

**Trillium Health Partners
Board of Directors Meeting Minutes
March 25, 2021**

VIA VIDEOCONFERENCE

In Attendance:

Elected Directors 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; Mr. Manjit Singh; and Ms. Karen Wensley

Ex-Officio Directors Ms. Michelle DiEmanuele; Dr. Dante Morra; Ms. Kathryn Hayward-Murray; Dr. Catherine Grenier; Dr. Trevor Young; and Dr. Milan Barboza

Senior Management Ms. Karli Farrow; Mr. Scott Jarrett; Ms. Nicole Vaz; and Ms. Caroline Riseboro

Guests Dr. Amir Ginzburg; Ms. Georgia Whitehead; Ms. Carol Vinette-Hancharyk; Mr. David Longley; and Ms. Alma Arsenian

Regrets Mr. Shihab Zubair

Resource Ms. Sherine Fahmy

1.0 Call to Order

The Chair called the Board meeting to order at 4:00PM. The Chair confirmed quorum.

The Chair welcomed Dr. Barboza to the Board of Directors as Vice President of the Professional Staff Association.

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

MOVED by Dr. Lachemi and seconded by Mr. Allgood, that the agenda for the March 25, 2021, 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.

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2.0 Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

MOVED by Ms. Magee seconded by Mr. Miele that the Consent Agenda for the March 25, 2021, Board of Directors meeting, be approved.

CARRIED

3.0 Patient Story

March 11 marked the one year anniversary of the day the WHO declared the World Wide COVID-19 Pandemic. This represents a point in time to reflect and acknowledge what we have been through as an organization, and a community. The Board of Directors viewed a video sharing the story of the first COVID-19 patient at THP, and the teams who cared for this patient.

The Board of Directors acknowledged the courage, leadership and resilience of the whole team during this difficult time. They expressed their utmost respect and appreciation for the team. The Board of Directors thanked all staff and professional staff for taking care of our community. This messages of acknowledgement will be shared on behalf of the Board of Directors with all staff.

4.0 Strategy Update

4.1 CEO and COS 2021/2022 Goals and Objectives and 2021/22 Quality Improvement Plan (QIP)

Dr. Amir Ginzburg and Ms. Georgia Whitehead joined the meeting.

Ms. DiEmanuele presented the proposed 2021/22 CEO and COS Goals & Objectives, including the QIP, to the Board. She reviewed each of the indicators related to operational effectiveness, patient experience, people engagement, sustainability as well as the major transformational projects. Ms. DiEmanuele explained that the proposed 2021/22 Goals & Objectives and QIPs were developed taking into consideration the extensive efforts, including broader provincial advocacy, towards response, recovery and restoration, based on what is known to date. She outlined that the plan remains highly ambitious.

The Board had an opportunity to ask questions related to the proposed indicators, as well as additional indicators tracked at the management level. The Board also recognized the management team for the improved performance on patient experience.

MOVED by Ms. Magee and seconded by Mr. Latimer that, as recommended by the Governance and Human Resources Committee, the Board of Directors approve the 2021/22 Goals & Objectives for the President & CEO and Chief of Staff, inclusive of the 2021/22 Quality Improvement Plan (QIP).

CARRIED

MOVED by Mr. Allgood and seconded by Mr. Eng, that the Board of Directors approve the 2021/22 Quality Improvement Plan (QIP), for the Hospital and the McCall Centre LTC Unit.

CARRIED

Dr. Amir Ginzburg and Ms. Georgia Whitehead left the meeting.

4.2 Operating Plan Approach for 2021/22 and Capital 2021/22 Budget

Ms. Carol Vinette-Hancharyk joined the meeting.

Mr. Jarrett highlighted to the Board the context for THP's operating environment, explaining that COVID-19 activity is expected to continue into next year, despite vaccine distribution, with future waves anticipated. In addition, THP staff and professional staff have had an exceptionally challenging year and have gone above

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and beyond. COVID-19 has tested THP's agility and innovative capabilities, allowing for accelerated progress in certain areas.

Ms. Vinette-Hancharyk highlighted THP's approach to operating budget planning for 2021/22. She proceeded to highlight the drivers of THP's financial position for 2021/22 including the historical structural deficit and inflationary pressure; internal efficiencies and savings; COVID-19 driving reduced revenues; and COVID-19 driving higher expenditures. She highlighted the various scenarios of projected deficit and explained that a balanced budget will not be feasible without full government support including support for the historical structural deficit and inflationary pressures; a multi-year trajectory to recovery is anticipated. Ms. Vinette-Hancharyk outlined the operating plan risks and mitigation strategies.

Ms. Vinette-Hancharyk presented the 2021/22 proposed capital plan.

Given,

- the significant impact of COVID-19 on THP due to both historical capacity challenges and its operation within a COVID-19 Provincial hotspot;
- the uncertainty regarding COVID-19 activity in the year ahead, government direction on recovery plans and financial supports;
- the expectation that it will be a multi-year path to recover, restore and return to a sense of reasonable predictability in our operations;
- the fact that THP is seeing rising COVID-19 incidence in the community and is preparing for an upcoming COVID-19 wave;
- and the historical structural capacity deficit THP was managing annually;

MOVED by Ms. Wensley and seconded by Ms. Mowbray that the Board,

1. At this time is not approving the operating budget, but:

4. Requests Management take the following actions:

- i. Continue priority focus on ensuring a safe and high quality care environment for patients and health care workers, with no reduction in services at this time due to sustainability pressures;
- ii. Inform the Deputy Minister of Health and the President & CEO of Ontario Health of the significant and unique impact of COVID-19 on THP and the operating budget scenarios for 2021/22 with a request for support to ensure sustainability of services;
- iii. Once funding sources from the 2021/22 provincial budget are known, provide the THP2021/22 operating budget to the Board for approval;
- iv. Provide a regular update and calibration on this plan and the 2021/22 Goals & Objectives.

CARRIED

Ms. Carol Vinette-Hancharyk left the meeting.

4.3 Priorities and Planning

Summary Committee Chair Report

Ms. Magee provided the Priorities and Planning Committee Chair Report. She informed the Board that the Committee had an opportunity to meet and share their feedback and advice with the management team on the Master Plan, [REDACTED], Accelerated LTC Build and the strategy related to the 2021/22 Operating Plan.

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Master Plan

Mr. David Longley and Ms. Alma Artenian joined the meeting.

Ms. Farrow provided an overview of the enabling works projects including Q-Site Parkade, High Voltage Transformer Relocation and M-Site Parkade.

Mr. Longley provided an update on the Q-site configuration and outlined to the Board that the management team is seeking endorsement for the recommended new Q-Site Inpatient Tower Configuration. She presented the new proposed configuration and outlined how it better serves operations and addresses site constraints. Ms. Farrow outlined that the new 'H shape' provides improved design flexibility, site circulation and provides more flexibility for future site development.

MOVED by Ms. Magee and seconded by Mr. MacGibbon, that the Board approves the new Queensway Health Centre Inpatient Tower configuration, as outlined by management in its presentation at the Board of Directors meeting on March 25, 2021 to be adopted for all future submissions.

CARRIED

Mr. David Longley and Ms. Alma Artenian left the meeting

5.0 Reporting

5.1 Professional Staff Association Report

Dr. Grenier provided the Professional Staff Association ("PSA") Report. She began by introducing Dr. Barboza to the Board. She also informed the Board that the PSA is recruiting for the position of Treasurer. Dr. Grenier proceeded to share her reflections on the professional staff orientation session for new physicians and spoke to the various roles that physicians can play at THP related to research, education and practice. She outlined that professional staff believe that THP is a place that is committed to keeping them safe and shared updates on well-being initiatives for staff and professional staff. Dr. Grenier acknowledged the important work physicians plan in facilitating conversations between patients and their families.

6.0 Committees

6.1 Finance and Audit Committee

Summary Committee Chair Report

Ms. Wensley provided the Finance and Audit Committee Chair Report. She provided an update on the financial forecast for year-end.

Financial Statements as at January 31, 2021

MOVED by Mr. Singh and seconded by Mr. MacGibbon that, as recommended by the Finance and Audit Committee, the Board approve the January 2021 Financial Statements, acknowledging that the January 2021 YTD results do not include the reimbursement funding from the MOH for COVID-19 incremental costs for the period of October 2020 to January 2021.

CARRIED

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6.2 Governance and Human Resources Committee

Nominations Sub-Committee Update

Mr. Miele provided an updated on the work of the Nominations Sub-Committee and outlined the process to fill the vacancy positions for 2021/22. He explained the framework used by the Sub-Committee to identify expertise and skills to augment the board as well as the interview process.

9.0 Other Business

Ms. Darling provided an update on the Foundation's campaign, to support the THP Master Plan through raising money for local share. She thanked all members of the Board who met with the Foundation leadership and made a financial commitment. Ms. Darling also highlighted that both the Board Chair and CEO of the Hospital are on the campaign cabinet and provided an updated on the work to date. Ms. Riseboro thanked all members of the Board who have made commitments to the Campaign.

10.0 Adjournment

The meeting be adjourned at 6:30 PM.

Ex-Officio Directors and Management left the meeting.
The Board of Directors met in-camera.

Michele Darling, Chair

Michelle DiEmanuele, Secretary