

**Trillium Health Partners
Board of Director Meeting Minutes
Thursday, November 24, 2022**

VIA VIDEOCONFERENCE

In Attendance:

Elected Directors	Ms. Christine Magee (Chair); Mr. David Allgood; Mr. Mark Cummings; Ms. Michele Darling; Mr. Howard Eng; Dr. Mohamed Lachemi; Ms. Jennifer Lee; Mr. Perry Miele; and Ms. Melanie Steiner
Ex-Officio Directors	Ms. Karli Farrow; Dr. Dante Morra; 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. Paula Blackstien-Hirsch; Mr. Craig Campbell; Ms. Shalu Bains; Ms. Farah Khan; Dr. Amir Ginzburg; Shawn Kerr; Mr. David Longley; Ms. Gillian Steeve; and Ms. Carol Vinette-Hancharyk
Regrets	Mr. Kevin Johnson; Mr. Michael Latimer; Ms. Joan Mohammed; Mr. Manjit Singh; 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 4:55PM. The Chair confirmed quorum.

Ms. Magee congratulated Ms. Riseboro's achievement for the 2022 AFP Greater Toronto's Outstanding Fundraising Professional Award raising over three billion dollars in gifts in her career and as a leader committed to large scale change. Ms. Magee congratulated Dr. Lachemi being named by the Canadian Immigrant Magazine's Top 25 Canadian Immigrants for 2022 for his recognized contributions to Canada.

2.1 Approval of Agenda

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

MOVED by Ms. Darling and seconded by Mr. Allgood that, the Agenda for the November 24, 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.

Board of Directors Meeting Minutes – Thursday, November 24, 2022

MOVED by Ms. Darling and seconded by Mr. Miele that, the Consent Agenda for the November 24, 2022 Board meeting, be approved.

CARRIED

4.0 Patient Story

Ms. Hayward-Murray shared a patient experience aligning with the key quality metric theme of Workplace Violence. She advised that workplace violence has remained a high priority throughout the pandemic. The story shared demonstrated how THP remains committed to finding ways to continue to provide high quality of care for patients, all while ensuring their safety, the safety of other patients and staff when incidents arise. She outlined how THP addresses workplace violence and actions that have been implemented, including long-term actions incorporated into the workplace violence strategy QIP.

5.0 Spotlight on Quality

Dr. Ginzburg, Ms. Bains, Ms. Irwin, Mr. Campbell, Mr. Khan and Ms. Blackstien-Hirsch joined the meeting.

i) Primer on Quality and Next Steps in Accreditation

Ms. Hayward-Murray, Dr. Ginzburg and Ms. Blackstien-Hirsch presented the objectives for the Primer on Quality, including the Board's role as it relates to quality, patient safety and accreditation. Dr. Ginzburg provided an overview of the THP Quality Model, a tool to guide initiatives undertaken to improve quality, access and sustainability to support initiatives laid out on delivering high quality care and exceptional experiences. Ms. Blackstien-Hirsch provided the Board with education on whole system quality planning, control and improvement. The team described leading quality and standardization through accreditation and the Board's role in preparing and participating in Accreditation Canada's Qmentum Survey program by completing The Governance Functioning Tool ahead of the June 2023 Accreditation Survey. The Board had a robust discussion with the presenters.

ii) Foundations of Clinical Excellence

Ms. Hayward-Murray, Ms. Irwin, Mr. Campbell and Ms. Bains described the Foundations of Clinical Excellence as a multi-year initiative to better support and empower teams to deliver high quality care and exceptional experiences. They described priorities over a three-year plan, with year one focusing on refreshing and improving existing key practices, tools and standards that enable teams to achieve clinical excellence. The use of THP's Quality Model guides initiatives to achieve the goal of quality and desired outcomes of improved safety, clinical outcomes, patient satisfaction, provider engagement and culture. It is based on work currently underway and is designed to help standardize, achieve and sustain best practices that will see THP continue to meet and exceed quality benchmarks for patient care. This works complements THP's efforts to create a safe, inclusive and anti-racist THP where everyone can realize their potential. They advised that that in addition to the Board's role overseeing preparation of annual quality performance indicators, approving selected indicators and related performance targets, as well as modelling a learning culture for continuous improvement and ensuring processes in place for advancing quality aims; the accreditation process will demonstrate to patients and the community of THP's dedication to quality and safety.

Dr. Ginzburg, Ms. Bains, Ms. Irwin, Mr. Campbell, Mr. Khan, Ms. Blackstien-Hirsch and Ms. Riseboro left the meeting.

6.0 Committees

6.1 Finance and Audit:

Ms. Vinette-Hancharyk joined the meeting.

i) Summary Committee Chair Report

Ms. Lee provided the Finance and Audit Committee Chair Report. She shared that PriceWaterhouse Coopers presented the External Audit Plan. The Moody's audit rating was completed with the THP receiving a triple A-

Board of Directors Meeting Minutes – Thursday, November 24, 2022

rating as THP was viewed as a continuing with a stable outlook. She highlighted that the triple A-rating is the fourth highest rating that an organization can receive. She also shared that Internal Audit provided a status update on the Internal Audit Plan. The September 2022 Financial Statements and Forecast was presented and is coming forward for approval today.

ii) Financial Statements September 2022 and Forecast

Mr. Latimer presented the Financial Statements as at September 2022 and Forecast, for approval.

MOVED by Ms. Lee and seconded by Mr. Cummings that, as recommended by the Finance and Audit Committee, the Board approve the Financial Statements September 2022 and Forecast.

CARRIED

Ms. Vinette-Hancharyk left the meeting.

6.2 Priorities and Planning:

Mr. Longley, Mr. Kerr and Ms. Steeve joined the meeting.

i) Summary Committee Chair Report

Ms. Magee provided the Priorities and Planning Committee Chair Report. She shared that the Committee was provided with a Health Hubs update advising that the Accelerated LTC (Speakman) Project is on track for Spring 2023 and occupancy on track for Summer 2023. She advised that relationship building with municipal officials continues to be a priority. Through the Trillium HealthWorks update, it was shared the Q-Site and M-Site Projects surpassed RFP milestones, specifically the M-site RFP for a development partner closing on September 30, 2023 with a single proponent, and the Q-Site RFP released this past October. Parkade construction at both sites is progressing well. An education session was provided on the Development Phase of the M-Site project ahead of the Development Phase Agreement approval and execution planned for the January 2023 Board meeting. The Board will be provided a primer session in early January 2023 to learn more about the M-Site Development Phase Agreement. A status was provided on Municipal Local Share Engagement efforts within the context of the changing municipal political landscape and the overall funding required for the Trillium HealthWorks projects. The Board Advisory Panel shared their observations and key messages for both the Q-Site and M-Site projects.

Mr. Longley, Mr. Kerr and Ms. Steeve left the meeting.

6.3 Governance and Human Resources:

i) Summary Committee Chair Report

Mr. Eng provided the Governance and Human Resources Committee Chair Report. He shared that the 2022/23 TORs and Work Plans for the Board Standing Committees came forward. He updated the Board on the recalibration of the CEO and Chief of Staff 2022/23 goals and objectives, specifically to the QIP targets on the Hospital Acquired Pressure Injury and Patient Experience which have been impacted by external factors outside of organizations control. Through the Equity Update, it was shared that the hospital is participating in a Climate Review which will help inform THP's Anti-Racism Action Plan that will be used as a blueprint for tackling all forms of racism at THP, and that a report will be prepared and shared with the Board. A Risk Report was presented updating THP's risk position outlining assessments and mitigation strategies for the hospital's top risks, which includes health human resources, clinical capacity, and major projects. The People Report was presented with an update on Q1 and Q2 of the workforce plan which included activities of attracting and retaining top talent, stabilizing and developing the current workforce, and wellness initiatives for staff. The Committee was also provided with a special Spotlight on Cybersecurity presented by the hospital's Chief Information and Privacy Officer who provided an overview of the hospital's Cyber Program and Roadmap, including the types of cyber threats in Ontario and in healthcare, and ransomware attacks and what is behind

Board of Directors Meeting Minutes – Thursday, November 24, 2022

them. The Committee was also provided with an outline of the hospital's investments into cybersecurity, including the hospital's collaboration with all Broader Public Services and the Province of Ontario making a joint effort to improve cyber resilience.

6.4 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 was provided an update on Q1 and Q2 on both the Patient Safety Incident Trend Reporting and the Patient Complaints Trend Reporting. The Committee's Volunteer Representative, Ms. Harvinder Matharu's term has been extended to June 2024. The Key Quality Metric spotlight was Workplace Violence, highlighting incidents have been on the rise since the start of the pandemic, with increased patient volumes, higher patient acuity (including mental health patients), and operational changes including visitor restrictions were mentioned as possible contributing factors. Mitigation strategies currently in place including how THP is supporting staff, and actions to strengthen THP's workplace violence strategy were discussed.

7.0 Reporting

7.1 Professional Staff Association Report

Dr. Barbosa provided the Professional Staff Association (PSA) Report. He described the work being done by front-line professional staff and their incredible role of culture in quality improvement. He shared that since the pandemic, physicians and colleagues are managing more than their usual patient loads, and with the addition of the paediatric surge. He thanked Dr. Morra and the leadership team for their continued efforts to increasing the workforce and their continued rounding with the front-line. He also highlighted the work by Ms. Farrow, Dr. Morra, Dr. Amir Ginzburg, Ms. Debra Carson and all of Senior Management for their undertaking with the Women's and Children's Health Program, most especially in bringing groups of physicians together through a Joint Steering Committee which has been an inclusive relationship between physicians and leadership.

7.2 Chief of Staff Report

Dr. Morra provided the Chief of Staff Report. He shared the described the leadership changes in the Mental Health program, including the significant volumes since the start of the pandemic. There has been changes in each clinical program since the start of the pandemic, and now with paediatrics which was protected during the pandemic, is now having their moment of volumes. He highlighted the Women's and Children's Health Program had a significant impact over course of the pandemic but has done a great job, recognizing Ms. Alison Quigley and Ms. Michelle Draper for the engagement within the program and the great recruitment. He shared that leadership is monitoring physician scheduling to ensure sufficient coverage, as well as bringing in back up physicians to the organization to support planned leaves of absences. He described the status since the implementation of EPIC and whole change to a seamless patient experience. He described the government system change and fee schedule on virtual care.

7.3 Chief Nursing Executive Report

Ms. Hayward-Murray provided her last Chief Nursing Executive Report. She shared her reflections on her 10-years as Chief Nursing Executive ("CNE") at THP and her gratitude to the Board, the founding Boards, the PSA and colleagues. She described the role of the CNE on the Board at THP as compared to her counterparts at other organizations, where at THP the CNE has been provided a platform to work closely with professional staff, nursing and allied health in breaking down traditional hierarchies that in the past impeded on delivery of quality patient care. She expressed her immense pride and what's ahead for THP especially in attracting top talent. She imparted that frontline want to be part of the THP team delivering quality of care a, be valued, and to feel safe in a workplace violence free environment. She shared that trifecta transcends to the bedside and that starts from the Board-to-bedside concept is real and the front line values the work of the Board and the

Board of Directors Meeting Minutes – Thursday, November 24, 2022

front-line want to be part of it. The Board Chair recognized Ms. Hayward-Murray for her extraordinary 37 years of service and leadership at THP. The Chair invited others to speak about Ms. Hayward-Murray's legacy of leadership and integrity as a change leader both at THP and within the healthcare system.

8.0 Other Business

Ms. Magee advised the Members that the annual Board renewal process will begin and the Board Office will reach out some time in mid-December to complete the Interest to Serve Survey which will be due in early January.

Ms. Farrow further described from the COS Report, THP's response to the current stress on the paediatrics program and detailed actions being implemented at THP and across Ontario to support young patients.

No other business was raised at this time.

9.0 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, COS and CNE.

Christine Magee, Chair

Karli Farrow, Secretary