

**Trillium Health Partners
Board of Director Meeting Minutes
January 23, 2020**

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; Mr. Chitwant Kohli; Ms. Christine Magee*; Ms. Stacey Mowbray; Dr. Mohamed Lachemi; Ms. Karen Wensley; and Mr. Nick Zelenczuk

Ex-Officio Directors Ms. Michelle DiEmanuele; Dr. Dante Morra; Ms. Kathryn Hayward-Murray; Dr. Sal Spadafora; 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. Leslie Starr; Mr. David Longley; and Mr. Shawn Kerr

Resource Ms. Sherine Fahmy

Regrets: Ms. Anu Dhir; Mr. Perry Miele; Ms. Olga Giovannello; 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. Starr and Ms. Fahmy.

2.0 Call to Order

The Chair called the Board meeting to order at 4:45. The Chair confirmed quorum.

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

MOVED by Ms. Wensley and seconded by Mr. Zelenczuk, that the agenda for the January 23, 2020, 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 Mr. Zelenczuk seconded by Ms. Darling that the Consent Agenda for the January 23, 2020, Board of Directors meeting, be approved.

CARRIED

4.0 Strategy Update

4.2 Priorities and Planning

Summary Committee Chair Report

Ms. Darling provided the Priorities and Planning Committee report and in her report she highlighted key discussions at the last Committee meeting including an update on the Master Plan Stage 2 Submission for Queensway Health Centre (QHC) as well as OneTHP. She mentioned that she has been engaged in a briefing with OneTHP Board Advisor and continues to remain updated on the project.

Master Plan Update

Mr. David Longley joined the meeting.

Ms. Farrow began by providing a status update on the Master Plan project. She explained that at this time the project status is at risk and outlined the ongoing performance issues with the Planning Design Compliance (PDC) consultant procured by Infrastructure Ontario to complete detailed hospital planning. Ms. Farrow outlined the mitigation plan and indicated that Trillium Health Partners (THP) is partnering with Infrastructure Ontario (IO) to explore strategies to increase confidence in the current plan.

Ms. Farrow provided a Stage 2 process update and indicated that QHC full Stage 2 is substantially completed for Board review. She provided a detailed overview of the QHC Stage 2 submission and highlighted scope changes to improve efficiencies and/or decrease cost. Ms. Farrow also shared the updated design which takes into account efficiency, cost containment and ensuring future site flexibility. The Board was also presented with the QHC project costs and local share impact, including a proposed negotiating alternate if changes are required to reduce the scope of THP's projects in order to address escalating costs.

The Board of Directors had an opportunity to ask questions and advised the management team to continue to advocate for the Master Plan projects and to consider trade-offs between sites and the current provincial and municipal climate.

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OneTHP Update

Mr. John Craig, Mr. Robert Slepín, Dr. David Stankiewicz and Ms. Danielle Sanagan joined the meeting.

Ms. Hayward-Murray began by providing an update on the OneTHP project summarizing that the project remains in scope, on schedule and budget. She also provided an update on recent practice readiness activities for teams across the organization.

Ms. Sanagan informed the Board of Directors that the recent Epic Progress Report for the month of December 2019 saw a decrease in the OneTHP score from a 3.5 to a 3.0 due to some slippage in a number of areas related to application build and interface testing progress. She reviewed the top areas of concern and the work underway to address these areas.

Ms. Darling reminded the Committee that she has been briefed on the key areas in more detail and commended the team for the transparency of their reporting. Mr. Slepín also expressed confidence in project leadership and the management team's approach to key risks at this time and felt confident that they are moving in the right direction to advance the project. Mr. John Craig provided an update from Epic and felt the information provided by the OneTHP team was accurate. He explained that the OneTHP team and Epic team continue to work collaboratively on the project.

Mr. John Craig, Mr. Robert Slepín, Dr. David Stankiewicz and Ms. Danielle Sanagan left the meeting.

4.2 Reporting: Trillium Health Partners Foundation Report

Ms. Czarski provided the THP Foundation report and spoke to the work completed to review and analyze the feasibility study as well as the announcement regarding the new CEO for the Foundation.

Mr. MacGibbon thanked Ms. Czarski for her leadership as Interim CEO for the THP Foundation and for her dedication to the role.

4.3 2020/21 Operating Plan, Hospital Accountability Planning Submission (HAPS) 2020/21 & the 2020/21 Capital Budget

Ms. Hayward-Murray introduced the 2020/21 plan which is focused on preparing the clinical platform for change and go-Live of OneTHP on July 25, 2020. It also focuses on system transformation through the Mississauga Ontario Health Team and continues the planning and design of the Master Plan. The plan also focuses on managing the challenges of growing community needs by creating capacity through partnerships and critical improvements to our

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operations to support our goals of Quality, Access, and Sustainability. She also reviewed the 2020/21 volume assumptions.

Ms. Vinette-Hancharyk explained that the budget currently reflects a deficit of \$26.5M and that the management team is recommending submitting this budget to Ontario Health with noted risks and assumptions for balancing the budget which would include surge bed reductions if insufficient government funding is made available. She also presented to the Board the 2020/21 capital plan, including an update on THP's process.

Ms. DiEmanuele thanked Ms. Vinette-Hancharyk and her team for their work.

MOVED by Ms. Wensley and seconded by Mr. Lachemi that, as recommended by the Finance and Audit Committee, the Board of Directors approve the 2020/21 Operating and Capital Budgets, subject to:

- The 2020/21 Operating Budget maintains the current ratio of 1:0, mitigating a gap of \$26.5M at the bottom (GAAP) line by:
 - Continued Government Partnership Strategies work with the MOH 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 conventional budgeted beds open; and
 - Submission of the 2020/21 budget and Hospital Accountability Planning Submission (HAPS) to the MH LHIN at a \$26.5M 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 as we invest in and operationalize a new Health Information System.
- Management providing a report to the Board if bed closures are being considered

CARRIED

Mr. David Longley left the meeting

Reporting: Finance and Audit Committee

Summary Committee Chair Report

Ms. Wensley provided the Finance and Audit Committee report and updated the Board on the year-end forecast and the work of Internal Audit at this time, including auditing of the OneTHP project.

Financial Statements as at September 30, 2019

Ms. Wensley presented the Financial Statements as at November 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 November 2019, Financial Statements.

Ms. Czarski left the meeting.

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5.0 Reporting

5.1 Chair's Report

Mr. MacGibbon provided the Chair's Report.

5.2 Professional Staff Association Report

Dr. Kumar provided the Professional Staff Association ("PSA") Report providing an update on recent PSA events and the high engagement of professional staff in OneTHP.

5.3 President and CEO Report

Ms. DiEmanuele provided the CEO update. She provided an update on capacity highlighting that THP continues to face increasing capacity pressures. She shared a letter sent to Deputy Minister Helen Angus asking to meet with her and her colleagues to provide a full briefing on the situation and emerging risk for THP.

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5.4 Chief of Staff Report

Dr. Morra reviewed the Chief of Staff Report. He provided an update on OneTHP training for Professional Staff and shared with the Board a summary of various standardization initiatives across the platform as it related to Professional Staff. The Board of Directors thanked Dr. Morra for his update and asked that he provide an education session to the Board at a later date regarding work on planned and unplanned care, its impacts and current pressures experienced across the system.

5.5 Chief Nursing Executive Report

Ms. Quigley reviewed the Chief Nursing Executive Report. She provided an update on the recent Prevalence & Incidence (P&I) Pressure Injury audit and shared THP's preliminary results which showed marked improvement. THP is committed to decreasing our pressure injury incidence and have taken a multi-pronged approach to improve performance on this indicator. The Board of Directors acknowledged the team's work to drive this result.

Ms. Starr updated the Board of Directors on Coronavirus and THP preparedness approaches.

6.0 Committees

6.1 Governance and Human Resources Committee

Summary Committee Chair Report

Ms. Magee provided the Governance and Human Resources Committee report and highlighted items included in the consent agenda including the Board Director development education plan,

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an update on compensation and annual wage increases as well as the Research Ethics Board (REB) Annual Report. She commended the team for the exceptional work on developing and presenting the REB Report.

CEO and COS 2020/2021 Goals and Objectives

Ms. Magee presented the 2020/21 CEO and COS Goals and Objectives including a review of the proposed goals and targets for each indicator. She outlined that the Goals and Objectives were discussed at the Priorities and Planning Committee and the Governance and Humans Resources Committee. In addition, the Quality and Program Effectiveness Committee had the opportunity to review and recommend for approval the Quality Improvement Plan, which is also embedded in the Goals and Objectives. Ms. DiEmanuele explained that that recommendation is that the majority of the goals and targets for 2020/21 remain the same to maintain a strong focus on safety and patient services while managing the pace of change. She outlined the differences between 2019/20 and the proposed 2020/21 targets particularly as it relates to Time to Inpatient Bed, People Engagement and Patient Experience.

MOVED by Ms. Magee and seconded by Mr. Allgood that the Board approve the 2020/21 Goals & Objectives for the President & CEO and Chief of Staff, as drafted.

CARRIED

6.2 Quality and Program Effectiveness Committee

Mr. Zelenczuk provided the Quality and Program Effectiveness Committee report. He informed the Board that the Committee reviewed the 2020/21 Quality Improvement Plan which was included in the consent agenda package as well as a discussion related to patient safety incidents report. As it relates to the updated target on Time to Inpatient Bed, the Quality and Program Effectiveness Committee as well as the Board of Directors, in alignment with the management team, acknowledge that increasing the Time to Inpatient Bed target is influenced by the unprecedented capacity demands and growth.

7.0 Other Business

No other business was raised at this time.

8.0 Adjournment

The meeting be adjourned at 7:50 PM.

Ex-Officio Directors, Management, Ms. Starr 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

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Alan MacGibbon, Chair

Michelle DiEmanuele, Secretary