

Minutes of the Meeting
Board of Directors (the “Board”)
Trillium Health Partners (the “THP”)
Thursday, March 26, 2015

PARTICIPANTS

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| Elected Directors | Edward Sellers (Chair), Wayne Bossert (Vice-Chair), Sacha Ghai, Chitwant Kohli, Alan MacGibbon, Tim McGuire, Perry Miele, Stacey Mowbray, Lee Stem, Alan Torrie, Karen Wensley, and Nicholas Zelenczuk |
| Ex-Officio Directors | Michele Darling, Michelle DiEmanuele, Kathryn Hayward-Murray, Dr. Dante Morra, Dr. Joseph Noora, Dr. Bill Wong, and Dr. Trevor Young |
| Senior Management | Patti Cochrane, Karli Farrow, Krista Finlay, Stephen Hall, Steve Hoscheit, Marilyn Knox, Dean Martin, Dr. Craig McFadyen, Tara McCarville, and Ron Noble |
| Resource | Gina DeVeaux |
| Other(s) | Debra Carson, Leslie Starr, Alison Quigley, and Nicole Vaz |

1. **Call to Order** The Chair confirmed that a quorum was present and declared the Board meeting duly constituted for the transaction of business at 4:25 p.m.

2. **Approval of Agenda** **MOVED** by Ms. Wensley, and seconded by Mr. Zelenczuk, that the Agenda for the March 26, 2015 Board meeting, be approved. **CARRIED**

3. **Declaration of Conflicts** Mr. Sellers reminded the Board that conflicts are to be declared as the agenda item arises. There were no declarations.

4. **Consent Agenda** **MOVED** by Mr. Kohli, and seconded by Ms. Mowbray, that the Consent Agenda for the March 26, 2015 Board meeting be approved. **CARRIED**

MOVED by Mr. Torrie, and seconded by Mr. Miele, that the Board hold an in-camera discussion. **CARRIED**

MOVED by Mr. McGuire, and seconded by Ghai, that the in-camera discussion be considered at an end. **CARRIED**

(Debra Carson, Leslie Starr, and Alison Quigley joined the meeting)

5. 2015 – 2016 Service Plan

The Board and the THP management team (“**Management**”) reviewed the 2015 – 2016 Service Plan (the “**Plan**”).

Ms. DiEmanuele presented the Plan and the principal topics of discussion included:

- The current fiscal reality and directions from the Board to Management;
- The 3-year plan to balance quality, access, and sustainability;
- Integrated services to compliment regional program delivery, improve quality and increase access for inpatient treatment;
- Building capacity to serve more patients, equivalent to 100 more beds;
- Alignment of services in 10 different areas including the Women’s and Children’s Program;
- Realizing quality improvements in areas such as the Autistic Children’s Program by aligning the program to meet the needs of patients;
- Advancing best practices for team-based patient care by using the full capabilities of highly skilled professional staff;
- The 2015-2016 Capital Budget allocation of \$100.7 million and proposing annual budgets and reporting any variance to the Plan;
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- Delivering exceptional client experience through patient centred design such as streamlining cancer patients directly into a clinic rather than through the emergency room;
- Balancing high quality care and sustainability through operational effectiveness such as delivering diagnostic imaging services in a coordinated and timely manner;
- Achieving buy-in from all staff and physicians through activities such as enabling services redesign and developing a sustainable approach to quality access such as supporting patients’ discharge from day surgery within 24-hours; and
- A commitment to monitoring care paths in year 1 and making necessary adjustments in years 2 and 3. This will be achieved by creating partnerships with ambulatory groups focused on the care path approach.

MOVED by Mr. Stem and seconded by Mr. Kohli, that the Board:

1. Approve The Service Plan for 2015 – 2016 and 2016 – 2017.
2. Approve the plan for Management to provide the Board with a comprehensive plan to create Specialized Care Centres in 5 key areas.

CARRIED

(Debra Carson, Leslie Starr, and Alison Quigley and, Mr. Ghai left the meeting.)

6. Chair’s Report

The Chair provided an update on his activities since the last meeting of the Board including the following:

- The recent Code Grey Stage 3 and the commendable work by Management to restore services at the Mississauga Hospital;
- Updates on the 2015 Board Renewal activities of the Nominations Sub-Committee; and
- An invitation to Board members to discuss the results of their respective assessments with the Board Chair.

7. President and CEO Report

Ms. DiEmanuele, President and Chief Executive Officer (the “**CEO**”) provided an update on her activities since the last Board meeting.

The principal topics of the CEO Report included:

- Planning for the New Year including the 2015/16 Quality Improvement Plan for the organization;
- Patient centered design and the Phase 3 construction project at the Credit Valley

- Hospital;
- Community activities including a Telephone Town Hall; and
- Advancing the THP and University to Toronto partnership with the appointment of Dr. Alison Freeland as the new Vice-President Education and Associate Dean, Medical Education (Regional).

8. Chief of Staff Report

Dr. Morra, Chief of Staff (the “**COS**”) provided an update on his activities since the last Board meeting.

The principal topics of the COS Report included:

- Ongoing implementation of Medical Quality of Initiatives;
- Implementing ChartMaxx at CVH as a step towards complete integration across THP and the development of chart completion performance standards among Professional Staff members; and
- The first class of the Mississauga Academy of Medicine graduating in June, 2015.

The Board congratulated Dr. Morra and the Management team on the achievements of the graduating class and their placements across multiple practice areas.

9. Chief Nursing Executive Report

Kathryn Hayward-Murray, Chief Nursing Executive (the “**CNE**”) reported her activities since the last Board meeting.

The principal topic of the discussion was the Best Practice Spotlight Organization designation to be granted in April 2015.

10. Professional Staff Association

Dr. Wong, President, Professional Staff Association (the “**PSA**”) provided an update on the activities of the PSA since the last Board meeting.

11. Patient Story

Ms. McCarville reported on the positive outcome for a patient treated by a multi-disciplinary team.

12. Finance & Audit Committee - February 2015 Financial Statements

Mr. Zelenczuk presented the November 30, 2014 Financial Statements as recommended by the Finance and Audit Committee (the “**FAC**”).

The principal topic of discussion between the Board and Management was confirmation that the actual structural surplus was approximately \$9 million.

MOVED by Mr. Zelenczuk and seconded by Mr. MacGibbon, that the Board approve the February 2015 Financial Statements as presented.

CARRIED

13. Finance & Audit Committee – 2015 – 2016 Operating Budget

Mr. Zelenczuk presented the 2015 – 2016 Operating Budget (the “**Budget**”) recommended for approval by the FAC, subject to approval of the 2015 – 2016 Service Plan. The Plan was approved by the Board earlier in the meeting.

The principal topics of discussion between the Board and Management included:

- Management proposing a 1-year capital budget of \$100.7 million with a current ratio at 0.9. Management will propose revisions and report variances in future reporting periods;
- The balanced budget is based on Generally Accepted Accounting Principles; and
- Internal Audit activities since establishing the role and highlights of the 2015-2016 Internal Audit Plan.

MOVED by Mr. Zelenczuk and seconded by Mr. McGuire, that the Board approves:

1. The 2015/16 budget balanced at the GAAP definition that maintains current ratio at 0.9;
2. Management to return with comprehensive plan to create Specialized Care Centres in 5 key areas; and
3. Internally restrict \$14.2 million for the following:
 - i. \$5 million - Master Plan
 - ii. \$5 million – Specialized Care Centres
 - iii. \$4.2 million – Additional local share requirements

Note \$2 million – Project Dignity (Foundation funded)

CARRIED

(Mr. Torrie left the meeting.)

14. Governance & Human Resources Committee – CEO & COS 2015 – 2016 Goals and Objectives

The Board and Management reviewed the CEO and COS 2015-2016 Goals and Objectives as recommended by the Governance and Human Resources Committee.

MOVED by Mr. Stem and seconded by Ms. Mowbray that the Board approve the CEO and COS 2015 – 2016 Goals and Objectives as presented.

CARRIED

15. Other Business

Mr. Hoscheit provided the Board with an update on THP Foundation’s long-term and short-term fundraising goals in order to support THP’s profile and reputation, and to launch major workplace initiatives.

16. Adjournment

MOVED by Ms. Wensley and seconded by Mr. McGuire, that the meeting be adjourned at 7:15 p.m.

CARRIED

17. Informal Session

An informal session was held following adjournment of the Board meeting.

BOARD APPROVED: May 28, 2015