

MINUTES OF THE VIRTUAL MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, APRIL 13, 2022 AT 8:00 A.M.

Chair: Mr. Tom Flynn

Directors:

Ms. C. Annett	Mr. R. Davloor	Dr. S. Domb
Ms. D. Duncan	Mr. D. Lang	Mr. C. Lynch
Ms. L. Mantia	Mr. M. Mehta	Dr. A. Nathens
Sr. Anne Norman	Ms. A. Odette Kaye	Ms. I. Oris Valiente
Dr. G. Papia	Dr. A. Smith	Ms. R. Taggar
Ms. M. Tory	Mr. G. Weston	Dr. T. Young

Regrets:

Mr. D. Ossip	Mr. K. Strain
--------------	---------------

By Invitation:

Dr. D. Cass	Ms. K. Cole	Mr. C. DuHamel
Mr. D. Gerson	Dr. I. Halperin	Mr. J. Hall
Dr. K. Hynynen	Mr. R. Lee	Ms. J. Mahboob (Secretary)
Dr. A. Verma	Ms. A. Welch	Ms. K. Winter
Mr. M. Young	Ms. S. Young	Dr. A. Zaretsky

1.0 CALL TO ORDER – OPEN SESSION

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

1.1 CHAIR’S OPENING REMARKS

The Chair, provided a brief overview of the agenda and informed a 5- minute break is scheduled after the CEO Report in the In-Camera Session.

1.2 LAND AND ANCESTRAL ACKNOWLEDGEMENT

Mr. Flynn began with the Land Acknowledgement by recognizing and deeply appreciating the people who were here before us, and also be 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.

Dr. Smith followed with the Ancestral Acknowledgement by taking 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.

1.3 APPROVAL OF AGENDA

The Chair requested an approval of the agenda. So moved by Sister Anne Norman and seconded by Ms. Mantia.
The agenda was approved.

2.0 CEO REPORT

A copy of the February 2022 CEO Report was appended to the agenda portfolio for information. The February CEO Report provided an overview of the key actions at Sunnybrook.

2.1 PATIENT STORY

Dr. Smith shared Kathleen Wheldon's story and read a letter from her daughter thanking the entire team in the Cochlear Implant Program for their support and excellent service. In the letter the daughter informed about her mother's implant in early March following her noticeable improvement to have normal conversation with her family now.

Mr. Flynn informed he has personal experience with Cochlear Implant and highlighted this as a great example for the size and scope of services that we provide at Sunnybrook and the mission on when it matters most. Mr. Flynn commented that Cochlear Implantation is designed to help those with severe to profound hearing loss who are struggling with or unable to use a hearing aid.

Mr. Flynn highlighted the following attributes from the Sunnybrook CI Program:

- Largest CI program in Canada and one of the top three in North America
- Started the Ontario Cochlear Implant Program –regionalized program of excellence and serve as the Provincial Coordinator to advise, set standards, produce cost-effective analysis in identifying funding gaps.
- Has Performed 2800 cases since 1985, but about 1000 in the past 5 years to reflect awareness, needs and funding.
- Annual referral 6-700 cases with about 40% acceptance rate for implantation. We are funded to perform 260 devices this year.

2.2 CEO HIGHLIGHTS

Dr. Smith drew board's attention to the magazine on CEO Highlights and highlighted the following contents:

- Hybrid Operating Room opened on January 13, 2022 (Page 4)
- Commercialization Success: SRI Licenses Two New Innovations (Page 5)
- Department of Family & Community Medicine (Page 7)

3.0 EDUCATION PRESENTATION – Digital & Virtual Health Care (Strategic Enabler# 2)

Dr. Smith highlighted Sunnybrook's Strategic Plan 2021- 2025, Enabler# 2 and introduced Ms. Sivan Keren Young, Director of Digital Health, Virtual Care & Integration and Dr. Ilana Halperin, Medical Director – Digital Health & Virtual Care.

By January 2021 Sunnybrook's virtual care activity had increased by 14-fold. Within that context, our leadership team announced a Digital Health and Virtual Care Taskforce, led by Dr. Ilana Halperin and Sivan Keren Young. The taskforce comprised Sunnybrook thought leaders with work streams focused on strategy, quality, equity, research and system integration. Within 16 months, outputs included a showcase of [Sunnybrook's outstanding successes in virtual care](#), such as our virtual emergency department and

evidence-based virtual care in gestational diabetes management. The taskforce produced research in patient and practitioner virtual care experience, led improvements in ambulatory data collection, and made recommendations to senior leaders around the investment and strategic foci required to ensure Sunnybrook's leadership in digital health and virtual care.

The Chair thanked Ms. Young and Dr. Halperin for their presentation and opened the floor for a Question & Answer session.

4.0 CONSENT AGENDA

The Chair noted 2 items under the Consent Agenda that required Board approval.

4.1 MINUTES OF MEETINGS HELD ON FEBRUARY 23, 2022

The Chair requested approval of the Minutes of February 23, 2022. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Ms. Odette Kaye and SECONDED by Mr. Davloor, IT WAS RESOLVED THAT the Minutes of the virtual meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, February 23, 2022 be hereby approved as pre-circulated.

CARRIED.

4.2 MEDICAL ADVISORY COMMITTEE (MAC) REPORT

The MAC met on March 8, 2022. A copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its March 2022 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee:** The MAC approved the Credential List of March 2, 2022.
- **Medical Assistance in Dying (MAiD)**
- **Status of Five-Year Reviews and Searches**
- **Annual re-appointment of Medical-Dental-Midwifery Staff**
- **Honours and Awards**

The Chair opened the floor for questions and comments.

4.2.1 Credentials

A copy of the appointment list for March 2022 was pre-circulated and appended to the agenda portfolio. The Medical Advisory Committee requested a motion for the approval and affirmation of the appointments as recommended by the Credentials Committee.

So moved by Ms. Odette Kaye and seconded by Mr. Davloor.

MOTION: Upon MOTION duly made by Ms. Odette Kaye and SECONDED by Mr. Davloor, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for March 2022 as recommended by the Medical Advisory Committee.

CARRIED.

5.0 BUSINESS ITEM

5.1 MAC CHAIR REPORT

Dr. Nathens provided an update on physicians and reported the following below:

- Physicians continued to have strong commitment towards academic and patient care missions.
- Senior Leadership Team has supported physicians and their provision of patient care.
- High confidence in the Infection Prevention and Control Committee led by Dr. Jerome Leis; felt safe and protected.
- Proud of the accomplishments over the past year for providing significant volume of patient care and access when others could not.
- Innovations on virtual care has been extended to equity, creating opportunities for physicians that were not previously available and enabled them to progress their career.
- Physicians are exhausted from COVID-19 waves and responding to Directives, and the increased pressure to provide patient care with HHR challenges.
- Opportunities lost due to focus on managing COVID-19 waves.
- Significant stress on leaders and the need to find ways to support junior leaders/ division heads to avoid challenges in finding future leaders.

Dr. Nathens concluded his report and was happy to answer any questions.

Mr. Flynn thanked Dr. Nathens and opened the floor for comments and questions.

6.0 COMMITTEE REPORTS

6.1 FINANCE & COMMON AUDIT COMMITTEE

The Finance & Common Audit Committee met on March 7, 2022 & April 4, 2022.

6.1.1 Financial Statements

The Board of Directors received and reviewed the Financial Statements for the month ending February 28, 2022. A copy of the Financial Statements was pre-circulated and appended to the agenda portfolio.

Ms. Tory informed about balanced result this year and that she or Ms. Welch would be happy to address any questions.

Mr. Flynn opened the floor for comments and questions.

6.2 VETERANS ADVISORY COMMITTEE

Ms. Annett noted the Veterans Committee met on March 22, 2022 and commented that the committee report was pre-circulated and appended to the agenda portfolio.

Ms. Annett reported Veterans Centre remains strong and continue to move forward with lots of good work and care.

The Chair opened the floor for questions and comments.

7.0 INFORMATION ITEMS

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

- 7.1 **Speaker Series: April 25, 2022 – Just Breathe**
- 7.2 **Awards, Grants and Honours**
- 7.3 **Update on new Hurvitz Brain Sciences Centre**

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 18, 2022 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. Tory and seconded by Mr. Mehta.

MEETING TERMINATED.



Thomas E. Flynn, Chair



Jennifer Mahboob, Secretary