

**Trillium Health Partners
Board of Director Meeting Minutes
Thursday, November 23, 2017**

Mississauga Hospital, Clinical and Administrative Building, 4th Floor, Large Boardroom
15 Bronte College Court, Mississauga, Ontario

In Attendance:

Elected Directors	Mr. Wayne Bossert (Chair); Mr. David Allgood; Ms. Michele Darling*; Mr. Chitwant Kohli; Dr. Mohamed Lachemi; Mr. Alan MacGibbon*; Ms. Christine Magee; Mr. Perry Miele; Ms. Stacey Mowbray; and Mr. Nick Zelenczuk
Ex-Officio Directors	Ms. Michelle DiEmanuele; Ms. Kathryn Hayward-Murray; Dr. Dante Morra; Dr. Melanie Binnington; and Mr. Greg Grice
Senior Management	Ms. Karli Farrow; Dr. Alison Freeland; Mr. Steve Hall; Mr. Steve Hoscheit; Mr. Dean Martin; Dr. Rob Reid; and Ms. Nicole Vaz
Guests	Ms. Alison Quigley; Mr. Donald Page; Dr. Jeannie Richardson; Dr. Eric Marmor; Dr. Dave Perkins; Ms. Kathleen Corey; and Mr. Shawn Kerr
Resource	Ms. Kate Anderson
Regrets:	Ms. Anu Dhir; Ms. Karen Wensley; and Dr. Trevor Young

*Via Teleconference

1.0 Call to Order

The Chair called the Board meeting to order at 4:00 p.m. The Chair confirmed quorum.

The Chair indicated that the meeting would commence with a brief and informal In-Camera Session.

2.0 In-Camera Session

The Board met briefly In-Camera, without management present.

Management and Ms. Anderson then joined the meeting, together with Ms. Quigley and Mr. Page.

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3.0 Approval of Agenda

3.1 The Board members reviewed the agenda. No revisions were made.

MOVED by Dr. Lachemi and seconded by Mr. Kohli, that the agenda for the November 23, 2017 Board of Directors meeting, be approved.

CARRIED

3.2 Declaration of Conflict of Interest

The Chair reminded the Board that conflicts are to be declared as the agenda item arises. No conflicts were declared.

4.0 Patient Story

The Chair welcomed Mr. Page to the meeting and invited him to provide the Patient Story.

Mr. Page thanked the Board for the opportunity to talk to the Board. Mr. Page discussed his involvement as both a patient and a patient advocate in his volunteer role as the Co-Chair of the Patient Family Advisory Council for Oncology. He noted that he serves as an advocate for patient-centered care, working with the Patient and Family Centered Care Working Group, to help launch patient involvement programs.

Mr. Page concluded his review by noting that he had participated in last week's Accreditation Canada survey and congratulated THP on the outstanding results.

Mr. Page then responded to questions from the Board relating to the process for obtaining patient feedback.

The Chair thanked Mr. Page for providing his perspective and story.

Mr. Page left the meeting.

The Chair welcomed Ms. Quigley to the meeting.

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5.0 Approval of Consent Agenda

The Chair presented the Consent Agenda for discussion and approval. He noted that the material relating to the Communications section was now included on the Board Portal in a separate folder for reference, in order to reduce the volume of material provided for the meeting.

Dr. Morra responded to a question relating to an item in the MAC Minutes.

MOVED by Ms. Magee and seconded by Mr. Miele, that the Consent Agenda for the November 23, 2017 Board of Directors meeting, be approved.

CARRIED

Ms. Darling left the meeting.

Drs. Marmor, Perkins and Richardson then joined the meeting, together with Ms. Corey.

6.0 Board Education - Physician Healthcare Context

The Chair welcomed Drs. Marmor, Perkins and Richardson to the meeting. The Board members introduced themselves to the physicians. The Chair invited Dr. Morra and Dr. Binnington to first review the material which had been distributed in advance.

Dr. Morra noted that the objective of the presentation was to indicate how environmental changes had affected hospital and physician practices over the past few years, before the Board heard from the panel of physicians themselves.

Dr. Morra reviewed the impact of factors such as funding pressures and regulations; the factors which impacted a physician's career as it progressed; the various levels of dependency on hospital resources and fee-for-service, depending on a doctor's area of specialty; and the extent to which governance impacted the different fields. Dr. Morra recognized several of these factors, such as the changing regulatory environment, which impact the front line professionals.

Dr. Binnington reviewed several topics including the changing physician landscape; revenue and cost streams and the billing process; changes in work and expectations, especially with regard to time spent with patients, administrative duties and construction projects; regulatory changes; and the challenges associated with under-funding or designated funding, and capacity issues; physician accountability; and the changing patient environment. Dr. Binnington recognized and thanked the entire team for their work.

Drs. Richardson, Perkins and Marmor were then invited to share their own experiences.

The physicians provided insight into a typical day in their work lives. They discussed various matters including: the challenges associated with multi-tasking, prioritizing, holding difficult conversations, critical decision-making, and managing their time and resources; the reasons for and impact of cancelled surgeries or consultative appointments; their involvement in research and teaching; the success of Home Care models within the Nephrology program; requests received from other hospitals

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for consultative support; and the need for further investment in new technologies and infrastructure.

The physicians responded to questions from the Board, including those related to potential solutions to some of the challenges encountered and the impact of technology, including the new Hospital Information System (“HIS”), on their work.

The Chair thanked the physicians for taking the time to provide their individual perspectives with the Board.

Ms. DiEmanuele concluded by thanking all of the professional staff for their dedication to patient care and in their working with management to address the stresses in the system. In addition, she reported that there had been a very positive level of engagement by physicians both during the Accreditation Canada survey and in response to management’s request to assist with the development of HIS requirements.

Drs. Marmor, Perkins and Richardson, and Ms. Corey left the meeting.

Mr. MacGibbon also left the meeting.

Mr. Kerr joined the meeting.

7.0 Strategy Update

Ms. DiEmanuele provided an update on Strategy.

Ms. DiEmanuele reviewed the status of discussions held with both the Ministry and the Local Health Integration Network regarding THP’s need for new beds and capacity challenges. She reviewed the evolving roles and responsibilities of the LHIN which now included the delivery of home and community care services and the co-ordination and planning required with primary care and public health.

Ms. DiEmanuele and the Board discussed THP’s partnerships with the Ministry, the LHIN and the community; execution of THP’s Master Plan and strategy; funding; and the prioritization of initiatives.

Mr. Kerr left the meeting.

8.0 Reporting

8.1 Chair’s Report

The Chair provided his report to the Board which included a note regarding the recent survey by Accreditation Canada and a proposal to hold a special education session on the development of the Master Plan.

8.2 President & CEO Report

Ms. DiEmanuele referred the Board to the President & CEO Report.

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Ms. DiEmanuele thanked the leadership team for all of their work in preparing for the unprecedented success of the Accreditation Canada visit. She then provided an update on potential site acquisitions; capacity trends; the recent Town Hall meeting; and referred the Board to the update on Q2 Goals and Objectives.

Ms. DiEmanuele also reported on the operations and current capacity challenges.

8.3 Chief of Staff Report

Dr. Morra reviewed the Chief of Staff Report. He discussed the establishment of a Research Chair in Patient and Family-Centred Care, the search to replace two Program Chiefs whose terms were expiring, and the status of various changes being made to patient-centred models of care for which he thanked the Patient Care Services leadership team.

Dr. Morra responded to questions related to the impact of the new models of care and the new professional staff re-applications system, CMaRs.

8.4 Chief Nursing Executive Report

Ms. Hayward-Murray presented the Chief Nursing Executive Report. She reviewed trends seen in the industry such as increased expectations from the public with respect to service and reported workplace violence incidents (which staff were encouraged to do under the Respectful Workplace initiative). Ms. Hayward-Murray provided statistics on assisted death at THP and noted the hire of a new position, VP Patient Care Services Integration.

8.5 Professional Staff Association Report

Dr. Binnington provided the Professional Staff Association Report. She noted that the VP of the Professional Staff Association had stepped down.

8.6 Trillium Health Partners Foundation Report

Mr. Grice provided the Trillium Health Partners Foundation Report. He reported on the status of donations to date, planning for the new campaign, and a new initiative underway, for which he acknowledged Ms. DiEmanuele's leadership. He concluded by reminding the Board of the Laugh Out Loud event which would take place in the New Year.

9.0 Committees

9.1 Finance and Audit

Summary Committee Chair Report

Mr. Kohli provided the Summary Finance and Audit Committee Chair Report. He noted that the Committee had focused its discussions on future investments, funding sources for the Master Plan initiatives such as the HIS, Health Hubs and various infrastructure upgrades, and indicated that Phase

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Ill development at the Credit Valley site was progressing well. Mr. Kohli concluded his report by noting that the semi-annual Audit Report had not identified any areas of concern.

Financial Statements as at September 30, 2017

Mr. Kohli reviewed the Financial Statements for the period ended September 30, 2017, which the Finance and Audit Committee was recommending for approval. He referred the Board to the briefing note which had been distributed in the material.

MOVED by Mr. Kohli and seconded by Mr. Zelenczuk, that the Board approve the Financial Statements for the period ending September 30, 2017.

CARRIED

9.2 Governance and Human Resources

Summary Committee Chair Report

Mr. Bossert provided the Board with a summary of Governance and Human Resources matters. He noted that, with regard to the Executive Compensation Program, the Treasury Board had recently provided an update on the approach to broader public sector executive compensation. Mr. Bossert indicated that Ms. Farrow would provide a brief update in the meeting's In-Camera session on amendments which allow for minor but positive changes to implementation.

He concluded by reminding the Board members to return their Intention to Serve surveys by November 30.

9.3 Priorities and Planning

Summary Committee Chair Report

Mr. Bossert provided an update on the activities of the Priorities and Planning Committee. He advised the Board that the Committee continued to discuss HIS procurement, Strategy Refresh and site acquisition options.

9.4 Quality and Program Effectiveness

Mr. Zelenczuk provided a report on the activities of the Quality and Program Effectiveness Committee. He noted that the Committee had reviewed critical incidents, deep dives on the Quality Improvement Plan, patient expectations and target levels. Mr. Zelenczuk noted that Patient Safety Week had celebrated sustained quality improvements, driven by the passion and engagement of the hospital staff. He reiterated his appreciation of Dr. Freeland's leadership on the successful completion of the Accreditation survey.

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10.0 Other Business

There was no other business to discuss.

The Chair indicated that the Board Members would now move to In-Camera.

Management left the meeting with Ms. Anderson, with the exception of Ms. DiEmanuele, Ms. Hayward-Murray, Dr. Morra and Ms. Farrow.

11.0 Adjournment

MOVED by Dr. Lachemi and seconded by Mr. Allgood, that the meeting be adjourned at 7:25 p.m. and then transition to an informal in-camera session.

CARRIED

BOARD APPROVED: JANUARY 25, 2018