

June 13, 2022

Delivered via Tara.L.Wilson@Ontario.ca

Ms. Tara Wilson
Director, Hospitals Branch
Ministry of Health
438 University Ave, 4th Floor
Toronto, ON M7A 1N3

Dear Ms. Wilson,

I am following up on the correspondence I received from you on June 9, 2022, regarding the letters sent by a lawyer representing an unknown number of anonymous physicians raising concerns about Trillium Health Partners (THP). In that correspondence, you indicated that the Ministry of Health (MOH) will be engaging an independent third-party to conduct a review of the concerns raised. On behalf of our independent elected board members (Board), I would like to reiterate that THP welcomes this review and we look forward to working with you to move the process forward.

To that end, there are important points that I wish to draw your attention to as we move forward:

1. We request an expeditious third-party review process to restore fairness

From the moment our President & CEO (CEO) received the anonymous physician complaints from Ontario Health (OH) on January 5, 2022, we moved swiftly to review them as thoroughly as possible, recognizing the significant limitations of the information provided in the letter and our lack of ability to access the complainants given they were anonymous. The report that our VP, General Counsel & Chief Compliance Officer (General Counsel) completed was submitted to OH on February 1, 2022.

We understand that there is now a follow up letter, dated May 27, 2022, from the same lawyer representing the anonymous physicians. THP has not received this letter, however, we have been provided excerpts by a media outlet asking us to comment on the concerns raised within it. Based on what we have received, the unsubstantiated allegations contained in the December 22nd appear to be escalating and libelous in nature.

As you know, there are many available avenues for review of physician complaints, including with their hospital leaders, human resources/medical affairs, internal representation through the professional staff association (PSA), or confidentially and anonymously through an external service provider, as outlined in our Whistleblower Policy. None of these options, to our knowledge, were used by the group of anonymous physicians. Instead, our organization is now the subject of a process that appears to be adjudicated by news media relying upon allegations that we have not seen, by anonymous individuals, and given an air of credibility by the MOH's decision to bring in an external reviewer. I want to emphasize these complaints are anonymous.

Given these challenges, we respectfully request the third-party review begin without delay in order to thoroughly assess the complaints and restore fairness. We would also like to understand the terms of reference for this review and the process the reviewer will be using in order to prepare a report expeditiously and inform our employees and professional staff.

2. Transparency is a valued principle for THP

At each step of this matter we have communicated with our organization – something that we will continue to do. To that end, we informed the MOH last week that we have made the General Counsel's report public, with the appropriate redactions in accordance with the *Freedom of Information Privacy and Protection Act*. We will also make public correspondence with your office in this matter, including this letter.

3. The Board has full confidence in the hospital leadership

As referenced above, we understand, through inquiries received from the Toronto Star that your office is in possession of a second letter, dated May 27th, from the same lawyer representing the anonymous physicians and that this second letter makes direct allegations against THP's Chief of Staff, Dr. Dante Morra. On behalf of the Board, I wish to inform you that Dr. Morra has not had a single complaint on his employment file during the more than nine years of his employment with THP.

Further, as outlined above, THP has not received these anonymous physician complaints through any of the numerous channels available to our physicians, including through legal representation from the Canadian Medical Protective Association (CMPA) or our anonymous whistleblower service. In addition, the physicians have not used their internal PSA representatives to communicate these anonymous complaints. This is the body the hospital works with closely to constructively resolve issues and collaboratively improve upon the overall physician practice environment.

The Board uses best practises when it evaluates and assesses the performance of our CEO and Chief of Staff, which include the use of in-depth 360 feedback through interviews and annual performance reviews. Not only is Dr. Morra's reputation stellar as a leader, physician and teacher, but the outcomes of our internal processes for Dr. Morra have been exemplary in the protection of patient quality of care, addressing practice issues and in creating a fair and safe environment for all.

Dr. Morra has expressed his full support for the independent third-party review to strengthen understanding of any issues identified from the anonymous complainants. I speak on behalf of the Board that we have full confidence in the Chief of Staff.

4. Letters affirming THP processes and practices

I am sharing with you signed letters received earlier this year from our Patient Services Committee, Chief Nursing Executive, Physician Leaders and Program Chiefs and Medical Directors in support of the management and human resources practices used at THP to support excellent patient care and a respectful workplace. I believe it is important for you to have these as a matter of your current records on the integrity of THP's processes and practices.

I want to reiterate that, as a public institution entrusted with the provision of care to over 1.7 million people every year and stewardship of a workplace for over 10,600 staff, 1,400 professional staff and 2,200 learners, we take the concerns in issue very seriously and are committed to being part of a fair and transparent process for everyone involved.

I look forward to hearing from you with respect to next steps as soon as you are able.

Sincerely,



Christine Magee
Chair, Board of Directors, Trillium Health Partners

cc.

Christine Elliott, Deputy Premier & Minister of Health

Susan deRyk, Chief Regional Officer, Central & West Regions, Ontario Health

Karli Farrow, President & CEO, Trillium Health Partners

Nicole Vaz, VP, General Counsel & Chief Compliance Officer, Trillium Health Partners

March 22, 2022

TO: Michèle S. Darling
Chair, Board of Directors
Trillium Health Partners

CC: Karli Farrow, President and CEO
Dr. Dante Morra, Chief of Staff and President THP Solutions

Patient Services Committee Response to Recent Concerns

The Patient Services Committee has written this letter in response to concerns recently raised about Trillium Health Partners (THP).

The Patient Services Committee represents all the programs that deliver health care services to the patients and community THP serves. We have the privilege of collectively leading 1,350 professional staff (physicians, dentists, and midwives) and over 10,700 staff who are dedicated to caring for over 1.6 million patients every year.

As Patient Care Services leaders, we ensure that best practice standards for the quality of clinical care are upheld, using the defined practices outlined by recognized bodies such as Accreditation Canada. We also set expectations related to behaviour, to ensure the safety—physical, psychological, and emotional—and respectful conduct of all people at THP, including patients, professional staff, staff, volunteers, and learners. Beyond creating a positive and supportive work environment for the care teams that work at THP, safety and respect are also core to the high quality, positive care experiences we strive to deliver to patients, 24 hours a day, 365 days a year.

To achieve this goal, we engage with all members of hospital teams, including physicians, and value hearing all voices, as we believe that differing opinions lead to better ideas and sounder decision-making. To stay meaningfully connected with teams and individuals, leaders at THP regularly round throughout the organization, attend staff huddles, and meet with groups and individuals, both formally and informally. We place a high value on the importance of incorporating regular feedback into shaping our clinical programs and work environment. We seek input, advice, and feedback openly from staff and professional staff, so that we can celebrate and share achievements, and so we can listen to and act on areas of improvement. In situations where teams or individuals feel unheard, we have well established pathways to escalate concerns further, and communicate and encourage these internal escalation pathways to be used.

The Patient Care Services Committee takes great pride in the culture of collaboration and trust we have built not only within the Committee membership but with all departments across our organization, including Medical Affairs, Quality, Risk and Professional Practice. Collectively, we believe deeply in making decisions based on established frameworks and consensus-based principles grounded in patient-centred care, and these are codified within our organizational processes, policies, and procedures. Following this type of approach ensures that, as an

organization, we behave in a consistent, equitable, and transparent manner and support the delivery of quality patient care. We recognize that in situations of performance management and/or code of conduct issues, there may be individuals who may not appreciate a consistent application of these policies, standards, and processes. Where individuals have questions about our processes and policies, we encourage them to ask us these questions.

The distressing effects of moral injury have never been more evident to us as a health care community than during this global pandemic. In this regard, the pandemic has been challenging and exhausting for all, and those who work in health care have shouldered this in uniquely poignant ways. The recent concerns that have been raised have landed harshly and hurtfully on some THP staff and professional staff, at a time when we need to remain focused on patient care. Despite this added moral injury, the members of the Committee remain dedicated to any learning and process improvements that have resulted from the review.

We are proud of the important role that THP plays in our community—in normal times and in pandemic times—and we are committed to continuing to uphold THP's values of Compassion, Excellence, and Courage to deliver the best possible care for those who need us.

Respectfully,



Debra Carson, MHSc, BScOT
Executive Vice President, Patient Care Services



Terri Irwin
VP, Patient Care Services



Stephanie Joyce
SVP, Patient Care Services and Health System Integration



Dr. Joan Murphy, MD, FRCSC
VP, Patient Care Services (Oncology) &
Regional VP, Ontario Health (CCO)



Alison Quigley, RN, BScN, MHSc
SVP, Patient Care Services



Simon Akinsulie, RN, MHA, CHE
Director, Women's & Children's Program



Craig Campbell
Director, Emergency & Urgent Care



Dr. Matthew Cesari, MM, MDCM, FRCPC
Program Chief & Medical Director, Laboratory Medicine & Genetics



Dr. Kevin Chan MD, FAAP, MPH, FRCPC
Program Chief & Medical Director, Women's & Children's Health



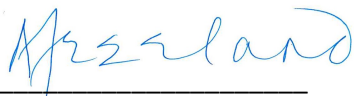
Karen Conway MHS, BSc OT, OT Reg. (Ont.)
Program Director, Surgery & Peri-Op & Neuro MSK



Dr. Ivan Diamond, MD, PhD, FRCPC
Program Chief & Medical Director, Diagnostic Imaging



Joanna Ellis
Director, Ambulatory Care



Dr. Alison Freeland
VP, Education and Academic Affairs & Interim Program Chief &
Medical Director, Mental Health



Dianne Godkin
Senior Ethicist



Christine Johnson
Director Cardiac Health & Medical Device Reprocessing Programs



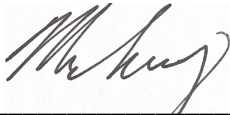
Jeff Kerk
Director, Diagnostic Imaging



Dr. Eric Letovsky, MD, CFPC, FRCPC
Program Chief & Medical Director, Emergency Medicine & Urgent Care



Dr. Dhanjit Litt, MD
Program Chief & Medical Director, Medicine Program



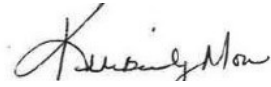
Varma Maharaj MPA
Director, Patient Support Services



Shannon Maier, RN, BScN, MSc QIPS Program Director,
Inpatient Medicine Interim Program Director Flow & Operations



Allan Mills B.Sc (Pharm), ACPR, Pharm.D., FCSHP, MBA
Director of Pharmacy Services



Kimberly Moore
Program Director, Outpatient Medicine, & Regional Chronic Kidney Disease



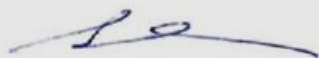
Dr. Tom Short, MD, FRCSC
Program Chief & Medical Director, Surgery



Jennifer Speziale,
Program Director, Oncology



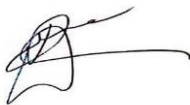
Erin Strutt,
Program Director, Laboratory Medicine & Genetics



Dr. Steven Tishler, MD
Program Chief & Medical Director, Cardiac Health



Dr. Tamara Wallington, MD, FRCPC
Program Chief & Medical Director, Primary Care, Rehab, Complex Continuing Care,
Palliative & Senior's Services



Dr. Dana Wilson, MD FRCSC
Program Chief & Medical Director, Neuro/MSK



Dr. Bill Wong, MD, FRCPC
Program Chief & Medical Director, Anesthesia

March 9, 2022

TO: Michéle S. Darling
Chair, Board of Directors
Trillium Health Partners

CC: Karli Farrow, President and CEO
Dr. Dante Morra, Chief of Staff and President THP Solutions

Chief Nursing Executive, Executive Vice President of Quality, Risk, Practice and Performance, and Chief Operating Officer's Response to CTV Toronto News Report

As Chief Nursing Executive (CNE), my key responsibilities per the Public Hospitals Act are: to champion and lead strategies to improve quality outcomes and advance evidence-based care; to oversee risk management strategies, including identification and monitoring of nursing and professional staff quality and safety indicators; to ensure consistency in the standard of care provided by professional staff, nursing and interprofessional practice consistent with their regulatory bodies and evidence-based practice guidelines; and to create, support, and sustain a safe and healthy work environment for the provision of safe and quality care. In addition, as Executive Vice President of Quality, Risk, Practice and Performance and Chief Operating Officer, I have the accountability to monitor and inform the organization of achievements and opportunities pertaining to risk, quality, professional staff, nursing and allied health practice and overall organizational performance.

It is within this capacity and accountabilities that I am writing to you in response to the recent media story related to complaints against our hospital that were raised by anonymous physicians at Trillium Health Partners (THP).

At THP, our values of compassion, courage, excellence are what we stand by each and every day to support each other and to deliver high quality care to our patients. In order to live these values for our patients and community, it is my responsibility to ensure I have the insights to create, and oversight to ensure, an environment at THP for Professional Staff, nurses and allied health staff to thrive in and work together as an interprofessional team as they care for our patients. With my 42 years of experience as a nurse, 35 years of experience as a healthcare leader and as the inaugural CNE for the Credit Valley Hospital and then the inaugural CNE for THP, I stand by the policies, procedures, practices and most importantly the culture we have developed at THP to create this environment to work in and practice exceptional healthcare. This has happened because we have held all of our team members across the interprofessional team to the same processes and standards of excellence.

It is with this common bar of excellence for all members of our care teams that has allowed THP to meet and often surpass clinical benchmarks and provincial performance targets across the domains of quality, access and sustainability. Again, this can only happen when all interprofessional care team members,

including Professional Staff, work together in an environment built on high standards, common processes and clear expectations on a safe and respectful workplace with the collective best interest of our patients and community. With this lens, and in reflecting on my accountabilities in the Public Hospitals Act, I am confident in all of THP's policies, procedures, and practices pertaining to our management of professional staff, as they are rooted in common principles of procedural fairness, proportionality, equality, equity, quality and excellence.

As you know, the healthcare industry has recently undergone an extremely challenging period due to the COVID-19 pandemic with THP among the hardest hit hospital in Canada. As a leadership team, and with the Board's support, we have taken great care to thoughtfully evaluate, introduce and evolve policies and practices throughout the various waves of this pandemic over the last two years. I want to acknowledge how very hard this has been for all of our team members and often confusing to understand and continuously adapt to the situation in order to care for our patients. Our leadership team values the hard work and dedication of our front-line staff tremendously.

I have practiced nursing for 42 years and I take the oath I have taken towards my profession, my patients and their families very seriously. Since being here the day that the doors opened at Credit Valley Hospital to now, I can confidently tell you this is an exceptional organization and one that always puts the community and patients at the forefront of everything we do and all decisions we make.

It has always been my personal goal to ensure that anyone who wears a THP ID badge can do so proudly, knowing that every member of our team is held to the same standards and the commitment to high quality and safe patient care.

I would like to join our Chiefs and Medical Directors in offering my perspective to our Board.

Respectfully,



Kathryn Hayward-Murray
Chief Nursing Executive
Chief Operating Officer
Executive VP – Quality, Risk, Practice and Performance

March 14, 2022

Statement of Support on Behalf of Trillium Health Partners Physician Leaders

This is an unsolicited statement of support on behalf of Trillium Health Partners (THP) Physician Leadership, including Division Heads, Service Medical Directors and Physician Leads.

As physician leaders across THP, we are committed to act in the best interest of our patients, our colleagues and the hospital. Serving our community is both a responsibility and a privilege. As leaders, we are collectively committed to helping build a hospital environment and culture that is safe, supportive and respectful for our patients, families, staff and physicians.

As part of our work, we regularly engage with the Medical Affairs team and our Program Chiefs & Medical Directors to uphold what we believe are balanced, fair and transparent policies and processes that help us advance a safe and respectful workplace. We stand behind these policies and processes, and rely on them to support us and the physicians in our divisions to deliver high quality care to our patients and their families. These policies and processes are particularly important when we are faced with difficult circumstances where physicians may be conducting themselves in ways which do not align with our standards or support our collective commitment to a safe and respectful environment.

As leaders and also as physicians practicing in the hospital ourselves, we have witnessed and experienced the impact the last two years of the COVID-19 pandemic has had on physicians at THP and across the system. It has been an extremely difficult time to be a frontline care provider and we know physicians are fatigued and their wellness has been affected. We remain committed to supporting all of our physicians with dignity, respect and compassion. We are equally committed to continuing to advance open and collaborative dialogue between physicians, staff and hospital management which further strengthens our collective goal of providing the highest quality care to our patients.

We are proud to serve our community at THP and honored to work in a hospital that is so deeply committed to a culture of safety, compassion and respect for all. We share in this commitment and remain steadfast in our continuous efforts to deliver compassionate and quality patient care for our community.

Sincerely,

Dr. Iqbal Ike K. Ahmed

Division Head, Ophthalmology

Dr. Pearl Behl

Service Medical Director, Medicine, MH/QHC

Dr. Abdollah Behzadi

Division Head, Thoracic Surgery

Dr. Philip Boll

Division Head & Service Medical Director, Nephrology

Continued on Page 2

Dr. Anthony Brade

Division Head, Radiation Oncology

Dr. Ivan Cacic

Medical Director, Peri-op Services

Dr. Shaan Chugh

Medical Director, THP Solutions

Dr. Janet Chung

Division Head, Otolaryngology

Dr. Barbara Clive

Service Medical Director, Senior's Services

Dr. Eshan Fernando

Physician Lead, GIM, MH/QHC Sites

Dr. Akash Girn

Service Medical Director, Medicine, CVH

Dr. Tara Graham

Physician Lead, Interventional

Dr. Munir Jamal

Division Head, Urology

Dr. Andrew Heikkila

Physician Lead, Peri-Operative Services, CVH Site

Dr. Gail Hirano

Physician Lead, Anaesthesia, CVH Site

Dr. Yvonne Ho

Interim Physician Lead, CT and Neuroradiology

Dr. Linda Kapusta

Physician Lead, Cytopathology

Dr. Jason Kerr

Division Head, Geriatrics and Service Medical Director, Ambulatory Care

Dr. Deepa Kumar

Division Head, Surgical Oncology and General Surgery

Continued on Page 3

Dr. Josh Levitz

Interim Division Head & Service Medical Director, GIM

Dr. Abhishek Narayan

Division Head, Rehab Services

Dr. Joseph Noora

Division Head, Cardiac Surgery

Dr. Janos Pataki

Division Head and Service Medical Director, Critical Care and Physician Lead, CCRT

Dr. Kate Pulman

Division Head, Gynecology Oncology

Dr. Matt Robinson

Physician Lead, Patient Safety

Dr. Maher Saqqur

Service Medical Director, Regional Stroke Program and Physician Lead, Neurology, MH Site

Dr. Peter Scheufler

Medical Director, Women's Health

Dr. Asheer Sharman

Physician Lead, ICU, CVH Site and Physician Lead, CCRT

Dr. Andy Suk

Division Head, Endocrinology

Dr. Christine Webster

Division Head, Dermatology

Dr. Christiane Werneck

Division Head, Vascular Surgery

March 7, 2022

Response to CTV Toronto News Report on Behalf of Trillium Health Partners Program Chiefs & Medical Directors

This letter is in follow up to the report aired on CTV News Toronto news on March 6, 2022 regarding complaints by an unknown number of anonymous Trillium Health Partners physicians.

As the twelve Program Chiefs and Medical Directors, we represent the senior physician leaders at the hospital. We have committed in our leadership roles to act in good faith and in the best interest of our patients and colleagues. We do so by setting the standard for accountability, transparency, honesty, integrity, and ethical behavior, as we lead our teams in focusing on excellence in patient care each and every day. We are each individually accountable for monitoring and ensuring the medical quality of care in our respective programs, which includes but is not limited to, overseeing physician performance, professionalism and collegiality - especially with respect to ensuring a safe and respectful workplace - through credentialing and compliance with the Public Hospitals Act as well as hospital and departmental policies and procedures.

As part of our leadership, we are committed to fostering a workplace culture that promotes a safe and supportive environment for everyone who provides care, supports caregiving, receives care and visits the hospital. In partnership with Medical Affairs, we are directly involved in all matters related to supporting physicians in our respective program areas and, when necessary, managing their performance, which includes upholding our organizational commitment to maintaining a workplace that is safe and respectful.

We are proud to be physician leaders at the hospital and we stand behind the fair, detailed and transparent policies in place that promote a respectful and safe workplace. These include the processes which guide us in navigating situations where we have concerns that physicians are not meeting standards. These processes allow us to uphold our commitment to ensuring quality in medical care for our patients. We also acknowledge that these processes can be impactful and sometimes difficult for physicians, and we remain committed to implementing these processes with the utmost respect, compassion and support for physicians at the hospital.

The story that aired on March 6, 2022 references a complaint made directly to the Ministry of Health, about the hospital's management. This complaint was made by an unknown number of anonymous physicians. The media report included details from the complainants' perspectives on specific occurrences of progressive management of physician performance at the hospital. We are mindful of our obligation around maintaining confidentiality of individual physician human resource matters and are unable to offer more specific comment with respect to the incidents described in the CTV News Toronto report.

We recognize that now more than ever, working on the frontline of healthcare as physicians throughout the COVID-19 pandemic response and recovery has been and continues to be extremely difficult. We support the process of the review undertaken by our General Counsel in alignment with the hospital's Whistleblower Policy. We also support our physicians and would like to acknowledge the tremendous impact these past two years have had on physician wellness and morale. We continue to encourage physicians across the hospital to bring any complaints, concerns or feedback to us as leaders, to Medical Affairs or to their Professional Staff Association.

As senior physician leaders, we are accountable for ensuring high quality patient care and the highest standards of safety across the hospital for patients, families, staff and physicians. We stand behind the policies and processes that we collectively enact to uphold our commitment to building and maintaining a safe and respectful workplace in order to deliver compassionate, quality patient care for the community we serve.

Respectfully,



Dr. Matthew Cesari, MM, MDCM, FRCPC
Program Chief & Medical Director, Laboratory Medicine & Genetics



Dr. Kevin Chan MD, FAAP, MPH, FRCPC
Program Chief & Medical Director, Women's & Children's Health



Dr. Ivan Diamond, MD, PhD, FRCPC
Program Chief & Medical Director, Diagnostic Imaging



Dr. Alison Freeland BSc, MD, FRCPC
Program Chief & Medical Director (Interim), Mental Health



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Program Chief & Medical Director, Emergency Medicine & Urgent Care



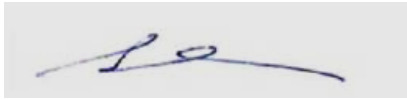
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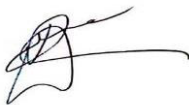
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Program Chief & Medical Director, Primary Care, Rehab, Complex Continuing Care, Palliative & Senior's Services



Dr. Dana Wilson, MD FRCSC
Program Chief & Medical Director, Neuro/MSK

Bill

Dr. Bill Wong, MD, FRCPC
Program Chief & Medical Director, Anesthesia