

**Trillium Health Partners
Board of Director Meeting Minutes
Thursday, March 29, 2018**

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; Mr. Perry Miele; Dr. Mohamed Lachemi; Ms. Christine Magee;
Ms. Stacey Mowbray*; Ms. Karen Wensley; and Mr. Nick Zelenczuk

Ex-Officio Directors Ms. Michelle DiEmanuele; Ms. Kathryn Hayward-Murray; Dr. Dante Morra;
Dr. Melanie Binnington; Mr. Greg Grice; Dr. Rohit Kumar; and Dr. Trevor Young*

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. Leslie Starr; Ms. Monika Hall*; Ms. Simone Harrington; Mr. Shawn Kerr;
Mr. Corey Osborne; and Georgia Whitehead

Resource Ms. Kate Anderson

Regrets: Ms. Anu Dhir; and Mr. Alan MacGibbon

**Via Teleconference*

1.0 Call to Order

The Chair called the Board meeting to order at 4:05 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 Msrs. Kerr and Osborne, Ms. Harrington, Ms. Starr and Ms. Whitehead.

The Chair welcomed Dr. Kumar to the meeting. Dr. Binnington introduced Dr. Kumar to the Board members.

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3.0 Approval of Agenda

3.1 The Board members reviewed the agenda.

MOVED by Mr. Kohli and seconded by Ms. Wensley, that the agenda for the March 29, 2018 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 Approval of Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

Dr. Morra provided an overview of the process undertaken to hire and recommend the appointment of a new Program Chief.

The Board and management also discussed contracts which had been recommended by the Finance and Audit Committee for approval by the Board.

MOVED by Mr. Kohli and seconded by Mr. Miele, that the Consent Agenda for the March 29, 2018 Board of Directors meeting, be approved.

CARRIED

5.0 Strategy Update

5.1 Strategic Plan Update

The Chair invited Ms. DiEmanuele and Ms. Farrow to provide an update on the Strategic Plan.

Ms. DiEmanuele reported that the Strategic Plan was the result of extensive and collaborative discussions of key concepts. She indicated that management was requesting the Board's high level feedback of the key concepts presented and its approval.

Ms. Farrow referred the Board to the detailed draft strategic plan material on which management was seeking the Board's feedback. She then reviewed the high level draft strategic plan which included its core principles and the process used to develop the plan.

Ms. Farrow indicated that the plan include the future of healthcare at THP beyond the next decade which would be shaped by the achievement of strategic priorities, such as the new

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Hospital Information System, the Master Plan, Health Hubs and the Clinical Service Plan.

The Board and management discussed the areas which would assist in the achievement of the plan and strategic goals, namely: People, Research, Innovation and Education; the need to emphasize collaboration with the community; and the challenges associated with managing capacity within existing hospital buildings and with current resources.

Ms. Farrow advised the Board that the members would have an opportunity to provide high level feedback on the draft strategic plan, following which it would be launched after the Annual General Meeting on June 14.

Ms. Farrow requested the Board's approval of the Strategic Plan.

MOVED by Mr. Miele and seconded by Ms. Wensley, that the Board approve in principle the 2018-2028 Trillium Health Partners Strategic Plan.

CARRIED

Ms. Hall joined the meeting by telephone.

5.2 Health Hubs & Strategic Acquisitions

Ms. Farrow presented an update. s18(1) e, f, g.

Messrs. Kerr and Osborne, Ms. Hall, Ms. Harrington and Ms. Whitehead left the meeting.

6.0 Reporting

6.1 Chair's Report

The Chair provided his report to the Board. He reminded the Board of the Better Together Gala which would take place on May 16, to which the Board members had been invited.

6.2 Trillium Health Partners Foundation Report

Mr. Grice provided the Trillium Health Partners Foundation Report. s65(5.4).

6.3 President & CEO Report

Ms. DiEmanuele invited Ms. Hayward-Murray to review the status of capacity at THP.

Ms. Hayward-Murray reported on the transition of a number of Alternative Level of Care patients to partners outside the hospital which had eased capacity to some extent. She noted that other longer-term solutions were being considered which would provide additional capacity in the future. Ms. Hayward-Murray estimated that, based on trends seen in recent years, May and June were expected to present further capacity challenges.

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Ms. DiEmanuele thanked Ms. Hayward-Murray, Ms. Starr and their teams for their hard work in managing the winter's capacity challenges.

Ms. DiEmanuele then provided an update on the year-end financial results; the successful outcome of a partnership with Runnymede Healthcare Centre to treat post-acute patients; the near completion of the Phase 3 construction at the Credit Valley location; progress made on the new Hospital Information System; the results of the 2017 People Opinion Survey. s18(1) (a), (c); (e); (f). She thanked everyone who had been involved in collaborating with community partners in the development of a mental health initiative, following last June's Better Health Matters forum with community leaders.

6.4 Chief of Staff Report

Dr. Morra reviewed the Chief of Staff Report. He provided a summary of the annual credentialing process which had now been automated; discussed physician fees and the increase in coverage under the new model of care; and highlighted Dr. Bill Wong's receipt of a Council Award from the College of Physicians and Surgeons of Ontario.

6.5 Chief Nursing Executive Report

Ms. Hayward-Murray referred the Board to her Chief Nursing Executive Report.

6.6 Professional Staff Association Report

Dr. Binnington provided the Professional Staff Association Report. She reported on several topics including the success of the automation of the credentialing process; unplanned care; the Long Service Awards Gala; and the PSA vacancy for the role of Treasurer.

7.0 Committees

7.1 Quality & Program Effectiveness

Mr. Zelenczuk provided a report on the activities of the Quality and Program Effectiveness Committee. He reported that the Committee had discussed and reviewed the 2018/2019 Quality Improvement Plan ("QIP") and that the Governance and Human Resources Committee was recommending its approval to the Board.

MOVED by Mr. Zelenczuk and seconded by Ms. Magee, that, as recommended by the Governance and Human Resources Committee, the Board of Directors approve the 2018/2019 Quality Improvement Plan.

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7.2 Finance and Audit

Summary Committee Chair Report

Mr. Kohli provided the Summary Finance and Audit Committee Chair Report. He reported that the Committee had reviewed three agreements with the LHIN which had been included in the Consent Agenda for approval; Phase III construction was almost complete; the internal audit function's successful recruitment of an additional team member and its completion of risk-based assessments which had not identified any material issues.

Financial Statements as at January 31, 2018

Mr. Kohli then reviewed the Financial Statements for the period ended January 31, 2018, which the Finance and Audit Committee was recommending for approval. He expressed his appreciation of everyone's hard work to manage the challenges associated with construction projects and capacity.

MOVED by Mr. Kohli and seconded by Ms. Wensley, that the Board approve the Financial Statements for the period ending January 31, 2018.

CARRIED

7.3 Governance and Human Resources

Summary Committee Chair Report

Ms. Darling reviewed the Summary Governance and Human Resources Committee Chair Report. She advised the Board that the Committee had discussed the 2017 Opinion Survey. She indicated that management was developing action plans to address areas of opportunity for improvement.

CEO and COS 2018/2019 Goals and Objectives

Ms. Darling summarized the discussion that had taken place at the Committee's meeting on March 19 regarding the proposed CEO and COS 2018/2019 Goals and Objectives, which were now being recommended to the Board for approval. She noted that some re-calibration might be required following the recent budget announcements and the election on June 7. She referred the Board to the base assumptions which had been provided to arrive at these Goals and Objectives.

Management responded to a question regarding LEM weightings and thanked the Committees for ensuring the alignment of the QIP and the proposed Goals and Objectives.

MOVED by Ms. Darling and seconded by Mr. Allgood, that, as recommended by the Governance and Human Resources Committee, the Board approve the 2018/2019 Goals and Objectives for the President & CEO and Chief of Staff.

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8.0 Other Business

There was no other business to discuss.

The Chair indicated that the Board Members would now move in-camera.

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

9.0 Adjournment

MOVED by Mr. Miele and seconded by Mr. Allgood, that the meeting be adjourned at 6:50 p.m. and then transition to an in-camera session.

CARRIED

BOARD APPROVED: MAY 31, 2018