

MINUTES OF THE VIRTUAL MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, OCTOBER 21, 2020 AT 8:00 A.M.

Chair: Mr. Tom Flynn

Directors:

Ms. C. Annett
Mr. S. Diamond
Mr. C. Lynch
Sr. Anne Norman
Dr. G. Papia
Ms. R. Taggar
Dr. T. Young

Mr. S. Beatty
Ms. D. Duncan
Ms. L. Mantia
Ms. A. Odette Kaye
Ms. H. Short
Ms. M. Tory
Dr. A. Zaltz

Mr. R. Davloor
Mr. D. Lang
Mr. M. Mehta
Mr. D. Ossip
Dr. A. Smith
Mr. G. Weston

Regrets:

Dr. S. Grigoriadis

By Invitation:

Dr. D. Cass
Mr. D. Gerson
Mr. S. Marafioti
Ms. K. Winter

Dr. J. Dellandrea
Ms. T. Hueper
Ms. C. Rosebrugh
Mr. M. Young

Mr. C. DuHamel
Dr. K. Hynynen
Ms. A. Welch
Dr. A. Zaretsky

1.0 CALL TO ORDER – OPEN SESSION

The Chair, noting a quorum present, called the 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 in the in-camera session following the CEO Report. Mr. Flynn welcomed today's guests, Dr. Avery Nathens and Dr. Sander Hitzig, who will be presenting to the Board.

1.2 APPROVAL OF AGENDA

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

The Agenda was approved as circulated.

2.0 CEO REPORT

OCTOBER REPORT

Dr. Smith reported that the October CEO Report was appended to the agenda portfolio for information. He indicated that he would be happy to address any questions coming out of his report.

Dr. Smith introduced two visitors joining the Board meeting today. Mr. Kunal Patel, Director, Strategy & Integration who leads our Strategy Division along with Ms. Jenna Slawek, Project Manager. Today's patient story highlights the education strategic plan which Ms. Short and Dr. Zaretsky will bring forward during the in-camera session.

PATIENT STORY

Dr. Smith commented that today's patient story centres around improving patient outcomes in the neonatal ICU (NICU) and where patients have become educators. Nine years ago Ophelia delivered her son (at 27 weeks) in the NICU of the DAN Women's & Babies Program. This is a very challenging period of time for mother and baby. The DAN W&B Program places an important focus on premature babies, as it also reflects our commitment where patients become educators. Ophelia has become deeply involved with the DAN W&B Program and has gone from being a patient to becoming an educator.

Ophelia likes to interact with people knowing she has walked in their shoes and, along with the patient care team, has found ways to adapt to the pandemic.

Dr. Smith commented that this story reflects our commitment to patients as an educator. He noted that lived experience is invaluable in so many settings, is supported and studied at Sunnybrook and is part of the Education Strategic Plan.

Dr. Smith also commented on the breastfeeding peer counselor program in Sunnybrook's neonatal intensive care unit (NICU). Made possible with funds provided by the Government of Ontario, the program provides one-on-one breastfeeding support to women who have babies in the NICU. The program has supported mothers and helped to increase the number of women who begin to breastfeed. During the pilot program, rates of exclusive breastfeeding on the day of discharge rose. The counsellors and women who have also had a baby in Sunnybrook's NICU work with mothers and the health care team to address barriers to exclusive breastfeeding.

The Chair thanked Dr. Smith for his report and opened the floor for discussion. Before continuing with the educational presentations, Mr. Flynn, on behalf of the Board, recognized and congratulated Dr. Avery Nathens and his colleagues for achieving a very prestigious recognition. Dr. Nathens and his team were recognized by the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP) on achieving a **meritorious** composite quality score. This distinction was achieved in both the **ALL Cases** and the **HIGH RISK** categories.

3.0 EDUCATIONAL PRESENTATION

Dr. Smith introduced the presenters for the educational presentations. Dr. Avery Nathens is the Chief of Surgery, an international recognized leader and the Head of the Tory Trauma Program. Dr. Nathens will highlight a collaborative program created for gun violence victims discharged from Hospital, a violence intervention program, BRAVE (Breaking the Cycle of Violence with Empathy).

Dr. Nathens, in thanking the Board for the opportunity to present, commented that patching people up and sending them home doesn't work anymore. He presented a brief overview of injury prevention programs noting that it is an upstream approach. The P.A.R.T.Y. Program (Prevent Alcohol and Risk-Related Trauma in Youth) focus is on youth and is now in six countries as a major program. 'Stop the Bleed' was started in Canada a number of years ago and is a community-focused course. BRAVE Program supports violently injured patients in hospital and post discharge.

Sunnybrook introduced BRAVE in collaboration with the City of Toronto.

- Shooting is very common now and is seen nightly. Shooting incidents in the City of Toronto have doubled since 2014 and the Tory Trauma Program has seen an increase in shootings & stabbings, now accounting for more than 350 of all trauma patients.
- Sunnybrook's BRAVE program recognized the modifiable risk factors associated with violent injury and uses the 'teachable moment', approaching patients with a trauma-informed perspective and culturally competent case manager.

- Sunnybrook's Trauma Centre is the first in Canada to implement a hospital-based violence intervention program.

Dr. Nathens commented that the City of Toronto provided financial support to BRAVE for a 1-year pilot project. He further indicated that case work managers will be speaking to patients on how they can change their past: get them back to school or get a job!

Dr. Nathens presented a high-level overview of anticipated effects of BRAVE.

- Reduction in risk factors that perpetuate the cycle of violence.
- Facilitate referral to youth violence, youth justice and other community services, medical care for follow-up of violent injury and on-going health needs, including mental health.
- Opportunity to further relationships with community agencies.

The Chair thanked Dr. Nathens and his team for his informative presentation and opened the floor for a Q/A session.

Dr. Smith introduced Dr. Sander Hitzig and the St. John's Rehab team who will speak to initiatives to support frail seniors who often live in the community without much social or economic support. Dr. Hitzig is the Program Research Director and a Scientist at the St. John's Rehab Research Program, Sunnybrook Research Institute.

Dr. Hitzig thanked the Board for the invitation to present on his project on improving housing for seniors living in Toronto Community Housing (TCH) buildings. He indicated that the core of his work is about being able to better meet the health and social care needs of senior tenants, with limited income and who are disproportionately affected by poverty, social isolation and/or poor health.

The Toronto Community Housing Corporation (TCH), the City of Toronto and the Toronto Central LHIN partnered to develop a new Integrated Service Model (ISM) for their 83 senior designated buildings across the City.

Dr. Hitzig, highlighting the needs and challenges for a new service model, noted that a new approach is needed to achieve Seniors Housing goals:

- Facilitate access to services for tenants.
- Ensure that there are more integrated supports to foster a greater sense of community within buildings.
- Lead to successful tenancies and enable tenants to age-in-place.

To ensure that TCH and the City of Toronto could develop an evidence-based Integrated Service Model (ISM) that would have high buy-in, he and his team received funding to use an implementation science approach to help with their planning. Dr. Hitzig and his team put in a 5-step process to make sure that as they developed the ISM, they would take into account factors that would help ensure it could be successfully rolled out.

This included:

- Stakeholder Mapping: Identify relevant stakeholders using a social network analysis.
- Evidence Generation: Generate the necessary data to support evidence-based decision making.
- Action Plan Development: Bring together all relevant stakeholders to the table to get feedback and co-create an action plan on how best to implement.
- Implementation & Evaluation: The team provided support in the development of an evaluation framework.
- Knowledge Translation: Knowledge gained from implementation and evaluation is disseminated to stakeholders to develop their own approaches to seniors housing.

Dr. Hitzig reported that this approach has been very successful. Under a 1-year time period, the team brought together a number of stakeholders, i.e. senior tenants, health & community agencies, such as SPRINT Senior Care, VHA homecare, etc. and generated evidence to help the planning process. Dr. Hitzig commented that the ISM Accountability Framework policy document is going forward for approval to Toronto City Council. Following approval, it will be rolled out later on this Fall and the team will start the evaluation this Winter.

In closing, Dr. Hitzig indicated that this initiative has been highly successful for helping the City of Toronto and the TCH to develop an evidence-based ISM that has a high degree of stakeholder buy-in due to the work to involve all stakeholders in the planning process.

The Chair thanked Dr. Hitzig for his insightful presentation and opened the floor for Q/A session.

4.0 CONSENT AGENDA

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

4.1 MINUTES OF MEETINGS HELD SEPTEMBER 23, 2020

MOTION: Upon **MOTION** duly made by Mr. Davloor and **SECONDED** by Ms. Odette Kaye, **IT WAS RESOLVED THAT the Minutes of the meetings of the Board of Directors of Sunnybrook Health Sciences Centre held on Monday, September 23, 2020 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 October 13, 2020 and a copy of the report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on October 13th, The MAC reviewed the following:

- **Critical Incident Reporting:** The Committee was advised that there were two new critical incidents reported.
- **Credentials Committee:** The MAC approved the Credentials List of October 7th, 2020 for submission to the Board. The MAC also approved the Credentials Committee recommendation that Dr. Stewart Wright, based on his significant contributions to Sunnybrook, be granted Honorary Staff membership.
- **Policy – SunnyCare Results Inbox Completion:** The MAC approved the SunnyCare Results Inbox Completion Policy. This Policy requires that all ordering providers will review and sign off results in their SunnyCare Results Inbox within 7 days of receiving results. The policy provides restriction/suspension of privileges if the chart remains unsigned after three notifications.
- **Medical Directives:** The MAC approved the following:
 - Revisions to the Medical Directive for Hypoglycemia Assessment and Treatment at St. John’s Rehab to standardize treatment and align with the recommended guidelines.
 - The Medical Directive for Genetic Counsellors in Oncology. Benefits include timely access to genetic testing, reduced wait times and more timely referrals to specialists.
- **Consent to Treatment:** The MAC endorsed revision to the Corporate Consent to Treatment Policy.
- **Policy:** The MAC endorsed the Policy on Medical Management of Patients at Risk of Opioid Withdrawal (Adults).
- **Status of Five-Year Reviews and Search Committees:** The MAC received updates on the status of reviews and searches.

- Honours and Awards: The MAC Chair announced the following awards:
 - Dr. Ryan Clark has received Outstanding Clinical Teacher Award from Residents in the FRCP Emergency Medicine Program.
 - Dr. C. Atzema has received a grant of \$98,000 for research pertaining to coagulopathy in COVID-19.
 - Dr. Diane Nam, PI, and several colleagues have received a CIHR grant of \$995,000 for the Lithium for Fracture Treatment (LiFT) Trial.

4.2.1 Credentials

A copy of the appointment list for October 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 Mr. Beatty.

MOTION: Upon MOTION duly made by Ms. Tory and SECONDED by Mr. Beatty, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for October 2020 as recommended by the Medical Advisory Committee.

CARRIED.

5.0 COMMITTEE REPORTS

5.1 FINANCE & COMMON AUDIT COMMITTEE

The Board of Directors received and reviewed the Financial Statements for the 5 month ending August 31, 2020. A copy of the Financial Statements was pre-circulated and appended to the agenda portfolio.

5.2 VETERANS ADVISORY COMMITTEE

Ms. Annett presented the Summary Report on behalf of the Veterans Advisory Committee. The Committee met on September 15th, 2020 and a copy of the report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on September 15th, the Committee reviewed the following:

- VC Response to COVID-19 Pandemic: The Veterans Program has been following Long Term Care directions from the province, in consultation with Sunnybrook's Infection Prevention and Control. The goal was to balance safety with quality of life for the residents. To-date, there have been no COVID-19 outbreaks in the Veterans Centre.
- Veterans Program Strategic Plan: The Veterans Program conducted a strategic planning process last year with input from the Committee, the Sunnybrook Veterans Council, the Family Advisory Council as well as from other internal and external stakeholders. The plan has been endorsed by the Committee and the Board of Directors and the final version will be ready for distribution soon.
- K3E/C Unit Changes: In order to help alleviate hospital occupancy pressures related to the pandemic, Units K3E and K3C have undergone renovations. Units opened as acute care units on October 5th. Veteran occupancy has been in decline, and K3C was closed as a Veterans unit last year. Residents of K3E have been relocated to other units based on their care needs. Virtual town halls were held to answer questions from families, residents and staff members. The Sunnybrook Veterans Executive Council expressed their support.
- Sunnybrook Veterans Council Report: While the large Council is unable to meet in person, the executive members are meeting monthly.

The Committee reported that the iPads that some residents use as a part of the "Connections" program have provided a meaningful way to stay in touch with loved ones while visiting restrictions are in place.

Ms. Annett also commented that the Sunnybrook Veterans Centre 'at home' Newsletter is now available for viewing. A copy of the Newsletter was pre-circulated and appended to the agenda portfolio.

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
- 6.2 At Home Newsletter(Veterans Centre)
- 6.3 Holland Bone & Joint Program
- 6.4 Virtual Speaker Session – November 9, 2020 on Type 2 Diabetes

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, December 9, 2020 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 8:45 a.m. So moved by Mr. Davloor and seconded by Ms. Tory.

MEETING TERMINATED.



Thomas E. Flynn, Chair



Trudy Hueper, Secretary