

**Trillium Health Partners  
Board of Director Meeting Minutes  
Thursday, January 24, 2019**

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; 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; Dr. Melanie Binnington; and Dr. Rohit Kumar; Dr. Trevor Young\*;

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

**Guests** Ms. Alison Quigley; Ms. Olga Giovanniello; Mr. Mark MacDonald; Mr. Anand Shah

**Resource** Ms. Sherine Fahmy;

**Regrets:** Mr. Greg Grice; Mr. Perry Miele;

\*Via teleconference until 6PM

**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 and the CEO only.

The CEO then left the meeting and the Elected Directors met in-camera.

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

**3.0 Approval of Agenda**

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

**MOVED** by Mr. Bossert and seconded by Mr. Allgood, that the agenda for the January 24, 2019 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. Lachemi and seconded by Ms. Dhir, that the Consent Agenda for the January 24, 2019 Board of Directors meeting, be approved.

**CARRIED**

### 4.0 Education Session

#### 4.1 Discussion with EY: Managing Transformation: A Modernization Action Plan for Ontario

Mr. MacDonald and Mr. Shah joined the meeting.

Mr. MacDonald began by providing the Board with a fulsome view of the line by line audit, its context and how EY undertook this work. Mr. Shah continued the discussion by focusing on the findings and key themes from a health specific lens with a discussion on the Ministry of Health and Long Term Care (MOHLTC) response and what it means for Trillium Health Partners. Together, Mr. MacDonald and Mr. Shah, reminded the Board that THP is in a position of strength and is well positioned to be a system leader in a time of transformation.

Mr. MacGibbon, on behalf of the Board of Directors, thanked Mr. MacDonald and Mr. Shah for joining the meeting for their time.

Mr. MacDonald and Mr. Shah left the meeting.

### 5.0 Strategy Update

#### 5.1 2018-2019 Operating Budget and Hospital Accountability Planning Submission

Ms. DiEmanuele began by reminding the Board that each year in January the Board reviews and approves the operating plan, which includes budgets, volumes, service, capital and people plans as part of a multi-year planning cycle to align services to strategy. To set the context for the discussion, she began by reviewing the clinical plan for the 2019/2020 year, including external capacity opportunities, and the current capacity pressures.

Ms. Hayward-Murray continued the discussion by presenting the Clinical Service Plan (CSP) and operational plan update for 2018-2020. Ms. Vinette-Hancharyk then presented the 2018/2019 financial performance and the 2019/20 budget **at \$17.3M deficit at bottom (GAAP) line and balanced at the MOHLTC line**. She explained that this plan exclusively highlights we are in deficit on account of unbudgeted surge spaces which will be a core focus of advocacy with the MOHLTC. Ms. Vinette-Hancharyk also presented the 2019/2020 capital plan and highlighted the extensive review work completed by the management team to identify and prioritize capital needs.

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Board members inquired about the carryover amount for capital plan and the management team explained that it is often linked in timing delays not within THP's control. Carryover continues to be something that management reviews closely and will continue to engage with the Finance and Audit Committee about.

**MOVED** by Ms. Wensley and seconded by Ms. Dhir that the Board approves the 2019/20 Operating and Capital Budget, subject to:

The 2019/20 Operating Budget balanced at the MOHLTC line that maintains the current ratio of 1:0, mitigating a gap of \$17.3M at the bottom (GAAP) line by:

- Continued government partnership strategies work with MOHLTC for funding to address existing capacity and surge challenges and an action plan for future years;
- Fiscal prudence to sustain service delivery for patients and keep all budgeted beds open; and
- Submission of the 2019/20 budget and Hospital Accountability Planning Submission and (HAPS) to the MH LHIN at a \$17.3M structural deficit at the GAAP line and indication that this is a multi-year challenge as the demand for patient care continues to increase and we invest in a new HIS.

**CARRIED**

### 6.0 Reporting

#### 6.1 Chair's Report

Mr. MacGibbon began by thanking members of the Board who attended the THP Holiday Event. He also mentioned that Board members are welcome to participate in the daily flow and capacity meetings that take place during high surge at THP. The morning includes the bed meeting, leadership huddle and flow call. All Board members are encouraged to reach out to the Board Office should they choose to participate.

#### 6.2 Trillium Health Partners Foundation Report

Ms. Giovanniello provided an update on the THPF feasibility study and ongoing work on campaign readiness.

Mr. Hoscheit provided an update on revenue generation to date and reminded the Board of the upcoming Laugh Out Loud event.

#### 6.3 Professional Staff Association Report

Dr. Binnington provided the Professional Staff Association ("PSA") Report. She discussed the capacity pressures experienced throughout the holiday season and expressed appreciation for the readiness work and highlighted physician support and coverage throughout this period. Dr. Binnington also mentioned the upcoming PSA meeting to discuss the HIS project and opportunities for physician involvement.

#### 6.4 Chief of Staff Report

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Dr. Morra reviewed the Chief of Staff Report. He mentioned that there is excitement about the HIS design leads, which is extremely important from a medical quality point of view.

When asked by Board members about engaging patients and family members on future models of care, Dr. Morra explained that it would be in phase two of the scope of this initiative.

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

Ms. Hayward-Murray reviewed the Chief Nursing Executive Report. She shared with the Board a recent patient story and the display of collaboration and support across the organization. Ms. Hayward-Murray proceeded to provide an update on workforce planning.

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

Ms. DiEmanuele reviewed the highlight of the President & CEO Report. She provided an update on compensation changes which the Governance and Human Resources Committee had an opportunity to review in detail. She also updated the Board on Health Hubs, explaining that THP has stepped away from a particular property due to concerns that arose during the due diligence process.

Ms. DiEmanuele informed the Board that the management team is reviewing the organization's risk profile and will be engaging back with the Board for a significant education session and regular risk reporting. She also updated the Board on progress on the Master Plan. To conclude, Ms. DiEmanuele referred Board members to the capacity update include in the CEO Report.

## **7.0 Committees**

### **7.1 Finance and Audit**

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

Ms. Wensley provided the Finance and Audit Summary Committee Report. She confirmed to the Board that the Committee has reviewed and discussed the Operating and Capital Plan. She also provided an update on Phase 3 substantial completion and on the debenture.

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

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

**MOVED** by Ms. Wensley and seconded by Mr. Lachemi that, as recommended by the Finance and Audit Committee, the Board approve the November 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 which include an update on the Master Plan, Health Hubs, and Board Retreat. Ms. Darling also provided an update on Robert Slepín,

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HIS Board Advisor, explaining that he will participate in regular HIS briefings as part of the oversight group for the project along with the CEO, CFO and Internal Audit.

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

Mr. Zelenczuk provided the Quality and Program Effectiveness Summary Committee Report. He updated the Board on the recent Quality and Program Effectiveness Committee meeting including a discussion on the Hospital Information System (HIS). Mr. Zelenczuk also explained to the committee the process to review and discuss critical incidents, including the involvement of the Committee in this process.

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

Ms. Magee provided the Governance and Human Resources Summary Committee Report, including an update on the Board of Directors Intent to Serve survey. She also provided a summary of the Research and Ethics Board (REB) nomination process and succession plans and encouraged the Board to read the REB's annual report.

## **8.0 Other Business**

Senior Management and Ms. Quigley 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.

Ms. DiEmanuele left the meeting.

The Board met in-camera.

## **9.0 Adjournment**

The Chair adjourned the meeting at 8:25PM.