

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) HELD ON APRIL 27, 2011 AT 3:00 P.M. IN THE ACADEMY OF MEDICINE ROOM AT THE VAUGHAN ESTATE, SUNNYBROOK CAMPUS.**

**Chair:** Mr. David Leslie, Chair

**Directors:**

Mr. D. Agnew	Ms. T. Brown	Mr. P. Crawley
Mr. C. Diamond	Mr. B. Goldring	Ms. P. Griffith-Jones
Dr. D. Guyatt	Dr. C. Idestrup	Mr. J. D. A. Jackson (phone)
Mr. S. Marshall	Ms. E. Martin	Dr. B. McLellan
Dr. R. Nam	Ms. M. Ng	Ms. S. Scace
Dr. S. VanDeVelde-Coke	Mr. F. Wagner	

**Regrets:**

Dr. A. Levitt	Mr. W. Squibb	Ms. M. Visser
Dr. C. Whiteside		

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

Ms. T. Hueper	Dr. M. Julius	Mr. S. Marafioti
Mr. J. O'Hagan	Dr. P. Poldre	Ms. M. Reddick
Dr. J. Tepper	Mr. M. Young	

**1.0 CALL TO ORDER – OPEN SESSION**

Mr. Leslie, Chair, noting a quorum present, called the open meeting of the Sunnybrook Board of Directors to order at 3:00 p.m.

The Chair recognized Mr. Jonathan Konig, a visitor to today's Board meeting. Mr. Konig is a part-time MBA student and currently on contract to the Ministry of Health and Long Term Care.

**1.1 APPROVAL OF AGENDA**

Mr. Leslie, Chair, requested approval of the agenda as pre-circulated.

**The Agenda was approved as circulated.**

**1.2 APPROVAL OF MINUTES**

**1.2.1 Minutes of Meeting of SHSC Board – March 16, 2011**

Mr. Leslie, Chair, requested approval of the minutes of the meeting of the Sunnybrook Board of Directors held on Wednesday, March 16, 2011. A copy of the minutes was pre-circulated and appended to the agenda package.

**MOTION: Upon MOTION duly made by Mr. Jackson and SECONDED by Dr. Guyatt, IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, March 16, 2011 are hereby approved as pre-circulated.**

**CARRIED.**

## **2.0 REPORT OF THE CHAIR**

The Chair congratulated Mr. Blake Goldring who was recently appointed the Honorary Colonel of the Canadian Army.

### **2.1 STRATEGY SESSION – May 12, 2011**

Mr. Leslie reported that plans are now in place for the Strategy Session on Thursday, May 12, 2011. This Strategy Session will result in a three-year plan for Sunnybrook. Over the past two years, the Board has reviewed the Strategic Focus Plan, confirmed the directions set in 2008 and also addressed other matters including the economic pressures and the Hospital's high occupancy rate.

On May 12th, the Hospital's Management Team will bring forward a number of recommendations and reflect on the achievements that have taken place during the past two years. Specifically, the Board will be asked to consider.

- Sunnybrook's new definition of an Academic Health Sciences Centre
- Sunnybrook's new definition of a Strategic Priority
- Refocused descriptions of the Strategic Priorities in Trauma; Cancer; High Risk Maternal and Newborn Health and Heart and Stroke, in the context of the above new definitions.
- The role that the Hospital will play with its neighboring community
- A decision framework that will guide the implementation of Strategic Plan 2011 in the context of an ongoing move to 95% occupancy.

Mr. Leslie reported that, prior to the May 12<sup>th</sup> session, the material will be posted on the Board portal and pre-circulated in hard copies.

Following the discussions at the Board Strategy Session, Management will then consolidate the plan over the summer months. A final Strategic Plan 2011 will be brought forward to the Board for approval in the Fall.

## **3.0 REPORT OF THE CEO**

Dr. McLellan reported that the soft copy of the material will be on the Board portal by end of day on Wednesday, May 4<sup>th</sup> and the Binders will be delivered on Thursday, May 5<sup>th</sup>. The binder will include a large number of appendices for reference.

### **3.1 APRIL 2011 REPORT**

A copy of the April 2011 Report of the CEO was pre-circulated and appended to the agenda package for information.

In addition to his written report, Dr. McLellan highlighted the following:

#### **▪ SUNNYBROOK INTERNATIONAL UPDATE**

Dr. McLellan referenced the overview on Sunnybrook International activities and indicated that the Board will receive a presentation, likely at the June or September meeting, on the developing relationships with key organizations from foreign jurisdictions as well as partnerships we have developed with Sick Kids Hospital and UHN. He commented that Management is currently involved in discussions with health care organizations in Egypt, Qatar and Kazakhstan.

## ▪ SRI MAGAZINE

A copy of the SRI Magazine was circulated to the Board for information. Dr. McLellan called on Dr. Michael Julius to comment.

Dr. Julius commented that in 2009 it was decided to produce the SRI Magazine on an annual basis. The 2010 SRI Research Magazine, *Inventing the Future of Health Care*, has now been published with distribution of the 3,500 copies currently in progress. This is the fifth issue of the publication. The aim of the magazine is to share with readers a passion for medical research, from discovery through to translation and to show how SRI scientists are making those discoveries for the benefit of patients everywhere. The Magazine also highlights Sunnybrook's relationship with MaRS Innovation.

Dr. McLellan indicated that he would be pleased to take any questions on matters arising out of his written report.

The Chair thanked Dr. McLellan for his report and opened the floor for questions.

## BOARD BUSINESS

### 4.0 EDUCATIONAL PRESENTATION

#### 4.1 AMBULATORY SERVICES STRATEGY - Dr. Keith Rose

The Chair called on Dr. Keith Rose to present his update. A copy of the PowerPoint presentation was pre-circulated and appended to the agenda package.

Dr. Rose commented that the Ambulatory Services Strategy is considered a work in progress. It is estimated that Sunnybrook has approximately 1 million ambulatory visits annually, including procedural clinics. Dr. Rose outlined some of the challenges such as the scope of service we provide. In February 2011 an Ambulatory Steering Committee was established with monthly meetings being held throughout the spring.

Dr. Rose provided an overview of the Guiding Principles noting that Sunnybrook's Ambulatory Services will:

- Provide excellent, integrated patient centered care
- Improve access to clinical services
- Leverage an integrated network of community partnerships
- Leverage models of inter-professional care in service provision
- Support innovation by creating new knowledge and new models of health care delivery, and
- Contribute to the measurement of reporting of evidence-based outcomes.

Dr. Rose also presented a draft outline of the ambulatory care Vision/Mission Statement: ***Sunnybrook will invent the future model of ambulatory care.*** Dr. Rose presented examples in order to achieve this. Sunnybrook will:

- Engage families and patients as central members of the healthcare team;
- Empower inter-professional teams and engage health system partners;
- Develop and implement innovative diagnostic systems, electronic communication and educational strategies to deliver ambulatory care.

The Chair thanked Dr. Rose for his presentation and opened the floor for questions.

## 5.0 DECISION ITEMS

### 5.1 GOVERNANCE COMMITTEE

Mr. Agnew presented the Summary Report on behalf of the Governance and Nominating Committee. The Committee met on April 11, 2011 and a copy of the report and attachments were pre-circulated and appended to the agenda package.

#### **BY-LAW CHANGES** (Bill 46)

Mr. Agnew presented Administrative By-Law Number 8 with changes mandated by Bill 46. The changes to By-Law Number 8 include:

- No voting rights for the President and CEO
- The Chief Nursing Officer will become a Board Member with no voting rights
- The Chair of the MAC, President of MDMSA and Vice President of MDMSA will continue to be Board Members with no voting rights.

Mr. Agnew reported that the Governance & Nominating Committee was recommending approval of Administrative By-Law Number 8 to the Board of Directors.

So moved by Mr. Agnew and seconded by Mr. Jackson.

The Chair opened the floor for discussion following which he called the question on the motion.

**MOTION: Upon MOTION duly made by Mr. Agnew and SECONDED by Mr. Jackson, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accepts Administrative By-Law Number 8 which now includes:**

- **No voting rights for the CEO**
- **The Chief Nursing Officer will become a Board Member with no voting rights**
- **The Chair of MAC, President of MDMSA and the Vice President of MDMSA will continue to be Board Members with no voting rights.**

**CARRIED.**

#### **TERMS OF REFERENCE:**

##### **Critical Incident Review Sub-Committee**

Mr. Agnew reported that Terms of Reference for a new Board level committee – Critical Incident Review Sub-Committee - were tabled at the meeting of the Governance Committee for review. Mr. Agnew noted that this is not a mandated committee, but an additional way of reviewing and communicating processes surrounding and recommendations arising from critical incidents. The Critical Incident Review Sub-Committee will report to the Quality of Care and Academic Committee (formerly the Academic & Patient Care Committee) and provide a more detailed report of critical incidents. Mr. Agnew reported that three Board Members (M. Visser, C. Diamond, E. Martin) and the Board Chair have been appointed to sit on this Committee. A copy of the Terms of Reference was pre-circulated and appended to the Summary Report.

On behalf of the Governance & Nominating Committee, Mr. Agnew recommended that the Terms of Reference for the Critical Incident Review Sub-Committee be approved by the Board of Directors. Seconded by Ms. Martin.

The Chair opened the floor for discussion, following which he called the question on the motion.

**MOTION: Upon MOTION duly made by Mr. Agnew and SECONDED by Ms. Martin, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby approve the Terms of Reference for the Critical Incident Review Subcommittee, as presented**

**CARRIED.**

### **Quality of Care and Academic Committee**

Mr. Agnew reported that, at its meeting, the Governance and Nominating Committee tabled the Terms of Reference of the Quality of Care and Academic Committee (formerly the Academic & Patient Care Committee) for approval. Changes reflect the new name of the Committee. A copy of the Terms of Reference was pre-circulated and appended to the Summary Report.

On behalf of the Governance & Nominating Committee, Mr. Agnew recommended that the revised Terms of Reference for the Quality of Care and Academic Committee of the Board be approved. Seconded by Ms. Ng.

The Chair opened the floor for discussion, following which he called the question on the motion.

**MOTION: Upon MOTION duly made by Mr. Agnew and SECONDED by Ms. Ng, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby approve the Terms of Reference for the Quality of Care and Academic Committee of the Board to reflect the change in name.**

**CARRIED.**

## **5.2 MEDICAL ADVISORY COMMITTEE**

Dr. McLellan presented the report on behalf of the Medical Advisory Committee. The Committee met February 15, 2011 and March 8, 2011. A copy of the February and March report was pre-circulated and appended to the agenda package for information.

### **5.2.1 Credentials - April**

On behalf of the Medical Advisory Committee, Dr. McLellan recommended that the list of appointments from the Credentials Committee meeting held on April 5, 2011 be approved. A copy of the list of appointments was pre-circulated and appended to the agenda package.

So moved by Mr. Agnew and Seconded by Ms. Martin.

The Chair opened the floor for questions, 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-PROVISIONAL/ACTIVE STAFF**

<b>ANESTHESIA</b>	
<b>CHOI, Dr. Stephen</b>	Active-Provisional Staff Without admitting privileges Effective: July 1, 2011

<b>FAMILY &amp; COMMUNITY MEDICINE</b>	
<b>MOORE, Dr. Jennifer</b>	Active-Provisional Staff Division of Palliative Care Without admitting privileges Effective: May 1, 2011

#### **OTHER APPLICATIONS**

<b>ANATOMIC PATHOLOGY</b>	
<b>HENRY, Dr. Pauline</b>	Clinical Associate-Temporary Without admitting privileges Effective: March 1, 2011 – June 30, 2011
<b>MEDICAL IMAGING</b>	
<b>KILCUP, Dr. Michael</b>	Clinical Associate-One Year Without admitting privileges Division of Abdominal Imaging Effective: May 1, 2011 – April 30, 2012
<b>MEDICINE</b>	
<b>CATZ-BIRO, Dr. Laura</b>	Clinical Associate-Renewable With admitting privileges Division of Medical Oncology & Haematology Effective: July 1, 2011 – June 30, 2012
<b>CHODIRKER, Dr. Lisa</b>	Clinical Associate-Renewable Staff With admitting privileges Division of Medical Oncology & Haematology Effective: May 1, 2011 – April 30, 2012
<b>CHOW, Dr. Shirley</b>	Clinical Associate-Renewable Staff With admitting privileges Division of Rheumatology Effective: July 1, 2011 – June 30, 2012
<b>PECKHAM, Dr. Kenneth</b>	Clinical Associate-Renewable Staff With admitting privileges Division of Medical Oncology & Haematology Cross Appointment: Department of Radiation Oncology Effective: June 1, 2011 – May 31, 2012
<b>WONG, Dr. Harvey</b>	Consultant Staff Without admitting privileges Division of Respiriology & Clinical Immunology Primary Appointment: Scarborough General Hospital Effective: July 1, 2011

<b>OBSTERICS &amp; GYNAECOLOGY</b>	
<b>OSEPCHOOK, Ms. Claire</b>	Courtesy Staff (Midwife) With admitting privileges Division of Midwifery <b>Primary Appointment:</b> Seventh Generation Midwives of Toronto Effective: July 1, 2011
<b>SURGERY</b>	
<b>HUQ, Dr. Momenul</b>	Clinical Associate-Renewable Staff Without admitting privileges Division of Cardiac & Vascular Surgery Effective: May 1, 2011 – April 30, 2012
<b>KRENSKY, Dr. Robert</b>	Clinical Associate-Renewable Staff Without admitting privileges Division of Cardiac & Vascular Surgery Effective: April 1, 2011 – March 30, 2012

#### **TEMPORARY PRIVILEGES**

<b>ANATOMIC PATHOLOGY</b>	
<b>PLOTKIN, Dr. Anna</b>	Without admission privileges April 1, 2011 – June 30, 2011
<b>SADE, Dr. Shachar</b>	Without admission privileges April 1, 2011 – June 30, 2011
<b>MEDICINE</b>	
<b>CATZ-BIRO, Dr. Laura</b>	Division of Medical Oncology & Haematology With admitting privileges Effective: April 1, 2011 – June 30, 2011
<b>LAVASANI, Dr. Sayeh</b>	Division of Medical Oncology & Haematology With admission privileges Effective: April 1, 2011 – June 30, 2011
<b>PECKHAM, Dr. Kenneth</b>	Division of Medical Oncology & Haematology With admission privileges Effective: April 4, 2011 – June 3, 2011
<b>PUCHYR, Dr. Martina</b>	Division of Medical Oncology & Haematology With admission privileges Effective: March 14, 2011 – May 31, 2011
<b>OBSTETRICS &amp; GYNAECOLOGY</b>	
<b>OSEPCHOOK, Ms. Claire</b>	Division of Midwifery With admission privileges Effective: March 1, 2011 – June 30, 2011

<b>RAYNER, Ms. Linda</b>	Division of Midwifery With admission privileges Effective: March 1, 2011 – May 31, 2011
<b>SURGERY</b>	
<b>RIZVI, Dr. Shahbano</b>	Division of General Surgery One-Day Temporary Privileges Effective: March 28, 2011
<b>SYME, Dr. Roderick</b>	Division of General Surgery One-Day Temporary Privileges Effective: March 28, 2011

#### CHANGE OF STATUS

<b>OTOLARYNGOLOGY – HEAD &amp; NECK SURGERY</b>	
<b>SHAHROKHI, Dr. Shahriar</b>	Active-Provisional to Active Staff Effective: March 2, 2011

#### NOT SEEKING REAPPOINTMENT

<b>ANATOMIC PATHOLOGY</b>	
<b>NAG, Dr. Sukriti</b>	Consultant Staff
<b>FAMILY &amp; COMMUNITY MEDICINE</b>	
<b>EPSTEIN, Dr. Shirley</b>	Division of Family Practice Courtesy Staff
<b>MEDICAL IMAGING</b>	
<b>BERESFORD, Dr. Meaghen</b>	Division of Body Imaging Consultant Staff
<b>FONG, Dr. Katherine</b>	Division of Body Imaging Consultant Staff
<b>MEDICINE</b>	
<b>DWOSH, Dr. Isaac</b>	Division Head Division of Rheumatology
<b>OBSTETRICS &amp; GYNAECOLOGY</b>	
<b>GRAHAM, Dr. Janice</b>	Courtesy Staff
<b>PSYCHIATRY</b>	
<b>GUPTA, Dr. Mona</b>	Division of General Psychiatry Courtesy Staff
<b>SHETTY, Dr. Maithili</b>	Division of General Psychiatry Courtesy Staff



<b>SURGERY</b>	
<b>DICKIE, Dr. John</b>	Division of General Surgery Consultant Staff
<b>DRAKE, Dr. James</b>	Division of Neurosurgery Courtesy Staff
<b>LEVY, Dr. Todd</b>	Division of Orthopaedics Surgery Consultant Staff

**MOTION:** Upon MOTION duly made by Agnew and SECONDED by Ms. Martin, 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**

Reports were received and pre-circulated with the agenda package from the following Committees of the Board.

- Business & Human Resources Committee (Meeting held February 23, 2011)
- Common Marketing & Communications Committee
- Quality of Care & Academic Committee

The Chair opened the floor for any questions of the Committee Chairs under the Consent Agenda.

#### **BUSINESS & HUMAN RESOURCES COMMITTEE:**

##### **Financial Reporting:**

##### **February Report:**

The Board received and reviewed the Operating Statements for the 11 months ending February 28, 2011.

##### **March Report:**

The Board received and reviewed the Operating Statements for the 12 months ending March 31, 2011.

### **7.0 INFORMATION ITEMS**

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

- 7.1** Your Health Matters (formerly *SB News*)
- 7.2** Media Reports
- 7.3** Letters of Appreciation

## **8.0 OTHER BUSINESS**

### **8.1 POST MEETING EVALUATION FORM**

The Chair reminded Board members to complete the post meeting evaluation form appended to the agenda package.

## **9.0 NEXT MEETING**

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled on **Thursday, May 12, 2011 at 3:00 p.m.** in the Academy of Medicine Room at the Vaughan Estate.

## **10.0 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 4:00 p.m. So moved by Mr. Crawley and seconded by Ms. Martin.

**CARRIED.**

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David A. Leslie, Chair

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Trudy Hueper, Secretary