

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, APRIL 11, 2018 AT 8:00 A.M. IN THE ELIZABETH TORY BOARD ROOM, M6-120, SUNNYBROOK CAMPUS.

Chair: Mr. Blake Goldring

Directors:

Mr. S. Beatty
Mr. R. Davloor
Mr. T. Flynn
Ms. L. Mantia
Dr. A. Smith
Mr. S. Tile

Dr. J. Bodley
Mr. S. Diamond
Ms. H. Hayward
Sr. Anne Norman
Dr. S. Symons
Ms. M. Tory

Dr. J. Charles
Ms. D. Duncan
Mr. D. Lang
Ms. H. Short
Ms. R. Taggar

Regrets:

Dr. T. Young

By Invitation: (in addition to members of the public)

Dr. D. Cass
Ms. T. Hueper
Ms. M. Reddick
Mr. M. Young

Dr. J. Dellandrea
Dr. M. Julius
Ms. C. Rosebrugh

Dr. C. DuHamel
Mr. S. Marafioti
Ms. A. Welch

1.0 CALL TO ORDER – OPEN SESSION

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

1.1 APPROVAL OF AGENDA

The Chair requested approval of the agenda as pre-circulated. So moved by Sr. Anne Norman and seconded by Mr. Flynn.

The Agenda was approved as circulated.

1.2 APPROVAL OF MINUTES

Minutes of Meeting of SHSC Board – March 7, 2018

Mr. Goldring requested approval of the minutes of the meeting of the Sunnybrook Board of Directors held on Wednesday, March 7, 2018. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Mr. Beatty and SECONDED by Ms. Tory, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, March 7, 2018 be hereby approved as pre-circulated.

CARRIED.

1.3 REPORT OF THE CHAIR

The Chair's report will be presented during the in-camera session.

2.0 REPORT OF THE CEO

2.1 APRIL REPORT

A copy of the April CEO Report was pre-circulated and appended to the agenda portfolio for information.

Dr. Smith highlighted this month's patient story, a photography teacher who underwent a series of minimally invasive, image-guided therapies in our Schulich Heart Program. He underwent minimally invasive coronary artery bypass surgery by Dr. Moussa followed by a protracted period of rehabilitation. The patient emphasized how amazing our Sunnybrook team is and especially commended Dr. Moussa for his "nice, light touch, levity and reassuring manner and compassion".

2.2 SUNNYBROOK HOSPITAL – 70TH ANNIVERSARY

Dr. Smith commented on a slide showing the members of the Veterans Advisory Committee of the Board at their meeting on March 20th. In attendance were guests from Veterans Affairs Canada and the Toronto Police. Dr. Smith also noted that June 12, 2018 marks the 70th Anniversary of the opening of Sunnybrook as a Veterans' Hospital. Mr. DuHamel's team is leading the development of celebrations for the 12th of June with a special focus on our Veterans. The Minister of Veterans Affairs has been invited to attend.

The Chair thanked Dr. Smith for his report and opened the floor for questions/discussion on the pre-circulated material.

3.0 FOUNDATION REPORT

3.1 BRAND CAMPAIGN

Dr. Smith introduced Ms. Pamela Ross, EVP & COO of the Sunnybrook Foundation and Phillip Crawley, Editor in Chief of the Globe & Mail. Mr. Crawley is also a member of the Sunnybrook Foundation Board and the Chair of the Common Marketing & Communications Committee of the Board. Dr. Smith commented that one of the great strengths of Sunnybrook is the strong alignment between the Sunnybrook Foundation and the Hospital. The resources provided by the Foundation are catalytic to all that we do as we seek to "invent the future of healthcare". This can only be accomplished through input of philanthropic support.

Mr. Crawley presented highlights of the upcoming launch of Sunnybrook's brand campaign. He commented that it is a combined effort between the Sunnybrook Foundation and the Hospital to present its new branding campaign. A brief video clip was presented, the purpose of which was to raise the name of the Brand and develop the campaign. Mr. Crawley commented that combat photographers were commissioned to shoot the video at Sunnybrook. The videos will be shown on TV spots (e.g. the Leaf's game on Saturday) as well as ads in the Globe & Mail, social media on campus, elevator wrap and bus wrap, etc. Ms. Ross commented that the 15 & 30 sec. videos will be distributed across the country to raise the name of the brand.

The Chair thanked Ms. Ross and Mr. Crawley for their presentation and opened the floor for feedback.

BOARD BUSINESS

4.0 EDUCATIONAL PRESENTATION

DIGITAL ENABLEMENT OF PARTNERING AND CONNECTING

Dr. Smith and Mr. Marafioti introduced this morning's guest speakers. Dr. Smith commented that the upcoming presentations will highlight and discuss how our digital strategy at Sunnybrook is a

catalytic and strategic advantage. Sunnybrook is a leader in innovation in the digital space. He commented that SunnyCare, our rapidly advancing Hospital Information System and MyChart continue to grow. Mr. Marafioti commented that MyChart now serves over 15 institutions within Ontario and is expanding to South West Ontario and now in 2018 also to the Fraser Health Authority in Vancouver, B.C. Sunnybrook's team also works with the government to provide leadership in the LHIN and across the province using Connect Ontario.

Introducing Dr. Joshua Waks, Mr. Marafioti noted that Dr. Waks is a Primary Care physician in the community and a champion user of MyChart which enables him to receive and review test results and progress notes of his patients without having to wait for written reports.

A copy of Dr. Waks' slide deck "MyChart™ Personal Health Record Network" was pre-circulated and appended to the agenda portfolio.

Dr. Waks highlighted two patient stories whereby the 1st patient had signed up for MyChart as compared to the 2nd patient who had not. Patient 1 was admitted to Sunnybrook after being seen in the Emergency Department in the morning. By early afternoon the same day, he reviewed test results and progress notes in MyChart and was therefore able to reach out to the family to discuss follow-up. Patient 2 was seen in the Emergency Department at the Humber River Regional Hospital and scheduled an office visit for a follow up. The patient did not have any information with him from the Emergency visit and Dr. Waks noted that for this patient he did not receive any information. In conclusion, Dr. Waks commented that "MyChart" affects his ability to deliver care and provide the best experience to his patients.

Dr. Waks reported that sharing access with primary care physicians through MyChart keeps family physicians more up to date with tests and results and office staff no longer have to spend time hunting down results and imaging reports with various specialists and hospitals. It also allows primary care physicians to get information they would otherwise not receive.

The Chair thanked Dr. Waks for his presentation and opened the floor for questions.

Dr. Smith introduced Dr. Calvin Law. Dr. Law is the Chief of the Edmond Odette Cancer Centre and Regional Vice President of Cancer Care Ontario. Dr. Law's presentation was entitled 'A Story about Image: How Sunnybrook made a vertical centre of excellence "more" excellent'. A copy of his slide deck was pre-circulated and appended to the agenda portfolio.

Dr. Law presented an overview of procedures or surgeries, e.g. total pancreatectomies being performed between 1988-1994 by 68 hospitals in the province. He noted that studies showed highly variable outcomes with smaller volume centres had much higher complications and death rates. By 2006, CCO established 'Centres of Excellence' whereby these procedures/surgeries were performed in only 9 centres. This improved the outcomes dramatically.

Dr. Law commented that now SunnyCare has opened up a new two way corridor. It doesn't matter where scans are done, the surgeons/physicians can see the images, scans, reports, etc. through SunnyCare. Dr. Law reported that shared digital imaging can improve the healthcare system.

Dr. Law noted the following results through this shared imaging system:

- Major process efficiencies are achieved;
- Repeat imaging is reduced by 42%;
- Time to surgery is reduced by an average of 2 weeks;
- 1 image is saved for every 5 patients treated.

The Chair thanked Dr. Law for his presentation and opened the floor for questions.

5.0 DECISION & INFORMATION ITEMS:

5.1 MEDICAL ADVISORY COMMITTEE SEPTEMBER REPORT

Dr. Charles presented the report on behalf of the Medical Advisory Committee. The Committee met on February 13, 2018 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on February 13th the MAC received the following reports and updates:

- Discharge Policy: The MAC approved additional changes to the Discharge Summary Policy to provide further clarity.
- Pine Villa Update: The MAC received an update on Sunnybrook's occupancy challenges with a large number of patients waiting for alternate level of care (ALC). Pine Villa, a 69 bed transitional care facility for ALC patients, is expected to help ease this pressure. Sunnybrook will have preferential access for the first few weeks of Pine Villa's operation. Following this a more formalized referral process will be developed with Pine Villa open to all TC LHIN hospitals. The first Sunnybrook patient is expected to be admitted on February 24, 2018. As renovations are completed, more patients will be admitted to Pine Villa.
- Quality Review Presentation: The MAC directive requires that all Departments and Divisions hold quality reviews with annual reporting to the MAC. Presenters commented about developing standardized triggers for the identification of cases for the quality reviews and provided examples of changes made in practice, arising from the reviews undertaken.
- Report from VP, Education: The MAC received a report from the VP, Education who shared results of the 2016/17 Student Experience Survey. The Postgraduate Medical Education Rotation Effectiveness Scores and Teaching Effectiveness Scores for 2016/17 were also shared.
- Report from EVP, Chief Medical Executive: The MAC received a report from the EVP, Chief Medical Executive who outlined the 2018/19 reappointment application process that will be launched. He also outlined the new requirements being implemented that include completion of the TAHSN Privacy Training Module, Attestation of Disclosure Form and compliance with the occupational health requirements.

5.1.1 Credentials - March 2018

A copy of the March 2018 appointment list was pre-circulated and appended to the agenda portfolio.

On behalf of the Medical Advisory Committee, Dr. Charles requested a motion for the approval and affirmation of the appointments as recommended by the Credentials Committee at their meeting held on February 6, 2018.

So moved by Mr. Flynn and seconded by Mr. Lang.

The Chair opened the floor for discussion, following which he called the question on the motion to accept and approve the following appointments as brought forward by the Medical Advisory Committee.

ACTIVE STAFF APPLICATIONS:

LABORATORY MEDICINE AND MOLECULAR DIAGNOSTICS	
Dr. Kevin Katz	Active Staff – Secondary Division: Microbiology Without admitting privileges Effective: January 1, 2018 Preamble: With Dr. Vearncombe and Dr. Simor retiring, there is a need for medical microbiology support. Dr. Katz will be physically at

	<p>Sunnybrook approximately two ½ days a week and will provide additional telephone support during the week. Dr. Katz is the current Medical Director for Shared Hospital Laboratory (SHL). He is being appointed “interim” Division Head at Sunnybrook in order to ensure we maintain alignment between Sunnybrook and SHL while the partnership details are worked through. Dr. Katz has an academic appointment as Associate Professor with the role profile of Clinician-investigator. His research will continue to be done at NYGH where he has his primary role. Dr. Katz holds RCPSC certification in Internal Medicine, Infectious Disease and Microbiology. He holds an independent practice license with the CPSO.</p>
MEDICINE	
Dr. Nisha Andany	<p>Active Staff – Provisional Division: Infectious Diseases Without admitting privileges Effective: July 1, 2018 Preamble: Dr. Andany will provide infectious diseases support to all clinical programs and departments. Dr. Andany has an academic appointment as Assistant Professor with the role profile of Clinician-teacher. Dr. Andany has been appointed Affiliate Scientist at SRI, Evaluative Clinical Sciences. Dr. Andany holds RCPSC certification in Internal Medicine and Infectious Diseases. She holds an independent practice license with the CPSO.</p>
Dr. Zachary Feilchenfeld	<p>Active Staff – Provisional Division: General Internal Medicine With admitting privileges Effective: February 1, 2018 Preamble: The position will allow the Division of GIM to continue to meet its clinical and educational requirements around occupancy and patient flow. As well, there will be an increased need for clinician teachers in the new environment of CBME. Dr. Feilchenfeld has an academic appointment as Assistant Professor with the role profile of Clinician-teacher. He holds RCPSC certification in Internal Medicine and General Internal Medicine. He holds an independent practice license with the CPSO.</p>
SURGERY	
Dr. Usmaan Hameed	<p>Active Staff – Secondary Division: General Surgery With admitting privileges Effective: January 1, 2018 Preamble: Dr. Hameed will contribute the strategic priority of Cancer. Dr. Hameed is a full time surgical oncologist at NYGH and has been Courtesy Staff at SHSC. This partnership will continue to utilize minimal clinical resources and will continue to focus on innovation and academic endeavors at SHSC. Dr. Hameed holds RCPSC certification in General Surgery and General Surgical Oncology. He holds an independent practice license with the CPSO.</p>

OTHER APPLICATIONS

ANAESTHESIA	
<p>Dr. Kelly Fedoruk</p>	<p>Clinical Associate –Covering Without admitting privileges Effective: March 1, 2018 to February 28, 2019</p> <p>Preamble: Dr. Fedoruk will be involved in the clinical management of patients on the labour and delivery ward involving high risk obstetrical patients. She will also be involved in other cases in the operating room and related services including trauma, burns, cancer, and neurosurgical cases. Dr. Fedoruk holds RCPSC certification in Anesthesia. She holds an independent practice license with the CPSO.</p>
EMERGENCY SERVICES	
<p>Dr. Marin Betz</p> <p>(Clinical Associate since July 2015)</p>	<p>Clinical Associate Renewal Without admitting privileges Effective: July 1, 2018 to June 30, 2019</p> <p>Preamble: Dr. Betz is a valuable member of the ED physician team. He will continue to provide direct patient care as well as helping fulfill base hospital function. It is requested that the Clinical Associate appointment be renewed for one year, until June 30, 2019. Dr. Betz holds RCPSC certification in Emergency Medicine. He holds an independent practice license with the CPSO.</p>
<p>Dr. Brodie Nolan</p> <p>(Clinical Associate since July 2017)</p>	<p>Clinical Associate Renewal Without admitting privileges Effective: July 1, 2018 to June 30, 2019</p> <p>Preamble: Dr. Nolan will continue to work as a Clinical Associate in the ED providing direct patient care as well as helping fulfill base hospital function. It is requested that the Clinical Associate appointment be renewed for one year, until June 30, 2019. Dr. Nolan holds RCPSC certification in Emergency Medicine. He holds an independent practice license with the CPSO.</p>
<p>Dr. Mike Romano</p> <p>(Clinical Associate since July 2016)</p>	<p>Clinical Associate Renewal Without admitting privileges Effective: July 1, 2018 to June 30, 2019</p> <p>Preamble: Dr. Romano will continue to clinically work as a schedule-templated physician in ED and to fulfill base hospital responsibilities. It is requested that the Clinical Associate appointment be renewed for one year, until June 30, 2019. Dr. Romano holds RCPSC certification in Emergency Medicine. He holds an independent practice license with the CPSO.</p>
<p>Dr. Robert Simard</p> <p>(Clinical Associate since July 2014)</p>	<p>Clinical Associate Renewal Without admitting privileges Effective: July 1, 2018 to June 30, 2019</p> <p>Preamble: Dr. Simard will continue to clinically work as a schedule-templated physician in ED and to fulfill base hospital responsibilities. He is in the process of applying for a University</p>

	<p>appointment. He has been accepted into the Practice Plan since 2016. It is requested that the Clinical Associate appointment be renewed for one year, until June 30, 2019. Dr. Simard holds RCPSC certification in Emergency Medicine. He holds an independent practice license with the CPSO.</p>
Dr. Dan Cass	<p>Consulting Staff Without admitting privileges Effective: January 11, 2018</p> <p>Preamble: Dr. Cass has been recruited as the EVP and Chief Medical Executive. It is anticipated that, in this role, Dr. Cass is likely to engage in some academic activities (attending rounds; potentially working with admin students on projects, etc.). Therefore, Consulting Staff appointment is requested. Dr. Cass holds RCPSC certification in Emergency Medicine. He holds an independent practice license with the CPSO.</p>
FAMILY AND COMMUNITY MEDICINE	
Dr. Shima Deljoomanesh	<p>Courtesy Staff Division: Long Term Care With admitting privileges Effective: March 12, 2018</p> <p>Preamble: Dr. Deljoomanesh has been providing clinical associate coverage in Long-Term Care for the past year, providing locum coverage. In order to ensure medical needs of Veterans' Centre patients are met during vacation period, she is being appointed Courtesy Staff. Dr. Deljoomanesh completed the residency training in family medicine in June 2016 and completed her geriatric rotation at Sunnybrook. She is a GP in Oncology at Princess Margaret Cancer Centre. Dr. Deljoomanesh holds CFPC certification in family medicine. She holds an independent practice license with the CPSO.</p>
MEDICAL IMAGING	
Dr. Ismail Ali	<p>Clinical Associate – Term Division: Emergency and Trauma Radiology Without admitting privileges Effective: January 1, 2018 to December 31, 2018</p> <p>Preamble: Dr. Ali's day to day duties will support acute and emergency care through all diagnostic divisions including interventional procedures and involves all modalities. He will provide support and coverage to all Divisions pertaining to emergency and trauma radiology. Dr. Ali holds RCPSC certification in Diagnostic Radiology. He holds an independent practice license with the CPSO.</p>
Dr. Rashin Fallah-Rastegar	<p>Clinical Associate – Covering Division: Breast Imaging Without admitting privileges Effective: March 1, 2018 to February 28, 2019</p> <p>Preamble: Dr. Fallah-Rastegar's clinical practice will include all aspects of breast imaging. Dr. Fallah-Rastegar holds RCPSC certification in</p>

	Diagnostic Radiology. She holds an independent practice license with the CPSO.
Dr. Anna Orellana	<p>Clinical Associate – Covering Division: Cardiothoracic Without admitting privileges Effective: March 1, 2018 to February 28, 2019</p> <p>Preamble: This is a replacement position for Dr. Lan-Chau Kha. There exists a clinical need for the maintenance of staffing to support cardiothoracic, due to a maternity leave. This position will provide coverage until the hiring process replacing Dr. Kha is completed. Dr. Orellana holds RCPSC certification in Diagnostic Radiology. She holds an independent practice license with the CPSO.</p>
Dr. Diana Soochan	<p>Clinical Associate Renewal Division: Abdominal Imaging and Cardiothoracic Imaging Without admitting privileges Effective: January 1, 2018 to December 31, 2018</p> <p>Preamble: This is a replacement position for Dr. A. Zavodni. Dr. Soochan has been a Clinical Associate at Sunnybrook since January 2016. Dr. Soochan's work includes all aspects of diagnostic imaging within the Abdominal Imaging Division and all chest (non-cardiac) work in the Cardiothoracic Division. Dr. Soochan holds RCPSC certification in Diagnostic Radiology. She holds an independent practice license with the CPSO. Search for full time replacement for Dr. Zavodni is presently underway.</p>
MEDICINE	
Dr. Melanie Kalbfleisch	<p>Clinical Associate – Term Division: Medical Oncology and Hematology with Cross appointment to Radiation Oncology With admitting privileges Effective: February 1, 2018 to June 30, 2018</p> <p>Preamble: Dr. Kalbfleisch will work as a locum inpatient GPO, covering absences/vacation of full time inpatient GPOs as needed. Dr. Kalbfleisch holds CFPC certification in family medicine. She holds an independent practice license with the CPSO.</p>
OBSTETRICS AND GYNECOLOGY	
Ms. Hadar Nestel	<p>Courtesy Staff Division: Midwifery With admitting privileges Effective: January 18, 2018</p> <p>Preamble: Ms. Nestel is a midwife. She may have 1-4 deliveries per month at SHSC. Ms. Nestel holds registration with the College of Midwives of Ontario.</p>

CHANGE IN STATUS

EMERGENCY SERVICES	
Dr. Deborah Leung	From: Active Staff To: Consulting Staff Effective: January 1, 2018

SURGERY	
Dr. Andy Smith	Division of General Surgery From: Active Staff To: Consulting Staff Effective January 1, 2018

MOTION: Upon MOTION duly made by Ms. Short and SECONDED by Ms. Duncan, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the above noted appointments as recommended by the Medical Advisory Committee.

CARRIED.

CONSENT AGENDA

6.0 REPORT OF COMMITTEES

6.1 BUSINESS & HUMAN RESOURCES COMMITTEE

The Business & Human Resources Committee met on April 2, 2018 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on April 2nd, the Committee reviewed and accepted the financial statements for the 11 months ending February 28, 2018. The Committee also reviewed and received feedback on the new format of the financial statements.

6.1.1 Financial Report

The Board received and reviewed the Financial Report for the 11 months ending February 28, 2018. A copy of the financial statements was pre-circulated and appended to the agenda portfolio for information.

6.9 VETERANS ADVISORY COMMITTEE

The Veterans Advisory Committee met on March 20, 2018 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio.

At its meeting on March 20th the Committee received and reviewed the following:

- **Toronto Police Military Veterans Association:** The Royal Canadian Legion and the Toronto Police Military Veterans Association presented their Veterans in Crisis and Homeless Veterans outreach programs to the Committee. The programs are expanding and focus on supporting homeless Veterans and those living in the community.

- Veterans Chapel Transportation: A working group has been auditing weekly attendance and have come up with a list of recommendations that will be trialed and reviewed. Unit outbreak and lack of volunteers are major causes in Veterans not being able to attend service.
- Update - Planning for the Future of the Veterans Centre: Veterans continue to be admitted under the new eligibility parameters. Veterans Centre occupancy is currently at 93%.
- 70th Anniversary: June 12th will mark the 70th Anniversary of Sunnybrook opening as a Military Hospital. An event to commemorate the Anniversary will take place at that time.
- Veterans Centre Update: The Veterans Camp will run from June 18 to June 21. Preparations are now underway. Staff recruitment has started and names of Veterans to attend are being put forward.
- 40 iPads to be used in the Connections program that facilitates electronic communication between Veterans residents and their families have been delivered. Several volunteers are willing to participate in the program and will be available for training later in the spring.

7.0 INFORMATION ITEMS

The following information items were received and appended to the Agenda portfolio.

- 7.1 Communications & Stakeholder Relations Report
- 7.2 Media Clippings
- 7.3 Your Health Matters
- 7.4 Speaker Series – April 26, 2018 on Cancer

8.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, May 16, 2018 at 8:00 a.m. in the Elizabeth Tory Board Room, M6-120.

9.0 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 9:10 a.m. So moved by Mr. Beatty and seconded by Mr. Flynn.

MEETING TERMINATED.



 Blake Goldring, Chair



 Trudy Hueper, Secretary