

MINUTES OF THE VIRTUAL MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, APRIL 14, 2021 AT 8:00 A.M.

Chair: Mr. Tom Flynn

Directors:

Ms. C. Annett
Mr. S. Diamond
Mr. D. Lang
Mr. M. Mehta
Mr. D. Ossip
Ms. R. Taggar
Dr. T. Young

Mr. S. Beatty
Ms. D. Duncan
Mr. C. Lynch
Sr. Anne Norman
Ms. H. Short
Ms. M. Tory
Dr. A. Zaltz

Mr. R. Davloor
Dr. S. Grigoriadis
Ms. L. Mantia
Ms. A. Odette Kaye
Dr. A. Smith
Mr. G. Weston

Regrets:

Dr. G. Papia

By Invitation:

Dr. D. Cass
Mr. D. Gerson
Mr. S. Marafioti
Dr. A. Weinerman
Dr. A. Zaretsky

Ms. K. Cole
Ms. T. Hueper
Dr. A. Nathens
Ms. K. Winter

Mr. C. DuHamel
Dr. K. Hynynen
Ms. A. Welch
Mr. M. Young

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 REMARKS

The Chair, providing a brief overview of the agenda, commented that a brief 5-minute break has been scheduled at the end of the Open Session. Mr. Flynn welcomed Dr. Avery Nathens and Dr. Adina Weinerman who will be presenting the April educational session.

1.2 APPROVAL OF AGENDA

The Chair requested approval of the agenda as pre-circulated. So moved by Mr. Diamond and seconded by Ms. Annett.

The Agenda was approved as circulated.

2.0 CEO REPORT

APRIL REPORT

Dr. Smith reported that a copy of the April 2021 CEO Report was appended to the agenda portfolio for information. The April CEO Report provides an overview of some of the action at Sunnybrook.

Dr. Smith commented that he would be happy to address any questions coming out of his report.

PATIENT STORY

Dr. Smith commented that today's patient story centres around a family's journey with COVID-19. Family members of a Patient Services Partner (PSP) in Sunnybrook's Complex Malignant Haematology Unit started to test positive for the virus, one by one. First her husband, a city bus driver; then one of the daughters, a chef in a long-term care home; another daughter, a flight attendant who was also pregnant at the time. Her family immediately began to self-isolate, with their symptoms being monitored through Sunnybrook's outpatient COVIDEO Program.

While the staff member's symptoms were relatively mild, one of her daughters developed difficulty breathing and needed to be admitted to Sunnybrook's COVID-19 ward. Her husband also needed to be admitted to the same ward, both had developed pneumonia as a result of the virus.

Happy Ending: All have since fully recovered from COVID-19 and her daughter, who had been pregnant, delivered a healthy baby girl in February. The Sunnybrook PSP commented that while 2020 was a challenging year for many reasons, getting the vaccine has helped give her peace of mind and a more positive outlook on the year ahead and encourages others to schedule an appointment to get their shot.

The Chair thanked Dr. Smith for his report and opened the floor for discussion.

3.0 EDUCATIONAL PRESENTATION

Dr. Smith, introducing today's presenters, reported that the April educational session will highlight quality goals - part of the Quality Strategic Plan 2020-2025. Quality of Care is expected by our patients. One key strategic advantage is that Sunnybrook has an incredible leadership team.

Two of Sunnybrook's top leaders will talk about high profile programs.

- Dr. Adina Weirnerman, Medical Director, Quality and Patient Safety on "Choosing Wisely" at Sunnybrook
- Dr. Avery Nathens, Surgeon-in-Chief on Surgical Performance Improvement, Results from ACS NSQIP.

'Choosing Wisely' at Sunnybrook – Dr. Adina Weirnerman

Dr. Weirnerman noted that their official poster "**More is NOT always BETTER**" is the 1st in Canada to be recognized.

Dr. Weirnerman presented a brief overview of 'Choosing Wisely Canada' which was launched in Canada in April 2014. It is a clinician-led campaign to reduce unnecessary tests/treatments. She commented that up to 30% of tests/treatments in Canada are considered medically unnecessary.

Dr. Weirnerman highlighted some of the concerns:

- Tests/treatments that lack evidence
- Tests/treatments that may cause harm psychologically
- Considered an unsustainable use of resources
- Delay of medically necessary care

Dr. Weirnerman presented examples of some of the society recommendations, such as the use of antibiotics. Countless society lists have been led by clinicians at Sunnybrook and leaders throughout Toronto.

Choosing Wisely Toolkits:

Dr. Weirnerman presented an overview of toolkits that health professionals at Sunnybrook had a primary role in creating.

- Toolkits have been created to help healthcare institutions to implement specific recommendations to reduce unnecessary harm to patients, reduce burden on the system and create a better quality and higher efficiency system.
- Toronto clinicians have been instrumental in many of the Toolkits. Sunnybrook clinicians (both physicians and nurses) have lead almost half of the Toolkits that have been released.

Dr. Weirnerman commented that Choosing Wisely Canada started a Campaign for hospitals to Decrease Overuse. Sunnybrook is leading the way and was the first hospital to achieve the Level 3 (highest) designation. In the recently launched 'Using Blood Wisely' Campaign, Sunnybrook was again the first institution in Canada to be awarded the designation as a "Using Blood Wisely Hospital" after meeting national appropriateness benchmarks for red blood cell transfusions.

Surgical Performance Improvement: Results from the American College of Surgeons, National Surgical Quality Improvement Program (ACS NSQIP) - Dr. Avery Nathens

Dr. Nathens presented an overview of the program.

- The program is an external benchmarking of surgical performance. 690 hospitals participate worldwide of which 96 are in Canada and 41 in Ontario. NSQIP includes the following areas:
 - General Surgery
 - Neurosurgery
 - Orthopaedics (e.g. hip fractures, arthroplasty)
 - Plastic surgery (e.g. breast reconstruction)
 - Urology
 - Benign and malignant gynecology
- Presenting a 'model for improvement', Dr. Nathens commented that abstractors are well trained and follow patients for 30 days to collect & validate data.
- Dr. Nathens, presenting the NSQIP Decile Dashboard, highlighted those areas in green, indicating that they were doing very well. However, 'Hip Fracture' was in the 'red' zone - primarily frail and elderly patients and improvement needs to be made.

Dr. Nathens also highlighted infection prevention initiatives, prep for surgery, such as:

- Preoperative shampoo
- Standardized approach to hair removal
- Postoperative dressings

In closing, Dr. Nathens reported that Sunnybrook was Recognized for achieving Meritorious Outcomes for Surgical Patient Care and is in the top 10% for All Cases & High Risk for 4 years in a row.

On behalf of the Board of Directors, the Chair congratulated Drs. Weirnerman and Nathens for their achievements & awards and opened the floor for a Q/A session.

4.0 CONSENT AGENDA

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

4.1 MINUTES OF MEETING HELD FEBRUARY 24, 2021

The Chair requested approval of the Minutes of February 24, 2021. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Ms. Tory and SECONDED by Ms. Mantia, IT WAS RESOLVED THAT the Minutes of the virtual meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, February 24, 2021 be hereby approved as pre-circulated.

CARRIED.

4.2 MEDICAL ADVISORY COMMITTEE REPORT

Dr. Zaltz presented the summary report on behalf of the Medical Advisory Committee. The MAC met on March 9, 2021 and a copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its meeting:

- Critical Incident Reporting: There was no new critical incident reported.
- Credentials Committee: The MAC approved the Credential List of March 3, 2021 for submission to the Board.
- Reappointment Process for 2020-21: The Committee was informed that the 2021 reappointment process was launched on February 25, 2021. Appointment cycle runs from July 1st to June 30th the following year.
- COVID-19 Vaccine: The Committee received an update on COVID-19 vaccination and the decision making process on vaccinating the different groups. The Committee also reviewed data on the COVID-19 vaccination rate of Sunnybrook staff and the ongoing efforts to increase the vaccine uptake by staff.
- Education Report: The MAC received a presentation on the Undergraduate Medical Education Rotation Effectiveness Scores & Teaching Effectiveness Scores for 2019-20.

Honours and Awards: The MAC Chair announced the following awards:

- The following physicians have received the U of T MD Program Teaching Award of Excellence for the 2019-2020 academic year.
 - Department of Obstetrics and Gynecology – Dr. Jon Barrett, Dr. Anne Berndl, Dr. Nancy Durand, Dr. Dini Hui, Dr. Jamie Kroft, Dr. Grace Liu, Dr. Orio Nevo, Dr. Leslie Po, Dr. Stefania Ronzoni and Dr. Herbert Wong.
 - Department of Psychiatry – Dr. Eileen Lacroix, Dr. Ayal Schaffer, Dr. Karen Wang and Dr. Jay Moss.
- Dr. Mark Fefergrad, Department of Psychiatry, is the recipient of the 2021 U of T Faculty of Medicine Postgraduate Excellence Award as well as the 2021 Canadian Association of Medical Education (CAME) Certificate of Merit recognizing and rewarding faculty's commitment to medication education.

4.2.1 Credentials

A copy of the appointment lists for March 3, 2021 was pre-circulated and appended to the agenda portfolio. On behalf of the Medical Advisory Committee, Dr. Zaltz requested a motion for the approval and affirmation of the appointments as recommended by the Credentials Committee.

So moved by Ms. Tory and seconded by Ms. Mantia.

MOTION: Upon MOTION duly made by Ms. Tory and SECONDED by Ms. Mantia, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for March 2021 as recommended by the Medical Advisory Committee.

CARRIED.

5.0 COMMITTEE REPORTS

5.1 FINANCE & COMMON AUDIT COMMITTEE

Ms. Tory presented the Summary reports on behalf of the Finance & Common Audit Committee. The Committee met on March 1st and on April 5th, 2021 and a copy of the summary reports was pre-circulated and appended to the agenda portfolio for information.

At its meetings in March and April, the Committee reviewed the following and provided feedback:

- **Understanding the Financial Statements (F/S):** The Committee received an educational presentation regards to financing and how the hospital is funded.

The following 3 primary drivers were identified:

- Unallocated planned contingency
 - In-year Ministry settlements
 - Equipment depreciation
- **Investment for Operating Funds Policy:** The Committee reviewed the investment for operating funds policy as part of Sunnybrook's standard practice to review policies every three years. This policy was established in 2018 and had been taken forward to the Common Investment Committee for their feedback. CIC suggested continuing with laddering and the use of GICs with eligible Canadian Chartered banks which has served us well based on the liquidity required for these funds, risk profile, etc. Management has reviewed the policy and is not recommending any changes be made at this time.
 - Given there are no changes being recommended, Board approval was not required, only Committee approval to continue with this policy, unchanged.

5.1.1 Financial Statements

The Board of Directors received and reviewed the Financial Statements for the months ending February 28, 2021. A copy of the Financial Statements was pre-circulated and appended to the agenda portfolio.

The F&CA Committee received an overview of the changes made to the F/S based on feedback from the March 1st meeting. Also highlighted is the inclusion of SRI's financials on a monthly basis going forward.

- **Committee Member Feedback on Financial Statements:** The Committee was appreciative of the changes made to the F/S thus far based on their recommendations and found them helpful in providing a better understanding of the hospital's financial position.

5.2 VETERANS ADVISORY COMMITTEE

Ms. Annett presented the Summary Report on behalf of the Veterans Advisory Committee. The Committee met on March 23, 2021 and a copy of the report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on March 23rd, the Committee received and discussed the following:

VC Response to Pandemic:

- The Veterans Program has vaccinated over 100 percent of our Veterans and there are ongoing strategies to encourage increased staff vaccination.
- The Veterans Program resumed in-person visits on March 8th and invited Essential Care Partners (ECPs) to get vaccinated as of March 15th. There are over 100 ECP's who will be vaccinated in March.
- The Patio has opened and Veterans are now able to enjoy the fresh air and overlook the garden.
- No new COVID-19 cases have been reported since the last VACOB meeting three months ago. Control measures and vaccines are working and a reduction in mortality in all LTC homes has been noted.
- **Homeless Veterans:** The Toronto Police Services Military Wellness Program Coordinator has invited Sunnybrook to participate in the Homeless Veterans Program. This is a partnership with Veterans Affairs Canada, The Royal Canadian Legion and the Operational Stress Injury Clinics. This national program includes training of police officers to be able to identify Veterans in crisis within the community and connect them to appropriate care services.

- Sunnybrook Veterans Council: Veterans were very pleased to be able to increase group capacity from 5 to 10. They were also looking forward to close contact visits with their ECPs after the first vaccination. Veterans have reported that they appreciate the one on one visits in the Annex.

Ms. Annett commented that Veterans have reported that they enjoy the opportunity to visit with their family members virtually as they are able to communicate globally for longer stretches of time.

6.0 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.

- 6.1 Awards, Grants and Honours for April 2021
- 6.2 Virtual Speaker Session – Monday, April 26, 2021 on Managing Risk Factors for Cancer

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, May 12, 2021 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 8:40 a.m. So moved by Mr. Beatty and seconded by Ms. Tory.

MEETING TERMINATED.

The Chair called for a 5-minute break as was noted at the start of the Board meeting. The Board of Directors will resume their meeting with an In-Camera session at 8:45 a.m.



Thomas E. Flynn, Chair



Trudy Hueper, Secretary