

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, DECEMBER 6, 2017 AT 8:00 A.M. IN THE ELIZABETH TORY BOARD ROOM, M6-120, SUNNYBROOK CAMPUS.**

**Chair:** Mr. Blake Goldring

**Directors:**

Mr. S. Beatty  
Mr. R. Davloor  
Mr. T. Flynn  
Sr. Anne Norman  
Dr. S. Symons  
Ms. M. Tory

Dr. J. Bodley  
Mr. S. Diamond  
Ms. H. Hayward  
Ms. H. Short  
Ms. R. Taggar

Dr. J. Charles  
Ms. D. Duncan  
Mr. D. Lang  
Dr. A. Smith  
Mr. S. Tile

**Regrets:** Ms. L. Mantia Dr. T. Young

**By Invitation:** (in addition to members of the public)

Dr. J. Dellandrea  
Dr. M. Julius  
Ms. M. Reddick  
Mr. M. Young

Dr. C. DuHamel  
Mr. S. Marafioti  
Ms. C. Rosebrugh

Ms. T. Hueper  
Mr. M. Moffat  
Ms. A. Welch

**1.0 CALL TO ORDER – OPEN SESSION**

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

**1.1 APPROVAL OF AGENDA**

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

**The Agenda was approved as circulated.**

**1.2 APPROVAL OF MINUTES**

**Minutes of Meeting of SHSC Board – October 18, 2017**

Mr. Goldring requested approval of the minutes of the meeting of the Sunnybrook Board of Directors held on Wednesday, October 18, 2017. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

**MOTION: Upon MOTION duly made by Mr. Beatty and SECONDED by Ms. Short, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, October 18, 2017 be hereby approved as pre-circulated.**

**CARRIED.**

**2.0 REPORT OF THE CHAIR**

The Chair's report will be presented during the in-camera session.

### **3.0 REPORT OF THE CEO**

#### **3.1 DECEMBER REPORT**

A copy of the December CEO Report was pre-circulated and appended to the agenda portfolio for information.

#### **3.2 CEO SUPPLEMENTARY REPORT**

A copy of the CEO Supplementary Report for December was pre-circulated and appended to the agenda portfolio for information. This document highlights grants, awards, and honours received as well as presentations and publications.

The Chair thanked Dr. Smith for his report and opened the floor for questions/discussion on the pre-circulated material.

### **BOARD BUSINESS**

#### **4.0 EDUCATIONAL PRESENTATION**

##### **IMPACT THROUGH INNOVATIVE, INTEGRATED CARE**

Dr. Smith commented that, as the Board is aware, the 2018-21 Strategic Plan is focusing on four strategic directions. The December educational presentation focuses on innovative and integrated care. In highlighting Sunnybrook's situation, Dr. Smith noted that 40% of ALC patients are waiting for LTC. For example, Sunnybrook's length of stay for ALC – LTC patients is on average five month. In outlining possible solutions, Dr. Smith commented that it would require collaboration and team work across the city to improve the quality and efficient of care for these patients.

Dr. Smith introduced this morning's guest speakers, Ms. Stacy Landau, CEO of SPRINT Senior Care and Heather Macdonald, CEO of LOFT to present an overview and highlight their support in our collaborative initiative to open beds at Pine Villa as a reactivation and transitional care unit. A copy of their slide deck was pre-circulated and appended to the agenda portfolio.

Ms. Macdonald presented an overview of LOFT's fundamental goals for community support services that would help create a 'home-like' atmosphere at Pine Villa. LOFT helps individuals maintain their safety and independence and provides many in-home and community-based services to people who need assistance. LOFT offers a range of integrated services to support seniors living with challenging social determinants of health including behavior support services, seniors crisis services initiatives as well as transitional support/reintegration services.

Ms. Landau, in presenting an overview of SPRINT Senior Care, noted that SPRINT serves approximately 4000 seniors and adults with disabilities. She commented that SPRINT's community care services provides the following, to highlight a few:

- Adult Day Programs (serving clients with dementia, cognitive impairments, etc.);
- Community Wellness (fitness and social programming);
- Meals on Wheels (365 days a year, via 100 volunteers, based at Sunnybrook);
- Transportation, and
- HouseCalls (in-home personal care)

Ms. Macdonald reiterated that she and Ms. Landau were looking forward to participate with the Sunnybrook team and have deep and broad knowledge of the Pine Villa site. They have also done an assessment of Sunnybrook ALC in-patients. The following number of clients were deemed appropriate for transfer: 13 clients from the Bayview Campus and 22 clients from the Holland Campus.

Ms. Macdonald and Ms. Landau provided a brief overview of the proposed model with SPRINT Senior Care, LOFT and Sunnybrook.

SPRINT Senior Care and LOFT Community Services will provide:

- 24 hour on-site support via a team of professionally trained Personal Support Workers and RPNs.
- System navigation, case management, caregiver and social support via Social Workers, Recreational Therapists and Life Enrichment staff.

This model will be complemented by clinical support from Home & Community Care (formerly CCAC), primary care models in the community and a direct link to Sunnybrook.

Dr. Jocelyn Charles provided an overview of the proposed medical support.

- Medical care by 2 community family physicians and a nurse practitioner.
- House Calls.
- Daily coverage with access to specialists.
- Lab & Imaging by community providers.
- Pharmacy consultation.
- Telephone coverage Monday – Friday 8 a.m. – 8 p.m.
- After hours coverage by Telehealth.

In closing, Dr. Smith stated that the Pine Villa initiative will provide a unique opportunity to pilot a true collaborative approach to innovative and integrated healthcare that will provide quality care, improve the client/patient experience and improve the efficiency of care. It will enable us to lead an innovative solution that aligns with the MoHLTC mandate to create an integrated healthcare system. It will also benefit hospital-community relations and open the door for additional collaborative opportunities.

The Chair thanked Ms. Macdonald and Ms. Landau for their presentation and opened the floor for questions.

## **5.0 DECISION & INFORMATION ITEMS:**

### **5.1 MEDICAL ADVISORY COMMITTEE SEPTEMBER REPORT**

Dr. Charles presented the report on behalf of the Medical Advisory Committee. The Committee met on October 10, 2017 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on October 10<sup>th</sup>, the MAC received the following reports and updates:

- SunnyCare Update: Effective September 18, 2017, eDischarge Summaries are being sent electronically to the community physicians that have HRM (Ontario's Health Report Manager, an Ontario MD product) connectivity, the instant the eDischarge Summary is signed by the Sunnybrook physician.
- Discharge Summary Policy: The Committee approved the revised Discharge Summary Policy.
- Quality Reviews: The MAC reviewed the quality review reports as presented by the Divisions of General Internal Medicine, Geriatric Medicine, Pharmacology & Toxicology and the Dept. of Newborn & Developmental Pediatrics.
- Sunnybrook Microbiology partnership with other labs: The MAC reviewed the proposed partnership between Sunnybrook Microbiology and Shared Hospital Laboratory Inc. Following discussion about the risks and benefits of the proposed partnership arrangement, the MAC recommended that Sunnybrook join Shared Hospital Laboratory Inc. subject to successful negotiations that includes, among other things, clinical and academic needs, inclusive of location of the microbiology lab with governance oversight by the MAC.

- Medical Directives: The MAC approved a number of Medical Directives for SJR. The Committee also approved the Medical Directive for Military Physician Assistants to allow military PAs to obtain training in trauma.

### 5.1.1 Credentials - October 2017

A copy of the October 2017 appointment list was pre-circulated and appended to the agenda portfolio.

On behalf of the Medical Advisory Committee, Dr. Charles requested a motion for the approval and affirmation of the appointments as recommended by the Credentials Committee at their meeting held on October 4, 2017.

So moved by Ms. Tory and seconded by Mr. Beatty.

The Chair opened the floor for discussion, following which he called the question on the motion to accept and approve the following appointments as brought forward by the Medical Advisory Committee.

#### ACTIVE STAFF APPLICATIONS:

<b>EMERGENCY SERVICES</b>	
<b>Dr. Caroline Filipkowska</b>	Active Staff - Provisional Without admitting privileges Effective: January 1, 2018  <b>Preamble:</b> Dr. Filipkowska will work clinically in the ED and will fulfill the base hospital physician role in managing paramedics. Dr. Filipkowska has an academic appointment as a Lecturer with the role profile of Clinician Teacher. Dr. Filipkowska holds RCPSC certification in emergency medicine and holds an independent practice licence issued by the CPSO.
<b>MEDICAL IMAGING</b>	
<b>Dr. Jason Robins</b>	Active Staff - Provisional Division: Abdominal Imaging Without admitting privileges Effective: July 1, 2017  <b>Preamble:</b> Dr. Robins is replacing Dr. J. Peltz. Dr. Robins has an academic appointment as a Lecturer with the role profile of Clinician Teacher. Dr. Robins holds RCPSC certification in diagnostic radiology and holds an independent practice license issued by the CPSO
<b>Dr. Michael O'Keeffe</b>	Active Staff - Provisional Division: Emergency & Trauma Radiology Without admitting privileges Effective: July 1, 2017  <b>Preamble:</b> Dr. O'Keeffe will support acute and emergency care through all diagnostic divisions, including interventional procedures and involves all modalities (CT, MRI, plain films, etc.). Dr. O'Keeffe has an academic appointment as an Assistant Professor with the role profile of Clinician Teacher. Dr. O'Keeffe holds a restricted license issued by the CPSO that permits him to practice in the Dept. of Medical Imaging, limited to an academic setting within the University of Toronto.

<b>Dr. Roger Chou</b>	Active Staff - Provisional Division: Musculoskeletal Imaging Without admitting privileges Effective: July 1, 2017 <b>Preamble:</b> Dr. Chou is replacing Dr. A. Donovan. Dr. Chou has an academic appointment as a Lecturer with the role profile of Clinician Teacher. Dr. Chou holds RCPSC certification in diagnostic radiology and an independent practice license issued by the CPSO.
<b>Dr. Pradeep Krishnan</b>	Active Staff – Secondary Division: Neuroradiology Without admitting privileges Effective: September 1, 2017 <b>Preamble:</b> This appointment supports the strategic priority of High Risk Maternal and Newborn. Dr. Krishnan is a joint hire with the HSC. He will spend 70% of his time at HSC and 30% of time at SHSC. Dr. Krishnan has an academic appointment as an Assistant Professor with the role profile of Clinician Investigator. Dr. Krishnan holds a restricted license issued by the CPSO that permits him to practice in the Dept. of Medical Imaging, limited to an academic setting within the University of Toronto.
<b>RADIATION ONCOLOGY</b>	
<b>Dr. Amandeep Singh Taggar</b>	Active Staff - Provisional With admitting privileges Effective: August 1, 2017 <b>Preamble:</b> Dr. Taggar is replacing Dr. I. Ackerman. This recruitment supports the strategic priority of Cancer. Dr. Taggar has an academic appointment as Assistant Professor with the role profile of Clinician-investigator. Dr. Taggar holds RCPSC certification in radiation oncology and he holds an independent practice license issued by the CPSO.

**OTHER APPLICATIONS**

<b>CRITICAL CARE MEDICINE</b>	
<b>Dr. Bourke Tillmann</b>	Clinical Associate Renewable With admitting privileges Effective: October 1, 2017 to September 30, 2018 <b>Preamble:</b> Dr. Tillmann has been a Clinical Associate at Sunnybrook since October 2016. Dr. Tillmann holds RCPSC certification in emergency medicine and critical care medicine. He holds an independent practice license issued by the CPSO.
<b>LABORATORY MEDICINE AND MOLECULAR DIAGNOSTICS</b>	
<b>Dr. Ladislav Tomes</b>	Courtesy Staff Without admitting privileges Effective: September 1, 2017 <b>Preamble:</b> Dr. Tomes has been a Clinical Associate at Sunnybrook since June 2015 providing lung pathology services on a locum basis.

	In view of the MOU between Sunnybrook and Michael Garron Hospital, joint credentialing of the pathology staff is desirable and will facilitate collaboration between the two facilities. Dr. Tomes holds RCPSC certification in anatomic pathology and he holds an independent practice license issued by the CPSO.
<b>MEDICAL IMAGING</b>	
<b>Dr. Jonathan Mandel</b>	Clinical Associate – Covering Division: Nuclear Medicine Without admitting privileges Effective: October 1, 2017 to September 30, 2018 <b>Preamble:</b> Dr. Mandel will be replacing Dr. E. Dudzic. Dr. Mandel will provide coverage until the full time replacement is recruited. Dr. Mandel's practice will include all aspects of nuclear medicine and PET imaging. Dr. Mandel holds RCPSC certification in diagnostic radiology and nuclear medicine and he holds an independent practice license issued by the CPSO.
<b>MEDICINE</b>	
<b>Dr. Mina Atia</b>	Clinical Associate – Covering Division: Neurology Without admitting privileges Effective: August 1, 2017 to June 30, 2018 <b>Preamble:</b> Dr. Atia has been a Clinical Associate since September 2016. Dr. Atia will continue to assist with the neurology/stroke on-call schedule 1-2 days/month as Dr. Rick Swartz remains on a medical leave. Dr. Atia holds RCPSC certification in neurology and she holds an independent practice license issued by the CPSO.
<b>Dr. Manav Vyas</b>	Clinical Associate – Term Division: Neurology With admitting privileges Effective: August 1, 2017 to June 30, 2018 <b>Preamble:</b> Dr. Vyas is replacing Dr. J. Jain. Dr. Vyas holds RCPSC certification in neurology and he holds an independent practice license issued by the CPSO.
<b>Dr. Jenny Shu</b>	Clinical Associate – Term Division: Rheumatology Without admitting privileges Effective: August 1, 2017 to June 30, 2018 <b>Preamble:</b> Dr. Shu is replacing Dr. Thany Ruban. Dr. Shu will provide coverage of inpatient consultation and help diverge patients seeking MSK care in ER. She will have 1-2 half day clinics. She will provide back up coverage of inpatient consultation service for full time staff.
<b>SURGERY</b>	
<b>Dr. Erin Dyer</b>	Clinical Associate Renewal Division: Neurosurgery Without admitting privileges Effective: August 31, 2017 to July 31, 2018

	<p><b>Preamble:</b> Dr. Dyer has been a Clinical Associate since November 2016. She performs teaching duties for Neurosurgery and is involved in quality control. Dr. Dyer holds RCPSC certification in neurosurgery and she holds an independent practice license issued by the CPSO.</p>
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#### TEMPORARY PRIVILEGES

With the approval of the EVP & Chief Medical Executive, the following individuals were granted temporary privileges

<b>ANESTHESIA</b>	
<b>Dr. Jason Taam</b>	<p>Without admitting privileges Effective: October 16, 2017 to October 27, 2017 <b>Preamble:</b> Temporary privileges have been granted for short term coverage.</p>
<b>FAMILY AND COMMUNITY MEDICINE</b>	
<b>Dr. Susan Coish</b>	<p>Division: Palliative Care With admitting privileges Effective: September 13, 2017 to December 13, 2017 <b>Preamble:</b> Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Coish to practice in the interim.</p>
<b>MEDICAL IMAGING</b>	
<b>Dr. Pradeep Krishnan</b>	<p>Division: Neuroradiology Without admitting privileges Effective: September 1, 2017 to December 1, 2017 <b>Preamble:</b> Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Krishnan to practice in the interim.</p>
<b>Dr. Jonathan Mandel</b>	<p>Division: Nuclear Medicine Without admitting privileges Effective: September 13, 2017 to December 13, 2017 <b>Preamble:</b> Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Mandel to practice in the interim.</p>
<b>Dr. Jason Robins</b>	<p>Division: Abdominal Imaging Without admitting privileges Effective: September 30, 2017 to November 1, 2017 <b>Preamble:</b> Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Robins to practice in the interim.</p>
<b>OBSTETRICS AND GYNECOLOGY</b>	
<b>Dr. Courtney Joliffe</b>	<p>With admitting privileges Effective: August 31, 2017 to November 29, 2017 <b>Preamble:</b> Application for the renewal of Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Joliffe to practice in the interim.</p>

<b>Ms. Rocio V. Guzman</b>	Division: Midwifery With admitting privileges Effective: September 18, 2017 to December 18, 2017 <b>Preamble:</b> Application for Courtesy Staff is in process. Temporary privileges were granted to permit Ms. Guzman to practice in the interim.
<b>Ms. Odaemin McKay- Loescher</b>	Division: Midwifery With admitting privileges Effective: September 19, 2017 to December 19, 2017 <b>Preamble:</b> Application for Courtesy Staff is in process. Temporary privileges were granted to permit Ms. McKay-Loescher to practice in the interim.
<b>SURGERY</b>	
<b>Dr. Clement Hamani</b>	Division: Neurosurgery Without admitting privileges Effective: September 4, 2017 to December 3, 2017 <b>Preamble:</b> Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Hamani to practice in the interim.
<b>Dr. Monica Farcas</b>	Division: Urology With admitting privileges Effective: September 1, 2017 to November 30, 2017 <b>Preamble:</b> Temporary privileges were granted for short term locum coverage.
<b>Dr. Jean-Patrice Rivest-Caissy</b>	Division: General Surgery Without admitting privileges Effective: October 29, 2017 to December 29, 2017 <b>Preamble:</b> Dr. Rivest-Caissy is a physician with the Department of National Defence. Temporary privileges have been granted to allow him to learn additional skills in trauma.

**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 above noted appointments as recommended by the Medical Advisory Committee.**

**CARRIED.**

#### **5.1.1 Credentials - November 2017**

A copy of the November 2017 appointment list was pre-circulated and appended to the agenda portfolio.

On behalf of the Medical Advisory Committee, Dr. Charles requested a motion for the approval and affirmation of the appointments as recommended by the Credentials Committee at their meeting held on November 1, 2017.

So moved by Ms. Tory and seconded by Mr. Beatty.



The Chair opened the floor for discussion, following which he called the question on the motion to accept and approve the following appointments as brought forward by the Medical Advisory Committee.

**ACTIVE STAFF APPLICATIONS:**

<b>FAMILY AND COMMUNITY MEDICINE</b>	
<b>Dr. Andrea David</b>	<p>Active Staff - Provisional            Division: Family Practice            Without admitting privileges            Effective: November 3, 2017</p> <p><b>Preamble:</b>            Dr. David has been practicing full time in the Family Practice Unit as Courtesy staff since 1999. Change to active staff is being made to more accurately reflect her contributions and appropriate status. Dr. David has an academic appointment as Lecturer with the role profile of Clinician-teacher. Dr. David holds CFPC certification in family medicine and she holds an independent practice license with the CPSO.</p>
<b>MEDICINE</b>	
<b>Dr. Mark Doherty</b>	<p>Active Provisional Staff            Division: Medical Oncology and Hematology            With admitting privileges            Effective: October 1, 2017</p> <p><b>Preamble:</b>            Dr. Doherty is replacing Dr. P. Cheema. This recruitment will contribute to the strategic priority of Cancer. Dr. Doherty has an academic appointment as Assistant Professor with the role profile of Clinician-investigator. Dr. Doherty's main research focus is on the discovery and development of innovative treatments for lung and hepatobiliary cancers. He will have 40% protected time for research. Dr. Doherty holds an academic license with the CPSO that allows him to practice medical oncology.</p>
<b>OBSTETRICS AND GYNECOLOGY</b>	
<b>Dr. Stefania Ronzoni</b>	<p>Active Provisional Staff            Division: Maternal Fetal Medicine            With admitting privileges            Effective: September 1, 2017</p> <p><b>Preamble:</b>            This recruitment will contribute to the strategic priority of High Risk Maternal and Newborn. Dr. Ronzoni has an academic appointment as Associate Professor with the role profile of Clinician-investigator. She will have 40% protected time for research. Dr. Ronzoni holds an academic license with the CPSO allowing her to practice in the Department of Obstetrics and Gynecology.</p>
<b>SURGERY</b>	
<b>Dr. Clement Hamani</b>	<p>Active Staff - Primary            Division: Neurosurgery            Without admitting privileges            Effective: September 1, 2017</p> <p><b>Preamble:</b></p>

	Dr. Hamani is a research physician. At Sunnybrook, he will not have independent clinical duties, but may assist in operations and clinics. He has an academic appointment as Associate Professor at the University of Toronto. Dr. Hamani holds an academic license with the CPSO that allows him to practice neurosurgery.
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#### OTHER APPLICATIONS

<b>ANESTHESIA</b>	
<b>Dr. Margaret Srebrnjak</b>	<p>Courtesy Staff Without admitting privileges Effective: August 1, 2017</p> <p><b>Preamble:</b> Dr. Srebrnjak has a staff appointment at Trillium Health Partners. The appointment at Sunnybrook is requested for research purposes. There is no clinical work involved. Dr. Srebrnjak holds RCPSC certification in anesthesia and she holds an independent practice license with the CPSO.</p>
<b>EMERGENCY SERVICES</b>	
<b>Dr. Ryan Clark</b>	<p>Clinical Associate – Term Without admitting privileges Effective: January 1, 2018 to December 31, 2018</p> <p><b>Preamble:</b> Dr. Clark has been a Clinical Associate at Sunnybrook since July 1, 2015. There continues to be a need for his services. He will perform clinical duties in the ED and the Base Hospital. Dr. Clark holds RCPSC certification in emergency medicine and he holds an independent practice license with the CPSO.</p>
<b>FAMILY AND COMMUNITY MEDICINE</b>	
<b>Dr. Matthew Hodge</b>	<p>Courtesy Staff Division: St. John’s Rehab Hospitalists With admitting privileges Effective: November 6, 2017</p> <p><b>Preamble:</b> Dr. Hodge works with the Halton Health Services. At St John’s he will be asked to look after the medical care of inpatients on a clinical unit, when the unit hospitalist is away. Dr. Hodge holds CFPC certification in family medicine and he holds an independent practice license with the CPSO.</p>
<b>LABORATORY MEDICINE AND MOLECULAR DIAGNOSTICS</b>	
<b>Dr. Amal Abdel-Mesih</b>	<p>Courtesy Staff Division: Anatomic Pathology Without admitting privileges Effective: September 1, 2017</p> <p><b>Preamble:</b> Dr. Abdel-Mesih has been a Clinical Associate at Sunnybrook for the last two years providing lung pathology services on an as needed basis. In view of the MOU between Sunnybrook and MGH, it is desirable to appoint MGH pathologists as Courtesy Staff at Sunnybrook. Dr. Abdel-Mesih holds RCPSC certification in anatomic pathology and he holds an independent practice license with the CPSO.</p>

<b>Dr. Anita Godra</b>	<p>Courtesy Staff  Division: Anatomic Pathology  Without admitting privileges  Effective: September 1, 2017</p> <p><b>Preamble:</b>  Dr. Godra has been a Clinical Associate at Sunnybrook for the last two years providing lung pathology services on an as needed basis. In view of the MOU between Sunnybrook and MGH, it is desirable to appoint MGH pathologists as Courtesy Staff at Sunnybrook. Dr. Godra holds RCPSC certification in anatomic pathology and she holds an independent practice license with the CPSO.</p>
<b>Dr. Pauline Henry</b>	<p>Courtesy Staff  Division: Anatomic Pathology  Without admitting privileges  Effective: September 1, 2017</p> <p><b>Preamble:</b>  Dr. Henry has been a Clinical Associate at Sunnybrook for the last two years providing lung pathology services on an as needed basis. In view of the MOU between Sunnybrook and MGH, it is desirable to appoint MGH pathologists as Courtesy Staff at Sunnybrook. Dr. Henry holds RCPSC certification in anatomic pathology and she holds an independent practice license with the CPSO.</p>
<b>MEDICAL IMAGING</b>	
<b>Dr. Adam Hart</b>	<p>Clinical Associate – Covering  Division: Nuclear Medicine  Without admitting privileges  Effective: October 1, 2017 to September 30, 2018</p> <p><b>Preamble:</b>  Dr. E. Dudzic is leaving on September 30, 2017. Dr. Hart and Dr. Mandel (approved at the September MHRAC) will provide coverage until the hiring process for the full time position is completed. Dr. Hart's practice will include all aspects of nuclear medicine and PET imaging. Dr. Hart holds RCPSC certification in diagnostic radiology and nuclear medicine. He holds an independent practice license with the CPSO.</p>
<b>MEDICINE</b>	
<b>Dr. Ravi Bajaj</b>	<p>Courtesy Staff  Division: Cardiology  Without admitting privileges  Effective: November 16, 2017</p> <p><b>Preamble:</b>  Dr. Bajaj is on staff at North York Hospital. At Sunnybrook, he will participate in the Rapid Cardiology Assessment Clinic, when needed. He will also participate in teaching of cardiology residents. Dr. Bajaj holds RCPSC certification in internal medicine and cardiology. He holds an independent practice license with the CPSO.</p>
<b>Dr. Mohammed Bawazir</b>	<p>Clinical Associate – Term  Division: Dermatology  Without admitting privileges</p>

	<p>Effective: October 1, 2017 to June 30, 2018</p> <p><b>Preamble:</b> Dr. Bawazir will work ½ day clinics in Dermatology. He will be supervised by Drs. Shear, Walsh and Alhusayen. Dr. Bawazir holds a restricted license with the CPSO that allows him to practice dermatology under supervision at Sunnybrook Health Sciences Centre.</p>
<b>Dr. William Kingston</b>	<p>Clinical Associate – Term Division: Neurology With admitting privileges Effective: September 1, 2017 to June 30, 2018</p> <p><b>Preamble:</b> Drs. Jennifer Jain and Karl Boyle have left. Dr. Kingston will be doing a few months of stroke/neurology ward coverage necessitated by the sudden departure of Dr. Boyle. He will also be taking a few days of stroke/neurology call monthly and will have ½ day of general neurology/headache clinic coverage to help cover some of the gaps left by the departure of Dr. Jain. Dr. Kingston holds RCPSC certification in neurology. He holds an independent practice license with the CPSO.</p>
<b>OBSTETRICS AND GYNECOLOGY</b>	
<b>Ms. Rocio V. Guzman</b>	<p>Courtesy Staff Division: Midwifery With admitting privileges Effective: September 18, 2017</p> <p><b>Preamble:</b> Ms. Jodi Cormier left in June 2017. Ms. Guzman may have 1-4 deliveries per month. There will be minimal clinical/resource impact. Ms. Guzman holds a license with the College of Midwives of Ontario.</p>
<b>Ms. Odaemin McKay-Loescher</b>	<p>Courtesy Staff Division: Midwifery With admitting privileges Effective: September 19, 2017</p> <p><b>Preamble:</b> Ms. Jill Parsons left in August 2017. Ms. McKay-Loescher may have 1-4 deliveries per month. There will be minimal clinical/resource impact. Ms. McKay-Loescher holds a license with the College of Midwives of Ontario.</p>
<b>Dr. Courtney Jolliffe</b>	<p>Clinical Associate – Term With admitting privileges Effective: August 31, 2017 to August 30, 2018</p> <p><b>Preamble:</b> Dr. Jolliffe has been a Clinical Associate at Sunnybrook effective January 2016. Her appointment ended in July 2017. There continues to be a need for her services. Therefore, Clinical Associate appointment for one year is requested. Dr. Jolliffe holds RCPSC certification in obstetrics and gynecology. She holds an independent practice license with the CPSO.</p>
<b>Dr. Liat Hogen</b>	<p>Courtesy Staff Division: Gynecologic Oncology With admitting privileges</p>

	<p>Effective: October 2, 2017</p> <p><b>Preamble:</b> Dr. Genevieve Bouchard-Fortier left in July 2017. Dr. Hogen will provide call coverage on weekends and holidays only. Dr. Hogen's primary practice is at PMH. Dr. Hogen holds an academic license with the CPSO that allows him to practice in the Department of Obstetrics and Gynecology, Division of Gynecologic Oncology.</p>
<b>PSYCHIATRY</b>	
<b>Dr. Justine Dembo</b>	<p>Clinical Associate - Term Division: General Adult With admitting privileges Effective: October 16, 2017 to October 15, 2018</p> <p><b>Preamble:</b> Dr. Dembo was on staff, until August 2013 when she left for the US. Her position went unfilled during her time in the US. As Clinical Associate, she will work 0.5 FTE, with 100% of this time within the Thompson Program. Initially this will be the Bayview site, but may also shift to some work in the new day program located at Bellwood. Dr. Dembo will not be expected to take overnight call. Dr. Dembo holds RCPSC certification in psychiatry. She holds an independent practice license with the CPSO.</p>
<b>SURGERY</b>	
<b>Dr. Christine Walton (Clinical Associate since September 2015)</b>	<p>Clinical Associate - Term Division: Orthopaedic Surgery With admitting privileges Effective: August 1, 2017 to July 31, 2018</p> <p><b>Preamble:</b> Dr. Walton's ongoing appointment as a Clinical Associate will fulfill a needed role providing essential human resources in assisting with the trauma call; particularly for complex upper extremity cases, as well as assistance in the OR and fracture clinic for the 2017-18 year. Dr. Walton holds RCPSC certification in orthopaedic surgery. She holds an independent practice license with the CPSO.</p>

#### TEMPORARY PRIVILEGES

**With the approval of the EVP & Chief Medical Executive, the following individuals were granted temporary privileges**

<b>ANESTHESIA</b>	
<b>Dr. Kelly Fedoruk</b>	<p>Without admitting privileges Effective: October 2, 2017 to December 29, 2017</p> <p><b>Preamble:</b> Temporary privileges have been granted for short term coverage.</p>
<b>FAMILY AND COMMUNITY MEDICINE</b>	
<b>Dr. Mahsid Mohseni</b>	<p>Division: Family Practice With admitting privileges Effective: September 30, 2017 to December 31, 2017</p> <p><b>Preamble:</b> Temporary privileges have been granted for short term coverage.</p>

<b>LABORATORY MEDICINE AND MOLECULAR DIAGNOSTICS</b>	
<b>Dr. Sara Hafezi-Bakhtiari</b>	Division: Anatomic Pathology Without admitting privileges Effective: October 13, 2017 to December 13, 2017 <b>Preamble:</b> Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Hafezi-Bakhtiari to cover the GI service in the interim.
<b>Dr. Pauline Henry</b>	Division: Anatomic Pathology Without admitting privileges Effective: October 19, 2017 to November 19, 2017 <b>Preamble:</b> Application for Courtesy Staff is in process. Temporary privileges were granted to allow Dr. Henry to cover the GI service in the interim.
<b>MEDICAL IMAGING</b>	
<b>Dr. Adam Hart</b>	Division: Nuclear Medicine Without admitting privileges Effective: October 1, 2017 to January 1, 2018 <b>Preamble:</b> Application for Clinical Associate Staff is in process for locum coverage until a new full time staff is recruited. In the interim, temporary privileges were granted to allow Dr. Hart to practice.
<b>MEDICINE</b>	
<b>Dr. Francis Patafio</b>	Division: Medical Oncology and Hematology With admitting privileges Effective: November 27, 2017 to February 27, 2018 <b>Preamble:</b> Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Patafio to practice in the interim.
<b>Dr. Mark Doherty</b>	Division: Medical Oncology and Hematology With admitting privileges Effective: October 2, 2017 to December 31, 2017 <b>Preamble:</b> Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Doherty to practice in the interim.
<b>Dr. Kristy Wasson</b>	Division: Medical Oncology and Hematology With admitting privileges Effective: November 6, 2017 to February 6, 2018 <b>Preamble:</b> Application for Clinical Associate Staff is in process, for locum coverage. Temporary privileges were granted to allow Dr. Wasson to practice in the interim.
<b>Dr. Houman Khosravani</b>	Division: Neurology With admitting privileges Effective: October 2, 2017 to December 4, 2017 <b>Preamble:</b> Application for Clinical Associate Staff is in process, for locum coverage. Temporary privileges were granted to allow Dr. Khosravani to practice in the interim.

<b>OBSTETRICS AND GYNECOLOGY</b>	
<b>Dr. Rebecca Rich</b>	With admitting privileges Effective: October 1, 2017 to January 1, 2018 <b>Preamble:</b> Temporary privileges were granted for short term locum coverage.
<b>Dr. Liat Hogen</b>	Division: Gynecologic Oncology With admitting privileges Effective: October 2, 2017 to January 2, 2018 <b>Preamble:</b> Temporary privileges were granted for short term locum coverage.
<b>Dr. Stefania Ronzoni</b>	Division: Maternal Fetal Medicine With admitting privileges Effective: October 9, 2017 to January 9, 2018 <b>Preamble:</b> Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Ronzoni to practice in the interim.
<b>PSYCHIATRY</b>	
<b>Dr. Justine Dembo</b>	Division: General Psychiatry With admitting privileges Effective: October 16, 2017 to January 16, 2018 <b>Preamble:</b> Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Dembo to practice in the interim.
<b>SURGERY</b>	
<b>Dr. Peter Glen</b>	Division: General Surgery Without admitting privileges Effective: October 23, 2017 to January 23, 2018 <b>Preamble:</b> Dr. Glen, a recent graduate with RCPSC certification in general surgery, will be working with Dr. F. Brenneman to learn complex abdominal wall surgery as well as pre-operative assessment and post operative care of these patients. Dr. Brenneman will be the MRP.
<b>Dr. Christine Walton</b>	Division: Orthopaedics With admitting privileges Effective: November 3, 2017 to February 3, 2018 <b>Preamble:</b> Temporary privileges were granted for short term locum coverage to assist with trauma call.
<b>Dr. Tara Teshima</b>	Division: Plastic Surgery With admitting privileges Effective: October 1, 2017 to January 1, 2018 <b>Preamble:</b> Temporary privileges were granted for short term locum coverage.

**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 above noted appointments as recommended by the Medical Advisory Committee.**

**CARRIED.**

## **5.2 STRATEGIC BALANCED SCORECARD**

A copy of Sunnybrook's Strategic Balanced Scorecard was pre-circulated and appended to the agenda portfolio for information.

### **5.2.1 Business & Human Resources Committee Report**

The Business & Human Resources Committee reviewed the Strategic Balanced Scorecard at its meeting held on November 6<sup>th</sup>, 2017. Mr. Darren Gerson, Executive Director Health Information & Decision Support presented the results to the B&HR Committee noting that there had been some improvement over the last reporting cycle and prior year's results. The Committee noted that the one item consistently reflected below target, and hence red, was the corporate acute care occupancy target (107%). This issue continues to be monitored and is primarily being driven by alternate level of care (ALC) patients.

### **5.2.2 Common Education & Research Committee Report**

The Common Education & Research Committee reviewed Goals 5 & 6 of the Balanced Scorecard at its meeting held on November 8, 2017. The Committee received highlights from Dr. Julius, VP Research, on the SRI indicators that are running green or moving to target. Focus was on Objective 2.5.2 - To test and translate new knowledge into improved treatment approaches and apply in the clinical domain. This indicator shows how many clinical research protocols are active and attributable to Strategic Priority areas. The Committee also received an overview from Dr. Zaretsky, VP Education, who highlighted the Education indicators and associated narratives, all of which are running towards green and meeting target.

### **5.2.3 Quality Committee**

At its meeting on November 6<sup>th</sup>, 2017, Mr. Gerson, Executive Director, Decision Support, presented and reviewed the Balanced Scorecard. The Committee noted that the overall performance for December 2017 was very good. The Hospital Service Accountability Agreement (HSAA) indicators were also circulated to the Quality Committee and reviewed.

## **CONSENT AGENDA**

### **6.0 REPORT OF COMMITTEES**

#### **6.1 BUSINESS & HUMAN RESOURCES COMMITTEE**

The Business & Human Resources Committee met on November 6, 2017 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

##### **6.1.1 Financial Report**

The Board received and reviewed the Financial Report for the 7 months ending October 31, 2017. A copy of the financial statements was pre-circulated and appended to the agenda portfolio for information.



### **6.3 COMMON AUDIT COMMITTEE**

The Common Audit Committee met on November 22<sup>nd</sup>, 2017 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

Mr. Beatty reported that the Committee reviewed the performance evaluation results and commended members and Management alike on another successful year with favourable results as these speak to the quality, diligence and high level oversight to ensure that the Committee is productive and those involved remain engaged at an appropriate level and in the appropriate way. Mr. Beatty also reported that individual conversations were held with Committee members in advance of the November 22<sup>nd</sup> meeting for any further suggestions on ways to improve Committee functionality.

### **6.6 COMMON EDUCATION & RESEARCH COMMITTEE**

The Common Education & Research Committee met on November 8, 2017 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

The Committee received a presentation on the Advanced Life Support (ALS) Educator Program by Dr. Jordan Chenkin, the new Director of the Program. Dr. Chenkin provided an overview of his vision and work on expanding the reach and quality of the ALS Educator Program and the goal of fully integrating the ALS Educator Program into Sunnybrook Education and aligning it with the Sunnybrook Simulation Centre.

The Committee also reviewed the following:

- Education Conference, 2017: Dr. Zaretsky provided an overview and highlighted events for Education Week held November 13 – 17. The week ended with the Education Conference 'Reinventing Learning: The Science Behind Teaching & Learning'.
- E&R Terms of Reference (ToR): The Committee reviewed the E&R Terms of Reference. Other than minor formatting changes, it was unanimously agreed there were no material changes required to be made.
- SRI Presentation: The Committee received a presentation from Prof. Juan Carlos Zúñiga-Pflücker, Professor and Chair, Department of Immunology, U. of T. and Senior Scientist Biological Sciences, Odette Cancer Research Program, Sunnybrook Research Institute. Prof. Zúñiga-Pflücker presented an overview of his latest work dedicated to characterizing the molecular mechanisms supporting the development of 'T lymphocytes' – the "conductor" of the immune system. The goal is to provide T cell therapy to boost the immune systems of patients whose own supplies of T cells have been destroyed.

### **6.8 QUALITY COMMITTEE**

The Quality Committee met on November 6 and December 4, 2017 and a copy of the Summary Reports was pre-circulated and appended to the agenda portfolio for information.

At its meeting on November 6<sup>th</sup>, the Committee received and reviewed the following:

- Alternate Level of Care (ALC) Occupancy Challenges and Wait Times: The Committee received an overview of the Alternate Level of Care (ALC), Occupancy Challenges and Wait Times. It was reported that a number of strategies are being implemented to help reduce pressures.
- TC LHIN Primary Care Strategy Update: The Committee received an overview of the TC LHIN Primary Care Strategy Update. The vision is to build a population-based, person-centred and integrated health care system, with a focus on primary health and community care.
- Schulich Heart Centre – Program Update: The Committee received an update from Dr. Stephanie Poon, Division of Cardiology, on how the Schulich Heart Centre quality of care is monitored and addressed resulting in a reduction of Aortic Valve Replacement (AVR) mortalities.

At its meeting on December 4, the Committee reviewed the following:

- Pine Villa Model and Quality Governance: The Committee received an update on planning related to the Pine Villa Model and the proposed quality governance. Pine Villa is intended for Alternate Level of Care (ALC) patients and will fall under the Home and Community Care Services Legislation.
- Emergency Preparedness: The Committee received an update from Mr. Robert Burgess, Senior Director, Sunnybrook Centre for Prehospital Medicine and Emergency Preparedness of how the organization is prepared for managing emergent/disaster situations. Partnerships with other hospitals and system health partners within the GTA via joint exercises have been implemented. Sunnybrook will continue to conduct disaster preparedness simulation exercises on a bi-monthly basis.
- Women & Babies Program Update: The Committee received an update on the quality improvement initiatives in the neonatal intensive care unit (NICU) particularly within the micropremature infant population. Sunnybrook is one of the highest performers on key composite quality markers within the Vermont Oxford Network, an international consortium of hospitals.

## **6.9 VETERANS ADVISORY COMMITTEE**

The Veterans Advisory Committee of the Board met on November 21, 2017 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

The Committee received updates and reviewed the following:

- Planning for the Future of the Veterans Centre: Veterans Affairs Canada has asked if Sunnybrook is willing to increase the number of new eligibility veterans beds to 50. Veterans admitted under the old eligibility parameters will be considered first.
- Veterans Connections Program: Connections is a program that helps keep residents and families in frequent communication using iPads. The pilot has been very successful and the program is seeking to expand to more residents and their families. Opportunities to reduce equipment costs are being explored.
- Veterans Council Issues: The Committee noted that a new Veterans Council President will begin in January 2018 and to-date the transition is going smoothly.
- Veterans Centre Update: Several performance indicator reports were shared with the Committee, highlights included:
  - The Veterans Centre ranks 2<sup>nd</sup> in quality indicator performance amongst other large long term care facilities in Ontario.
  - Hand hygiene compliance for Quarter 2 is 84%
  - Data remains fairly consistent in number of transfers, concerns and safety events reported.

## **7.0 INFORMATION ITEMS**

The following information items were received and appended to the Agenda portfolio.

- 7.1 TC LHIN – Governance-to-Governance, November 9<sup>th</sup> session
- 7.2 Media Reports
- 7.3 OHA Media Release
- 7.4 Communications & Stakeholder Relations Report & Media Clippings
- 7.5 Your Health Matters – September/October 2017

## 8.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, February 7, 2018 at 8:00 a.m. in the Elizabeth Tory Board Room, M6-120.

## 9.0 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 Ms. Tory and seconded by Mr. Flynn.

**MEETING TERMINATED.**

  
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Blake Goldring, Chair

  
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Trudy Hueper, Secretary