

**Trillium Health Partners  
Board of Directors Meeting Minutes  
November 26, 2020**

VIA VIDEOCONFERENCE

**In Attendance:**

<b>Elected Directors</b>	Ms. Michele Darling (Chair); Ms. Christine Magee; Mr. David Allgood; Mr. Howard Eng; Mr. Chitwant Kohli; Dr. Mohamed Lachemi; Mr. Michael Latimer; Mr. Alan MacGibbon; Ms. Stacey Mowbray; Mr. Manjit Singh; and Ms. Karen Wensley
<b>Ex-Officio Directors</b>	Ms. Michelle DiEmanuele; Dr. Dante Morra; Ms. Kathryn Hayward-Murray; Dr. Catherine Grenier; Dr. Nick Scampoli; Dr. Sal Spadafora; and Shihab Zubair
<b>Senior Management</b>	Ms. Karli Farrow; Ms. April Gamache; Mr. Scott Jarrett; Ms. Nicole Vaz; and Ms. Caroline Riseboro
<b>Guests</b>	Ms. Danielle Sanagan; Mr. Robert Slepín; Mr. Daniel Fabella; Dr. Shaan Chugh; Mr. Shawn Kerr; Ms. Gillian Steeve; Dr. Laura Rosella; Mr. David Longley; and Mr. Michael Lindsay
<b>Regrets</b>	Mr. Perry Miele
<b>Resource</b>	Ms. Sherine Fahmy

\*via videoconference

**1.0 In-Camera Session**

The Board met In-Camera, with Elected Directors.

Management and Ex-Officio Directors then joined the meeting.

**2.0 Call to Order**

The Chair called the Board meeting to order at 5:45. The Chair confirmed quorum.

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

**MOVED** by Ms. Magee and seconded by Mr. Kohli, that the agenda for the November 26, 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.

Dr. Morra highlighted for the Board the briefing note regarding the appointment of Dr. Kevin Chan as Program Chief, Women's and Children's Health. Dr. Morra also provided an update on the 2020/2021 Re-application cycle status and indicated that there are currently two 2020/2021 reappointment applications that have not come forward. He explained that once the outstanding issues for each of the two re-appointment applications are resolved, the re-applications will be processed accordingly. Ms. Darling acknowledged the THP Foundation Report and Scorecard included in the package.

MOVED by Mr. Allgood seconded by Mr. Singh that the Consent Agenda for the November 26, 2020, Board of Directors meeting, be approved.

**CARRIED**

### **4.0 Committees**

#### **4.1 Finance and Audit Committee**

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

Ms. Wensley provided the Finance and Audit Summary Committee Chair Report. She reported on the financial statements and the forecast for year-end. Ms. Wensley also indicated that the Committee discussed capital expenditures for the year.

##### **Financial Statements as at September 30, 2020**

**MOVED** by Ms. Darling and seconded by Ms. Mowbray that, as recommended by the Finance and Audit Committee, the Board approve the September 2020 Financial Statements, acknowledging that the September year-to-date results do not include the anticipated reimbursement funding from the Ministry of Health for COVID-19 incremental costs for the period of May to September 2020.

### **5.0 Strategy Update**

#### **5.1 OneTHP Update**

Ms. Danielle Sanagan, Mr. Robert Slepín, Mr. Daniel Fabella and Dr. Shaan Chugh joined the meeting.

Dr. Morra began by thanking the Board for their support and advice throughout the duration of the OneTHP project. He also thanked Mr. Slepín for his valuable contribution as Board Advisor. Dr. Morra proceeded to highlight key go-live successes including going live on scope, on budget and on time. He acknowledged the hard work of staff and professional staff across the organization to train, prepare and support with go-live. Ms. Hayward-Murray echoed Dr. Morra's remarks and highlighted the value that this tool brings in driving quality and safety moving forward.

Ms. Sanagan provided an update on recent project activities, including an update on issues and tasks reported and those that were resolved. She highlighted the key benefits of this install in creating a safer, more modern clinical management platform focused around the patient and their care. Ms. Sanagan proceeded to highlight THP's performance on key adoption metrics and overall project risks and top issues being tracked.

Mr. Fabella, THP nurse, shared his experience using Epic at THP to enhance the patient and provider experience and spoke to the opportunities to enhance care as it related to wound care.

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Dr. Chugh, THP professional staff member, shared his experience being on-call during the OneTHP go-live weekend. He shared the value of having access to information and the significant impact on improved patient safety. Dr. Chugh explained that there is significant learning required to be able to use the system effectively and that, when utilized, the tool is extremely powerful.

Dr. Scampoli acknowledged the hard work and resilience of the professional staff in adopting Epic. He explained that the first few days were difficult for the team but, with appropriate preparation and training, the teams were able to proceed forward and have already noted the benefits of the new tool. Dr. Scampoli thanked the project team for their leadership and continuous communication. Dr. Morra thanked the Professional Staff Association for their support with the implementation of OneTHP.

Mr. Slepín shared his reflection on OneTHP go-live, highlighting that the leadership team has been extraordinary and outcomes to date are positive. He reminded the Board that the work for ongoing transformation starts now and that this is just the beginning.

Ms. DiEmanuele indicated that the Board will have an opportunity to review and discuss at a later date the approach to benefits realization. She also highlighted that a formal project close-out and transition to operations will take place and the Board Chair will be notified.

Finally, Ms. DiEmanuele thanked the Board for their video acknowledging leaders across the organization and marking this moment.

Ms. Danielle Sanagan, Mr. Robert Slepín, Mr. Daniel Fabella and Dr. Shaan Chugh left the meeting.

## **5.2 COVID-19 Update**

Ms. Gillian Steeve and Dr. Laura Rosella joined the meeting.

Dr. Rosella provided an update on the pandemic experience and the three week outlook. She informed the Board that we have observed an increase in community transmission in the Mississauga region and that overall cases in Peel cases and percent positivity continue to increase.

Ms. Farrow proceeded to provide an update on current state within THP. Over the past month, THP has seen a significant growth in bed utilization for COVID-19 patients and COVID-19 admission rates have increased. Currently, THP is ranked second for COVID-19 Inpatient Bed Utilization. Ms. Farrow also reviewed key risks related to COVID-19 including health human resources, capacity, transmission of COVID-19 and LTC stabilization. She outlined the mitigation plans in place to address these risks.

The Board had an opportunity to ask questions related to capacity management and dealing with operational challenges related to outbreaks and flow. Ms. Farrow informed that capacity initiatives are underway to operationalize 141 beds spaces and support flow.

Ms. Gillian Steeve and Dr. Laura Rosella left the meeting.

## **6.0 Education Session**

### **6.1 Partnership with Infrastructure Ontario (IO): Hospital Redevelopment**

Mr. Michael Lindsay, Mr. David Longley and Mr. Shawn Kerr joined the meeting.

Ms. Farrow introduced Mr. Lindsay, President and CEO of Infrastructure Ontario (IO), to the Board of Directors and thanked him for joining the Board meeting. She indicated that THP is working closely with IO on a number of large-scale projects that will help shape the future of health care in our community, with impact beyond.

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Mr. Lindsay shared his thoughts on IO's evolving and broadening contracting approaches and highlighted the Ontario P3 model's success to date and how it is evolving to adapt to a changing market. He spoke to changes in how the market has changed and how this has affected bids and what this could mean for THP.

The Board had opportunity to share their questions and reflections with Mr. Lindsay. They raised the importance of pushing the boundaries of conventional thinking on hospital projects to drive health care improvement, economic growth and community building. They also discussed key risks related to timelines, human resources and government approvals. Mr. Lindsay highlighted the importance of integration risk and ensuring that appropriate measures are in place to ensure that on large projects integration is being considered and managed effectively.

Ms. Darling thanked Mr. Lindsay on behalf of the Board for joining the meeting.

Mr. Michael Lindsay and Mr. David Longley left the meeting.

### **7.0 Strategy Update Cont'd**

#### **7.1 Priorities and Planning**

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

Ms. Magee provided the Priorities and Planning Summary Committee Chair Report. She indicated that the Committee convened on October 28 to discuss the Accelerated Long-Term Care Build Project including key project updates, proposed operating model and a discussion regarding the potential governance structure models.

[REDACTED]

##### **Accelerated Long-Term Care Build Pilot Program**

[REDACTED]

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Mr. Shawn Kerr left the meeting.

**8.0 Reporting**

**8.1 Chair's Report**

Ms. Darling provided the Chair's Report. Update on the Board of Directors Interest to Serve process. She informed that Board that, as per our usual process each year, the Nominations process will begin early in the new year and the Board Office will reach out to ask Board members to complete the Interest to Serve survey. Ms. Darling also provided an update on the THP Foundation campaign cabinet for the largest hospital campaign in the history of our community. She indicated that the Board's collective leadership and example will be crucial in the early days of this transformational campaign to generate the momentum needed for fundraising success. She asked each Board member to consider how he/she will personally support THP's campaign in a meaningful way.

**8.2 President and CEO Report**

Ms. DiEmanuele provided the CEO update. She shared her early reflection and information regarding the COVID-19 vaccination and indicated that THP Solutions will take the lead in creating a team and beginning this work. In light of the Auditor General Report, Ms. DiEmanuele also confirmed to the Board that Dr. Rob Reid and the IBH team have been a part of the Steering Command table at THP and their guidance and expertise has been instrumental to THP's pandemic response.

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**9.0 Other Business**

Ms. Darling thanked Ms. April Gamache for her leadership and contributions to THP. She spoke of Ms. Gamache's leadership and expertise as she supported various areas within THP and wished her all the best in her future endeavors.

**10.0 Adjournment**

The meeting be adjourned at 8:00 PM.

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

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Michele Darling, Chair

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Michelle DiEmanuele, Secretary