

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

VIA TELECONFERENCE

In Attendance:

Elected Directors

Mr. Alan MacGibbon (Chair); Ms. Michele Darling; Mr. David Allgood; Ms. Christine Magee; Ms. Stacey Mowbray; Mr. Perry Miele; Ms. Anu Dhir; Mr. Chitwant Kohli; 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. April Gamache; Ms. Nicole Vaz; and Ms. Caroline Riseboro

Guests

Mr. Shihab Zubair; Dr. Laura Rosella; Ms. Shalu Bains; Ms. Carol Vinette-Hancharyk; Dr. Alison Freeland; Ms. Danielle Sanagan; and Mr. Robert Slepín

Resource

Ms. Sherine Fahmy

Regrets

Ms. Olga Giovanniello

1.0 Call to Order

The Chair called the Board meeting to order at 6:00PM. The Chair confirmed quorum.

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

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

CARRIED

1.2 Declaration of Conflict of Interest

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

2.0 Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

MOVED by Dr. Lachemi seconded by Ms. Darling that the Consent Agenda for the April 23, 2020, Board of Directors meeting, be approved.

CARRIED

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3.0 Strategy Update

3.1 COVID-19 Pandemic Response

Dr. Rosella, Ms. Bains, Ms. Vinette-Hancharyk, and Dr. Freeland joined the meeting.

COVID-19 Update

Ms. Farrow began by providing a summary of COVID-19 Ontario statistical overview as at April 21, 2020. She provided additional data on COVID-19 patients who have presented to THP including through assessment centres, in the Emergency Department, as inpatients and those who have expired. Ms. Farrow also spoke about the definition of COVID-19 outbreak and explained that there is currently no formal guideline on what constitutes a COVID-19 outbreak, which has created inconsistency between hospitals in both testing and reporting, and has contributed to a distorted view of activity. THP has worked in consultation with Peel Public Health to establish THP's current internal definition of a COVID-19 outbreak.

Dr. Rosella then spoke to the international trends being tracked and how that translated to COVID-19 planning at THP. She spoke to evidence of the curve being flattened and also highlighted that there is still growth in Ontario and in Peel Region specifically. Dr. Rosella explained that, despite evidence that the curve is flattening, there may still be localized outbreaks which can have significant impacts. Ms. Farrow reinforced this message and spoke to THP's operational reality and challenges created due to outbreaks, changes to flow, cohorting patients, etc. These challenges place a strain on the platform. Dr. Rosella also shared expectations related to a second wave of COVID-19 and the uncertainty related to timing and severity. The management team will be presenting to the Board at a later meeting plans for a sustained pandemic environment and preparing for a second wave.

Ms. Farrow provided an update on THP's full pandemic response and spoke to the long-term care (LTC) pandemic emergency and explained that the current LTC environment can have significant impact on acute care delivery, which is an important consideration as it related to plans to reopen planned care. She also presented THP's approach to supporting LTC homes in the THP catchment area. Ms. DiEmanuele provided additional context on THP staff and professional staff volunteering to support LTC and acknowledged the work of leaders who have stepped up to support.

Ms. Farrow concluded by providing an overview of top risks and THP's mitigation actions.

Dr. Rosella and Ms. Bains left the meeting.

COVID-19 Ethical Framework

Dr. Freeland began by sharing a THP patient story by way of sharing a family member's letter speaking to her father's experience.

Dr. Freeland provided an overview of the COVID-19 Ethical Framework. She explained that the Framework's governance structure comprises three levels of decision-making: system, organization, and individual; and guides prioritization of existing resources in a fair and evidence-based manner to minimize morbidity and mortality. The Framework describes the impact of this

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Pandemic and demonstrates the need for increasing support in decision-making as resources become more constrained and the impact on both patients and healthcare providers escalates.

MOVED by Mr. Zelenczuk and seconded by Ms. Mowbray that the Board of Directors approve the “COVID-19 Ethical Framework” effective immediately.

CARRIED

Dr. Freeland left the meeting.

Delegation of Authority: COVID-19 Pandemic Delegation of Authority Processes

Ms. DiEmanuele explained to the Board that both Signing Authority policies require updates to reflect the new organization executive leadership structure which took effect on April 1, 2020. These updates were intended to come forward to the Board in March but, given the COVID-19 pandemic, that review has been deferred until a later date. She proceeded to explain that there is a need to put in place a budget approval process, a streamlined quote to purchase order process and a revised signing authority level approval process for pandemic related procurements throughout the course of the pandemic. Ms. DiEmanuele provided an overview of the proposed process for budget approach relating to THP’s response to the Pandemic.

Ms. DiEmanuele provided a summary of COVID-19 pandemic response purchases from March 17, 2020 to April 21, 2020. She explained that in all instances, where possible, THP worked to leverage existing contracts with suppliers and, where this was not possible, have sourced with vendors who were able to meet specific timeline or specifications needs. In addition, where at all possible, vendors of records at the regional or provincial level have been pursued.

The Board of Directors expressed their agreement with the proposed process moving forward and advised of their retroactive approval for purchases from March 17, 2020 to April 21, 2020. The Board also requested that, at a later meeting, the Finance and Audit Committee review all pandemic related purchases.

MOVED by Ms. Wensley and seconded by Dr. Lachemi that the Board of Directors approve the “COVID-19 Pandemic Purchase Order and Signing Authority Process” effective immediately and approve retroactively COVID-19 pandemic response purchases from March 17 to April 21, 2020.

CARRIED

Ms. DiEmanuele provided an overview of the COVID-19 financial impact analysis and referred the Board to the briefing note included in the Board package for more information

Ms. Vinette-Hancharyk left the meeting.

3.2 OneTHP Update

Ms. Sanagan and Mr. Slepín joined the meeting.

Ms. Sanagan provided an update on the OneTHP project, including an overview of the decision made to pause OneTHP, the rationale behind the pause, and the ongoing work with a smaller group of staff. She indicated the majority of the team has been redeployed to assist with the COVID-19 Pandemic response. Ms. Sanagan also indicated that Epic has been understanding, supportive and cooperative of the THP approach to the pause and has advised that this is

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consistent with the approach taken by other clients.

Mr. Slepín reinforced the comments shared by Ms. Sanagan and spoke to the strong partnership with Epic and their collaborative approach at this time. When asked about whether THP would be able to access the same Epic resources after the pause, Mr. Slepín indicated that he believes this is possible as many other projects are also on hold and the resources would not have been assigned to other projects.

Ms. Darling thanked Ms. Sanagan, Mr. Slepín as well as the project sponsors for their thoughtful approach in taking this decision.

Ms. Sanagan and Mr. Slepín left the meeting.

3.3 Master Plan Update

Ms. Farrow provided an update on Master Plan. She began by outlining the COVID-19 impact on THP's broader redevelopment project and indicated that THP has protected a core group of staff that continues to push with key master plan work streams during the pandemic. Ms. Farrow also provided an update on Stage 2 submission progress for Mississauga Hospital (MH) and Queensway Health Centre (QHC) including a change to the project delivery model at QHC from a Design/Build/Finance/Maintain (DBFM) to Building/Finance (BF) based on ongoing engagement with the MOH. Ms. Farrow assured the Board that THP is working closely with stakeholders to advocate that THP projects remain a priority for funding going forward and informed the Board that THP is working to influence innovative thinking to reduce planning time and increase standardization. Ms. DiEmanuele emphasized the need for new solutions to local share considering the economic impact of COVID-19

4.0 Reporting

4.1 Chair's Report

Mr. MacGibbon provided the Chair's Report and outlined to the Board that the Executive Committee has not yet met.

4.2 Trillium Health Partners Foundation's Report

Ms. Riseboro provided an update on the Foundation's COVID-19 campaign and the positive response received from the community. She also mentioned the work the Foundation is doing in leading the personal protective equipment (PPE) and donations drive. Ms. Riseboro explained that the Pandemic will have impacts on the Foundation's fundraising efforts this year with many events and meetings cancelled.

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5.0 Other Business

No other business identified.

6.0 Adjournment

The meeting was adjourned at 8:00PM.
Ex-Officio Directors and Management left the meeting.

The Board of Directors met in-camera with the CEO, COS and CNE.
Ms. Hayward-Murray 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