

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, OCTOBER 23, 2024, AT 8:00 A.M.

Chair: Ms. C. Annett

Directors:

Ms. P. Baghai
Mr. A. Duncan
Ms. L. Mantia
Mr. D. Simmonds
Mr. K. Strain
Mr. P. Winslow

Dr. S. Domb
Ms. D. Duncan
Mr. M. Mehta
Dr. S. Singh
Ms. R. Taggar
Dr. A. Yee

Mr. C. Diamond
Mr. C. Lynch
Mr. C. Rand
Dr. A. Smith
Mr. G. Weston

By Invitation:

Ms. M. Beals
Dr. D. Cass
Dr. R. Fowler
Dr. C. Law
Ms. L. Meschino
Ms. J. Slawek

Ms. L. Brady
Ms. K. Cole
Mr. D. Gerson
Mr. R. Lee
Mr. K. Patel
Ms. K. Winter

Ms. T. Birkenheier
Ms. S. Darling
Dr. K. Hynynen
Ms. J. Mahboob (**Secretary**)
Mr. A. Rabindran

Regrets:

Sr. Anne Norman

Dr. L. Robinson

Ms. I. Oris Valiente

1.0 CALL TO ORDER – OPEN SESSION

The Chair, noting a quorum present, called the meeting of the Sunnybrook Board of Directors to order at 8:00 a.m.

1.1 CHAIR'S OPENING REMARKS

Ms. Annett provided a brief overview of the agenda and recommended members joining virtually to raise their hand when they have questions. She also informed the Board that a 10-minute break is scheduled at the end of the Consent Agenda in the In-Camera Session.

1.2 LAND AND ANCESTRAL ACKNOWLEDGEMENT

Dr. Smith began with the Land Acknowledgement by recognizing and deeply appreciating the people who were here before us and also being clearly and overtly connected about the collective commitment to make the promise and challenge of Truth and Reconciliation and anti-racism real in the communities and right here at Sunnybrook.

Ms. Annett followed with the Ancestral Acknowledgement by take a moment to acknowledge those of the Black diaspora who were removed from their land and communities and brought to this country involuntarily, and

subjected to oppressive structures and systems causing centuries of trauma which have deeply impacted Black people and communities in Canada today.

Ms. Annett commented that as we begin our Board meeting, we invite everyone to reflect on the significance of these statements, and to consider how we can ensure the sentiments expressed are more than just words, but reflect a commitment to action that will address health inequities and anti-Black and Indigenous racism.

1.3 APPROVAL OF AGENDA

The Chair requested approval of the agenda. So moved by Mr. Mehta seconded by Ms. Mantia.

The agenda was approved.

2.0 CEO REPORT

A copy of the October 2024 CEO report was appended to the agenda portfolio for information. The October CEO report provided an overview of the key activities at Sunnybrook.

2.1 PATIENT STORY

Dr. Smith welcomed Dr. Rob Fowler, Chief of the Tory Trauma Program, to present the patient story to the Board.

Dr. Fowler presented the story of a patient who arrived at Sunnybrook on July 12th, 2024, by Ornge ambulance after having a swimming accident that left her with a broken neck and unable to move anything below the belly button or hands. Upon arrival at Sunnybrook, the patient was immediately seen by the trauma team, had imaging taken, and it was quickly determined that neck surgery was needed. The patient underwent surgery the following morning and woke up in the Critical Care Unit (CrCU) and spent a week in there and was intubated for 3 days.

The patient provided feedback on two areas that she thinks service could improve:

1. The care team's communication with the patient's parents, who were her primary caregivers, could have been improved. The parents felt they were left in the dark and didn't feel things were thoroughly explained to them.
2. The patient felt that the lack of physiotherapy in the Intensive Care Unit delayed her recovery. She believed that more frequent and comprehensive physiotherapy could have accelerated her progress and helped her recover more quickly.

The patient informed that the nurses and ICU, in general, were phenomenal and that her overall experience at Sunnybrook was excellent despite going through this life-altering injury.

Dr. Fowler concluded the patient story, and Ms. Annett opened the floor for comments and questions from the Board.

2.2 CEO HIGHLIGHTS

Dr. Smith highlighted the cover of the CEO Highlights magazine and noted the following items:

1. **Ribbon cutting ceremony to celebrate the completion of the new Garry Hurvitz Brain Sciences Centre**
2. **Clinical Trials**
3. **New ICU beds**

Dr. Smith concluded his report for the CEO highlight and commented that he is happy to answer questions from the Board.

3.0 EDUCATION PRESENTATION

Dr. Smith informed the Board that the October education session will focus on the **Critical Care Centre: Capital Update**. This session provided an overview of key developments, ensuring the Board was informed and had an opportunity to offer input on the project's progress.

Dr. Smith emphasized that our vision is to rebuild and further develop Sunnybrook, focusing on enhancing critical infrastructure to support the sickest patients *when it matters most*. This foundational goal set the stage for discussion and delved into the specific details that required the Board's attention and awareness.

Dr. Smith invited Mr. Kunal Patel, the Vice President of Corporate Strategy and development, to lead the education session.

3.1 CRITICAL CARE CENTRE: CAPITAL UPDATE

Mr. Patel brought to the Board's attention that Mr. Anton Rabindran, Director of Capital Development and Dr. Rob Fowler, Chief of the Tory Trauma Program and the clinical champion for this project, were both present at the meeting.

Mr. Patel noted that this education session will aim to bring the Board up to speed since the September 2023 Board education session. The session focused on:

1. **progress as it relates to scope enhancements and discussion around cost increases**
2. **local share planning efforts**
3. **overall bed summary and replacement plan**
4. **proposed project phasing, and timelines**

Mr. Patel highlighted that we continue to work closely with a team of external consultants to address the critical components of the project with the Ministry's Capital Branch. At this stage, we have 'permission to plan,' but we don't yet have 'permission to build.' The authorization to proceed with construction would come with a major announcement, which we are pursuing with the Government of Ontario. We recognize that the landscape is competitive, with many hospitals at various stages of redevelopment—some ahead of us. Nonetheless, we are pursuing every possible avenue to secure the go-ahead for the Sunnybrook Critical Care Centre.

Mr. Patel commented that we continue to have strong support from the Hospital Board, the Capital Building sub-committee, the Finance and Common Audit committee, the Foundation Board, and the Critical Care Centre Advisory Committee.

Mr. Patel informed the Board that as Board members reflect on the material and discussion, we are trying to ensure that Sunnybrook is cogently answering the following question: **"Are we doing everything possible to drive this project forward to successful delivery?"**

Mr. Patel concluded the education session, and the chair opened the floor for comments and questions from the Board.

4.0 CONSENT AGENDA

The Chair brought attention to the items under the Consent Agenda and sought approval from the Board. Mr. Weston moved the motion, seconded by Ms. Mantia. The Board of Directors at Sunnybrook Health Sciences Centre approved the recommendations under the Consent Agenda.

Minutes of Open Session Meeting – September 25, 2024

A copy of the minutes was pre-circulated and appended to the agenda portfolio.

So moved by Mr. Weston and seconded by Ms. Mantia.

MOTION: Upon MOTION duly made by Mr. Weston and SECONDED by Ms. Mantia, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, September 25, 2024, be hereby approved as pre-circulated.
CARRIED.

Medical Advisory Committee (MAC) Report

The MAC met in October 2024. A copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its October 2024 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee**
- **Medical Directive**
- **Media & External Communications Policy**
- **Accreditation 2025**
- **Report of the MDMSA President**
- **Status of Leadership Searches and 5-year Reviews**

Credentials List – October 2024

The Medical Advisory Committee requested a motion to approve and affirm the appointments as recommended by the Credentials Committee. A copy of the October 2, 2024, Credential List was pre-circulated and appended to the agenda portfolio for Board approval.

So moved by Mr. Weston and seconded by Ms. Mantia.

MOTION: Upon MOTION duly made by Mr. Weston and SECONDED by Ms. Mantia, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for October 2, 2024, as recommended by the Medical Advisory Committee.
CARRIED.

5.0 COMMITTEE REPORTS

5.1 FINANCE & COMMON AUDIT COMMITTEE

Financial Statements – August 31, 2024

The financial statements were pre-circulated and appended to the agenda portfolio for the Board of Directors to review. Mr. Lynch commented that as of August YTD, the hospital is in a deficit position of \$13.3M (after net building amortization [NBA]).

Mr. Lynch ended his committee update, and Ms. Annett opened the floor for questions and comments from the Board.

6.0 INFORMATION ITEMS

The following was presented to the Board of Directors for information. Documents were pre-circulated and appended to the agenda portfolio.

6.1 TAHSNews - October 8, 2024

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, December 11, 2024, at 8:00 a.m.

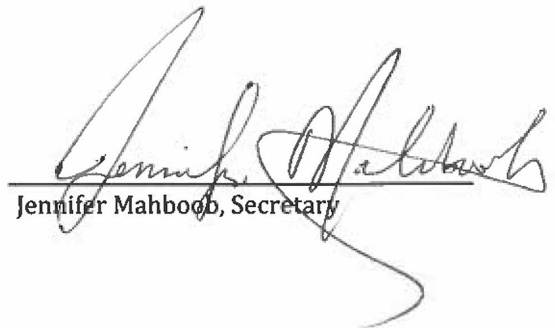
8.0 TERMINATION OF MEETING

There being no further business, the Chair called for a motion to terminate the open session of the Sunnybrook Board of Directors at 9:00 a.m. So, moved by Ms. Duncan and seconded by Ms. Baghai.

MEETING TERMINATED.



Carol Annett, Chair



Jennifer Mahboob, Secretary