

2.0 REPORT OF CHAIR

No written report at this time.

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 referenced the following from his December report.

- A Colon Cancer surgery was live-tweeted on November 12, 2014 to raise awareness of screening and prevention and to highlight the innovative work of the Odette Cancer Program.
- The web team led the digital campaign for “Operation Raise a Flag”, leveraging social media, e-mail and other digital assets to promote the fundraising initiative. The Veterans Centre hosted its annual Remembrance Day service in K-Wing and at the outdoor cenotaph. The fourth annual Operation Raise a Flag campaign was a tremendous success. Led by the Sunnybrook Foundation, this annual tribute to our Veterans raised approximately \$50,000 for the Veterans Comfort Fund.
- Patient Engagement: Craig DuHamel presented an overview of a new online patient engagement tool, allowing the hospital an opportunity to work with patients and families on a variety of issues. It features an interactive slideshow, survey questions and a video component. The first engagement topic was around making discharge planning as smooth as possible for patients. Mr. DuHamel also referenced a recent change to the telephone displays – from ‘unknown number’ to having ‘Sunnybrook Hospital’ displayed on Caller IDs.

Dr. McLellan indicated that he would be pleased to answer questions on any other 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 PHYSICIAN CREDENTIALING

The Chair called on Dr. Sue Belo, Chair, Medical Advisory Committee to present on the Physician Credentialing process. Dr. Andy Smith and Ms. Rajni Sandhu were in attendance to answer any questions. A copy of Dr. Belo’s slide presentation was pre-circulated and appended to the agenda package.

Dr. Belo outlined the Medical Human Resources Advisory Committee (MHRAC) Process noting that every application received is carefully examined by the MHRAC to ensure:

- alignment with the Hospital Strategic Plan;
- consultation with relevant internal stakeholders;
- availability of resources;
- transparency of process, and
- best candidate.

The credentialing process in place is to confirm that the individual applying for a hospital appointment has the required medical knowledge and clinical skills to practice at Sunnybrook Health Sciences Centre. Along with the initial application, an applicant must provide:

- Evidence of training and specialty certification;
- Three letters of reference to verify recent performance and professional behavior;
- Evidence of licensure and good standing with licensing body - 'Certificate of Standing' from the CPSO;
- Evidence of malpractice insurance

The application and associated documentation is presented to the Credentials Committee for review and approval.

Dr. Belo noted that Hospital appointments are provided until June 30th of each year. Current staff are invited in the spring to apply for their annual re-appointment. Dr. Belo commented that the re-appointment process involves the completion of an online application and answer to a series of questions to ensure that nothing of significance has changed. The Department Chief reviews each application submitted and makes a recommendation regarding the re-appointment. The Credentials Committee reviews each application and if satisfied, recommends approval for re-appointment.

In closing, Dr. Belo outlined the process when there is concern about competence and/or behavior of staff. She commented that the Department Chief is responsible for the day-to-day activities and performance of their staff. Where there is concern about the competence and/or professional behavior of a staff, this concern/information may be brought to the Chief Medical Executive (CME) for discussion and or intervention.

The Chair thanked Dr. Belo for her 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 October 14, 2014 and on November 11, 2014. A copy of the MAC Reports was pre-circulated and appended to the agenda package for information.

5.1.1 Credentials - October, 2014

A copy of the October 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 October 7, 2014. So moved by Mr. Beatty and seconded by Mr. Tile.

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

MEDICINE	
Dr. Harvey Wong	Active Provisional Staff Division: Respiriology With admitting privileges Effective: September 1, 2014

SURGERY	
Dr. Patrick Henry	Active Provisional Staff Division: Orthopaedic With admitting privileges Effective: September 1, 2014
Dr. David Wasserstein	Active Provisional Staff Division: Orthopaedic With admitting privileges Effective: September 1, 2014
OPHTHALMOLOGY AND VISION SCIENCES	
Dr. Arun Sundaram	Active Provisional Staff With admitting privileges Effective: July 1, 2014

OTHER APPLICATIONS

EMERGENCY SERVICES	
Dr. Rachel Sheps	Clinical Associate (2nd year) Without admitting privileges Effective: July 1, 2014 to June 30, 2015
MEDICINE	
Dr. Idan Roifman	Clinical Associate (one year) Division: Cardiology Without admitting privileges Effective: September 1, 2014 to June 30, 2015
Dr. Grant Chen	Courtesy Staff Division: Gastroenterology Without admitting privileges Effective: July 1, 2014
Dr. Melanie Waite	Clinical Associate (Renewable) Division: Medical Oncology & Hematology With cross appointment in Radiation Oncology With admitting privileges Effective: July 21, 2014 to June 30, 2015
Dr. Amer Ghavanini	Clinical Associate (Renewable) Division: Neurology Without admitting privileges Effective: July 7, 2014 to June 30, 2015
OBSTETRICS AND GYNECOLOGY	
Dr. Kalpana Sharma	Clinical Associate Renewal (3rd year) With admitting privileges Effective: October 1, 2014 to September 30, 2015
Dr. Ambika Aneja	Clinical Associate Renewal (5th year) With admitting privileges Effective: October 1, 2014 to September 30, 2015

PSYCHIATRY	
Dr. Gwyneth Zai	Clinical Associate (2nd year) With admitting privileges Effective: September 16, 2014 to September 15, 2015
SURGERY	
Dr. Keith Wong	Clinical Associate (Renewable) Division: General Surgery Without admitting privileges Effective July 1, 2014 to June 30, 2015
Dr. Sergio Muraca	Clinical Associate (Renewable) Division: General Surgery With admitting privileges Effective: July 21, 2014 to June 20, 2015
Dr. Christopher Geddes	Clinical Associate Renewal (2 nd year) Without admitting privileges Effective: July 1, 2014 to June 30, 2015

APPLICATION FOR CROSS APPOINTMENT

Dr. Deborah Selby	Current appointment: Courtesy Staff in Dept. of Medicine/ Medical Oncology (palliative care initiative) <u>Requesting Cross appointment:</u> Dept. of Family and Community Medicine / Division of Long Term Care Effective: September 1, 2014
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CHANGE IN STATUS

MEDICINE	
Dr. Peter Webster	Division: Respiriology From: Active Staff To: Courtesy Staff Effective: July 1, 2014
EMERGENCY SERVICES	
Dr. Jordan Chenkin	From: Active Provisional Staff To: Active Staff Effective: September 24, 2014 <i>Explanation:</i> Dr. Chenkin was initially appointed Active Provisional Staff in August 2010. Dr. Jeff Tyberg recommends Dr. Chenkin's status be changed to Active Staff, effective September 24, 2014.

PSYCHIATRY	
Dr. Saulo Castel Dr. Mark Fefergrad Dr. Benjamin Goldstein Dr. Gayla Tennen	From: Active Provisional Staff To: Active Staff Effective: October 1, 2014 Explanation: The individuals listed have satisfactorily completed more than three years as Active Provisional Staff. Dr. Ari Zaretsky recommends that their status be changed to Active Staff, effective October 1, 2014.
SURGERY	
Dr. Marc Jeschke	From: Active Provisional Staff To: Active Staff Effective: January 8, 2014 Explanation: Dr. Jeschke was appointed Active Provisional Staff in July 2010. Dr. Avery Nathens recommends that Dr. Jeschke's status be changed to Active Staff, effective January 8, 2014.

TEMPORARY PRIVILEGES

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

ANATOMICAL PATHOLOGY	
Dr. Tsu Yee (Joseph) Lee	Without admitting privileges Effective: October 1, 2014 to November 15, 2014. Preamble: Temporary privileges were granted for a 6 week locum, to assist with coverage.
FAMILY AND COMMUNITY MEDICINE	
Dr. Orli Nadel	Without admitting privileges Effective: October 1, 2014 to January 1, 2015. Preamble: Temporary privileges were granted for a 3 month locum to cover staff absence.
Dr. Karen Grace Lee	Without admitting privileges Effective: October 1, 2014 to December 7, 2014. Preamble: Application for Clinical Associate, to cover a maternity leave, is in process. Temporary privileges were granted to permit Dr. Lee to begin working.
MEDICAL IMAGING	
Dr. Jae Kim	Without admitting privileges Effective: September 15, 2014 to December 15, 2014. Preamble: Temporary privileges were granted for a 3 month locum to cover staff absence.

Dr. Elizabeth Small	Without admitting privileges Effective: October 2, 2014 to January 1, 2015. Preamble: Temporary privileges were granted to allow Dr. Small to practice while the Clinical Associate staff application is being processed.
MEDICINE	
Dr. Signy Chow	Division: Medical Oncology and Hematology With admitting privileges Effective: October 1, 2014 to December 31, 2014. Preamble: Temporary privileges were granted to allow Dr. Chow to practice while the Clinical Associate staff application is being processed.
OBSTETRICS AND GYNECOLOGY	
Dr. Kalpana Sharma	With admitting privileges Effective: October 1, 2014 to October 7, 2014. Preamble: Temporary privileges were granted to allow Dr. Sharma to continue to practice while the Clinical Associate Renewal application is being processed.
Dr. Ambika Aneja	With admitting privileges Effective: October 1, 2014 to October 7, 2014. Preamble: Temporary privileges were granted to allow Dr. Aneja Chow to continue to practice while the Clinical Associate Renewal application is being processed.
SURGERY	
Dr. Mohammed Bawazeer	Division: General Surgery With admitting privileges Effective: October 1, 2014 to December 31, 2014. Preamble: Temporary privileges were granted to assist with staff shortage on the trauma team.
Dr. Ilona Dreyzin	Division: General Surgery Without admitting privileges Effective: July 21, 2014 to October 20, 2014. Preamble: Temporary privileges were granted to allow Dr. Dreyzin to practice as an OR assistant, while the Clinical Associate staff application is being processed.
Dr. Christopher Geddes	Division: Orthopaedic Surgery With admitting privileges Effective: October 1, 2014 to October 31, 2014. Preamble: Temporary privileges were granted to allow Dr. Geddes to continue to practice while the Clinical Associate Renewal application is being processed.

Dr. Sree Harsha Malempati	<p>Division: Orthopaedic Surgery With admitting privileges Effective: September 15, 2014 to December 14, 2014.</p> <p>Preamble: Temporary privileges were granted to allow Dr. Malempati continue to practice while the Clinical Associate Renewal application is being processed.</p>
Dr. Jeff Praught	<p>Division: General Surgery With admitting privileges Effective: September 15, 2014 to October 15, 2014.</p> <p>Preamble: Dr. Praught, a physician with the Department of National Defence, was granted temporary privileges to practice with Dr. Homer Tien for a short term.</p>
Dr. Amanda Roberts	<p>Division: General Surgery With admitting privileges Effective: September 22, 2014 to October 10, 2014.</p> <p>Preamble: Temporary privileges were extended for 2 weeks to allow her to continue to provide locum coverage.</p>
Dr. Tara Lynn Stewart	<p>Plastic Surgery With admitting privileges Effective: October 1, 2014 to December 31, 2014.</p> <p>Preamble: Temporary privileges were granted for a 2nd 3 month locum to cover staff absence.</p>
Dr. David Wasserstein	<p>Division: Orthopaedic Surgery With admitting privileges Effective: September 1, 2014 to December 1, 2014.</p> <p>Preamble: Temporary privileges were granted to allow Dr. Wasserstein to practice while the Active Provisional Staff application is being processed.</p>
Dr. Keith Wong	<p>Division: General Surgery Without admitting privileges Effective: September 10, 2014 to December 9, 2014.</p> <p>Preamble: Application for Clinical Associate is in process.</p>

ONE DAY TEMPORARY PRIVILEGES

OBSTETRICS AND GYNECOLOGY	
Dr. Janice Graham	<p>Without admitting privileges For October 17, 2014 only.</p> <p>Preamble: Temporary privileges were granted to allow Dr. Graham to be present in the OR to accompany a very nervous patient.</p>

SURGERY	
Dr. Jas Chahal	Division: Orthopaedic Surgery Without admitting privileges For September 30, 2014 only. Preamble: Temporary privileges were granted to allow Dr. Chahal to assist Dr. David Wasserstein.

MOTION: Upon MOTION duly made by Mr. Beatty and SECONDED by Mr. Tile, 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.

5.1.1 Credentials - November, 2014

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 4, 2014. So moved by Mr. Beatty and seconded by Mr. Tile.

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 STAFF APPLICATIONS

OBSTETRICS AND GYNECOLOGY	
Dr. Nir Melamed	Active Provisional Staff Division: Maternal Fetal Medicine With admitting privileges Effective: October 29, 2014.

OTHER APPLICATIONS

ANESTHESIA	
Dr. Tina Kerelska	Clinical Associate one year Without admitting privileges Effective: December 1, 2014 to November 30, 2015.
CLINICAL PATHOLOGY	
Dr. Lani Lieberman	Consultant Staff Without admitting privileges Effective: October 1, 2014.
MEDICAL IMAGING	
Dr. Elizabeth Small	Clinical Associate one year Division: Neuroradiology Without admitting privileges Effective: July 1, 2014 to June 30, 2015.

MEDICINE	
Dr. Stephanie Poon	Clinical Associate (Renewable) Division: Cardiology Without admitting privileges Effective: November 5, 2014 to June 30, 2015.
Dr. Signy Chow	Clinical Associate one year Division: Medical Oncology/Hematology With admitting privileges Effective: October 1, 2014 to June 30, 2015.
Dr. Myta Peters	Courtesy Staff Division: Medical Oncology/Hematology With admitting privileges Effective: October 1, 2014.
SURGERY	
Dr. Jensen Tan	Clinical Associate Renewable Division: General Surgery Without admitting privileges Effective: September 1, 2014 to August 30, 2015.
Dr. Ilona Dreyzin	Clinical Associate Renewable Division: General Surgery Without admitting privileges Effective: July 1, 2014 to June 30, 2015.

CHANGE OF STATUS

ANATOMIC PATHOLOGY	
Dr. Corwyn Rowsell	From: Active Staff To: Courtesy Staff Effective: October 1, 2014
DENTISTRY	
Dr. Melanie Gilbert	From: Active Provisional Staff To: Active Staff Effective: October 1, 2014. Explanation: Dr. Gilbert was appointed Active Provisional Staff in July 2009. Dr. Sutherland advises that Dr. Gilbert has completed her Master's degree and recommends Dr. Gilbert's status be changed to Active Staff, effective October 1, 2014.

TEMPORARY PRIVILEGES

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

ANESTHESIA	
Dr. Joost de Ruiter	Without admitting privileges Effective: October 1, 2014 to December 31, 2014.

EMERGENCY SERVICES	
Dr. Kashif Pirzada	Without admitting privileges Effective: November 1, 2014 to January 31, 2015.
FAMILY AND COMMUNITY MEDICINE	
Dr. Patrick Wong	Division: St. John's Rehab Program Without admitting privileges Effective: October 14, 2014 to January 14, 2015.
OBSTETRICS AND GYNECOLOGY	
Ms. Tracy Pittman	Division: Midwifery With admitting privileges Effective: October 27, 2014 to January 27, 2015. Preamble: Temporary privileges were granted to allow Ms. Pittman to practice while the Courtesy Staff application is being processed.
RADIATION ONCOLOGY	
Dr. Joao Amaral	Without admitting privileges Effective: October 16, 2014 to January 16, 2015.
Dr. Michael Temple	Without admitting privileges Effective: October 16, 2014 to January 16, 2015.
Dr. James Drake	Without admitting privileges Effective: October 16, 2014 to January 16, 2015.
Dr. Irene Karam	With admitting privileges Effective: November 1, 2014 to January 31, 2015. Preamble: Application for Active Provisional Staff is in process.
SURGERY	
Dr. Andrew Adrian Carpenter	Division: General Surgery Without admitting privileges Effective: October 13, 2014 to October 31, 2014. Preamble: Temporary privileges were granted to assist with staff shortage on the trauma team.

ONE DAY TEMPORARY PRIVILEGES

SURGERY	
Dr. Paul Kuzyk	Orthopaedic Surgery Without admitting privileges For November 10, 2014 only. Preamble: One day temporary privileges were granted to allow Dr. Kuzyk to assist Dr. David Stephen.

MOTION: Upon MOTION duly made by Mr. Beatty and SECONDED by Mr. Tile, 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.

5.2 STRATEGIC BALANCED SCORECARD

Summary Reports were received from the Business & Human Resources Committee; Education & Research Committee and the Quality Committee of the Board. Copies were pre-circulated and appended to the agenda package. This agenda item included both an update on the current Strategic Balanced Scorecard, as well as the proposed New Strategic Balanced Scorecard Goals, Objectives and Indicators.

The Chair called on Mr. Michael Young, EVP, who spoke briefly to each of the items noting that the three Board Committee Chairs were in attendance to answer questions as appropriate. Mr. Young commented that only the new goals, objectives and indicators require a motion.

Mr. Young presented an overview of the current Strategic Balanced Scorecard results for Q2 2014-15 noting that each of the three Board Committees had reviewed their respective dimensions, with a focus on “red” indicators and indicators that had a change from the previous reporting cycle.

The proposed new Strategic Goals, Objectives, and Indicators were also reviewed by the three Board Committees, with highlights as noted in each of the Committee Summary Reports. Mr. Young commented that the Targets will come forward through the three Board Committees early in the 2015-16 fiscal year. Each of the Committees have confirmed that the proposed Goals, Objectives and Indicators represent an appropriate measure of our performance and expected outcomes as they relate to the 2015-18 Strategic Plan, and have recommended their approval to the Board.

The Chair opened the floor for any questions to the Committee Chairs, following which Mr. Young presented the following motion for Board approval.

BE IT RESOLVED, that the Board of Directors approve the Strategic Goals, Objectives and Indicators in support of the 2015-18 Strategic Plan, as recommended by the Quality Committee, the Education and Research Committee and the Business and Human Resources Committee, with proposed Targets coming forward to the Board for approval early in the 2015-16 fiscal year. So moved and seconded by the three Committee Chairs: Ms. Ng, Ms. Martin and Ms. Short.

The Chair opened the floor for discussion, following which he called the question on the motion as presented.

MOTION: Upon MOTION duly made by Ms. Ng and SECONDED by Ms. Martin and Ms. Short, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby approve the Strategic Goals, Objectives and Indicators in support of the 2015-18 Strategic Plan, as recommended by the Quality Committee, the Education and Research Committee and the Business and Human Resources Committee, with proposed Targets coming forward to the Board for approval early in the 2015-16 fiscal year.

CARRIED.

5.3 GOVERNANCE & NOMINATING COMMITTEE

Ms. Griffith-Jones presented the Summary Report on behalf of the Governance & Nominating Committee. The Committee met on December 1, 2014 and a copy of the Summary Report was pre-circulated and appended to the Agenda package.

Ms. Griffith-Jones reported that the Committee reviewed and unanimously approved the Terms of Reference for the Common Audit Committee noting two minor changes to membership and quorum, a copy of which was appended to the Summary Report.

Ms. Griffith-Jones presented a motion recommending that the Board of Directors of Sunnybrook Health Sciences Centre approve the Terms of Reference and the two minor changes to the membership and quorum for the Common Audit Committee. So moved by Mr. Goldring and seconded by Ms. Martin.

The Chair opened the floor for discussion, following which he called the question on the motion.

MOTION: Upon MOTION duly made by Mr. Goldring and SECONDED by Ms. Martin, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby approve the Terms of Reference including the two minor changes to the membership and quorum for the Common Audit Committee.

CARRIED.

CONSENT AGENDA

6.0 REPORT OF COMMITTEES

6.1 BUSINESS & HUMAN RESOURCES COMMITTEE

The Business & Human Resources Committee met on October 22, 2014 and November 26, 2014. A copy of the Summary Reports was pre-circulated and appended to the agenda package. The Committee received an HR Update and also reviewed the Business and Human Resources improvement opportunities as well as reviewing the quarterly cash flow for the 6 months ending September 30, 2014.

6.1.1 Financial Reports:

September 30, 2014 Financial Report:

The Board received and reviewed the Financial Report for the 6 months ending September 30, 2014. A copy of the financial report was pre-circulated and appended to the agenda package.

October 31, 2014 Financial Report:

The Board received and reviewed the Financial Report for the 7 months ending October 31, 2014. A copy of the financial report was pre-circulated and appended to the agenda package.

6.5 EDUCATION AND RESEARCH COMMITTEE

The Education & Research Committee met on November 21, 2014 and a copy of the Summary Report was pre-circulated and appended to the agenda package for information. Dr. David Andrews, Director of Biological Sciences at SRI presented the strategic plan for Biological Sciences to the E&R Committee.

The Committee also received Education Updates on the following:

- 3rd Annual Sunnybrook Education Week and Conference
- Patient and Family Education
- Online student registration process
- Continuing Professional Development/Education Policies
- Education Research Unit

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

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 4, 2015 at 3:00 p.m. in the Elizabeth Tory Board Room, M6-120.

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 3:50 p.m. So moved by Ms. Martin and seconded by Mr. Beatty.

MEETING TERMINATED.

Minutes approved by the Board of Directors, February 4, 2015

David Agnew

David Agnew, Chair

Trudy Hueper

Trudy Hueper, Secretary