

**Trillium Health Partners
Board of Director Meeting Minutes
November 28, 2019**

Mississauga Hospital, Clinical and Administrative Building, 6th Floor, CA6-45
15 Bronte College Court, Mississauga, Ontario

In Attendance:

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

Ex-Officio Directors Ms. Michelle DiEmanuele; Dr. Dante Morra; Ms. Olga Giovanniello*; Dr. Trevor Young*; Dr. Rohit Kumar and Dr. Nick Scampoli

Senior Management Ms. Karli Farrow; Ms. Carol Vinette-Hancharyk; Dr. Rob Reid; Ms. April Gamache; Ms. Nicole Vaz; Dr. Alison Freeland; and Ms. Kasia Czarski

Guests Ms. Alison Quigley; Mr. David Longley; Mr. Shawn Kerr; and Ms. Leslie Noble

Resource Ms. Sherine Fahmy

Regrets: Mr. Perry Miele; Mr. Nick Zelenczuk; Ms. Kathryn Hayward-Murray; and Mr. Steve Hall

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. Quigley and Ms. Fahmy.

2.0 Call to Order

The Chair called the Board meeting to order at 4:35. The Chair confirmed quorum.

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

MOVED by Ms. Wensley and seconded by Ms. Magee, that the agenda for the November 28, 2019, Board of Directors meeting, be approved.

CARRIED

2.2 Declaration of Conflict of Interest

The Chair reminded the Board that conflicts are to be declared as the agenda item arises.

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3.0 Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

MOVED by Ms. Dhir seconded by Ms. Mowbray that the Consent Agenda for the November 28, 2019, Board of Directors meeting, be approved.

CARRIED

4.0 Strategy Update

Ms. DiEmanuele provided an update that on November 25, 2019, Christine Elliott, Deputy Premier and Minister of Health, was in Mississauga along with patients, families, and community groups to announce the Mississauga Ontario Health Team (Mississauga Health) as the first of 24 Ontario Health Teams in the province to implement a new model of delivering health care that better connects patients and providers in their communities to improve patient outcomes. The Board had an opportunity to view a video that provided highlights from the announcement event as well recent media coverage. Dr. Reid commented on the provincial momentum for this transformation and commended the Mississauga Health team for a well done proposal.

Ms. DiEmanuele informed that the Board that, as more information becomes available, the Board will be updated on next steps and impacts to Trillium Health Partners (THP).

Ms. DiEmanuele recognized Ms. Catherine Pringle for her role in building strong and successful partnerships with organizations across the region, which were essential to bring together stakeholders to advance the Ontario Health Team work.

4.1 Capacity Update

Ms. Quigley provided an update on capacity pressures at THP. She explained that THP continues to care for more patients compared to last year and are experiencing greater pressure at our Credit Valley Hospital (CVH) site. Due to some unpredictability within census levels across sites, it is expected that estimated average inpatient census will increase by year end.

To address capacity pressures and meet community needs, Ms. Quigley highlighted THP's plan to maximize internal and external capacity that will be coming online to further support Winter 2019/20 demands.

4.2 Priorities and Planning

Summary Committee Chair Report

Ms. Darling provided the Priorities and Planning Committee report and in her report she provided an update on the recent Committee meeting where Committee members discussed the Q2 Major Projects Status Report reviewing the performance for OneTHP, Master Plan and Health Hubs. She highlighted that the Health Hubs project status is identified as at "significant risk" due to the current challenges with the provincial financial models for long-term care (LTC) development.

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Ms. Magee left the meeting.

Master Plan Update

Mr. David Longley, Mr. Shawn Kerr and Ms. Leslie Noble joined the meeting.

Ms. Farrow provided an update on Stage 2 planning since the Board's meeting in August, explaining that work has continued in developing costing based on detailed functional programming and current standards and guidelines. She explained that the Board will review the cost in more detail at a future meeting and that the management team has been briefing Ms. Darling, Mr. Kohli, and Ms. Wensley on key areas of variance identified from the original stage 1 estimates. Ms. Farrow presented the current estimated cost variance expected primarily due to factors outside of THP control, including construction market escalation and capacity growth, and changes to project scope that were previously disclosed to Ministry of Health (MOH). She provided an overview of how THP is driving efficiencies through the project and creating a more efficient and cost effective QHC design. Ms. Farrow indicated that work continues on the Stage 2 submission in consultation with the MOH.

Ms. DiEmanuele reminded the Board to raise any additional requests for information or areas the Board wishes to delve into in more detail.

5.0 Board Education Session

6.1 Master Plan: Public Affairs Strategy

Mr. MacGibbon welcomed Ms. Noble to the meeting and introduced her to the Board.

Ms. Noble began by explaining that as THP prepares to launch and gain support for its Master Plan, it will do so within a political and community environment that can greatly impact its success. She provided an overview of community engagement considerations as well as the current political context which should inform THP's approach and narrative with key stakeholder groups. The Board had an opportunity to discuss this further and provided their input on mobilizing the community and public opinion, including that the messaging takes into account the community's diversity. Ms. Noble concluded by highlighting the Board's role in the success of the Master Plan launch. Mr. MacGibbon further reinforced this message and reminded the Board that given the importance of local share, THP's Board members will play a key role in the Foundation's fundraising efforts.

Mr. David Longley, Mr. Shawn Kerr and Ms. Leslie Noble left the meeting.

Ms. Darling and Dr. Young left the meeting.

7.0 Reporting

7.1 Chair's Report

Mr. MacGibbon provided the Chair's Report.

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7.2 Trillium Health Partners Foundation Report

Ms. Czarski provided the THP Foundation report. She informed the Board of the selection of the new CEO, [REDACTED]. She referred the Board to the new written report included in the Board package which provides an update on Tour de Blue, staff giving initiatives as well as the development of the Give Thanks program.

Ms. Giovanniello reminded the Board of upcoming THP Foundation events and reinforced the importance of the Board's support and contributions.

7.3 Professional Staff Association Report

Dr. Kumar provided the Professional Staff Association ("PSA") Report. He expressed that the professional staff remain engaged as OneTHP planning continues. He also provided an overview of recent PSA events, including the service recognition awards gala and a PSA social. Dr. Kumar also thanked Ms. DiEmanuele and Dr. Morra for their commitment to discussing and improving professional staff engagement at THP, including a recent conversation with PSA executives and at the Medical Advisory Committee (MAC).

7.4 President and CEO Report

Ms. DiEmanuele began by updating the Board on recent government relations efforts, including a visit from Mayor Crombie and recent conversations with government officials. She also highlighted to the Board the ongoing advocacy initiatives with the Ministry of Health to secure hospital funding.

Ms. DiEmanuele also provided the Board with an update on the recent discussions led by herself and Dr. Morra on Professional Staff Communication & Engagement at THP. Raised by the Professional Staff Association (PSA), as part of the discussion, they reviewed the communication and engagement continuum, reviewed the various communication and engagement tools (across the continuum) being used across THP for both staff and professional staff, shared the challenges unique to professional staff member engagement, and led an open discussion around strengths and opportunities within THP. Ms. DiEmanuele recognized Dr. Morra for leading and facilitating engagement opportunities with professional staff and also acknowledged THP professional staff for being strong partners and engaged in corporate initiatives.

Ms. DiEmanuele also provided an update on preliminary results from the pressure injury incidence audit and recognized the team for their tremendous efforts to improve our performance. Improving performance on this indicator continues to be an area of ongoing work to drive further progress. She also provided an update on bed plan.

Ms. DiEmanuele concluded by thanking members of Senior Management for their leadership and dedication on recent strategic initiatives since the last Board meeting.

7.5 Chief of Staff Report

Dr. Morra reviewed the Chief of Staff Report. He provided an update on OneTHP training being incorporated into professional staff reapplications and informed the Board of planning for specialty

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training for OneTHP. To conclude, Dr. Morra provided an update on PACS go-live including a recognition of professional staff engagement in the process of implementation.

7.6 Chief Nursing Executive Report

Ms. Quigley reviewed the Chief Nursing Executive Report, highlighting the preliminary results of the pressure injury incidence audit. She recognized professional staff for their engagement and support on key recent initiatives including the audit and bed plan moves. Ms. Quigley also provided an update on THP's flu campaign and ongoing work to advance the practice bundle to drive performance and improve patient safety and experience.

8.0 Committees

8.1 Governance and Human Resources Committee

Mr. Allgood provided the Governance and Human Resources Summary Committee Chair Report. He indicated that the Committee's most recent meeting consisted of an in-camera discussion regarding the Chief Executive Officer, Chief of Staff and physician and non-physician leaders' succession planning and business continuity. Mr. Allgood indicated that the Committee had an opportunity to have an in-depth conversation regarding this matter and that the Board will be updated at a future meeting.

8.2 Finance and Audit Committee

Ms. Wensley provided the Finance and Audit Summary Committee Chair Report. She reported on the various advocacy initiatives to secure additional funding for THP. In addition, Ms. Wensley highlighted that the Committee undertook a review of capital budgets including a discussion on multi-year capital planning and the management team's framework to assess and address risk.

Financial Statements as at September 30, 2019

Ms. Wensley presented the Financial Statements as at September 30, 2019, for approval.

MOVED by Ms. Wensley and seconded by Mr. Kohli that, as recommended by the Finance and Audit Committee, the Board approve the September 2019, Financial Statements.

8.3 Quality and Program Effectiveness Committee

Ms. Mowbray provided the Quality and Program Effectiveness Summary Committee Chair Report. She highlighted that the management team is working on developing a report on patient safety incident trending to update the Committee regularly. In Addition, the Committee reviewed the Q1 performance on the Quality Improvement Plan. Ms. Mowbray indicated that she attended alongside Mr. Zelenczuk the Quality and Innovation Awards and recognized the team for organizing this event which demonstrated collaboration, commitment to quality, patient focus and courage.

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9.0 Other Business

No other business was raised at this time.

10.0 Adjournment

The meeting be adjourned at 7:50 PM.

Ex-Officio Directors, Management, Ms. Quigley and Ms. Fahmy left the meeting.

The Board of Directors met in-camera with the CEO and COS.

Dr. Dante Morra left the meeting.

The Board of Directors met in-camera with the CEO.

Ms. DiEmanuele left the meeting.

The Board of Directors met in-camera

Alan MacGibbon, Chair

Michelle DiEmanuele, Secretary