

**Trillium Health Partners
Board of Directors Meeting Minutes
Thursday, September 28, 2023**

Breakwater Room, The Waterside Inn
15 Stavebank Road South, Mississauga, Ontario

In Attendance:

Elected Directors	Ms. Christine Magee (Chair); Mr. David Allgood; Mr. Adam Burke; Ms. Michele Darling*; Mr. Howard Eng; Dr. Mohamed Lachemi; Ms. Jennifer Lee; Ms. Joan Mohammed*; Mr. Gregory Smith; and Ms. Melanie Steiner
Ex-Officio Directors	Ms. Karli Farrow; Dr. Joan Murphy; Ms. Terri Irwin; Dr. Indraneel Ghosh; and Dr. Sujata Sikka; Dr. Patricia Houston; and Mr. Paul Sabourin;
Senior Management	Dr. Amir Ginzburg; Mr. Scott Jarrett; Dr. Dante Morra; Ms. Nicole Vaz; Ms. Caroline Vinette-Hancharyk; and Ms. Caroline Riseboro
Guests	Mr. Shawn Kerr; Ms. Marilyn Knox; and Ms. Catherine Pringle
Regrets	Mr. Mark Cummings; Mr. Michael Latimer; Mr. Kevin Johnson; Mr. Carmine Nigro; and Mr. Manjit Singh
Resource	Ms. Paula Di Turi

*Via Videoconference

1.0 Call to Order

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

1.1 Approval of Agenda

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

MOVED by Mr. Eng and seconded by Mr. Burke that, the Agenda for the September 28, 2023, Board 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.

The Chair reminded the Board of Dr. Lachemi's and Dr. Houston's declared conflict of interest to Consent Agenda Item #2.1(iv) related to THP's affiliation with the *Toronto Metropolitan University*, and should this matter be pulled for discussion, the Board is to provide a moment for them to be recused for that discussion, including any related resolution.

2.0 Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

MOVED by Ms. Mohammed and seconded by Mr. Allgood that, the Consent Agenda for the September 28, 2023, Board meeting, be approved.

CARRIED

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3.0 Strategy Update

3.1 Strategic Stock-Take

Mr. Kerr and Ms. Pringle joined the meeting.

Ms. Farrow provided an overview on the annual strategy stock take. She provided an overview and progress to date on the THP's 10-year strategic plan. She shared highlights from the Accreditation 2023. She presented the five key changes in THP's environment which include population and service demand; workforce shortages and transition; inflation and cost of living; harnessing digital and artificial intelligence growth; and government policy and connected care. She also raised THP's role and initiatives on climate change for creating a healthier community that leaves nobody behind. Ms. Farrow then supported questions from the Board.

Mr. Kerr and Ms. Pringle left the meeting.

4.0 Committees

4.1 Governance and Human Resources:

i) Summary Committee Chair Report

Mr. Eng provided the Governance and Human Resources Committee Chair Report. He shared that the Chief of Staff Position Description Policy was amended to align with the recruitment for this role and support the Chief of Staff Selection Committee with its next steps. He highlighted the process underway to update THP's corporate governance documents to ensure compliance with the *Ontario Not-For-Profit Corporations Act* before the October 18, 2024, deadline. The Committee was presented with the outcome of the Board's Effectiveness Process.

ii) Board Effectiveness Review

Ms. Knox joined the meeting.

Ms. Knox presented the results of the Board Effectiveness Review. She provided an overview on the survey undertaken, observations at Board and committee meetings, and roundtable discussions. She conveyed that the Board is focused on THP's strategic direction and has a constructive partnership with Management. She shared that new Directors are welcomed and valued for the added value they bring. The Board demonstrates a culture of inquiry, share their experience, and hold high a responsibility based on their fiduciary roles in their ethical considerations, including conflict of interest matters. She complimented the Board in demonstrating their commitment to excellence to the community that THP serves, including their impressive oversight of multiple challenges since the pandemic, the installation of an EPIC system, and significant executive-level successions since the previous 2019 Board Effectiveness Review. The Board thanked Ms. Knox in supporting them with the review process.

Ms. Knox left the meeting.

4.2 Finance and Audit:

i) Summary Committee Chair Report

Mr. Burke provided the Finance and Audit Committee Chair Report on behalf of Mr. Singh. He provided highlights on the Debenture Repayment Strategy and Leith Wheeler Q2 2023 Portfolio Performance Review. He shared details on Management's reported results on the 2023/24 Operating Plan and July year-to-date

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financial performance, including THP's impacted budget and projected financial position of the repeal of Bill 124. He also shared that the Committee was provided with Internal Audit's update on activities, including the EPIC Access Audit Report.

ii) Financial Statements as at July 2023 and Forecast

Mr. Burke presented the Financial Statements as at July 2023, for approval.

MOVED by Ms. Steiner and seconded by Mr. Burke that, as recommended by the Finance and Audit Committee, the Board approve the July 2023 Financial Statements.

CARRIED

4.3 Quality and Program Effectiveness:

i) Summary Committee Chair Report

Mr. Allgood provided the Quality and Program Effectiveness Committee Chair Report. He provided highlights on the Q1 performance of the Quality Improvement Plan ("QIP") and performance targets relating to Long-Term Care and Long-Term Care QIPs. The key quality metric spotlight was Time to Inpatient Bed QIP where he provided an overview on the approach to ease capacity pressures through continuous improvement and on innovation both inside and outside of THP. Management supported questions on this metric. He mentioned notable initiatives, including the deployment of the artificial intelligence (AI) discharge solution to identify patients approaching clinical stability for early discharge planning; the opening of Wellbrook Place enhancing capacity; and the partnership with Loft supporting complex seniors' discharges, addressing mental and physical health challenges, addiction issues, poverty and homelessness for vulnerable patients. The Diagnostic Imaging Program shared quality initiatives aimed at reducing Emergency Department patients' wait times for imaging and improving hospital-wide utilization of imaging services.

Mr. Allgood left the meeting.

4.4 Priorities and Planning:

i) Summary Committee Chair Report

Ms. Mohammed provided the Priorities and Planning Committee Chair Report. She shared that a government relations and local share update was provided, shedding light on THP's strategy and priorities to address key issues impacting THP within the dynamic provincial environment, including health care workforce, hospital funding, health care infrastructure and health system integration. The Committee discussed the approach to the integration of THP's Women's and Children's Program requiring phases of consolidation and realignment until the opening of the Women's and Children's Hospital as announced on September 26, 2023, alongside government. An update was provided on Seniors Campus of Care, THP's first Health Hub, with the goal of creating a patient-centric, integrated, and comprehensive seniors' care continuum in this region. Status on construction and operational readiness of Wellbrook Place; progress on the THP brand awareness campaign launch in fall 2023 were discussed by the Committee.

4.5 Trillium HealthWorks:

i) Summary Committee Chair Report

Mr. Smith provided the Trillium HealthWorks Committee Chair Report on behalf of Mr. Nigro. He shared the Committee reviewed the recommendations for approval related to the M-Site Project which includes the amendment to the PDC fee for the implementation phase to re-align funds and scope of work related to the planning, design and conformance; the future municipal requirements for the tower and the parkade; and the enabling works contract execution with the development partner specific to site preparation. The

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recommendations for approval for the Q-Site Project includes the parkade budget increase; and an amendment to the parkade CM contract to increase the total contract value. A Contractual Agreements Status Report providing an overview of large-scale hospital redevelopment projects; the Trillium HealthWorks Project update highlighting key milestones and overall project risks for the fiscal year; and Board Advisory Panel observations and key messages on the Q-Site and M-Site Projects were presented to the Committee.

5.0 Reporting

5.1 Chief Nursing Executive Report

Ms. Irwin provided the Chief Nursing Executive Report. She acknowledged the efforts and significant achievement of staff's focus on quality since Accreditation and their energy as the organization moves into year two of Foundations of Clinical Excellence. She highlighted the recruitment and retention strategies outline in her Report.

5.2 Chief of Staff Report

Dr. Murphy provided the Chief of Staff Report. Her report included the launch of MyChart and its positive impact on professional staff. She advised that the CEO and COS Town Hall engagement sessions providing an update on the MOH Inspector's Report was well received by professional staff that fostered a connection for open feedback. She provided highlights on the MOH approved hospital on-call coverage funding (HOCC) program, and the recruitment of medical leadership.

5.3 Professional Staff Association Report

Dr. Ghosh provided his first Professional Staff Association Report. He raised key recommendations from the MOH Inspector's Report and the Hospital's engaged Independent Third Party Facilitator regarding the role of the PSA in discussions and decisions related to hospital leadership planning, culture development, and policy and procedure development. He shared the PSA's excitement and support on the projects forging with the new university affiliation, the new hospital build and restructuring of the clinical programs, and strengthening their bond with the Board as decisions are made.

5.4 Appendix

- i) President & CEO Report**
- ii) Chief of Staff Report**
- iii) Chief Nursing Executive Report**
- iv) Trillium Health Partners Foundation Report**

As read.

6.0 Other Business

Ms. Magee reminded the Board of the upcoming Special Meeting of October 12, 2023, and the THP Foundation's 22nd Annual Diwali Gala on November 3, 2023.

Ms. Riseboro provided an update on the Foundation's fundraising journey over the past three years of attracting unprecedented levels of giving, and the transformational gift of the largest donation to a hospital. She shared that as of July 2023 the net campaign cash raised, including uncollected pledge is almost \$400M. The net campaign will now be revised with a goal of \$500M. The Board congratulated the Foundation's role raising awareness through their fundraising initiatives.

No other business was raised.

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7.0 Adjournment

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

CARRIED

The meeting was adjourned at 6:15PM.
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