

**Trillium Health Partners  
Board of Director Meeting Minutes**

**Thursday, August 8, 2019**

Credit Valley Golf and Country Club, Boardroom  
2500 Old Carriage Rd, Mississauga, ON L5C 1Y7

**In Attendance:**

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| <b>Elected Directors</b>    | Mr. Alan MacGibbon (Chair); Ms. Michele Darling; Mr. Chitwant Kohli; Mr. Perry Miele; Ms. Karen Wensley; Mr. Nick Zelenczuk; and Ms. Anu Dhir  |
| <b>Ex-Officio Directors</b> | Ms. Michelle DiEmanuele; Ms. Kathryn Hayward-Murray; Dr. Dante Morra; Dr. Trevor Young; Ms. Olga Giovanniello and Dr. Rohit Kumar  |
| <b>Senior Management</b>    | Ms. Karli Farrow; Ms. Carol Vinette-Hancharyk; Dr. Rob Reid and Dr. Alison Freeland; Ms. Nicole Vaz; and Mr. Steve Hoscheit  |
| <b>Guests</b>               | Ms. Stephanie Joyce; Ms. Leslie Starr; Mr. David Stankiewicz; Ms. Georgia Whitehead; Mr. David Longley; Mr. Shawn Kerr, Mr. Paul Sabourin; Ms. Monika Hall; and Dr. Mira Backo-Shannon |
| <b>Resource</b>             | Ms. Sherine Fahmy  |
| <b>Regrets:</b>             | Mr. David Allgood; Dr. Mohamed Lachemi; Ms. Christine Magee; Ms. Stacey Mowbray; Dr. Nick Scampoli; Mr. Steve Hall; Ms. Alison Quigley; and Ms. Deb Carson                             |

**1.0 In-Camera Session**

The Board met In-Camera, with Elected Directors and the CEO.

Management and Ex-Officio Directors then joined the meeting, together with Ms. Joyce, Ms. Starr, Mr. Stankiewicz, Ms. Whitehead and Ms. Fahmy.

**2.0 Call to Order**

The Chair called the Board meeting to order at 3:20. The Chair confirmed quorum.

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

**MOVED** by Ms. Dhir and seconded by Mr. Kohli, that the agenda for the August 8, 2019, Board of Directors meeting, be approved.

**CARRIED**

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### 2.2 Declaration of Conflict of Interest

The Chair reminded the Board that conflicts are to be declared as the agenda item arises. Ms. Giovanniello declared a conflict of interest and recused herself from the portion of the meeting related to THP's LTC strategy.

### 2.3 Approval of the meeting minutes

**MOVED** by Ms. Dhir and seconded by Mr. Kohli, that the minutes for the June 6, 2019, Board of Directors meeting, be approved.

**CARRIED**

## 3.0 Strategy Update

### 3.1 Context Setting

Ms. DiEmanuele presented to the Board the "Master System Plan" outlining ongoing projects, initiatives and future developments related to Trillium Health Partners' development work for health care in the region. She provided an overview of ongoing work related to Ontario Health Teams (OHTs); Master Planning at the Mississauga Hospital (MH) site, Queensway Health Centre (QHC) site and Credit Valley Hospital (CVH) site; health hubs opportunities; as well as OneTHP. Ms. DiEmanuele explained how these projects come together to deliver services in the community and highlighted that, in each quarter, the management team is driving all projects and calibrating workload as needed depending on discussion with government and other external factors.

### 3.2 Master Plan Update

Mr. Shawn Kerr, Mr. David Longley and Mr. Paul Sabourin joined the meeting.

Ms. Farrow updated the Board on the Master Plan and began by providing an overview of the evolution of THP's bed capacity and how the "624 growth beds" were agreed upon with the Ministry of Health (MOH). She reviewed THP's ten year projections, and informed the Board that 624 growth beds have now been approved by the MOH across QHC and MH. As advised by the Board, the management team will ensure the rationale for 624 growth beds will be documented alongside future plans for CVH redevelopment. Despite the growth beds being approved, the Board discussed the fact that there will likely be additional demand by THP in future years and mentioned the importance of highlighting that in the submission for Stage 2.

The Board had an opportunity to raise questions regarding efficiency assumptions related to bed capacity. As explained by Dr. Morra, given that utilization rates of hospital bed by Mississauga Halton Local Health Integration Network patients is low, it is difficult to drive down that rate. As a result, THP continues to efficiencies through innovation and partnerships within and outside hospital walls to meet demand and provide care to patients in the most appropriate setting. In addition, Ms. DiEmanuele advised the Board that THP continues to explore innovation opportunities, including discussions with the Senior Team and external organizations related to innovation through the lens of technology and space within the Master Plan.

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Ms. Farrow presented to the Board an update on project costs and local share, outlining key changes since June when the Board was last briefed. Mr. Hoscheit then provided an update on the THP Foundation contribution, including the context around the proposed fundraising goal, projected cash flow from the feasibility study goal as well as key success factors to achieving the fundraising goal. To support in developing the local share plan, Ms. Farrow explained that THP is pursuing a three pronged approach including research, developing brand strategy and government and community relations. The Board expressed interest in seeing the local share plan and its alignment with THP Foundation as part of Stage 2 submission to understand the mitigation plan in the event that THP is unable to raise the funds needed. They also recommended that as part of the Stage 2 approval process, the Board is provided with the value proposition for the builds.

To conclude Ms. DiEmanuele confirmed that future master plan conversations at the Board will include an update on the pilot with Infrastructure Ontario and the MOH, discussions related to optionality for design, overall financial choices related to the Master Plan as well as future information on local share.

Mr. David Longley and Mr. Paul Sabourin left the meeting.

Ms. Wensley left the meeting.

### **3.3 Health Hubs**

Ms. Giovanniello recused herself from the meeting due to a conflict of interest related to THP's LTC strategy.

Ms. Monika Hall joined the meeting.

Ms. Farrow began by providing a brief update on overall planning progress and proceeded to present LTC financials and how project costs have increased over time demonstrating that the current funding model for LTC home is not financially viable for any operator. She explained that THP is working alongside the MOH to address this issue to identify a potential solution that could be cost neutral. Until a financial solution is unlocked, work on advancing the LTC will continue to delay. Ms. Farrow explained the team continues to advance work streams related to zoning and engagement with the municipality.

The Board thanked the management team for the update provided and requested further information on a comparison between Retirement Homes, Long Term Care, and Assisted Living Homes.

Mr. Shawn Kerr and Ms. Monika Hall left the meeting. Ms. Giovanniello rejoined the meeting.

### **3.4 Ontario Health Team**

Dr. Mira Backo-Shannon joined the meeting.

Ms. DiEmanuele presented to the Board the Mississauga OHT's core partners and committed community partners as well as the focus of the proposed OHT. Dr. Backo-Shannon proceeded to

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outline the population and explained that, according to the MOH, the population of the Mississauga OHT at maturity is approximately 878,000. She reviewed with the Board the roadmap of how the OHT will move forward as well as the options under consideration for the priority areas. Ms. DiEmanuele also provided a brief overview of the proposed governance model and informed the Board this will be discussed in more detail in the future.

The Board challenged the management team to also highlight mental health as a focus area and outline how mental and physical health will be integrated. They also expressed interest in understanding how the roll-out of OHTs will impact patients receiving care.

Dr. Mira Backo-Shannon left the meeting.

Ms. Joyce, Ms. Starr, Mr. Stankiewicz and Ms. Whitehead left the meeting.

**4.0 Other Business**

No other business was raised at this time.

**5.0 Adjournment**

**The meeting be adjourned at 6:30 PM.**

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Alan MacGibbon, Chair

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Michelle DiEmanuele, Secretary