

**Trillium Health Partners
Board of Director Special Meeting Minutes
Thursday, September 29, 2022**

VIA VIDEOCONFERENCE

In Attendance:

Elected Directors	Ms. Christine Magee (Chair); Mr. David Allgood; Mr. Howard Eng; Mr. Kevin Johnson; Dr. Mohamed Lachemi; Mr. Michael Latimer; Mr. Perry Miele; Mr. Manjit Singh; and Ms. Melanie Steiner
Ex-Officio Directors	Ms. Karli Farrow; Dr. Ivan Cacic; Ms. Kathryn Hayward-Murray; Dr. Milan Barboza; Dr. Indraneel Ghosh; and Mr. Shihab Zubair
Senior Management	Ms. Debra Carson; Mr. Scott Jarrett; Ms. Nicole Vaz; and Ms. Caroline Riseboro
Guests	Ms. Morgan Farris; Ms. Monika Hall; Ms. Jane Helmstadter; Ms. Meryl Hodnett; Ms. Gloria Kain; Mr. Shawn Kerr; Mr. David Longley; Ms. Gillian Steeve; Ms. Carol Vinette-Hancharyk; and Mr. John Wieser
Regrets	Mr. Mark Cummings; Ms. Michele Darling; Ms. Jennifer Lee; Ms. Joan Mohammed; Dr. Dante Morra; and Dr. Trevor Young
Resource	Ms. Paula Di Turi

1.0 In-Camera Session - Elected Directors and CEO only

The Board met In-Camera, with Elected Directors and the CEO.

2.0 Call to Order

The Chair called the Board of Directors (Board) meeting to order at 4:20PM. The Chair confirmed quorum.

2.1 Approval of Agenda

The Chair reviewed the agenda with the Board members. No revisions were made.

MOVED by Mr. Miele and seconded by Mr. Johnson that, the Agenda for the September 29, 2022 Board 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 Ms. Darling and seconded by Mr. Allgood that, the Consent Agenda for the September 29, 2022 Board meeting, be approved.

CARRIED

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4.0 Patient Story

Ms. Hayward-Murray shared two patient stories on the theme of the patient experience highlighting feedback received by the patients and their families, and the actions taken and support by the hospital and care teams.

5.0 Strategy Update

5.1 Strategic Stock-Take

Mr. Kerr and Ms. Steeve joined the meeting.

Ms. Farrow provided an overview of THP's evolution since 2011, the opportunities in redefining health care and becoming an organization like no other in the country. She advised that the pandemic pressure forced an acceleration of change in health care and described accelerants of change, THP's imperatives, and barriers and risks to change. She further described THP's unique position in creating a new kind of health care for a healthier community by impacting each part of the health care system, and highlighted the transformative progress made over the last decade. She advised THP's Strategic Plan laid out the right path for a post-pandemic future and described what health care should be like in Canada's largest hospital. She shared THP's achievements to date integrating core operations, and of the large-scale operational changes in progress. She described the principles for transformation and key topics coming forward to the Board in the year ahead.

5.2 Priorities and Planning:

Mr. Longley joined the meeting.

i) Summary Committee Chair Report

Mr. Singh provided the Priorities and Planning Committee Chair Report. He shared that a Fall Capacity update was provided advising that while THP is returning to pre-pandemic volumes, there has been an increasing number of inpatients requiring care for COVID-19 and influenza which is expected to continue this Winter. He advised that THP is implementing a risk plan which considers ED diversion and admission avoidance, bed capacity and flow and staffing priorities. The Committee was also provided with an update on the LTC Accelerated Build on the Speakman Project. He shared that two items coming forward today will be a strategic acquisition opportunity at 2085 Hurontario Street, and the introduction of the Board Advisory Panel who will join today's meeting on the Master Plan Project Update.

ii) Master Plan: Board Advisory Panel

Mr. Jarrett provided an overview of the role and reporting structure of the Board Advisory Panel on the Broader Redevelopment Project, consisting The Gilgan Family Queensway Health Centre and The Peter Gilgan Mississauga Hospital. He summarized key contractual revisions required for the advisors participating in the Advisory Panel. He then described the mechanisms for the Advisory Panel's independence between Management and the Board. He provided an overview on the biographies of the Advisory Panel members.

WHEREAS:

- A. Trillium Health Partners ("THP") continues to advance planning and implementation of the Broader Redevelopment Project for the expansion of The Gilgan Family Queensway Health Centre (the "Q-Site Project") and the replacement of The Peter Gilgan Mississauga Hospital (the "M-Site Project").
- B. The board of directors (the "Board") agrees, as per Board discussion in November 2021 and June 2022 that as these projects advance into more complex stages, additional Board oversight is required.
- C. The Board approved in June 2022 to proceed with a Board Advisory Panel (the "Advisory Panel") comprised of THP identified expert advisors to advise the Board and CEO regarding project risks and mitigation strategies pertaining to this project up to substantial completion of the projects.

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MOVED by Mr. Singh and seconded by Mr. Miele that, the Board approves to proceed with the Advisory Panel and agrees to the role & reporting, workload & compensation and contract revisions outlined in the briefing note.

CARRIED

Master Plan Board Advisory Panel members Ms. Hodnett, Ms. Kain and Mr. Wieser joined the meeting.

5.3 Trillium HealthWorks:

Board Advisory Panel members Meryl Hodnett, Gloria Kain and John Wieser joined the meeting.

i) Master Plan:

- **Project Update**

Mr. Jarret welcomed and introduced the Board Advisory Panel members to the meeting. He provided a key updates and milestones attained to date on the Master Project, and provided an overview on inflationary pressures as a key risk in managing extraordinary costs of the Project. He advised that THP demonstrated its commitment to support government by proposing a manageable scope in reduction to the Project which was endorsed by the tripartite committee consisting of the Ministry of Health (MOH), Infrastructure Ontario (IO) and THP who share a commitment to ensuring clinical care was not impacted. Mr. Jarret highlighted key points coming forward on the M-Site and Q-Site 2022/23 Board Cycle Work Plan.

- **Master Plan Local Share Update**

Mr. Kerr provided the Master Plan Local Share Update. He described the funding sources for Trillium HealthWorks advising that THP's Stage 2 Local Share Submission was provided to the MOH in October 2021.

[REDACTED] He provided a breakdown of funding commitments for the Master Plan Project, and described how THP is advancing Local Share through community, municipal and provincial engagements.

- **Observations from the Board Advisory Panel**

The Board Advisory Panel provided key points and described their observations outlining risks and opportunities related to governance and decision-making processes by THP leadership and the Master Plan team; the scope of the tri-party governance in place between MOH, IO and THP; the procurement and government approval process; and the financial local share gap of the Project. Ms. Magee, on behalf of the Board, thanked the Advisory Panel for their summation and insights today, with the Board looking forward to receiving their observations during the course of the Project.

Board Advisory Panel members Meryl Hodnett, Gloria Kain and John Wieser left the meeting.

ii) [REDACTED]

Ms. Vinette-Hancharyk, Ms. Hall, Ms. Farris, and from Bennett Jones LLP, Ms. Helmstadter joined the meeting.

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Mr. Kerr, Ms. Steeve, Mr. Longley, Ms. Hall, Ms. Farris and Ms. Helmstadter left the meeting.

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6.0 Committees

6.1 Finance and Audit:

i) Summary Committee Chair Report

Mr. Latimer provided the Finance and Audit Committee Chair Report. He provided highlights on the financial performance for the reporting period, the risk to forecast, and investment performance relative to benchmarks. He shared the status of the audit plan and overall assessment of pharmacy procurement audit.

ii) Financial Statements as at July 31, 2022

Mr. Latimer presented the Financial Statements as at July 31, 2022, for approval.

MOVED by Mr. Latimer and seconded by Ms. Lee that, as recommended by the Finance and Audit Committee, the Board approve the July 31, 2022 Financial Statements.

CARRIED

Ms. Vinette-Hancharyk left the meeting.

6.2 Governance and Human Resources:

i) Summary Committee Chair Report

Mr. Eng provided the Governance and Human Resources Committee Chair Report. He shared that the Committee reviewed the Board Mandate and this Committee's 2022/23 Terms of Reference and Work Plans. He outlined the Board's role in preparation for the Accreditation Survey process scheduled for the week of June 12-16, 2023. He advised that the Committee was provided a report on the Hospital's insurance portfolio insured through the Healthcare Insurance Reciprocal of Canada. He provided highlights on the 2021/22 Research Ethics Board Annual Report and recapped the role of the REB and their priorities.

6.3 Quality and Program Effectiveness:

i) Summary Committee Chair Report

Mr. Allgood provided the Quality and Program Effectiveness Committee Chair Report. He shared that the Committee welcomed Mr. Kevin Johnson, and non-director members Ms. Bhavini Patel as Patient Representative and Mr. Varma Maharaj as Hospital Employee Representative. The Committee reviewed its 2022/23 Terms of Reference and the Work Plan where each meeting will focus on a theme related to quality and patient safety, a patient story and a Key Quality Metric that will align with the theme. The Committee reviewed the Q1 2022/23 performance on the Quality Improvement Plans. The Key Quality Metric spotlight for the first meeting was on Patient and Family Experience and Engagement. Management shared how THP has a multi-faceted approach to seeking patient and family feedback, identifying opportunities, and improving the overall patient and Family experience. He shared that there is currently there is no survey vendor for Patient Experience and work is underway to identify alternative measurement methodologies.

7.0 Reporting

7.1 Chief Nursing Executive Report

Ms. Hayward-Murray provided the Chief Nursing Executive Report. She shared THP has had a successful interprofessional career fair recruiting 112 new nurses and 41 new allied health staff. In respect to retention, where many hospitals over the GTA had to pull back their staff from their vacations in order to operate their hospitals, THP designed a successful short-term new platform to incent staff overtime pay to work weekends

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to support other staff taking much needed vacations over the summer. She shared that staff were invited to apply to THP's signature curriculum leadership program, and with 100 applicants, they will be assigned for one year to a mentor, who are volunteer senior and expert staff who guide our novice staff interested in a leadership journey. In respect to staff wellness, she highlighted that the upcoming Back to School and Quality and Patient Safety Week events will have several onsite activities to get staff rejuvenated.

7.2 Chief of Staff Report

Dr. Cacic provided the Chief of Staff Report. He shared that THP is aggressively recruiting in medicine, emergency, mental health and primary care; with 107 new professional staff onboarded, far exceeding turnover of retirements, FTE changes, practice transitions and resignations. THP has been successful through its advocacy with the Ministry of Health to ensure funding to enable necessary backup physician coverage across all programs. He shared the Professional Staff HR Forecast across all programs continues to ensure THP's exceptional services of uninterrupted delivery of care and work-life balance for staff.

7.3 Professional Staff Association Report

Dr. Barbosa provided the Professional Staff Association (PSA) Report. He provided an update on the PSA's engagement efforts. He shared that professional staff aspire to be engaged and invested in making THP successful and providing patients with the best care. He advised that several physicians reported being burnt out and both the PSA and Medical Administration are working together to support professional staff wellness.

7.0 Other Business

Ms. Magee reminded the Board regarding the invitation to join THP's 2022 Back to School virtual event on October 13; and of the upcoming October 17 Board Primer session about people at THP which will serve to level set the Board and enable Management to plan ahead together as we build a new hospital and continue to grow the THP team.

No other business was raised at this time.

8.0 Adjournment & Transition to In-Camera

MOVED by Ms. Steiner and seconded by Ms. Magee that, the meeting be adjourned.

CARRIED

The meeting was adjourned at 7:30PM.

Ex-Officio Directors and Management left the meeting.

The Elected Members of the Board met in-camera with the CEO.

Christine Magee, Chair

Karli Farrow, Secretary