

MINUTES OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) MEETING HELD ON WEDNESDAY, DECEMBER 13, 2023, AT 8:00 A.M.

Chair: Ms. C. Annett

Directors:

Mr. R. Davloor
Mr. A. Duncan
Mr. C. Lynch
Mr. D. Simmonds
Ms. R. Taggar
Mr. G. Weston

Mr. C. Diamond
Ms. D. Duncan
Mr. M. Mehta
Dr. S. Singh
Ms. M. Tory
Dr. A. Yee

Dr. S. Domb
Mr. D. Lang
Sr. Anne Norman
Dr. A. Smith
Ms. I. Oris Valiente

By Invitation:

Ms. M. Beals
Ms. T. Chisholm
Mr. D. Gerson
Ms. S. Landau
Ms. J. Mahboob (**Secretary**)
Mr. K. Patel
Dr. A. Zaretsky

Ms. L. Brady
Ms. K. Cole
Dr. K. Hynynen
Mr. R. Lee
Ms. H. Opara
Ms. J. Slawek

Dr. D. Cass
Dr. K. Fleming
Dr. S. Joyce
Ms. K. Liu
Mr. S. Ovenden
Ms. K. Winter

Regrets:

Ms. P. Baghai
Dr. P. Houston

Ms. L. Mantia

Mr. K. Strain

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 OPENING REMARKS

The Chair provided a brief overview of the agenda and recommended members joining virtually to raise their hand when they have questions. She 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

Ms. Annett 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. Weston and seconded by Ms. Tory.

The agenda was approved.

2.0 CEO REPORT

A copy of the December 2023 CEO report was appended to the agenda portfolio for information. The December CEO report provided an overview of the key activities at Sunnybrook.

2.1 PATIENT STORY

Dr. Smith welcomed Dr. Cass to present Sunnybrook's patient story on the potential of team-based primary care.

Dr. Dan Cass shared a patient story which highlighted the impact of team-based primary care. This model leverages a team of interprofessional healthcare providers working closely with primary care practitioners as one team to address the health needs of the patient. In this story, team-based primary care benefitted the patient and the caregiver since the team's involvement helped the patient to be cared for in the community. For primary care practitioners, having a connection with a team makes practice easier, especially for patients with a myriad of complex conditions. From the system perspective, access to team-based primary care helps to prevent unnecessary emergency room visits. In North Toronto, only 7% of residents have access to team-based primary care, and over 36% of ED patients at Sunnybrook ED are seniors. Given the rising needs of the population served, having access to team-based primary care is essential to sustaining our local health system.

Dr. Cass concluded his presentation. Ms. Annett opened the floor for comments and questions for discussion from the Board members.

2.2 CEO HIGHLIGHTS

Dr. Smith encouraged Board members to read the CEO Highlights magazine appended to the Board package and highlighted the following from the magazine:

- Cover page – Flags were planted on the Sunnybrook grounds on November 10th to support the Veterans program.
- Primary Care Strategy in North Toronto (Page 4)

3.0 EDUCATION PRESENTATION

Ms. Lori Brady, Vice President of Community Integration, Partnerships and Ambulatory Care, invited Dr. Susan Joyce, North Toronto Primary Care Network Co-Lead and Family Physician, to jointly present the North Toronto Ontario Health Team's Primary Care Strategy to the Board.

Ms. Brady also introduced team members and partners of the North Toronto Ontario Health Team – Mr. Scott Ovenden, Ms. Stacy Landau, Dr. Karen Fleming, Ms. Kitty Liu & Ms. Holly Opara.

3.1 NORTH TORONTO ONTARIO HEALTH TEAM'S PRIMARY CARE STRATEGY

Ms. Brady & Dr. Joyce presented the primary care strategy to the Board members and highlighted why this is a priority for Sunnybrook and its potential impacts on patients, providers and the local health system. As Sunnybrook continues to enhance connections with our local community, we are actively working on a strategy to address existing primary care challenges. Over the next year, our unwavering objective is to establish two Integrated Health Hubs that will enable comprehensive primary care delivery for North Toronto residents and shift care from the hospital into the community. The Hub care model, real estate and government

relations strategies, and funding models are being explored alongside our OHT partners under the leadership of Lori Brady and the team. We will be there to support our local community as a hospital resource partner for Integrated Health Hubs in prioritized North Toronto neighbourhoods. An education session on the primary care strategy was recently delivered at a Baycrest Hospital and LTCH Board of Directors meeting and was very well received.

Ms. Brady and Dr. Joyce concluded their presentation. Ms. Annett opened the floor for comments and questions for discussion from the Board members.

4.0 CONSENT AGENDA

The Chair brought attention to the items under the Consent Agenda and sought approval from the Board. Mr. Weston moved the motion, seconded by Ms. Tory, and the Board of Directors at Sunnybrook Health Sciences Centre approved the mentioned recommendations.

4.1 APPROVAL OF CONSENT AGENDA

Minutes of Open Session Meeting – October 25, 2023

A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Mr. Weston and SECONDED by Ms. Tory, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, October 25, 2023, be hereby approved as pre-circulated.
CARRIED.

Medical Advisory Committee (MAC) Report

The MAC met in November 2023. A copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its November 2023 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee:** The MAC approved the Credentials List of November 1, 2023.
- **Medical Directives pertaining to Infection Prevention and Control**
- **Interpreter Services Policy**
- **Escalation of Care**
- **Status of Five-Year Reviews and Searches**
- **Honour and Awards**

Credentials List – November 1, 2023

A copy of the November Credential List was pre-circulated and appended to the agenda portfolio for Board approval.

MOTION: Upon MOTION duly made by Mr. Weston and SECONDED by Ms. Tory, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for November 2023 as recommended by the Medical Advisory Committee.

CARRIED.

5.0 COMMITTEES

Ms. Annett invited the Board Committee Chairs to provide brief updates from the committees.

5.1 FINANCE & COMMON AUDIT COMMITTEE

Financial statements for the six months ending September 2023 were pre-circulated and appended to the Board agenda portfolio for information. No further comments from Mr. Lynch.

5.2 VETERANS ADVISORY COMMITTEE

Ms. Tory highlighted Remembrance Day as an important day for the veterans and encouraged more Board members to join the ceremony in the future.

Dr. Cass provided details on the events during the Veterans Week between October 26, 2023 – November 11, 2023.

Veterans Week Events

- First Poppy
- Private visit between Toronto Maple Leafs' players/alumni and Veterans
- Indigenous Veterans Day
- Announcement, Visit to Cenotaph
- Operation Raise a Flag
- Premier Doug Ford's visit to the Veterans Centre
- Remembrance Day Service

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 **Fixing the primary care crisis in underway. Now we need action**
- 6.2 **1 in 5 Ontario ER patients needed a family doctor, not urgent care, auditor says**
- 6.3 **No Time To Lose: Meet the Physician Predicting the Healthcare of Tomorrow**
- 6.4 **Psychiatrists clash on MAiD expansion; Profession shows little consensus as deadline nears for opening assisted dying to those with mental illness**

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, February 21, 2024, at 8:00 a.m.

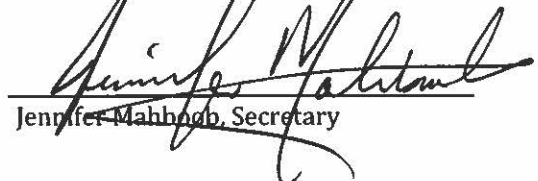
8.0 TERMINATION OF MEETING

There being no further business, the Chair called for a motion to terminate the open session of the Sunnybrook Board of Directors at 9:00 a.m. So, moved by Ms. Duncan and seconded by Mr. Weston.

MEETING TERMINATED.



Carol Annett, Chair



Jennifer Mahboob, Secretary