

**Trillium Health Partners  
Board of Directors Meeting Minutes  
January 28, 2021**

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; Mr. Perry Miele; Ms. Stacey Mowbray; and Ms. Karen Wensley
<b>Ex-Officio Directors</b>	Ms. Michelle DiEmanuele; Dr. Dante Morra; Ms. Kathryn Hayward-Murray; Dr. Catherine Grenier; Dr. Trevor Young; and Mr. Shihab Zubair
<b>Senior Management</b>	Ms. Karli Farrow; Mr. Scott Jarrett; Ms. Nicole Vaz; and Ms. Caroline Riseboro
<b>Guests</b>	Mr. Shawn Kerr; Mr. David Longley; Ms. Gillian Steeve; and Dr. Laura Rosella
<b>Regrets</b>	Mr. Manjit Singh; and Dr. Nick Scampoli
<b>Resource</b>	Ms. Sherine Fahmy

**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 4:10PM. The Chair confirmed quorum.

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

**MOVED** by Ms. Magee and seconded by Ms. Wensley, that the agenda for the January 28, 2021, 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.

**3.0 Consent Agenda**

The Chair presented the Consent Agenda for discussion and approval.

**MOVED** by Mr. Allgood seconded by Mr. Miele that the Consent Agenda for the January 28, 2021, Board of Directors meeting, be approved.

**CARRIED**



## **Trillium Health Partners Board of Directors Meeting – Thursday, January 28, 2021**

### **4.0 Strategy Update**

#### **5.1 Priorities and Planning**

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

Ms. Magee provided the Priorities and Planning Committee report and informed the Board of the Committee's meeting earlier in the month where they reviewed and discussed key updates related to the Long-Term Care (LTC) Accelerated Build Pilot Program [REDACTED]. She indicated that the Committee provided their feedback which has been incorporated in the materials shared with the Board in advance of this meeting.

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

Mr. Shawn Kerr joined the meeting.

[REDACTED]



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Mr. Shawn Kerr left the meeting.



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### 4.2 Master Plan

Mr. David Longley joined the meeting.

Ms. Farrow informed the Board that management is requesting Board approval of the final Stage 2 submission for the Mississauga hospital site [REDACTED]

[REDACTED] The Stage 2 submission includes the following: functional programs; design and spatial requirements; phasing plan; project schedule; and, project budget. Ms. Farrow presented the revised combined project costs and local share as well as the schedule for the M-site project.

Ms. Farrow proceeded to provide overall Master Plan updates, highlighting that amidst the pandemic, work has been continuing aggressively on the project, for both M-site and Q-site. As it relates to government approvals and local share plan, she informed the Board that THP is participating in active government relations as Treasury Board approvals are underway and THP is advancing discussions on how to address the local share gap based on the Ministry of Health (MOH) cost sharing policy. She also provided an update on ongoing work and partnership with Infrastructure Ontario on the Stage 3 process, and continued discussions on how to disrupt traditional build models to save cost and time.

The Board had an opportunity to ask questions related to the build as well as key risks. When asked about changes in practice that may impact the build, Ms. Farrow indicated that the team has spent time on future proofing the project as well as looking at promoting universality and flexibility in the platform to mitigate this risk and allow the future hospital to adjust to meet innovations as well as population changes. The Board also advised the management team to consider lessons learned related to traffic and flow management from previous projects at St. Michael's Hospital, the Centre for Addiction and Mental Health and York University.

**MOVED** by Ms. Magee and seconded by Ms. Mowbray that the Board approves the submission to government of Trillium Health Partners' Stage 2 Submission for Mississauga Hospital capital redevelopment project, as outlined by management in the *A New Kind of Hospital for a Healthier Community: Final M-Site Stage 2 Submission & Overall Project Updates* presentation at the Board of Directors meeting on January 28, 2021.

**CARRIED**

Mr. David Longley left the meeting.

### 4.3 COVID-19 Update: Wave 2 Preparedness

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

Dr. Rosella began by presenting the COVID-19 trends internationally as well as within Peel Region. She proceeded to highlight the THP COVID-19 inpatient census forecast scenarios and spoke of the uncertainty related to the variants and how they may impact the environment. Dr. Rosella outlined the challenges of increased transmission as it relates to the variant.

Ms. Farrow provided an overview of COVID-19 "hotspot" hospitals with THP ranking second overall and third for ICU. She proceeded to highlight THP's capacity pandemic response including the regional IMS response, adding up to 105 new capacity and transition of existing capacity to Med/Surg, Critical Care and COVID-19 capacity. She outlined for the Board the key risks in Wave 2 and THP's mitigation strategies. Overall, THP's focus is on maintaining a stable workforce to support the clinical platform and administration of the COVID-19 vaccine, as well as a continued focus and mitigation of risks related to staff illness, outbreaks and overall wellness.



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Ms. DiEmanuele provided an update on the COVID-19 vaccine indicating that the first vaccine in Mississauga was administered by THP to a LTC nurse on December 21, 2020. As of January 18, 2021, 9,169 doses of the COVID-19 vaccine have been administered and 7,825 doses were available in inventory.

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

### **5.0 Reporting**

#### **5.1 Chair's Report**

Ms. Darling provided the Chair's Report.

#### **5.2 Professional Staff Association Report**

Dr. Grenier provided the Professional Staff Association ("PSA") Report. She shared a story to highlight the work of professional staff and the care team overall during the pandemic. Dr. Grenier highlighted the impact of the pandemic on professional staff wellness. She outlined that many members of the professional staff are heartened by THP's commitment to staff and professional staff mental health and wellness. She also mentioned that the PSA's next event is centered on mental health and the PSA is working with THP on a peer support group for professional staff. Dr. Grenier also commended THP's vaccination efforts.

#### **5.3 President and CEO Report**

Ms. DiEmanuele provided the CEO Report. She began by acknowledging the tremendous work of Dr. Morra, Ms. Hayward-Murray, Dr. Ginzburg and Ms. Harrington to ensure that THP has a disciplined and principled approach to vaccination.

Ms. DiEmanuele proceeded to provide an update on planning for 2021/22 including the capital and operating plans. She explained that this is a period of high uncertainty and THP is planning for continued pandemic response as well as stabilization and recovery mechanisms. The Board advised Ms. DiEmanuele to continue to ensure there is high elasticity within the plan.

Ms. DiEmanuele provided an update on staff and professional staff engagement opportunities across the organization including Town Halls, wellness initiatives, etc.

#### **5.4 Chief of Staff Report**

Dr. Morra reviewed the Chief of Staff Report. Dr. Morra began by acknowledging Ms. DiEmanuele's leadership throughout the pandemic. He spoke to the incredible partnership with professional staff throughout the pandemic in a period of continuous change and through the installation of Epic. He assured the Board that all processes related to medical quality of care, performance reviews, reapplications and professional staff management are underway. Dr. Morra also provided an update on medical leadership changes in the Medicine and Diagnostic Imaging Programs.

#### **5.5 Chief Nursing Executive Report**

Ms. Hayward-Murray reviewed the Chief Nursing Executive Report. She provided an update on the Better Together award distribution completed in December 2020 with 83 nursing, 29 allied health, 15 Professional Staff, 13 Education, and 23 Service Excellence awards distributed. Ms. Hayward-Murray informed the Board that, in November 2020, THP conducted the semi-annual Pressure Injury Prevalence and Incidence Audit across all THP sites. THP achieved a combined overall preliminary result of 6.72% which is a 0.04% improvement over the February result of 6.76%. THP's clinical teams across the organization continue to work to advance performance on this metric and Ms. Hayward-Murray outlined the specific next steps.



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Ms. DiEmanuele provided an update on the nursing workforce and indicated that THP continues to actively recruit talent and utilize both the Ministry funded New Graduate Guarantee and Clinical Extern program as strategies to ensure we continuously hire nurses so we can meet the needs at THP.

### **5.6 Trillium Health Partners Foundation Report**

Ms. Riseboro provided the THP Foundation Report. She informed the Board that the Foundation has approved the Local Share Plan Commitment for Master Plan. She proceeded to provide an update on transformational gifts secured by the Foundation. Ms. Riseboro also spoke about the Hazel McCallion 100th Birthday Photo Book, which has been a resounding success with donor commitments totalling \$2.53M while book sales, additional marketing and PR events will continue into February. To conclude, Ms. Riseboro provided an update on Foundation Board nominations and also thanked the THP Board members for their support for the campaign.

Mr. Zubair acknowledged Ms. Riseboro's contributions over the last year in her role and commended her for her efforts and results.

## **6.0 Committees**

### **6.1 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.

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

**MOVED** by Ms. Wensley and seconded by Ms. Mowbray that, as recommended by the Finance and Audit Committee, the Board approve the November 2020 Financial Statements, acknowledging that the November YTD results do not include the reimbursement funding from the MOH for COVID-19 incremental costs for the period of August to November 2020.

**CARRIED**



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**6.2 Quality and Program Effectiveness Committee**

**Summary Committee Chair Report**

Mr. Allgood provided the Quality and Program Effectiveness Summary Committee Chair Report.

**9.0 Other Business**

No other business was raised at this time.

**10.0 Adjournment**

The meeting be adjourned at 7:45 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