

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, DECEMBER 2, 2015 AT 3:00 P.M. IN THE ELIZABETH TORY BOARD ROOM, M6 – 120, SUNNYBROOK CAMPUS.

Chair: Mr. Blake Goldring

Directors:

Mr. S. Beatty
Mr. R. Davloor
Ms. E. Martin
Ms. H. Short
Mr. S. Tile

Dr. S. Belo
Mr. T. Flynn
Sr. D. McGuff
Mr. W. Squibb
Ms. M. Tory

Dr. J. Bodley
Mr. D. Lang
Dr. B. McLellan
Ms. R. Taggar
Dr. T. Young

Regrets:

Mr. S. Diamond
Ms. M. Ng

Dr. J. Gilbert

Ms. H. Hayward

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

Dr. J. Dellandrea
Dr. M. Julius
Ms. M. Reddick
Mr. M. Young

Dr. C. DuHamel
Mr. S. Marafioti
Ms. C. Rosebrugh

Ms. T. Hueper
Mr. M. Moffat
Dr. A. Smith

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 3:00 p.m.

1.1 APPROVAL OF AGENDA

The Chair requested approval of the agenda as pre-circulated. So moved by Mr. Tile and seconded by Mr. Lang.

The Agenda was approved as circulated.

1.2 APPROVAL OF MINUTES

Minutes of Meeting of SHSC Board – October 14, 2015

Mr. Goldring requested approval of the minutes of the meeting of the Sunnybrook Board of Directors held on Wednesday, October 14, 2015. A copy of the minutes was pre-circulated and appended to the agenda package.

MOTION: Upon MOTION duly made by Mr. Tile and SECONDED by Mr. Squibb, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, October 14, 2015 be hereby approved as pre-circulated.

CARRIED.

2.0 REPORT OF CHAIR

Upcoming Board Education sessions:

Dr. Robert Bell, Deputy Minister of Health and Long Term Care will be addressing the Board at its February 3rd, 2016 meeting.

Ms. Susan Fitzpatrick, the new CEO of the TC LHIN, will be presenting at today's Board meeting. She will be providing an overview of the TC LHIN's Strategic Plan 2015-2018.

Housekeeping Items:

The end of the calendar year is approaching and Board members were reminded that they had received a letter from the Foundation Chair with an end of year ask for Board contribution to advance the strategy of the hospital.

ID badges have been distributed to the Board members. The badges have been programmed to open the doors to the M6 – SRI corridor as well as the Board room doors. ID badges are also useful to identify Board members when visiting the hospital.

Parking Passes: 2016 parking passes have also been distributed to all Board members.

Congratulations to the CEO and his senior leadership team. Sunnybrook Hospital has been named one of the Top 100 Employers in the country.

5.0 EDUCATIONAL PRESENTATION: [Taken out of Order]

Dr. McLellan introduced Ms. Susan Fitzpatrick who was recently appointed Chief Executive Officer of the Toronto Central Local Health Integration Network. Prior to joining the TC LHIN, she was the Associate Deputy Minister, Health System Delivery and Implementation, MoHLTC. As Associate Deputy Minister, Ms. Fitzpatrick was responsible for bringing together health programs in LHINs, CCACs, Long-term Care and Physician Services and creating alignment opportunities in order to deliver quality health services to patients. A copy of Ms. Fitzpatrick's slide deck was pre-circulated and appended to the agenda package.

Ms. Fitzpatrick highlighted Ontario's vision, mission, goals and strategic priorities and also outlined key strategies coming out of the TC LHINs Strategic Plan 2015-2018.

1. Designing Health Care for the Future – Redesigning the system to improve outcomes and the patient experience. Ontario's health care system is undergoing a fundamental shift in the way we think about, plan for and fund health services. The LHIN is focused on whole episodes of care that reflect the way that patients see their journey through the system as they move between primary care, hospitals and the community.

Ms. Fitzpatrick outlined a possible role for hospitals in designing health care for the future, whereby hospitals continue involvement with patients after discharge and have greater interaction with community and primary care.

2. Taking a Population Health Approach – Tackling the needs of the whole population by focusing on sub-populations.

Ms. Fitzpatrick commented that focusing on sub-LHIN populations, understanding their unique needs and challenges and working with communities to find sustainable solutions, will require collaboration and shared accountability between the LHIN and hospitals. Successful implementation will require:

- An expanded role for LHINs in the delivery of primary care;

- Greater integration with home and community care;
 - Enhanced performance measurement through more valuable data;
 - Engaging marginalized populations, and
 - Strategic partnerships with health and non-health entities (i.e. the United Way)
3. Transforming Primary Health and Community Care – Investing in the community by building a robust and integrated home, community and primary health care system.

Ms. Fitzpatrick commented that the Toronto Central LHIN will build upon its Health Links experience with 9 sub-LHIN geographies, to move towards 5 clusters that will bring together planning, services and funding for acute, primary care, home and community care, and long-term care. The key elements of this approach are:

- Organize primary care around the 9 sub-LHIN populations into Patient Care Groups;
- Establish Administrative Lead Organizations to anchor the merging clusters;
- Align Home and Community Care into the sub-LHIN population based model working in close collaboration with TC CCAC.

Ms. Fitzpatrick also outlined the current Health Link boundaries and the proposed TC LHIN Clusters.

4. Achieving Excellence in Operations – Strengthening the TC LHIN's organizational capacity to effectively manage the health care system.

In closing, Ms. Fitzpatrick outlined her 2015/16 performance objectives noting that she will be developing a 3-year operational plan to implement the TC LHIN's 2015-2018 Strategic Plan.

The Chair thanked Ms. Fitzpatrick for her presentation and opened the floor for questions.

3.0 REPORT OF THE CEO

3.1 DECEMBER REPORT

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

Dr. McLellan commented that he would be pleased to answer questions on any matters arising from his written report.

The Chair thanked Dr. McLellan for his report and opened the floor for questions.

BOARD BUSINESS

4.0 DECISION ITEMS:

4.1 MEDICAL ADVISORY COMMITTEE

Dr. Belo presented the report on behalf of the Medical Advisory Committee. The Committee met on October 13 and November 10, 2015 and a copy of the reports was pre-circulated and appended to the agenda package for information.

4.1.1 Credentials - November 2015

A copy of the November appointment list was pre-circulated and appended to the agenda package.

On behalf of the Medical Advisory Committee, Dr. Belo requested a motion for the approval of the appointments as recommended by the Credentials Committee at their meeting held on November 3, 2015.

So moved by Mr. Davloor and seconded by Ms. Tory.

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/ACTIVE PROVISIONAL APPLICATIONS

MEDICINE	
Dr. Idan Roifman	<p>Active Provisional Staff Division: Cardiology With admitting privileges Effective: January 1, 2016</p> <p>Preamble: Dr. Roifman will contribute to the strategic priority of Heart and Stroke. He holds an academic appointment as a Lecturer with the role profile of Clinician-scientist. Dr. Roifman holds RCPSC certification in internal medicine and cardiology. He holds an independent practice license with the CPSO.</p>
Dr. Matthew Godleski	<p>Active Provisional Staff Division: Physical Medicine and Rehabilitation With admitting privileges Effective: November 1, 2015</p> <p>Preamble: Dr. Godleski will contribute to the Trauma and Stroke strategic priority. Dr. Godleski is a US graduate and holds US Board certification in physical medicine and rehabilitation. He holds an academic appointment as Assistant Professor with the role profile of Clinician-teacher. He holds a restricted academic license with the CPSO.</p>
NEWBORN AND DEVELOPMENTAL PEDIATRICS	
Dr. Dany Weisz	<p>Active Provisional Staff With admitting privileges Effective: September 1, 2015</p> <p>Preamble: Dr. Weisz will contribute to the strategic priority of High Risk Maternal and Newborn Health. Dr. Weisz holds an academic appointment as Assistant Professor with the role profile of clinician-teacher. Dr. Weisz holds RCPSC certification in pediatrics and in neonatal perinatal medicine. He holds an independent practice license with the CPSO.</p>

OBSTETRICS AND GYNECOLOGY**Dr. Andrea Page**

Active Provisional Staff
 With admitting privileges
 Effective: January 1, 2016

Preamble:

Dr. Page will contribute to the strategic priority of High Risk Maternal and Newborn Health. Dr. Page holds an academic appointment as Lecturer with the role profile of clinician teacher. Dr. Page holds RCPSC certification in obstetrics and gynecology. She holds an independent practice license with the CPSO.

PSYCHIATRY**Dr. Heather Flett**

Active Provisional Staff
 With admitting privileges
 Effective: November 1, 2015

Preamble:

Dr. Flett is replacing Dr. Anthony Feinstein in his role as inpatient attending psychiatrist on F2. Dr. Flett holds an academic appointment as Lecturer with the role profile of clinician educator. Dr. Flett holds RCPSC certification in psychiatry. She holds an independent practice license with the CPSO.

OTHER APPLICATIONS**EMERGENCY SERVICES****Dr. Ryan Clark**

Clinical Associate Renewal
 Without admitting privileges
 Effective: January 1, 2016 to December 31, 2016

Preamble:

Dr. Clark will continue to perform clinical duties in the emergency department. Discussions are presently underway to get him an academic appointment. Dr. Clark holds RCPSC certification in emergency medicine. He holds an independent practice license with the CPSO.

MEDICAL IMAGING**Dr. Sheldon Derkatch**

Clinical Associate one year
 Division: Neuroradiology
 Without admitting privileges
 Effective: July 1, 2015 to June 30, 2016

Preamble:

Dr. Derkatch is a second year neuroradiology fellow who, as a Clinical Associate, will take call on his own. Dr. Derkatch holds RCPSC certification in diagnostic radiology. He holds an independent practice license with the CPSO.

<p>Dr. Lan-Chau Kha</p>	<p>Clinical Associate one year Division: Cardiothoracic Without admitting privileges Effective: July 1, 2015 to June 30, 2016</p> <p>Preamble:</p> <p>Dr. Kha will provide cardiothoracic locum coverage while a full time replacement is being recruited. Dr. Kha holds RCPSC certification in diagnostic radiology. He holds an independent practice license with the CPSO.</p>
<p>MEDICINE</p>	
<p>Dr. Shazia Malik</p>	<p>Clinical Associate Renewable Division: Medical Oncology & Hematology with Cross Appointment to Dept. of Radiation Oncology With admitting privileges Effective: October 1, 2015 to June 30, 2016</p> <p>Preamble:</p> <p>Dr. Malik will provide inpatient care on the Cancer Wards (C2 and D6) and participate in the assessment of patients in emergency department. Dr. Malik holds US Board certification in family medicine. She holds a restricted license with the CPSO.</p>
<p>Dr. Andrew Moores</p>	<p>Clinical Associate Renewable Division: Medical Oncology & Hematology with Cross Appointment to Dept. of Radiation Oncology With admitting privileges Effective: October 1, 2015 to June 30, 2016</p> <p>Preamble:</p> <p>Dr. Moores will provide inpatient care on the Cancer Wards (C2 and D6) and participate in the assessment of patients in emergency department. Dr. Moores holds CFPC certification in family medicine. He holds an independent practice license with the CPSO.</p>
<p>Dr. Sara Mitchell</p>	<p>Clinical Associate one year Division: Neurology With admitting privileges Effective: October 1, 2015 to June 30, 2016</p> <p>Preamble:</p> <p>Dr. Mitchell will contribute to the restart of the multidisciplinary memory clinic, neuropsychiatry referral service and reduce wait times in cognitive neurology. Dr. Mitchell holds RCPSC certification in neurology. She holds an independent practice license with the CPSO.</p>

OBSTETRICS AND GYNECOLOGY	
Dr. Sara Sinasac	<p>Courtesy Staff With admitting privileges Effective: December 8, 2015</p> <p>Preamble:</p> <p>Dr. Sinasac is full time staff at UHN. At Sunnybrook, she will cover gyn onc call as per city-wide roster. Dr. Sinasac holds RCPSC certification in obstetrics and gynecology. She holds an independent practice license with the CPSO.</p>
Ms. Natalie McClure	<p>Courtesy Staff Division: Midwifery With admitting privileges Effective: November 2, 2015</p> <p>Preamble:</p> <p>Ms. McClure will provide low risk, primary maternity care with the Seventh Generation Midwives Toronto (SGMT) group practice at their offsite clinical practice, with Courtesy staff privileges at Sunnybrook. Ms. McClure holds registration with the College of Midwives of Ontario.</p>
Ms. Leah Crawford	<p>Courtesy Staff Division: Midwifery With admitting privileges Effective: November 26, 2015</p> <p>Preamble:</p> <p>Ms. Crawford is replacing Ms. T. Pittman. Ms. Crawford will provide low risk, primary maternity care with the Seventh Generation Midwives Toronto (SGMT) group practice at their offsite clinical practice, with Courtesy staff privileges as Sunnybrook. Ms. Crawford holds registration with the College of Midwives of Ontario.</p>
SURGERY	
Dr. Christine Walton	<p>Clinical Associate one year Division: Orthopedic Surgery With admitting privileges Effective: September 1, 2015 to August 31, 2016</p> <p>Preamble:</p> <p>Dr. Walton's appointment as a Clinical Associate will fulfill a needed role providing essential human resources in assisting our trauma call; particularly for complex upper extremity cases, as well as assistance in the OR and fracture clinic for 2015-16 year. Dr. Walton holds RCPSC certification in orthopaedic surgery. She holds an independent practice license with the CPSO.</p>

CHANGE OF STATUS

OBSTETRICS AND GYNECOLOGY	
Dr. Joan Murphy	Division: Gynecologic Oncology From: Consultant Staff To: Courtesy Staff Effective: October 13, 2015

TEMPORARY PRIVILEGES

With the approval of the EVP & Chief Medical Executive, the following individuals were granted temporary privileges

ANESTHESIA	
Dr. Fani Nhuch	Without admitting privileges Effective: October 29, 2015 to January 29, 2016 Preamble: Application for Active Provisional Staff is in process. Temporary privileges were granted to allow Dr. Nhuch to practice while Active Provisional Staff application is being finalized.
OBSTETRICS AND GYNECOLOGY	
Dr. Adetunji J Ade-Conde	With admitting privileges Effective: November 1, 2015 to January 31, 2016 Preamble: Temporary privileges were granted for short term locum coverage.
PSYCHIATRY	
Dr. Heather Flett	With admitting privileges Effective: November 1, 2015 to February 1, 2016 Preamble: Application for Active Provisional Staff is in process. Temporary privileges were granted to allow Dr. Flett to practice while Active Provisional Staff application is being finalized.
SURGERY	
Dr. Ryan Campbell	Division: General Surgery Without admitting privileges Effective: October 9, 2015 to October 17, 2015 Preamble: Canadian Forces Physician working with the trauma team to gain experience.

Dr. Vandana Kumari	Division: General Surgery With admitting privileges Effective: October 19, 2015 to November 30, 2015 Preamble: Canadian Forces Physician working with the trauma team to gain experience.
Dr. Jeff Praught	Division: General Surgery With admitting privileges Effective: November 23, 2015 to December 13, 2015 Preamble: Canadian Forces Physician working with the trauma team to gain experience.
Dr. Chloe McAlister	Division: General Surgery Without admitting privileges Effective: October 17, 2015 to January 27, 2016 Preamble: Temporary privileges were granted for short term locum coverage.

ONE DAY TEMPORARY PRIVILEGES

SURGERY	
Dr. Armando Lorenzo	Division: Urology Without admitting privileges For: November 12, 2015 only Preamble: One day temporary privileges granted to assist Sunnybrook surgeon in the OR.

MOTION: Upon **MOTION** duly made by Mr. Davloor and **SECONDED** by Ms. Tory, **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.

4.2 STRATEGIC BALANCED SCORECARD

A copy of Sunnybrook's Strategic Balanced Scorecard was pre-circulated and appended to the agenda package for information. The Chair called on the Chairs of the Board Committees to present. It was noted that this was the first report under the new balanced scorecard for the specific indicators with respect to the 2015-18 Strategic Plan.

4.2.1 Business & Human Resources Committee

Mr. Beatty presented the Summary Report on behalf of the Business & Human Resources Committee. The Committee met on November 2nd to review the new balanced scorecard. A copy of the report was pre-circulated and appended to the agenda package for information.

Focusing on the red indicators, Mr. Beatty indicated that there were only 2 identified at this time. The first related to high-risk births. Sunnybrook has hired 2 new high risk maternal-fetal medicine specialists in the last year and continues to accept every transferred high-risk patient. The other red indicator is related to occupancy. Achieving 95% occupancy continues to be a challenge but there had been some success in areas such as LOS reductions. The opening of the new Humber River hospital may aid in relieving some of the strain on occupancy, along with the further implementation of our strategic plan.

4.2.2 Education & Research Committee

Ms. Short presented the Summary Report on behalf of the Education & Research Committee. The Committee met on November 4, 2015 and a copy of the report was pre-circulated and appended to the agenda package for information.

Ms. Short indicated that each of the SRI indicators are running green or moving toward target. Education Goals/Objectives – Goal 6 is to lead in the development of innovative methods of teaching and learning. The indicator for Simulation is currently red. A positive increase in simulation work is expected in the next Balanced Scorecard cycle.

4.2.3 Quality Committee

Ms. Martin presented the Summary Report on behalf of the Quality Committee of the Board. The Committee met on November 2, 2015 and a copy of the report was pre-circulated and appended to the agenda package for information.

Ms. Martin commented that this was the first result of the new Balanced Scorecard 2015-18 noting that the new performance ranges have been established for those indicators where the baseline is already above the target. The Quality Committee discussed the following indicators:

- Escalation of Care: below target due to one incident during January-July 2015;
- Tertiary-Quaternary Care: below target. Investigation is underway to determine which strategic program/areas may be contributing to the rate;
- The EVAR indicator was discussed as an example of where one additional incident can significantly impact the performance corridor given that the denominator is very small.

The Chair thanked the Committee Chairs for their reports and called for a motion to accept the Strategic Balanced Scorecard as reported.

So moved by Mr. Beatty and seconded by Ms. Martin.

MOTION: Upon MOTION duly made by Mr. Beatty and SECONDED by Ms. Martin, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept the reports on the Strategic Balanced Scorecard as presented.

CARRIED.

CONSENT AGENDA

6.0 REPORT OF COMMITTEES

6.1 BUSINESS & HUMAN RESOURCES COMMITTEE

The Business & Human Resources Committee met on November 2, 2015. A copy of the Summary Report was pre-circulated and appended to the agenda package for information.

The Committee received and reviewed the following:

- Quarterly update on Capital Projects
- Results coming out of the Committee Performance Evaluation survey
- Guidelines for presenters/presentations at Committee meetings

6.1.1 Financial Report

September 30, 2015 Financial Report:

The Board received and reviewed the Financial Report for the 6 months ending September 30, 2015. A copy of the financial report was pre-circulated and appended to the agenda package.

6.2 COMMON AUDIT COMMITTEE

The Common Audit Committee met on November 19, 2015. A copy of the Summary Report was pre-circulated and appended to the agenda package for information.

The Committee received and reviewed the following:

- Performance Evaluation Results
- Guidelines for Presenters/Presentations at Committee meetings

6.4 COMMON MARKETING & COMMUNICATIONS COMMITTEE

The Common Marketing & Communications Committee convened an impromptu meeting on November 3, 2015 to select a new advertising agenda and discuss next steps for a brand campaign to launch in the spring of 2016. A copy of the report was pre-circulated and appended to the agenda package.

6.5 EDUCATION AND RESEARCH COMMITTEE

The Education & Research Committee met on November 4, 2015. A copy of the Summary Report was pre-circulated and appended to the agenda package for information.

The Committee received two presentations:

- Challenges associated with disabling hearing loss
- Sunnybrook Advanced Life Support (ALS)

The Committee also reviewed the Terms of Reference (ToR) and noted that no changes were required at this time.

6.7 QUALITY COMMITTEE

The Quality Committee met on November 2, 2015. A copy of the Summary Report was pre-circulated and appended to the agenda package for information.

The Committee received a presentation on the Greater Toronto Area Obstetric Network and also reviewed the Quality & Patient Safety Strategic Plan.

7.0 INFORMATION ITEMS

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

- 7.1 Media Reports
- 7.2 Letters of Appreciation

- 7.3 OHA Board Update
- 7.4 OHA President's Report – August-October 2015
- 7.5 Speaker Series – January 2016

8.0 OTHER BUSINESS

8.1 POST MEETING EVALUATION FORM

The Chair reminded Board members to complete the post meeting evaluation form appended to the agenda package.

9.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, February 3, 2016 at 8:00 a.m. in the Elizabeth Tory Board Room on M6 Room 120.

10.0 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 3:45 p.m. So moved by Mr. Beatty and seconded by Mr. Lang.

MEETING TERMINATED.



Blake Goldring, Chair



Trudy Hueper, Secretary