

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, MARCH 7, 2018 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
Ms. L. Mantia
Dr. A. Smith
Mr. S. Tile

Dr. J. Bodley
Mr. S. Diamond
Ms. H. Hayward
Sr. Anne Norman
Dr. S. Symons
Ms. M. Tory

Dr. J. Charles
Ms. D. Duncan
Mr. D. Lang
Ms. H. Short
Ms. R. Taggar
Dr. T. Young

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

Dr. D. Cass
Ms. T. Hueper
Mr. M. Moffat
Mr. M. Young

Dr. J. Dellandrea
Dr. M. Julius
Ms. C. Rosebrugh

Dr. C. DuHamel
Mr. S. Marafioti
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. Tory and seconded by Ms. Duncan.

The Agenda was approved as circulated.

1.2 APPROVAL OF MINUTES

Minutes of Meeting of SHSC Board – February 7, 2018

Mr. Goldring requested approval of the minutes of the meeting of the Sunnybrook Board of Directors held on Wednesday, February 7, 2018. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Mr. Tile 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, February 7, 2018 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 FEBRUARY REPORT

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

Dr. Smith commented that this month's patient story highlights how Sunnybrook works with its partners to save lives. A house fire in early January left a family, including their 4 children, with severe burns. They were transported by ORNGE to Sunnybrook's Ross Tilly Burn Centre for treatment.

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

WAVE CHECK: FROM INNOVATION TO COMMERCIALIZATION

Dr. Smith introduced this morning's guest speakers, Dr. Greg Czarnota, Chief Radiation Oncology; Dr. Fazila Seker, Director, Technology and Venture Development, Physical Sciences, MaRS Innovation and Dr. Parimal Nathwani, Vice President, Commercialization, MaRS Innovation. To move something from an idea through to an invention, then through a clinical trial and finally to make it an effective entrant into the medical marketplace is very challenging. The pre-circulated slide deck highlights the detailed considerations into this important process.

Dr. Czarnota gave a thoughtful presentation about Wave Check, a technology that was developed at Sunnybrook by Dr. Czarnota and colleagues. Dr. Czarnota reported that, in partnership with GE Healthcare, Evrika, a spin-off out of Sunnybrook, built a specialized ultrasound equipment. The purpose of this new ultrasound technology (Wave Check) helps to determine very early on whether chemotherapy is working or not. The patients that can be treated using the Wave Check approach will be spared additional weeks of chemotherapy. Dr. Czarnota commented that the goal in using the specialized ultrasound equipment is not only to have an impact on quality of care, but to improve the survival rate of cancer patients by improving response to therapy through personalized chemotherapy.

Moving an invention from the early scientific stage into a business is a very challenging enterprise. Sunnybrook works very closely with MaRS Innovation to be able to do this. Dr. Fazila Seker and Dr. Parimal Nathwani presented an overview of some of the considerations using Wave Check as an example.

Dr. Fazila Seker, outlining MI's decision process, noted that since research is very expensive we strive towards commercialization to pay for this research. Dr. Seker commented that market creation and clinically capable ultrasound machines along with partnering with GE Healthcare are some of the factors of enabling physicians to reach the most patients. She indicated that chemotherapy monitoring with ultrasound not only improves response to therapy but also enables us to reach the most breast cancer patients.

Dr. Parimal Nathwani highlighted lessons learned and best case scenario over the next 3-10 years.

- 1) Criteria for Clinical Champions for every invention to ensure they are successful.
- 2) Ability to provide backing. Involvement of Sunnybrook Research Institute and Sunnybrook Foundation.
 - Requires a dedicated budget for minimally viable path up to \$200K
 - Technical project management resource for commercially validated inventors

- Participation in larger investment rounds of \$500K to \$1M.
- 3) Provide Resources for inventors

The Chair thanked Drs. Czarnota, Seker and Nathwani 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 January 9, 2018 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on January 9th the MAC received the following reports and updates:

- Discharge Summary Policy & Short Stay Patient Documentation Policy: The MAC amended the policies replacing the term “<24 hours” with “one overnight stay”.
- Disclosure of Patient Safety Incidents Policy: The MAC reviewed the changes to the Disclosure of Patient Safety Incidents Policy. The disclosure process is described in more detail in the document and there is also a change in the terminology used. The MAC approved the revised Disclosure of Patient Safety Incidents Policy.
- Quality Review Presentation: Dr. Greg Czarnota, Chief, Dept. of Radiation Oncology presented the Quality Report for the department. Dr. Czarnota presented the findings from some recent reviews done and the action taken. All cases where medical errors/adverse outcomes are identified are investigated by the Department Head of the Deputy Head, along with a QA Error Committee.

5.1.1 Credentials - February 2018

A copy of the February 2018 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 February 6, 2018.

So moved by Ms. Short and seconded by Ms. Duncan.

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/ACTIVE PROVISIONAL STAFF APPLICATIONS:

LABORATORY MEDICINE AND MOLECULAR DIAGNOSTICS	
Dr. Hubert Tsui	Active Staff – Provisional Division: Hematological Pathology Without admitting privileges Effective: January 1, 2018 Preamble: <u>This is a replacement position replacing Dr. A. Chesney.</u> Dr. Tsui will support all programs, particularly complex malignant hematology. He will also be the “interim” Head of the Division of Hematological Pathology pending the appointment of a new Chief of the Department of Laboratory Medicine and Molecular

	Diagnostics. Dr. Tsui holds an academic appointment as Assistant Professor with the role profile of Clinician-investigator.
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OTHER APPLICATIONS

EMERGENCY SERVICES	
Dr. Monica Ott	<p>Clinical Associate – Term Without admitting privileges Effective: February 1, 2018 to January 31, 2019</p> <p>Preamble: Dr. Ott is a Canadian Armed Forces physician. She will be assigned to work clinically in ED when a physician is already working in a zone. She is part of the Maintenance of Clinical Readiness Program (MCRP) that provides Canadian Armed Forces (CAF) physicians an opportunity to maintain and/or enhance clinical competencies. Dr. Ott holds CFPC certification. She holds an independent practice license with the CPSO.</p>
Dr. Gil Yehudaiff	<p>Clinical Associate – Term Without admitting privileges Effective: February 1, 2018 to January 31, 2019</p> <p>Preamble: Dr. Yehudaiff will perform clinical duties in the emergency department and the base hospital on an as needed basis. Dr. Yehudaiff holds CFPC certification. He holds an independent practice license with the CPSO.</p>
OTOLARYNGOLOGY – HEAD & NECK SURGERY	
Dr. Thileep Kandasamy <i>(Clinical Associate since Feb. 2014)</i>	<p>Clinical Associate – Term With admitting privileges Effective: February 1, 2018 to January 31, 2019</p> <p>Preamble: Dr. Kandasamy is full time staff at NYGH. He has a focus in general otolaryngology and otology. Dr. Kandasamy holds RCPSC certification in Otolaryngology, Head & Neck Surgery. He holds an independent practice license with the CPSO.</p>
PSYCHIATRY	
Dr. Deborah Nacson	<p>Courtesy Staff Division: General Psychiatry With admitting privileges Effective: February 5, 2018</p> <p>Preamble: Dr. E. Dubo and Dr. M. Rosenbluth are no longer at Sunnybrook and no longer provide psychodynamic psychotherapy supervision to our residents. Dr. Nacson works as interpersonal group psychotherapy co-facilitator at NYGH. She will be at Sunnybrook 2-3 hours per week providing supervision for residents conducting psychodynamic psychotherapy. Dr. Nacson holds RCPSC certification in Psychiatry. She holds an independent practice license with the CPSO.</p>

SURGERY	
Dr. Sayf Gazala	<p>Consulting Staff Division: General Surgery With admitting privileges Effective: November 21, 2017</p> <p>Preamble: Dr. Gazala is on staff at Michael Garron Hospital. He is being appointed Consulting staff at Sunnybrook in order to cover thoracic call schedule in pre-existing arrangement with MGH. There would be no impact on resources. Dr. Gazala holds RCPSC certification in General Surgery and Thoracic Surgery. He holds an independent practice license with the CPSO.</p>
Dr. Shayne Keetbaas <i>(Clinical Associate since Sept 2013)</i>	<p>Clinical Associate Term Division: Orthopaedic Surgery Without admitting privileges Effective: December 15, 2017 to December 14, 2018</p> <p>Preamble: Dr. Keetbaas is providing an essential service to patient focused care with the purpose of assisting in the OR on a part time basis at the Holland Centre Campus. Dr. Keetbaas holds RCPSC certification in Orthopaedic Surgery. He holds an independent practice license with the CPSO.</p>

TEMPORARY PRIVILEGES

OBSTETRICS AND GYNECOLOGY	
Dr. Padma Garisa	<p>Without admitting privileges Effective: February 1, 2018 to May 1, 2018 (3 months)</p> <p>Preamble: Application for Temporary Privileges to allow Dr. Garisa to undertake retraining in Obstetrics, particularly in high risk obstetrics.</p>

TEMPORARY PRIVILEGES

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

ANESTHESIA	
Dr. Julian Wiegelman	<p>Without admitting privileges Effective: January 22, 2018 to April 22, 2018</p> <p>Preamble: Temporary privileges were granted for short term locum coverage.</p>
FAMILY AND COMMUNITY MEDICINE	
Dr. Melissa Goldberg	<p>Division: Family Practice Obstetrics With admitting privileges Effective: January 29, 2018 to April 29, 2018</p> <p>Preamble: Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Goldberg to practice in the interim.</p>

Dr. Jordana Boro	<p>Division: Family Practice Obstetrics With admitting privileges Effective: January 30, 2018 to April 30, 2018</p> <p>Preamble: Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Boro to practice in the interim.</p>
Dr. Sabrina Kolker	<p>Division: Family Practice Obstetrics With admitting privileges Effective: January 22, 2018 to April 22, 2018</p> <p>Preamble: Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Kolker to practice in the interim.</p>
Dr. Susan Coish	<p>Division: Palliative Care With admitting privileges Effective: December 13, 2017 to January 4, 2018</p> <p>Preamble: Application for Clinical Associate Staff is in process. Temporary privileges were granted to allow Dr. Coish to practice in the interim.</p>
LABORATORY MEDICINE AND MOLECULAR DIAGNOSTICS	
Dr. Jonathan Lai	<p>Division: Anatomic Pathology Without admitting privileges Effective: January 17, 2018 to April 17, 2018</p> <p>Preamble: Temporary privileges were granted for short term locum coverage in dermato pathology.</p>
Dr. Hubet Tsui	<p>Division: Hematopathology Without admitting privileges Effective: January 24, 2018 to February 8, 2018</p> <p>Preamble: Application for Active Staff is in process. Temporary privileges were granted to enable Dr. Tsui to practice in the interim.</p>
MEDICAL IMAGING	
Dr. Ismail Ali	<p>Division: Emergency and Trauma Radiology Without admitting privileges Effective: December 18, 2017 to March 18, 2018</p> <p>Preamble: Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Ali to practice in the interim.</p>
MEDICINE	
Dr. Melanie Kalbfleisch	<p>Division: Medical Oncology / Hematology Without admitting privileges Effective: December 18, 2017 to March 18, 2018</p> <p>Preamble: Application for Active Staff is in process. Temporary privileges were granted to allow Dr. Ali to practice in the interim.</p>

NEWBORN AND DEVELOPMENTAL PEDIATRICS	
Dr. Holden Sheffield	<p>Without admitting privileges Effective: February 20, 2018 to March 20, 2018</p> <p>Preamble: Dr. Sheffield completed his residency training in pediatrics at the U of T in 2016. He is currently Staff Pediatrician at Qikiqtani General Hospital in Iqaluit and has an academic appointment as Lecturer at the University of Ottawa. Temporary privileges were granted to permit Dr. Sheffield to obtain additional training in NICU.</p>
OBSTETRICS AND GYNECOLOGY	
Ms. Hadar Nestel	<p>Division: Midwifery With admitting privileges Effective: January 18, 2018 to March 18, 2018</p> <p>Preamble: Application for Courtesy Staff is in process. Temporary privileges were granted to allow Ms. Nestel to practice in the interim.</p>
Dr. David Gurau	<p>With admitting privileges Effective: December 27, 2017 to March 27, 2018</p> <p>Preamble: Temporary privileges were granted for short term locum coverage.</p>
Dr. Tomer Feigenberg	<p>With admitting privileges Effective: January 20, 2018 to March 20, 2018</p> <p>Preamble: Temporary privileges were granted to assist with on call coverage, on a short term basis.</p>
SURGERY	
Dr. Peter Glen	<p>Division: General Surgery Without admitting privileges Effective: January 18, 2018 to March 18, 2018</p> <p>Preamble: Temporary privileges were granted to permit Dr. Glen to work with Dr. Fred Brennehan gaining exposure and additional training in complex abdominal wall reconstruction.</p>
Dr. Jean-Patrice Rivest-Caissy	<p>Division: General Surgery Without admitting privileges Effective: February 1, 2018 to May 1, 2018</p> <p>Preamble: Dr. Rivest-Caissy is a military physician. Temporary privileges were granted to allow him to work with the trauma team to obtain additional experience/training.</p>

ONE DAY TEMPORARY PRIVILEGES

SURGERY	
Dr. Timothy Rice	General Surgery Without admitting privileges Effective: February 2, 2018 only Preamble: On Day Temporary privileges were granted to permit Dr. Rice to assist Dr. Fred Brenneman in the OR in complex abdominal wall (flank) hernia repair surgery.

MOTION: Upon MOTION duly made by Ms. Short and SECONDED by Ms. Duncan, 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.

CONSENT AGENDA

6.0 REPORT OF COMMITTEES

6.1 BUSINESS & HUMAN RESOURCES COMMITTEE

The Business & Human Resources Committee met on February 5, 2018 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio for information.

At its meeting on February 5th, the Committee reviewed and accepted the financial statements for the 9 months ending December 31, 2017. The Committee also reviewed the new draft format of the financial statements.

6.1.1 Financial Report

The Board received and reviewed the Financial Report for the 10 months ending January 31, 2018. A copy of the financial statements was pre-circulated and appended to the agenda portfolio for information.

6.6 COMMON EDUCATION & RESEARCH COMMITTEE

The Common Education and Research Committee met on February 12, 2018 and a copy of the Summary Report was pre-circulated and appended to the agenda portfolio.

At its meeting on February 12th the Committee received and reviewed the following:

- New Education & Research Committee (E+R) Structure: Discussions were held around the possibility of developing an additional subcommittee of the Board – Research and Development Subcommittee. A draft proposed Structure/Agenda and Terms of Reference will be presented at a future E+R Committee meeting.
- Education Update: The Committee reviewed recent achievements in Education and also received an update of the various Education Strategic Plan Priorities.
- SRI Presentation: The Committee received a presentation and overview of SRI's new partnership with EXACTIS Innovation Inc. towards advancing precision medicine at Sunnybrook Research Institute.

7.0 INFORMATION ITEMS

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

- 7.1 Media Reports:
 - 7.1.1 Toronto Sun Article: Goldstein: Stroke of Luck
- 7.2 Regional Trauma Network – Update
 - 7.2.1 Life & Limb Acceptances (2014-18) by Toronto Hospitals
- 7.3 Communications & Stakeholder Relations Report
- 7.4 Media Clippings
- 7.5 Speaker Series – March 19, 2018 on Pharmacy

8.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, April 11, 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 9:00 a.m. So moved by Mr. Beatty and seconded by Ms. Hayward.

MEETING TERMINATED.



Blake Goldring, Chair



Trudy Hueper, Secretary