

MINUTES OF THE HYBRID MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, DECEMBER 14, 2022, AT 8:00 A.M.

Chair: Mr. Tom Flynn

Directors:

Ms. C. Annett
Dr. S. Domb
Mr. C. Lynch
Sr. Anne Norman
Mr. K. Strain
Ms. M. Tory

Mr. R. Davloor
Ms. D. Duncan
Ms. L. Mantia
Ms. I. Oris Valiente
Dr. A. Smith
Mr. G. Weston

Mr. C. Diamond
Mr. D. Lang
Mr. M. Mehta
Dr. G. Papia
Ms. R. Taggar

Regrets:

Ms. P. Baghai
Dr. T. Young

Dr. K. Hynynen

Dr. A. Nathens

By Invitation:

Ms. M. Beals
Ms. T. DasGupta
Mr. R. Lee Ms.
Ms. E. Scholl
Mr. M. Young

Dr. D. Cass
Mr. C. DuHamel
J. Mahboob (**Secretary**)
Ms. S. Tseng
Dr. A. Zaretsky

Ms. K. Cole
Mr. D. Gerson
Ms. N. Poulias
Ms. K. Winter

1.0 CALL TO ORDER – OPEN SESSION

The Chair, noting a quorum present, called the hybrid meeting of the Sunnybrook Board of Directors to order at 8:00 a.m.

1.1 CHAIR'S OPENING REMARKS

The Chair provided a brief overview of the agenda and recommended to members joining virtually to raise their hand when they have a question. He also informed the Board that a 10-minute break is scheduled at the end of the CEO report in the In-Camera Session.

1.2 LAND AND ANCESTRAL ACKNOWLEDGEMENT

Mr. Flynn began with the Land Acknowledgement by recognizing and deeply appreciating the people who were here before us and also being clearly and overtly connected about the collective commitment to make the promise and challenge of Truth and Reconciliation and anti-racism real in the communities and right here at Sunnybrook.

Dr. Smith followed with the Ancestral Acknowledgement by taking a moment to acknowledge those of the Black diaspora who were removed from their land and communities and brought to this country involuntarily, and, subjected to oppressive structures and systems causing centuries of trauma which have deeply impacted Black people and communities in Canada today.

Dr. Smith commented that as we begin our Board meeting, we invite everyone to reflect on the significance of these statements and to consider how we can ensure the sentiments expressed are more than just words, but reflect a commitment to action that will address health inequities and anti-Black and Indigenous racism.

1.3 APPROVAL OF AGENDA

The Chair requested approval of the agenda. So moved by Mr. Mehta and seconded by Ms. Tory.

The agenda was approved.

2.0 CEO REPORT

A copy of the December 2022 CEO report was appended to the agenda portfolio for information. The December CEO report provided an overview of the key actions at Sunnybrook.

2.1 PATIENT STORY

Dr. Smith shared the story of Timothy, a 35-year-old, who was transferred to Sunnybrook from Niagara after sustaining an electrical flash burn while climbing a hydro pole. Dr. Smith informed that Timothy was activated as a code trauma on arrival. He had a burn injury to his arm and multiple other injuries and complex fractures. Timothy required an emergent escharotomy to his arm on arrival and a complete trauma workup. He went to the OR 2 days after admission for burn excision and allografting and underwent his definitive autografting today.

Dr. Smith further commented that the patient did well and was discharged to St. John's Rehab, where he remains an inpatient. He initially underwent excision and allografting of his wounds, followed by definitive autografting. He was also followed by the addictions team, who restarted him on methadone treatment for opioid use disorder and by psychiatry for major depressive disorder. Dr. Smith concluded his patient story by reporting that Timothy is doing well in rehab.

2.2 CEO HIGHLIGHTS

Dr. Smith encouraged Board members to read the CEO Highlights magazine appended to the Board package and highlighted the cover page in honour of Sunnybrook's veterans and Remembrance day.

Dr. Smith concluded his highlights from the CEO magazine and commented that he would be happy to address any questions.

3.0 EDUCATION PRESENTATION

Dr. Smith reported that Health Human Resources is the number one issue in the healthcare sector. He invited Ms. Ru Taggar, Executive Vice President, Chief Nursing & Health Professions and Ms. Kristen Winter, Vice President, Human Resources & Workforce Optimization & Leadership, to provide an overview of strategies and results for Sunnybrook and across the province.

3.1 HEALTH HUMAN RESOURCES – STRATEGY UPDATE

Ms. Taggar and Ms. Winter reported that COVID-19 has profoundly impacted health human resources (HHR) across the healthcare system. In addition to the toll that the pandemic has taken on healthcare workers dealing with the pressures of responding to COVID-19, increasing demands across the system have required the creation and staffing of additional positions. The impact of the challenges being faced by the current workforce are pronounced given the efficient staffing models that existed pre-pandemic. There is simply no cushion to absorb such a disruptive event, particularly when there is also an effort to hire for a net increase in healthcare workers in hospitals (and across the system) in a competitive market. As a result, HHR has become the biggest

issue for hospitals in the short and medium-term. Ms. Taggar and Ms. Winter noted that their presentation focused on the challenges we face at Sunnybrook and the strategy and solutions we have implemented to tackle this crisis.

The Chair thanked Ms. Taggar and Ms. Winter for their presentation and opened the floor for a Question & Answer session.

4.0 CONSENT AGENDA

The Chair noted two items under the Consent Agenda that required Board approval.

4.1 MINUTES OF MEETINGS HELD ON OCTOBER 26, 2022

The Chair requested approval of the Minutes of October 26, 2022. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Mr. Strain and SECONDED by Ms. Duncan, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, October 26, 2022, be hereby approved as pre-circulated.
CARRIED.

4.2 MEDICAL ADVISORY COMMITTEE (MAC) REPORT

The MAC met on November 2022. A copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its November 2022 meeting:

- **Critical Incident Reporting:** The MAC was notified of two new critical incidents.
- **Credentials Committee**
- **Medical Directives:**
 1. **Medical Oncology Nurses Ordering complete blood count (CBC) & Group & Screen**
 2. **Odette Hematology Nurses ordering complete blood count (CBC) & Group & Screen**
- **Medical Directive – Suture/ Staple Removal: Ambulatory Oncology, Medical/Radiation Oncology and Complex Malignant Hematology Inpatient/Outpatient Unit**
- **IPAC Guidance during Capacity Constraints Policy**
- **Report of the MAC Chair**
- **Status of Five-Year Reviews and Search Committees**
- **Honours and Awards**

The Chair opened the floor for questions and comments.

4.2.1 Credentials List – October & November

A copy of the appointment lists for October & November was pre-circulated and appended to the agenda portfolio. The Medical Advisory Committee requested a motion for the approval and affirmation of the appointments as recommended by the Credentials Committee.

So moved by Mr. Strain and seconded by Ms. Duncan.

MOTION: Upon MOTION duly made by Mr. Strain 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 October & November 2022 as recommended by the Medical Advisory Committee.

CARRIED.

5.0 COMMITTEE REPORTS

5.1 FINANCE AND COMMON AUDIT COMMITTEE

Financial Statements – September 30, 2022

Ms. Tory reported that the materials are self-explanatory and no additional comments from her. Ms. Tory noted that she would be happy to answer any questions from the Board.

The Chair opened the floor for questions and comments.

5.2 VETERANS ADVISORY COMMITTEE

The Veterans and Advisory Committee met on November 17th, 2022, and a copy of the report was pre-circulated and appended to the agenda portfolio.

Ms. Annett highlighted the following items from the report:

- **Cenotaph Update**
- **Remembrance Day 2022**

The Chair opened the floor for questions and comments.

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.

6.1 Awards, Grants and Honours

6.2 An inside look at Ontario's nursing nightmare: Why turnover and vacancy rates are only getting worse

6.3 Expanding the board's agenda

6.4 TAHSNews – November 8, 2022

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, March 1, 2023, at 8:00 a.m.

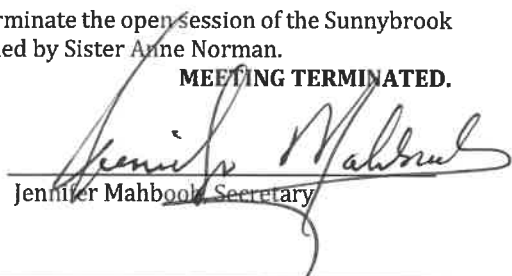
8.0 TERMINATION OF MEETING

There being no further business, the Chair called for a motion to terminate the open session of the Sunnybrook Board of Directors at 8:55 a.m. So moved by Mr. Mehta and seconded by Sister Anne Norman.

MEETING TERMINATED.



Thomas E. Flynn, Chair



Jennifer Mahboob, Secretary