

**Trillium Health Partners
Board of Director Meeting Minutes
Thursday, November 25, 2021**

VIA VIDEOCONFERENCE

In Attendance:

Elected Directors	Ms. Michele Darling (Chair); Mr. David Allgood; Mr. Mark Cummings; Mr. Howard Eng; Mr. Chitwant Kohli; Dr. Mohamed Lachemi; Mr. Michael Latimer; and Ms. Melanie Steiner
Ex-Officio Directors	Ms. Karli Farrow; Dr. Dante Morra; Ms. Kathryn Hayward-Murray; Dr. Milan Barboza Dr. Catherine Grenier; Dr. Trevor Young; and Mr. Shihab Zubair
Senior Management	Ms. Debra Carson; Mr. Scott Jarrett; Ms. Caroline Riseboro; and Ms. Nicole Vaz
Guests	Mr. Shawn Kerr; Mr. David Longley; and Mr. Richard Simm
Regrets	Ms. Christine Magee; Mr. Manjit Singh; Mr. Perry Miele; and Ms. Joan Mohammed
Resource	Ms. Paula Di Turi

1.0 In-Camera Session - Elected Directors Only

The Board met In-Camera, with Elected Directors and the CEO.

Management joined the meeting, together with Ms. Vaz and Ms. Di Turi.

2.0 Call to Order

The Chair called the Board of Directors (Board) meeting to order at 4:20PM. The Chair confirmed quorum.

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

MOVED by Mr. Cummings and seconded by Mr. Allgood, that the agenda for the November 25, 2021, Board of Directors meeting, be approved.

CARRIED

2.2 Declaration of Conflict of Interest

The Chair reminded the Board that conflicts are to be declared as the agenda item arises.

3.0 Consent Agenda

The Chair presented the Consent Agenda for discussion and approval.

MOVED by Mr. Eng and seconded by Ms. Steiner that the Consent Agenda for the November 25, 2021, Board of Directors In-Camera meeting, be approved.

CARRIED

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4.0 Strategy Update

4.1 COVID-19 & Recovery Update

Ms. Farrow provided an overview of THP's pandemic response describing THP's actions for safe hospital care that runs from the Emergency Department (ED), inpatient capacity, the surgical platform and ambulatory care. THP continues to engage with community partners to establish successful primary care linkages for low-acuity patients from the ED to primary care doctors, preventing avoidable hospital visits. Ms. Farrow reported that urgent care at Q site remains closed as THP stabilizes its workforce. The surgical platform is on track with 100% volumes for early January 2022, this will be achieved through the Orthopaedic Centre that was created at the Q site during the pandemic. THP is currently in negotiations with the Ministry of Health (MOH) to leverage non-acute capacity across our sites (MH, CVH, QHC, RCC), including the McCall Centre. Also part of the recovery plan, the Mental Health and Oncology programs will receive additional oversight and planning to standardize and contemplate new and innovative ways for specialized care in the hospital during and post pandemic.

Ms. Hayward-Murray highlighted for the Board key indicators from the People Report, specifically employee turnover, particularly in departments hit harder due to the pandemic; and nursing vacancy rate.

Mr. Jarrett shared an update related to the mandatory vaccination and how many staff were involved in progressive discipline.

4.2 Master Plan: Broader M-Site Development

Mr. Kerr, Mr. Longley and Mr. Simm joined the meeting.

The Chair welcomed Mr. Kerr, Mr. Longley, and from KPMG, Mr. Simm.

Ms. Farrow advised that the Broader M site Development opportunity is not a presentation for decision but rather for the Board to provide input as the management team develops a framework for assessing M Site Development opportunities. Ms. Farrow re-oriented the Board on THP's ownership of 23 acres on the M site property. She advised that after the new hospital facility is built and after the old Mississauga Hospital is dismantled, there will be 8 acres vacant.

Mr. Allgood inquired if there is a plan to expand the leadership team focused on the new build. Ms. Farrow advised that management is assessing that plan and will come to the Board to describe what that team will look like. This is a risk that will be considered through THP's trusted advisors like Mr. Simm who has seen these arrangements come together and give THP a good assessment.

Ms. Darling thanked Mr. Simm for joining the meeting and the Board looks forward to his return as the project evolves.

Mr. Simm left the meeting.

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4.3 HealthWorks Announcement

Ms. Kerr shared that the Trillium HealthWorks announcement on December 1st coincides with THP's 10th anniversary and it is intended to build awareness of THP's redevelopment projects. The Premier, municipal and other provincial dignitaries, community members and media will be in attendance as part of the unveiling. A special anniversary pin will be issued at the event, and as part of staff appreciation free Tim Horton's coffee. Ms. Farrow also informed the Board that Chief Laforme of the Mississaugas of the Credit First Nation will be in attendance. He sees the partnership with THP as symbolic and is a transformational vision to Indigenous People.

Mr. Kerr and Mr. Longley left the meeting.

5.0 Reporting

5.1 Chair's Report

Ms. Darling provided the Chair's Report. She reminded the Board of the annual renewal process and that the Interest to Serve Survey will come forward to the Board in early January. She also reminded the Board about the December 20th workshop with IO who will present on the Master Plan progressive procurement model. Ms. Darling thanked Mr. Zubair for resuming the Foundation's President's Circle which consists of members who comprise a diverse community of donors that are acknowledged for their giving and how their contributions make an impact to the transformational and strategic opportunities for the Hospital.

5.2 Professional Staff Association Report

Dr. Grenier provided the Professional Staff Association Report. She reflected on the profound impacts of the pandemic and the toll taken on THP staff and professional staff. She expressed how heartening it was to hear both Ms. Farrow and Ms. Hayward-Murray re-emphasize THP's commitment to oncology and mental health, as this will be so well received by THP physicians and community. Ms. Darling extended on behalf of the Board their appreciation, gratitude and all the best for the holiday season to the PSA members. Ms. Darling extended thanks to Dr. Grenier for her leadership and support during this challenging time, and for her passionate, articulate and always heartfelt description of what it is like to be on the front-line as it gives the Board an insight that they would not otherwise have.

6.0 COMMITTEES

6.1 Finance and Audit Committee

i) Summary Committee Chair Report

In Mr. Singh's absence, Mr. Kohli as Vice-Chair provided the Finance and Audit Summary Committee Report. Mr. Kohli shared that the annual audit plan was presented by PWC; the Walsh claim reserves on the CV site development project is reviewed annually. He praised work management is undertaking in these turbulent times, particularly tracking COVID-19 expenses and of where and when to get the recovery of those costs. He also commended THP's Internal Audit department and how symbolic their work is and they are now incorporated as part of the THP culture in supporting continuous improvement.

ii) Financial Statements as at September 30, 2021

Mr. Kohli presented the Financial Statements as at September 30, 2021, for approval.

MOVED by Mr. Latimer and seconded by Mr. Eng that, as recommended by the Finance and Audit Committee, the Board approve the September 30, 2021 Financial Statements.

CARRIED

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6.2 Priorities and Planning Committee

i) Summary Committee Chair Report

In Ms. Magee's absence, Ms. Darling provided the Report. She shared that the Committee met on November 18th. She recapped the Q site RFQ process closing in December for evaluating pre-qualified bidders; and advancement to Stage 3 for M site while awaiting stage 2 functional approvals. The Committee reviewed the Master Plan governance, including accountabilities between the Board, THP and IO, including the recruitment of a Board advisor. She shared that the accelerated LTC build modules installation for the hybrid tower is underway, with construction on the traditional tower beginning shortly with substantial completion is January 2023 and occupancy in late spring. [REDACTED]

6.3 Governance and Human Resources Committee

i) Summary Committee Chair Report

In Mr. Miele's absence, Ms. Darling provided the Governance and Human Resources Committee Report. She shared that the Committee met on November 11th and focused on the People and Enterprise Risk Reports addressed the COVID-19 pandemic and its extraordinary impact on the hospital and staff, including significant workforce pressure as a critical nursing shortage perpetuating labour supply challenges. Ms. Darling also highlighted the Committee's discussion on the THP Circle co-designing an equity, inclusion and accessibility framework, with a focus on dismantling anti-Black racism that will be presented to the Board in March 2022.

6.4 Quality and Program Effectiveness Committee

i) Summary of Committee Chair Report

Mr. Allgood provided the Quality and Program Effectiveness Committee report. The Committee had its first meeting on October 6th and informed that, Ms. Alison Sant-Porter, has been extended for one year to June 2022; and the 2021/22 Committee Workplan has been developed. He also shared THP held Patient Safety Week in October where he had the opportunity to participate as a Judge for the Quality awards. He expressed thanks to the THP staff for continuing to provide the highest quality care to patients and the level of work that teams are doing is very impressive.

7.0 Other Business

No other business was raised at this time.

8.0 Adjournment

The meeting was adjourned at 6:45PM.

Ex-Officio Directors, Management and Guests left the meeting.
The Elected Members of the Board met in-camera with the CEO, COS and CNE.

Michele Darling, Chair

Karli Farrow, Secretary