

MINUTES OF THE VIRTUAL MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, MAY 12, 2021 AT 8:00 A.M.

Chair: Mr. Tom Flynn

Directors:

Ms. C. Annett
Mr. S. Diamond
Mr. D. Lang
Mr. M. Mehta
Dr. G. Papia
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
Mr. D. Ossip
Dr. A. Smith
Mr. G. Weston

Regrets:

Ms. A. Odette Kaye

By Invitation:

Dr. D. Cass
Mr. D. Gerson
Ms. J. Mahboob
Dr. H. Wijeyesundera
Dr. A. Zaretsky

Ms. K. Cole
Ms. T. Hueper
Dr. L. Stroud
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 acknowledged National Nursing Week and the significant contributions made by nurses. Mr. Flynn spoke about MOLLI, developed at Sunnybrook, a technology that allowed for more effective and less invasive breast cancer surgery that can be potentially applied to other cancers. A proud achievement for the Sunnybrook research team.

Mr. Flynn provided 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. Lynfa Stroud and Dr. Harindra Wijeyesundera who will present the May educational sessions.

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

MAY REPORT

Dr. Smith provided an overview of some of the actions at Sunnybrook. He also addressed the Sunnybrook 2021-25 Strategic Planning process being deferred after Labour Day. He thanked everyone for contributing to the development of the plan.

Dr. Smith presenting an overview of the daily admitted volume of COVID-19 positive patients at Sunnybrook, reported that we are still at a higher point than the highest of wave 1 of the pandemic.

Dr. Smith commented that he would be happy to address any questions coming out of his report. He introduced Dr. Lynfa Stroud, Chief of General Internal Medicine, who will present the patient story will highlight caring for patients with COVID-19 at Sunnybrook.

PATIENT STORY

Dr. Stroud provided an overview of the experience of caring for patients with COVID-19 on the acute medicine wards at Sunnybrook over the past year and a half. She highlighted and shared some stories from patients her team has cared for since wave 1 (mostly long-term care residents) to wave 3 (mostly essential workers).

Dr. Stroud informed that although there has been challenges and uncertainty over the past year and a half, she highlighted some of the incredible team work, advances in clinical care, and innovations that occurred – many that will persist far beyond the pandemic and change the face of health care.

▪ Dr. Stroud shared:

- There was incredible camaraderie with care teams established from across the entire Department of Medicine and redeployed individuals being supported to work beyond their usual roles.
- There were impressive strides made in the care of COVID-19, and SHSC has been a major player in the world-wide scientific effort to study treatments.
- There have been numerous clinical care innovations over the pandemic: COVIDEO (virtual assessment and support for patients with COVID-19), LTC+ (a hub and spoke model by which acute care hospitals serve in an outreach manner to provide support to physicians caring for patients in LTC facilities), safe care and monitoring of Level 1 ICU patients on the ward, and a Mobile Health Unit to assist with regional system pressures by taking patients recovering from severe COVID-19.
- Lastly, there has been extensive collaboration across the system via the IMS Command Centre, and at Sunnybrook we were fortunate to also have collaboration in patient care from the help of the Canadian Armed Forces

3.0 EDUCATIONAL PRESENTATION

Dr. Smith, introducing today's presenter, reported that the May educational session will highlight the impact on non-COVID-19 Care Delivery.

Dr. Wijesundera reported that the magnitude of deferred surgical and procedural care is very large, estimated at ~300,000 cases since the start of the pandemic. He commented modelling suggests that this will take ~2 years to deal with, even with expanded OR capacity.

Data on cardiac care shows that outcomes on the wait-list has worsen, with death approximately twice that during the pandemic as compared to historic.

A pressing concern is that of the "missing patient". Due to upstream barriers in diagnosis and work-up, many patients are not getting on the wait-lists. Approaches to deal with deferred care need to not only address capacity, but also the missing patient.

4.0 CONSENT AGENDA

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

4.1 MINUTES OF MEETING HELD APRIL 14, 2021

The Chair requested approval of the Minutes of April 14, 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. Duncan, IT WAS RESOLVED THAT the Minutes of the virtual meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, April 14, 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 April 14, 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 April 7, 2021 for submission to the Board.
- Medical Directives: The MAC approved two medical directives.
 - 1) Registered midwives performing nasopharyngeal swabs (NP) for COVID-19 testing at Sunnybrook.
 - 2) C5 Trauma Surgery Physician Assistant (PA)
- Nominating Committee Report: The MAC approved the Nominating Committee's recommendation for the appointment of Dr. Avery Nathens as MAC Chair, Dr. Albert Yee as MAC Vice-Chair and Dr. Aikta Verma as the MAC Secretary effective July 1, 2021 for a 2-year term.

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 Critical Care Medicine – Dr. Marin Chapman
 - Department of Medicine – Dr. Shaheeda Ahmed, Dr. Nisha Andany, Dr. Lisa Chodirker, Dr. Edward Etchells, Dr. Zachary Feilchenfeld, Dr. Aaron Izenberg, Dr. Ariel Lefkowitz, Dr. Rebecca Stovel, Dr. Piero Tartaro and Dr. Harvey Wong
 - Department of Ophthalmology & Vision Sciences – Dr. Hall Chew
- Dr. Umerin Najeeb and Dr. Sheldon Singh, Department of Medicine, are the recipient of the 2021 PARO Excellence in Clinical Teaching Award.
- Dr. Veronica Wadey has been voted a member on the University of Toronto Governing Council for 2020/2021 (Faculty of Medicine).
- Status of Five-Year Reviews and Search Committees: The MAC was informed that the 5-year review of Dr. Albert Yee, Chief of Holland Bone & Joint Program, will take place on April 19, 2021.

4.2.1 Credential

A copy of the appointment list for April 7, 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. Duncan.

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

CARRIED.

5.0 COMMITTEE REPORTS

5.1 FINANCE & COMMON AUDIT COMMITTEE

Ms. Tory presented the Summary report on behalf of the Finance & Common Audit Committee. The Committee met on May 3rd, 2021 and a copy of the summary reports was pre-circulated and appended to the agenda portfolio for information.

At its meeting in May, 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 primary drivers were identified:

- Adjustments vs. the final audited statements
- Ongoing COVID-19 funding
- Attestation requirements by the auditors
- Ministry/ OHA meeting

5.1.1 Financial Statements

The Board of Directors received and reviewed the Financial Statements for the months ending March 31, 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 May 3rd meeting.

- **Operational Updates:** As COVID-19 continues to evolve, Sunnybrook continues to manage the impacts of COVID-19 and demand for ICUs.
 - Due to the rising COVID numbers as result of the third wave, there were O.R reductions beginning in mid-March and continuing into the new fiscal year.
 - Sunnybrook is currently preparing to open the Mobile Health Unit (MHU), in partnership with federal and provincial governments.
- **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.

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 Hospital News 2021 – Nursing Heroes

6.2 SB – One of Canada's Greenest employers (for 13th year)

6.3 Speaker Series, May 31/21 – Common Ocular Condition

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Monday, June 14, 2021 at 3:00 p.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 8:56 a.m. So moved by Dr. Young and seconded by Mr. Lang.

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 9:02 a.m.



Thomas E. Flynn, Chair



Jennifer Mahboob, Secretary