

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, OCTOBER 15, 2014 AT 3:00 P.M. IN THE ELIZABETH TORY BOARD ROOM M6-120.**

**Chair:** Mr. David Agnew

**Directors:**

Mr. S. Beatty	Dr. S. Belo	Dr. J. Bodley
Mr. P. Crawley	Mr. S. Diamond	Sr. Sue Elwyn, SSJD
Mr. T. Flynn	Dr. J. Gilbert	Mr. B. Goldring
Ms. P. Griffith-Jones	Ms. H. Hayward (phone)	Ms. E. Martin
Dr. B. McLellan	Ms. M. Ng	Ms. S. Scace
Ms. H. Short	Mr. W. Squibb	Ms. R. Taggar
Mr. S. Tile		

**Regrets:**

Dr. C. Whiteside

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

Dr. J. Dellandrea	Dr. C. DuHamel	Ms. T. Hueper
Dr. M. Julius	Mr. S. Marafioti	Ms. C. Rosebrugh
Dr. A. Smith	Ms. A. Welch	Mr. M. Young
Dr. A. Zaretsky		

**1.0 CALL TO ORDER – OPEN SESSION**

Mr. Agnew, 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 Ms. Martin and seconded by Mr. Squibb.

**The Agenda was approved as circulated.**

**1.2 APPROVAL OF MINUTES**

**Minutes of Meeting of SHSC Board – September 17, 2014**

Mr. Agnew requested approval of the minutes of the meeting of the Sunnybrook Board of Directors held on Wednesday, September 17, 2014. A copy of the minutes was pre-circulated and appended to the agenda package.

**MOTION: Upon MOTION duly made by Mr. Goldring and SECONDED by Ms. Ng IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, September 17, 2014 be hereby approved as pre-circulated.**

**CARRIED.**

## **2.0 REPORT OF CHAIR**

No written report at this time.

## **3.0 REPORT OF THE CEO**

### **3.1 OCTOBER REPORT**

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

Dr. McLellan indicated that he would be pleased to answer any questions on matters coming out of his written report.

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

## **BOARD BUSINESS**

### **4.0 EDUCATIONAL PRESENTATION:**

#### **4.1 HEALTH LINKS: A CATALYST FOR HEALTH SYSTEM TRANSFORMATION**

The Chair welcomed Dr. Robert Bell, Deputy Minister of Health & Long Term Care.

Dr. Bell presented an overview on Health Links and the need for transformation of the health system with a focus on sustainability, accountability, quality improvement and integration. He commented that change within the system is being accomplished at a time of significant fiscal restraint. However, challenges still remain and progress must continue in order to ensure:

- People are receiving the right care at the right time in the right place;
- An accountable, high quality and transparent health care system; and
- The provision of more cost effective care.

Over the past few years, the Ministry has been able to bend the cost curve through targeted efforts and an ability to find efficiencies in certain high cost areas of the system. Dr. Bell outlined Ontario's action plan and highlighted what has been achieved to-date. Noting the introduction of the *Excellent Care for All Act*, Dr. Bell commented that overall hospital quality has been improved.

Dr. Bell also presented an overview of the potential of Health Links that were announced about 1 ½ years ago and highlighted some of the challenges to successful Health Links implementation. In outlining the Ministry's Strategic Priorities, Dr. Bell commented that the primary focus of Health Links is on coordinated patient-centred care for complex patients, which is a key driver of health system integration at the local level. The involvement of home care and community and social service providers in each Health Link supports the Ministry's commitment to home and community care. Moving forward, Health Links will have an increased emphasis on both quality and sustainability. Dr. Bell commented that, of the 67 Health Links approved, 26 are fully operational, 28 are in operational planning stages and 13 have been recently approved and are in early stages of planning, covering in total approximately 66% of the Ontario population.

Dr. Bell commented that the North East Toronto Health Link, with Sunnybrook as its lead, has been one of the early adopters and has co-designed a Coordinated Care Plan (CCP) template. The CCP has been finalized with an accompanying toolkit that provides context and direction for use. Dr. Bell noted that, not only has the Coordinated Care Plan template been used in Toronto, but it has also been looked upon as a model for provincial use and adaptation for the Care Coordination Tool.

Dr. Bell indicated that the early phase of Health Links focused on establishing the infrastructure and processes for the local model. He commented that a focus on quality is a priority to enable Health Links to continuously improve and to work towards provincial consistency, balanced with opportunity for local innovation. This approach will leverage the excellent examples of local innovation, such as demonstrated by the North East Toronto Health Link. The proposed end state is full provincial coverage through 90+ Health Links to support improved patient care and the patient/caregiver and health care provider. A key Health Link requirement for operating at scale is an electronic Care Coordination Tool (CCT). The CCT will enable Health Link members to create, share and update care plans for patients and enable quick and easy communication with each other.

In closing, Dr. Bell commented that the MoHLTC will move the adoption of Health Links toward:

- Coordinated Patient-Centre Care for Complex Patients;
- Early patient identification;
- Driving improvements in health and social needs of vulnerable populations (e.g. mental health, palliative);
- Integrated delivery of Health, Social and Community services; and
- Adoption of integrated funding mechanisms to facilitate integrated care.

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

## **5.0 DECISION ITEMS:**

### **5.1 MEDICAL ADVISORY COMMITTEE**

Dr. Belo reported that the Medical Advisory Committee met on September 9, 2014. A copy of the MAC Report was pre-circulated and appended to the agenda package for information.

#### **5.1.1 Credentials - June, 2014**

A copy of the September 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 September 2, 2014.

So moved by Ms. Martin and seconded by Ms. Griffith-Jones.

The Chair opened the floor for questions, 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**

<b>CRITICAL CARE MEDICINE</b>	
<b>Dr. Hannah Wunsch</b>	Active Provisional Staff With admitting privileges Effective: August 5, 2014

PSYCHIATRY	
<b>Dr. Angelica Staniloiu</b>	<p>Active Provisional Staff With admitting privileges Effective: August 25, 2014</p> <p><b>Preamble:</b> This is a <u>replacement position</u>. Dr. Staniloiu will contribute to the strategic priority of Trauma.</p>

## OTHER APPLICATIONS

EMERGENCY SERVICES	
<b>Dr. Qamar Amin</b>	<p>Clinical Associate one year Without admitting privileges Effective: August 1, 2014 to July 21, 2015</p> <p><b>Preamble:</b> This is a <u>new position</u>. Dr. Amin will work as an emergency room physician with responsibility for patient care and fulfilling Base Hospital role.</p>
MEDICINE	
<b>Dr. Paul Szmisko</b>	<p>Clinical Associate - Renewable Division: Cardiology Without admitting privileges Effective: September 1, 2014 to June 30, 2015</p> <p><b>Preamble:</b> This is a <u>new position</u>. Dr. Szmisko will be performing and interpreting transesophageal echocardiograms, sharing his expertise in 3D TEEs. He will be at Sunnybrook for a half day every 2 weeks.</p>
<b>Dr. Patrick Darragh</b>	<p>Courtesy Staff Division: General Internal Medicine With admitting privileges Effective: August 1, 2014</p> <p><b>Preamble:</b> This is a <u>replacement position</u>. Dr. Darragh will provide coverage in CTU, ER, Medical Consults and GIM clinics. Dr. Darragh has a staff appointment at UHN.</p>
<b>Dr. Farzana Vira</b>	<p>Clinical Associate - one year Division: General Internal Medicine With admitting privileges Effective: July 1, 2014 to June 30, 2015</p> <p><b>Preamble:</b> This is a <u>replacement position</u>. Dr. Vira will cover CTU, ER, RRC and medical consult.</p>

## CHANGE IN STATUS

ANESTHESIA	
Dr. Manharlal Ondhia	Request for Honorary Staff <b>Explanation:</b> Dr. Ondhia was first appointed to staff at Sunnybrook in 1977 and maintained his appointment until June 2013. Dr. Ondhia advises that he is fully retired from practice and requests that in view of his 35 years of service, he be granted Honorary staff status. The Chief of Department of Anesthesia, Dr. S. Belo, supports the request for Honorary staff.
MEDICINE	
<b>Dr. Julia Hopyan</b> - Div. of Neurology <b>Dr. Andrew Lim</b> - Div. of Neurology <b>Dr. Urban Emmenegger</b> - Div. of Medical Oncology/ Hematology	From: Active Provisional Staff To: Active Staff Effective: July 1, 2014 <b>Explanation:</b> The individuals listed have satisfactorily completed a minimum of three years as Active Provisional Staff. The Physician-in-Chief, Department of Medicine, Dr. Kevin Imrie, requests that their status be changed from Active Provisional Staff to Active Staff, effective July 1, 2014.
FAMILY & COMMUNITY MEDICINE	
<b>Dr. Margaret Bennett</b> <b>Dr. Margaret Chu</b> <b>Dr. Anita Chakraborty</b> <b>Dr. Alison Culbert</b> <b>Dr. Susan Deering</b> <b>Dr. Vered Kaknazov</b> <b>Dr. Michael Matthews</b> <b>Dr. Jennifer Moore</b> <b>Dr. Purti Papneja</b> <b>Dr. Giovanna Sirianni</b> <b>Dr. Lesia Wynnchuk</b>	From: Active Provisional Staff To: Active Staff Effective: July 30, 2014 <b>Explanation:</b> The individuals listed have satisfactorily completed a minimum of three years as Active Provisional Staff. The Chief of Department of Family and Community Medicine, Dr. Jocelyn Charles, requests that their status be changed from Active Provisional Staff to Active Staff, effective July 30, 2014.

## TEMPORARY PRIVILEGES

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

ANESTHESIA	
Dr. Tsvetelina (Tina) Kerelska	Without admitting privileges Effective: September 1, 2014 to November 30, 2014 <b>Preamble:</b> Temporary privileges were granted to permit Dr. Kerelska to practice while the Active Provisional staff application is being processed.

<b>Dr. Peter Kuszewski</b>	Without admitting privileges Effective: July 7, 2014 to Oct. 7, 2014 <b>Preamble:</b> Temporary privileges were granted to permit Dr. Kuszewski to provide locum coverage.
<b>Dr. Michael Tylee</b>	Without admitting privileges Effective: August 1, 2014 to October 31, 2014 <b>Preamble:</b> Temporary privileges were granted to allow Dr. Tylee to provide locum coverage.
<b>CRITICAL CARE MEDICINE</b>	
<b>Dr. Hannah Wunsch</b>	With admitting privileges Effective: August 5, 2014 to November 5, 2014 <b>Preamble:</b> Temporary privileges were granted to allow Dr. Wunsch to practice while the Active Provisional Staff application is being processed.
<b>EMERGENCY SERVICES</b>	
<b>Dr. Qamar Amin</b>	Without admitting privileges Effective: August 1, 2014 to October 31, 2014 <b>Preamble:</b> Temporary privileges were granted to allow Dr. Amin to practice while the Clinical Associate staff application is being processed.
<b>Dr. Kashif Pirzada</b>	Without admitting privileges Effective: August 1, 2014 to October 31, 2014 <b>Preamble:</b> Temporary privileges were granted to allow Dr. Pirzada to practice while the Courtesy Staff application is being processed.
<b>MEDICINE</b>	
<b>Dr. Farzana Vira</b>	Division: General Internal Medicine With admitting privileges Effective: July 15, 2014 to October 15, 2014 <b>Preamble:</b> Temporary privileges were granted to allow Dr. Vira to practice while the Clinical Associate staff application is being processed.
<b>Dr. Grant Chen</b>	Division: Gastroenterology Without admitting privileges Effective: August 1, 2014 to October 30, 2014 <b>Preamble:</b> Temporary privileges were granted to allow Dr. Chen to practice while the Courtesy Staff application is being processed.

<b>Dr. Myta Peters</b>	<p>Division: Medical Oncology/Hematology  With admitting privileges  Effective: July 25, 2014 to October 25, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Peters to provide summer locum coverage.</p>
<b>Dr. Melanie Waite</b>	<p>Division: Medical Oncology/Hematology  With admitting privileges  Effective: July 21, 2014 to October 21, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Waite to practice while the Clinical Associate Staff application is being processed.</p>
<b>Dr. Amer Ghavanini</b>	<p>Division: Neurology  Without admitting privileges  Effective: July 15, 2014 to October 15, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Ghavanini to practice while the Clinical Associate staff application is being processed.</p>
<b>PSYCHIATRY</b>	
<b>Dr. Angelica Staniloiu</b>	<p>With admitting privileges  Effective: August 25, 2014 to November 25, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Staniloiu to practice while the Active Provisional Staff application is being processed.</p>
<b>Dr. Gwyneth Zai</b>	<p>With admitting privileges  Effective: September 16, 2014 to December 16, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Zai to practice while the renewal of Clinical Associate Staff application is being processed.</p>
<b>RADIATION ONCOLOGY</b>	
<b>Dr. Joao Amaralal</b>	<p>Without admitting privileges  Effective: July 17, 2014 to October 16, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Amaralal to practice for a short term clinical/research activity.</p>
<b>Dr. Michael Temple</b>	<p>Without admitting privileges  Effective: July 17, 2014 to October 16, 2014</p> <p><b>Preamble:</b>  Temporary privileges were granted to allow Dr. Temple to practice for a short term clinical/research activity.</p>

<b>SURGERY</b>	
<b>Dr. Vandana Kumari</b>	Division: General Surgery With admitting privileges Effective: July 6, 2014 to September 30, 2014  <b>Preamble:</b> Dr. Kumari, a physician with the Department of National Defence, was granted temporary privileges to practice with Dr. Homer Tien, for a short term.
<b>Dr. Sergio Muraca</b>	Division: General Surgery With admitting privileges Effective: July 21, 2014 to October 20, 2014  <b>Preamble:</b> Dr. Muraca was granted temporary privileges to allow him to practice while the Clinical Associate staff application is being processed.
<b>Dr. Jensen Tan</b>	Division: General Surgery Without admitting privileges Effective: September 1, 2014 to November 30, 2014  <b>Preamble:</b> Dr. Tan was granted temporary privileges to allow him to work while the Clinical Associate Staff application is being processed.
<b>Dr. James M. Drake</b>	Division: Neurosurgery Without admitting privileges Effective: August 17, 2014 to October 16, 2014  <b>Preamble:</b> Temporary privileges were granted to allow Dr. Drake to practice for short term clinical/research activity.
<b>Dr. Patrick Henry</b>	Division: Orthopaedic Surgery With admitting privileges Effective: September 1, 2014 to December 1, 2014  <b>Preamble:</b> Temporary privileges were granted to allow Dr. Henry to work while the Active Provisional Staff application is being processed.

#### **ONE DAY TEMPORARY PRIVILEGES**

<b>SURGERY</b>	
<b>Dr. David Fisher</b>	Division: Plastic Surgery Without admitting privileges For July 17, 2014 only  <b>Preamble:</b> Temporary privileges were granted to allow Dr. Fisher to assist Dr. Jeffrey Fialkov.



**MOTION: Upon MOTION duly made by Ms. Martin and SECONDED by Ms. Griffith-Jones, 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.**

#### **5.1.2 Supplementary List-2014-2015 Annual Re-appointments - September, 2014**

A copy of the additional submissions to the 2014-2015 Re-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 three additional submissions as approved by the Credentials Committee at its meeting on September 2, 2014.

So moved by Ms. Martin and seconded by Ms. Griffith-Jones.

**MOTION: Upon MOTION duly made by Ms. Martin and SECONDED by Ms. Griffith-Jones, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the three additional submissions to the 2014-2015 Re-appointment List 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 did not meet in September. A copy of the August Financial Report was appended to the agenda package for information.

##### **6.1.1 Financial Reports:**

###### August 31, 2014 Financial Report:

The Board received and reviewed the Financial Report for the 5 months ending August 31, 2014. A copy of the financial report was pre-circulated and appended to the agenda package.

##### **6.8 VETERANS ADVISORY COMMITTEE**

The Veterans Advisory Committee met on May 20, 2014 and a copy of the Summary Report was pre-circulated and appended to the agenda package for information.

#### **7.0 INFORMATION ITEMS**

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

- 7.1 Media Reports
- 7.2 Speakers Series – October & November, 2014
- 7.3 Letters of Appreciation
- 7.4 MOHLTC Mandate Letter

## **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, December 3, 2014 at 3:00 p.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 Ms. Martin and seconded by Ms. Short.

**MEETING TERMINATED.**

*Minutes approved by the Board of Directors, December 3, 2014*

*David Agnew*

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David Agnew, Chair

*Trudy Hueper*

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Trudy Hueper, Secretary