

Hon. Sylvia Jones, Minister of Health
Ministry of Health
College Park 5th Flr,
777 Bay St.
Toronto, ON M7A 2J3

Sent via e-mail

February 9, 2023

RE: Trillium Health Partners – Inspector Report

Dear Minister Jones,

Please accept this letter as receipt of the Final Inspector Report for Trillium Health Partners (the Report). The Report was sent to Trillium Health Partners (THP) on Wednesday, February 8, 2023, by the Ministry of Health in order to familiarize the Board of Directors (the Board) with its content prior to the public release. We have had the opportunity to review the findings of the Report and, as requested, provide you with our response.

THP welcomed this independent review to address anonymous allegations made by “concerned physicians” raised outside of our usual avenues for review of complaints. As you know, the anonymous complainants did not engage THP’s existing processes, established through the *Public Hospitals Act*, to address concerns. Throughout the review we have worked diligently towards gaining a better understanding of the concerns raised and have fully cooperated with Dr. Turnbull’s process.

We appreciate Dr. Turnbull’s acknowledgement that among all people he interviewed for this work, overall it was felt that the care provided at THP is excellent. THP was established over a decade ago, bringing together separate community hospitals to create a single academic health care organization focused on delivering the highest quality of care for patients that would improve the health of the population we serve. The Board established a mandate for the founding Chief of Staff to put patient safety and quality first in all changes made to achieve our goals. This direction is evidenced in the “unparalleled change” that the hospital has undergone, which Dr. Turnbull recognized in the Report. He noted that, “THP’s administrative and professional leadership and all its staff should be justly proud.” These are important strengths that we wish to highlight from the report as we look to understand, learn and move forward.

We note that Dr. Turnbull was unable to substantiate many of the claims against the hospital and its leadership and certain allegations were found to be incorrect. We were disappointed to read that Dr. Turnbull was not given sufficient information by the

“concerned physicians” to properly investigate many of the allegations in such a way that would allow him to, “come to a fair and evidence-based conclusion on the strength or weakness of the allegations.”

Despite those facts, THP’s Board and leadership take very seriously the Report’s findings that some members of our team felt uncomfortable raising their concerns through our existing channels and perceived a decline in morale. At THP, our 15,000+ team members, including 1,400 physicians, are the heart of the success we have achieved over the last decade that Dr. Turnbull describes in the Report. We are committed to addressing the concerns that have been raised and, like Dr. Turnbull, our Board has full confidence in our leadership team to undertake this work.

Dr. Turnbull’s Report provides us with a path forward in the form of recommendations, many of which are already underway. Dr. Turnbull has identified that THP has already taken a number of important steps towards resolving concerns raised and improving communications and engagement with professional staff. The Board has asked hospital leadership to prepare an implementation plan for all of Dr. Turnbull’s recommendations. Together with our professional staff and frontline teams, we will work to fulfil them in keeping with the *Public Hospitals Act*. We will leverage and advance best practices, resources and tools working with the Ontario Hospital Association. We will provide the Ministry with ongoing updates throughout this work.

Minister, we continuously benchmark our performance to assess the continued excellence in quality of care at THP. We appreciate the confidence that you shared publicly on Wednesday in our leadership team’s ability to deliver on your government’s important infrastructure investments on our hospital. We will take all steps necessary to ensure our staff and professional staff see THP as a good and fair environment to work in.

THP is fully aligned and committed to the continuous improvement focused on our people and workforce that Dr. Turnbull has advised will best position THP for continued success going forward. We would like to thank him and the Ministry of Health for bringing forward this report.

Sincerely,



Christine Magee
Chair, Board of Directors

Cc: Mr. Matt Anderson, President and CEO, Ontario Health
Ms. Susan deRyk, Chief Regional Officer, Ontario Health Central & West Regions
Ms. Karli Farrow, President and CEO, Trillium Health Partners