

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, SEPTEMBER 25, 2024, AT 8:00 A.M.

Chair: Ms. C. Annett

Directors:

Ms. P. Baghai
Mr. A. Duncan
Ms. L. Mantia
Dr. L. Robinson
Mr. K. Strain
Mr. P. Winslow

Dr. S. Domb
Ms. D. Duncan
Mr. M. Mehta
Mr. D. Simmonds
Ms. I. Oris Valiente
Dr. A. Yee

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

By Invitation:

Ms. M. Beals
Ms. K. Cole
Dr. K. Hynynen
Mr. R. Lee
Ms. L. Meschino
Dr. A. Weinerman

Ms. L. Brady
Ms. S. Darling
Dr. C. Law
Dr. W. Li
Mr. K. Patel
Ms. K. Winter

Dr. D. Cass
Mr. D. Gerson
Ms. M. Lamb
Ms. J. Mahboob (**Secretary**)
Ms. J. Slawek
Dr. H. Wijeyesundera

Regrets:

Sr. Anne Norman

Dr. S. Singh

Ms. R. Taggar

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

The Chair welcomed the new Board members and senior leaders to the meeting. 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 informed the Board that on September 18, 2024, the Canadian Medical Association (CMA) apologized for its role, and the role of the medical profession, in past and ongoing harms to First Nations, Inuit and Métis Peoples in the health system.

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 Ms. Duncan and seconded by Ms. Baghai.

The agenda was approved.

2.0 CEO REPORT

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

2.1 PATIENT STORY

Dr. Smith welcomed Dr. Adina Weinerman to present the patient story to the Board.

Dr. Weinerman reported to the Board that since launching the **Digital Patient Experience Survey** in January 2024, we have received approximately 2,500 responses from our Emergency Department Patients.

Dr. Weinerman highlighted the difference between the median score of 7 in the Emergency Department Patients and the median score of 9 in the inpatients. She shared two questions (noted below) from the survey to show that despite long wait times, the care provided remains tremendous.

- **If you had a long wait, were you told why?** – 78% reported having a long wait, while 22% did not have a long wait.
- **Did care providers do everything they could do to ease your discomfort or symptoms?** – 83% responded yes.

Dr. Weinerman noted that the survey gives us the opportunity to not just look at flow, occupancy, PIA metrics, but also experience metrics.

Dr. Weinerman then highlighted the strength of the survey and noted that over and above the quantitative scores are the stories and candor, directly from patients and families. She indicated the word cloud on the screen and informed the Board that it represents the frequency of the words we see from the survey responses, with wait time, hours, and long being mentioned frequently. But you also see a focus on the doctors, nurses, helpfulness, understanding, excellence and appreciation. Dr. Weinerman encouraged the Board to read the individual stories from patients that showed the deep understanding of patients and families of the challenges we face in the ER. She highlighted that the care that is provided is exceptional and done with incredible kindness and compassion, but as a system, we need to fix the wait times, not just for our patients and families, but also for our hard-working staff that are doing their best under the challenging circumstances.

Dr. Weinerman concluded her presentation, and Ms. Annett opened the floor for comments and questions from the Board members.

2.2 CEO HIGHLIGHTS

Dr. Smith showed a picture of the Sunnybrook Board of Directors for 2024/25 and welcomed the three new Board members. He also presented a picture of the new Board of Directors wall and noted that the wall had now been relocated in front of the M6-120 Boardroom. Dr. Smith informed the Board that the wall has our mission and vision on one side and pictures of Board Chairs from 1966 till the present on the other side.

Dr. Smith then highlighted the cover of the CEO Highlights magazine and noted that Sunnybrook welcomed Premier Doug Ford and Member of Provincial Parliament (MPP) Robin Martin to Sunnybrook for a tour of some of our programs that provide lifesaving care for people when it matters most.

3.0 EDUCATION PRESENTATION

Dr. Smith informed the Board that the September education session is dedicated to the **Emergency Department Performance: Current State and Improvement Plan**. He invited Dr. Dan Cass, EVP, Programs and Chief Medical Executive and Dr. Harindra Wijeyesundera, Medical Director, Inpatient Flow & Chief, Schulich Heart Program, to lead the education session.

3.1 EMERGENCY DEPARTMENT PERFORMANCE: CURRENT STATE AND IMPROVEMENT PLAN

Dr. Cass started the presentation by introducing the following members of the Emergency Department team:

- Dr. Harindra Wijeyesundera, Medical Director, Inpatient Flow & Chief, Schulich Heart Program
- Miranda Lamb, Patient Care Manager, Emergency Department
- Dr. Winny Li, Staff Emergency Physician & Director, Quality Improvement and Clinical Experience

Emergency Department (ED) overcrowding and long wait times is not just a Sunnybrook problem; it is an issue provincially, nationally and in many other countries around the world. That said, Sunnybrook's performance in this area is poor relative to our peers, and has been worsening in recent years. Our teams do an exemplary job for our most critically ill and injured patients – those experiencing trauma, stroke, heart attack, etc. – they are seen within 5 minutes. But for those who come to the ED with less critical problems, the wait times can be unacceptably long, both to be seen by a physician, and then to move to an inpatient bed when admission to hospital is necessary.

There are two main "vital signs" for ED performance:

- **Physician Initial Assessment (PIA) time** – the time from when a patient arrives until they are seen by a physician. This is affected by the volume of patients, and the efficiency of processes within the ED. Dr. Cass spoke in detail about this.
- **Admitted Patients in the ED without an inpatient bed** – this reflects the overall occupancy and flow within the hospital, and the ability to discharge patients' home or to their next institution. Dr. Wijeyesundera spoke in detail about this.

Drs. Cass and Wijeyesundera 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. Lynch moved the motion, seconded by Mr. Weston. The Board of Directors at Sunnybrook Health Sciences Centre approved the recommendations under the Consent Agenda.

Minutes of Open Session Meeting – June 19, 2024

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

So moved by Mr. Lynch and seconded by Mr. Weston.

MOTION: Upon **MOTION** duly made by Mr. Lynch and **SECONDED** by Mr. Weston, **IT WAS RESOLVED THAT** the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, June 19, 2024, be hereby approved as pre-circulated.
CARRIED.

Medical Advisory Committee (MAC) Report

The MAC met in July & September 2024. A copy of the reports was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its July 2024 meeting:

- **Critical Incident Reporting:** There was one critical incident reported.
- **Credentials Committee**
- **Medical Directive – Delegation of Oxygen Initiation and Titration**
- **Transfer of Accountability Policy**
- **Pharmacy Policies:**
 1. **Pass Policy**
 2. **Medication Dispensing by Non-Pharmacists**
- **New Business**

The MAC reviewed the following at its September 2024 meeting:

- **Critical Incident Reporting:** There was one critical incident reported.
- **Credentials Committee**
- **Policy - Handover of Surgical Patients Admitted to Critical Care Medicine**
- **New Medical Directives for Odette Cancer Program**
- **Department of Anesthesia**
- **Academic Honour and Awards**

Credentials List – July, August & September, 2024

The Medical Advisory Committee requested a motion to approve and affirm the appointments as recommended by the Credentials Committee. A copy of the Credential List for July 3, 2024, August 7 and September 4, 2024, was pre-circulated and appended to the agenda portfolio for Board approval.

So moved by Mr. Lynch and seconded by Mr. Weston.

MOTION: Upon **MOTION** duly made by Mr. Lynch and **SECONDED** by Mr. Weston, **IT WAS RESOLVED THAT** the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for July 3, August 7 and September 4, 2024, as recommended by the Medical Advisory Committee.
CARRIED.

2024 - 25 Re-Appointment List

A copy of the 2024-2025 re-appointment list was pre-circulated and appended to the agenda portfolio. The Medical Advisory Committee requested a motion to approve the 2024-2025 re-appointments.

So moved by Mr. Lynch and seconded by Mr. Weston.

MOTION: Upon **MOTION** duly made by Mr. Lynch and **SECONDED** by Mr. Weston, **IT WAS RESOLVED THAT** the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the 2024-2025 re-appointments as recommended by the Medical Advisory Committee.

CARRIED.

5.0 COMMITTEE REPORTS

5.1 FINANCE & COMMON AUDIT COMMITTEE

Financial Statements – July 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 July year-to-date (YTD) financial information reported a deficit at \$10.7M after a \$20.6M government funding YTD revenue adjustment was completed for the recently announced GEM (Growth and Efficiency Model) and the first half of the compensation inflation funding announced last month.

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

5.2 VETERANS ADVISORY COMMITTEE

The Veterans and Advisory Committee met on September 17, 2024.

Mr. Winslow highlighted the following items from the committee discussion:

- **Cenotaph Update**
- **Cipriano Centre Decant Update**
- **Review Terms of Reference**
- **Respiratory Season Planning**

Mr. Winslow concluded his update, and the Chair 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 Dr. Harindra Wijesundera appointed Medical Director, Inpatient Flow**
- 6.2 TAHSNews – September 10, 2024**
- 6.3 Speaker Series – Fall Pause Announcement**
- 6.4 Board and Board Committee Meeting Schedule for 2024/25**
- 6.5 Board Committee Membership 2024/25**

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, October 23, 2024, at 8:00 a.m.

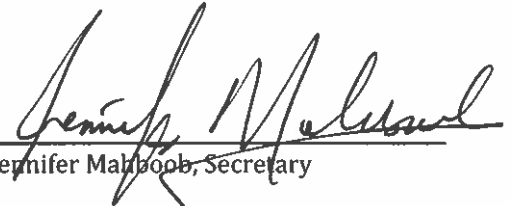
8.0 TERMINATION OF MEETING

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