

**MINUTES OF THE HYBRID MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON WEDNESDAY, MARCH 1, 2023, 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

Ms. P. Baghai  
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  
Dr. T. Young

**Regrets:**

Mr. R. Davloor

Dr. A. Nathens

Dr. A. Zaretsky

**By Invitation:**

Ms. M. Beals  
Mr. C. DuHamel  
Dr. K. Hynynen  
Mr. K. Patel

Dr. D. Cass  
Mr. D. Gerson  
Mr. R. Lee  
Ms. K. Winter

Ms. K. Cole  
Dr. I. Halperin  
Ms. J. Mahboob (**Secretary**)  
Mr. M. Young

**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**

Dr. Smith 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.

Mr. Flynn 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.

Mr. Flynn 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. Lynch and seconded by Ms. Tory.

**The agenda was approved.**

### 2.0 CEO REPORT

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

#### 2.1 PATIENT STORY

Dr. Smith commented that every board meeting begins with a patient story that is an unfiltered articulation of a patient and their family's experience. Sunnybrook patients come from all over the province with all kinds of difficult challenges, and it is always important for the leadership of the organization, including the board of governors to remember why we are here.

Dr. Smith shared the story of Professor Brian Smith and showed a picture of him with his wife Professor Jillian Einstein to the board. Both are highly esteemed professors at the University of Toronto. They met while serving at some of the world's great universities in the United States, including Johns Hopkins, and out at UCSF. Professor Smith who is 70 years old was diagnosed with metastatic HER2-positive gastric cancer last year and came under the care of Dr. Michael Raphael and Dr. Arjun Sahgal at the Odette Cancer Centre.

Dr. Smith highlighted that Professor Smith had DPYD deficiency; had not known during treatment which could have led to neutropenia to grave illness and even death. Dr. David Hwang's team and the program of precision medicine quickly accelerated Professor Smith to do DPYD testing and identify his DPYD abnormality. This allowed Dr. Raphael to adjust the chemotherapy. Professor Smith received 2 cycles of therapy and responded well.

Dr. Smith concluded the patient story by encouraging board members to read the presentation by Dr. David Hwang on "**Laboratory Medicine Quality Overview**" attached to the board package.

#### 2.2 CEO HIGHLIGHTS

Dr. Smith encouraged board members to read the CEO Highlights magazine appended to the board package and highlighted the following items below:

- **Integrated and Sustainable Models of Care (Page 7) – Cybersecurity Awareness**
- **Department of Equity and Social Accountability (Page 10)**

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

### 3.0 EDUCATION PRESENTATION

Dr. Smith informed that today's education presentation would have two components **1) Hospital Information System (HIS)** led by Mr. Rob Lee, Chief Information Officer and Dr. Ilana Halperin, Chief Medical Information Officer; **2) Garry Hurvitz Brain Sciences Centre** presented by Mr. Kunal Patel, Vice President, Corporate Strategy and Development.

#### 3.1 HOSPITAL INFORMATION SYSTEM (HIS)

Mr. Lee and Dr. Halperin reported that the annual Board Strategic Retreat would soon be upon us, and at this year's retreat, and will be shining a spotlight on Sunnybrook's Digital and Virtual Health Care enabler. They

commented that succeeding in this domain is critical for us to deliver better value to patients and families, providers and the health system through improved connectivity and digital enablement.

To achieve our ambitions, Sunnybrook identified two clear objectives as part of our Digital and Virtual Health Care Strategy:

1. Invest in digital assets: Adoption of major hospital systems, including a new Hospital Information System (HIS), to enable seamless connectivity within Sunnybrook; and,
2. Connectivity across the continuum: Amplifying digital health tools & virtual care to better integrate services with our partners and reduce reliance on hospital-based care

Mr. Lee and Dr. Halperin informed the board that work is well underway within both of these objectives, highlighted the progress to date, and outlined the critical path to implementing a new HIS.

Mr. Flynn opened the floor for board members to comment and ask questions.

### **3.2 GARRY HURVITZ BRAIN SCIENCES CENTRE**

Mr. Patel informed the board that the Garry Hurvitz Brain Sciences Centre would bring together and expand our leadership in mental health services and treatment in the province. Specifically, it will amalgamate one of our oldest and aged inpatient units and a variety of ambulatory care clinics into a single centre that will offer high-quality, compassionate care to patients and families in a comprehensive and interdisciplinary manner.

Mr. Patel anticipates the building to officially open in the Spring of 2024. Planning is well underway with our hospital departments and front line teams to operationalize into the new space. Patient care will be notably different with an integrated ambulatory care centre (26 clinic rooms) that will host a variety of Brain Sciences clinics, and each of the 37 acute and 10 psychiatric intensive care unit (PICU) mental health beds will be private. Mr. Patel noted that the timeline and project plan had been provided in the materials with the board package to demonstrate the key activities and milestones required across nearly all hospital departments and teams to help mobilize this vision for the betterment of our patients and families.

### **4.0 CONSENT AGENDA**

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

#### **4.1 MINUTES OF MEETINGS HELD ON DECEMBER 14, 2022**

The Chair requested approval of the Minutes of December 14, 2022. A copy of the minutes was pre-circulated and appended to the agenda portfolio.

**MOTION: Upon MOTION duly made by Mr. Lang and SECONDED by Mr. Weston, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, December 14, 2022, be hereby approved as pre-circulated.**  
**CARRIED.**

#### **4.2 MEDICAL ADVISORY COMMITTEE (MAC) REPORT**

The MAC met on December 2022, January and February 2023. A copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its December 2022 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee**

- **Policy Gender Identity and Gender Expression**
- **Code Blue Policy**
- **Medical Directive: Delegation of Application of Energy**
- **Policy High Flow Nasal Cannula (HFNC) Therapy for Ward use**
- **Policy – Physician/ Dentist/ Midwifery/Nurse Practitioner Responsibilities When Closing Outpatient Practice**
- **Honours and Awards**
- **Status of Five-Year Reviews and Searches**

The MAC reviewed the following items at its January 2023 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee**
- **Status of Five-Year Reviews and Searches**

The MAC reviewed the following items at its February 2023 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee**
- **Recruitment of New REB Members**
- **Quality of Care and Patient Safety**
- **Wellbeing at Sunnybrook**
- **Biosimilar Policy**
- **ID Consultation for Candidemia**
- **Honours and Awards**
- **Status of Five-Year Reviews and Searches**

The Chair opened the floor for questions and comments.

#### **4.2.1 Credentials List – October & November**

A copy of the appointment lists for December 2022, January & February 2023 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. Lang and seconded by Mr. Weston.

**MOTION: Upon MOTION duly made by Mr. Lang and SECONDED by Mr. Weston, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for December 2022 & January and February 2023 as recommended by the Medical Advisory Committee.**

**CARRIED.**

## **5.0 COMMITTEE REPORTS**

### **5.1 FINANCE AND COMMON AUDIT COMMITTEE**

#### **Financial Statements – December 31, 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 January 17<sup>th</sup>, 2023, 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**
- **Collaborative Approach to Caring for Veterans Experiencing Homelessness**

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 Speaker Series:**

- **Women's Heart Health – February 21, 2023**
- **3 Key Questions Answered By Registered Dietitians – March 22, 2023**

### **6.3 Laboratory Medicine Quality Overview**

### **6.4 TAHSNews – February 14, 2023**

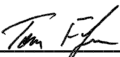
## **7.0 NEXT MEETING**

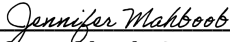
The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, April 19, 2023, at 8:00 a.m.

## **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 Ms. Annett.

**MEETING TERMINATED.**

  
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Thomas E. Flynn, Chair

  
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Jennifer Mahboob, Secretary