a capacity update. She reported on the work that THP continues to prioritize to manage the volume of patients and needs of the community, including receiving 1A status for alternate level of care patients, proactive frontloading of hips and knees surgeries, workforce planning, and THP's expanded partnership with Runnymede Healthcare Centre.

Ms. Hayward-Murray explained to the Board that THP continues to work closely with the MOHLTC on emergency preparedness, a proposal for a flexible care center as well as exploring transition capacity at other hospitals.

## **6.0 Reporting**

### **6.1 Chair's Report**

Mr. MacGibbon shared with the Board that he attended the most recent Patient Services Committee (PSC) meeting, which was positive and demonstrated the relentless work of the clinical teams and the collaboration and integrated work across teams.

### **6.2 Trillium Health Partners Foundation Report**

Mr. Grice provided an update on the most recent THPF Board meeting and ongoing efforts on the THPF feasibility campaign readiness.

Mr. Hoscheit provided an update on talent management and recruitment at the THPF as well as an update on revenue generation to date for this year and highlighted event dates for the

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Board Holiday Event and LOL.

### **6.3 Professional Staff Association Report**

Dr. Binnington provided the Professional Staff Association (“PSA”) Report. She recognized Ms. DiEmanuele’s guest presentation at the most recent meeting where the group raised important questions and appropriate follow-up is taking place. Dr. Binnington mentioned that the PSA is working on membership at large and on having representation from all clinical programs.

### **6.4 Chief of Staff Report**

Dr. Morra reviewed the Chief of Staff Report. He provided an update on the appointment of the Chief of Medicine and the associated search for this role as well as an update on the recent medical leaders’ session. Dr. Morra also provided an update on the work on Models of Care, including the current model development for cardiology.

### **6.5 Chief Nursing Executive Report**

Ms. Hayward-Murray reviewed the Chief Nursing Executive Report. She informed the Board of her recent meetings with the Nursing Advisory Council (NAC) and ongoing efforts to build a recruitment and retention strategy. Ms. Hayward-Murray referred the Board to the briefing note on Medical Assistance in Dying which highlights THP’s work in this area.

### **6.6 President & CEO Report**

Ms. DiEmanuele reviewed the highlight of the President & CEO Report which included update on the debenture and THP financing strategy. She thanked Carol Vinette-Hancharyk and Steve Nott for their ongoing work on this file. Ms. DiEmanuele also mentioned that a menu of education opportunities for the Board will be shared in the new year to provide the Board with options for development. This will include an opportunity to join THP for morning capacity and flow meetings. Ms. DiEmanuele encouraged all Board members interested in participating to reach out to the CEO office to coordinate their visit.

In addition, Ms. DiEmanuele explained to the Board that the Mississauga Halton LHIN has engaged THP to provide feedback on their Integrated Health Systems Plan, for which a feedback letter from the Board and management will be provided. She also informed the Board that management will be meeting with the MOHLTC to discuss the Master Plan and general capital needs. The Board was also informed of the recent Community Telephone Town Hall and a link will be shared with the Board for those interested.

## **7.0 Committees**

### **7.1 Finance and Audit**

#### **Summary Committee Chair Report**

Ms. Wensley provided the Finance and Audit Summary Committee Report. She mentioned to

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the Board that the Committee has been heavily engaged and focused on discussions related to HIS and the HIS financing strategy. Ms. Wensley provided a summary of the discussion at the Finance and Audit Committee meeting on November 19<sup>th</sup> meeting where the Priorities and Planning Committee and Finance and Audit Committee reviewed the details of the Epic Contract and the HIS Project Budget.

### **Financial Statements as at September 30, 2018**

Ms. Wensley presented the Financial Statements as at September 30, 2018, for approval.

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

**CARRIED**

### **7.2 Priorities and Planning**

Ms. Darling provided the Priorities and Planning Summary Committee Report. She updated the Board on the Priorities and Planning Committee meeting on November 1<sup>st</sup>, where the Committee participated in a focus group on the THP Foundation's feasibility study. The committee gave excellent advice for the Foundation for consideration during this campaign.

Ms. Darling also mentioned that the Committee met for a second time on November 19<sup>th</sup> where they joined the Finance and Audit Committee for their meeting to discuss and recommend to the Board the approval of the Epic Contract and HIS Project Budget. The two Committees also received an update on the THP financing strategy.

### **7.3 Quality and Program Effectiveness**

Mr. Zelenczuk provided the Quality and Program Effectiveness Summary Committee Report. He updated the Board on the addition of the Committee's volunteer member as well as recent updates on Patient Safety Week. Mr. Zelenczuk highlighted recent submissions to the Quality awards which demonstrate the commitment of staff at THP to quality, excellent and patient safety.

### **7.4 Governance and Human Resources**

Ms. Magee provided the Governance and Human Resources Summary Committee Report. She updated the Board on the revised Terms of Reference for the Committee and highlighted discussions from the last Committee meeting where the Committee discussed enterprise risk management, reviewed the Quarterly HR report and Professional Staff HR report and reviewed the 2018-2019 Board Committee Terms of Reference and workplans.

Ms. Magee also reminded the Board that in preparation for Board renewal, the Expression of Intention to Serve survey will be shared with the Board to indicate their interest in continuing to serve on the Board.

### **8.0 Other Business**

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Senior Management and Ms. Carson left the meeting.

The Board met in-camera with the CEO, COS and CNE.

Ms. Hayward-Murray and Dr. Dante Morra left the meeting.

The Board met in-camera with the CEO.

**9.0 Adjournment**

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

**CARRIED**

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Alan MacGibbon, Chair

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Michelle DiEmanuele, Secretary