

2.0 REPORT OF CHAIR

There was no report from the Chair at this time.

3.0 REPORT OF THE CEO

3.1 DECEMBER 2013 REPORT OF THE CEO

A copy of the December CEO Report was pre-circulated and appended to the agenda package for information. Dr. McLellan indicated that he would be pleased to answer any questions on matters coming out of his written report.

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

Undercover Boss Canada

The episode featuring Sunnybrook aired on November 14, 2013. The feedback received from this episode was very positive with most relating to the great message it sent to staff regarding their value to the organization.

Dr. McLellan commented that recognition provided for the staff did not come out of the hospital's operating budget.

Review of Trillium Healthcare

Dr. McLellan provided an update on the review into diagnostic imaging issues at Trillium Healthcare.

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

BOARD BUSINESS

4.0 EDUCATIONAL PRESENTATION:

4.1 STRIVING FOR EXCELLENCE

The Chair welcomed Dr. Avery Nathens, Surgeon-in-Chief. A copy of Dr. Nathens' presentation "Striving for Excellence: New perspectives on driving surgical performance improvement" was pre-circulated and appended to the agenda package for information.

Dr. Nathens commented that Dr. Avedis Donabedian, Professor, University of Michigan defined 'Quality' as being "The degree to which health services and populations increase the likelihood of desired outcomes and are consistent with current professional knowledge". Dr. Nathens stated that the measurement of quality is defined by structures, processes and outcome.

Dr. Nathens presented an overview of the American College of Surgeons (ACS) National Surgical Quality Improvement Program (NSQIP). He commented that reducing preventable complications improves care and reduces costs. Dr. Nathens also presented an overview of Sunnybrook's NSQIP Plans and commented that two surgical case reviewers were recently hired. Data collection began in October and the first report is expected in April 2014. Areas of focus, limited by FTE and NSQIP scope are:

- General Surgery
- Vascular Surgery
- Brain tumors
- Hip fractures - very complex area as most patients are elderly
- Breast reconstruction

Dr. Nathens referenced the *Excellent Care for All (ECFA) Act* noting that the patient is at the centre of the health care system and the main goal of the health care system is to get better and better at what it does.

In closing, Dr. Nathens commented that the classic approach to surgical quality improvement assures mediocrity. External benchmarking allows us to identify areas of strength, identify opportunities for improvement and allows us to share with others. Results should be treated like a 'dashboard warning light' indicating that there might be a problem and if so, how do we address it? He also stated that collaboratives with other regional clusters of centres help solve problems.

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

5.0 DECISION ITEMS:

5.1 GOVERNANCE & NOMINATING COMMITTEE

Ms. Griffith-Jones presented the Summary Report on behalf of the Governance & Nominating Committee. The Committee met on November 20, 2013 and a copy of the report was pre-circulated and appended to the agenda package.

Ms. Griffith-Jones reported that the Committee reviewed the Terms of Reference for the Governance and Nominating Committee. Minor changes included updated quorum language and an asterisk to indicate the CEO as a voting member of the Governance Committee. A copy of the revised Terms of Reference was appended to the report.

On behalf of the Governance & Nominating Committee, Ms. Griffith-Jones recommended to the Board of Directors that the Terms of Reference for the Governance & Nominating Committee be approved as revised. Seconded by Mr. Goldring.

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

MOTION: Upon MOTION duly made by Ms. Griffith-Jones and SECONDED by Mr. Goldring, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby approve the revised Terms of Reference for the Governance & Nominating Committee of the Board as presented.

CARRIED.

Ms. Griffith-Jones reported that at its meeting, the Governance & Nominating Committee also reviewed the Terms of Reference for the Common Investment Committee noting that they had been updated with a new descriptor language and tabled for approval.

On behalf of the Governance & Nominating Committee, Ms. Griffith-Jones recommended to the Board of Directors that the Terms of Reference for the Common Investment Committee of the Board be approved as revised. Seconded by Mr. Goldring.

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

MOTION: Upon MOTION duly made by Ms. Griffith-Jones and SECONDED by Mr. Goldring, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Center hereby approve the revised Terms of Reference for the Common Investment Committee as presented.

CARRIED.

5.2 MEDICAL ADVISORY COMMITTEE

In Dr. Kreder's absence, the Chair noted that the MAC met on September 10, 2013 and October 8, 2013. A copy of the two Summary Reports was pre-circulated and appended to the agenda package for information.

5.2.1 Credentials – November 2013

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

On behalf of the Medical Advisory Committee, Dr. McLellan recommended that the listing of appointments from the Credentials Committee meeting held November 5, 2013 be approved. So moved by Ms. Scace and seconded by Ms. Visser.

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 / ACTIVE-PROVISIONAL STAFF

ANESTHESIA	
Dr. Sinziana Avramescu	Active Provisional Staff Without admitting privileges Effective: October 17, 2013
EMERGENCY SERVICES	
Dr. Melanie S. Baimel	Active Provisional Staff Without admitting privileges Effective: October 1, 2013
Dr. Deborah Leung	Active Provisional Staff Without admitting privileges Effective: October 1, 2013
MEDICINE	
Dr. Sharon Sandhu	Active Provisional Staff Division of: Rheumatology With admitting privileges Effective: October 1, 2013
PSYCHIATRY	
Dr. Damien Gallagher	Active Provisional Staff Division of: Geriatric Psychiatry With admitting privileges Effective: October 1, 2013

OTHER APPLICATIONS

ANATOMIC PATHOLOGY	
Dr. Paul Masry	Clinical Associate Renewable Without admitting privileges Effective: August 1, 2013 to July 31, 2014
EMERGENCY SERVICES	
Dr. Rachel Sheps	Clinical Associate – One year Without admitting privileges Effective: November 1, 2013 to October 31, 2014
MEDICINE	
Dr. Mohammad Sheik-Yousouf	Clinical Associate – One year Division: General Internal Medicine With admitting privileges Effective: October 15, 2013 to June 30, 2014
OBSTETRICS AND GYNECOLOGY	
Ms. Claire Fletcher	Courtesy Staff Division: Midwifery With admitting privileges Effective: October 26, 2013
Ms. Kimberley M. Orton	Courtesy Staff Division: Midwifery With admitting privileges Effective: October 17, 2013
Ms. Diane Simon	Courtesy Staff Division: Midwifery With admitting privileges Effective: October 17, 2013
Dr. Taymaa May	Courtesy Staff Division: Gynecologic Oncology With admitting privileges Effective: October 1, 2013
Dr. Ambika Aneja	Clinical Associate Renewable With admitting privileges Effective October 1, 2013 to September 30, 2014
SURGERY	
Dr. Tim Dwyer	Clinical Associate Renewal Division: Orthopaedic Surgery With admitting privileges Effective: July 1, 2013 to December 31, 2013

TEMPORARY PRIVILEGES

The following individuals were granted temporary privileges

ANESTHESIA	
Dr. Sinziana Avramescu	<p>Without admitting privileges Effective: October 17, 2013 to December 30, 2013</p> <p>Preamble: Application for Active Provisional Staff is in process. Temporary privileges were granted to allow Dr. Avramescu to practice while the Active Provisional staff application is being processed.</p>
OBSTETRICS AND GYNECOLOGY	
Ms. Claire Fletcher	<p>Division: Midwifery With admitting privileges Effective: October 25, 2013 to January 24, 2014</p> <p>Preamble: Application for Courtesy staff is in process. Temporary privileges were granted to allow Ms. Fletcher to practice while the Courtesy staff application is being processed.</p>
Ms. Diane Simon	<p>Division: Midwifery With admitting privileges Effective: October 16, 2013 to January 15, 2014</p> <p>Preamble: Application for Courtesy staff is in process. Temporary privileges were granted to allow Ms. Simon to practice while the Courtesy staff application is being processed.</p>
Ms. Kimberley Orton	<p>Division: Midwifery With admitting privileges Effective: October 16, 2013 to January 15, 2014</p> <p>Preamble: Application for Courtesy staff is in process. Temporary privileges were granted to allow Ms. Orton to practice while the Courtesy staff application is being processed.</p>
Dr. Ambika Aneja	<p>With admitting privileges Effective: October 1, 2013 to December 31, 2013</p> <p>Preamble: Application for Clinical Associate Renewal is in process. Temporary privileges were granted to allow Dr. Aneja to continue to practice while the Clinical Associate Renewal is being processed.</p>
Dr. Taymaa May	<p>Division: Gynecologic Oncology With admitting Privileges Effective: October 1, 2013 to December 31, 2013</p> <p>Preamble: Application for Courtesy Staff application is in process. Temporary privileges were granted to allow Dr. May to practice while the Courtesy Staff application is being processed.</p>

PSYCHIATRY	
Dr. Damien Gallagher	Division: Geriatric Psychiatry With admitting privileges Effective: October 7, 2013 to January 7, 2014 Preamble: Application for Active Provisional Staff is in process. Temporary privileges were granted to allow Dr. Gallagher to practice while the Active Provisional staff application is being processed.
RADIATION ONCOLOGY	
Dr. Marisa Finlay	Without admitting privileges Effective: October 21, 2013 to December 31, 2013
SURGERY	
Dr. Tim Dwyer	Division: Orthopaedic Surgery With admitting privileges Effective: October 31, 2013 to December 6, 2013 Preamble: Application for Clinical Associate Renewal is in process. Temporary privileges were granted to allow Dr. Dwyer to continue to practice while the Clinical Associate Renewal is being processed.

MOTION: Upon **MOTION** duly made by Ms. Scace and **SECONDED** by Ms. Visser, **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.

6.0 INFORMATION ITEMS:

6.1 BALANCED SCORECARD

A copy of Sunnybrook's updated Strategic Balanced Scorecard was pre-circulated and appended to the agenda package. The Strategic Balanced Scorecard is updated twice a year and brought forward to the Board via the Quality of Care Committee, the Business & Human Resources Committee and the Education & Research Committee.

6.1.1 Quality of Care Committee

Ms. Visser presented on behalf of the Quality of Care Committee reporting on Dimension 1, Quality of Care: Goals 1, 2 and 3 – providing an update on the red indicators and action plans. Ms. Visser commented on the improvement in the number of publications of high impact research studies related to patient safety. Under Goal 3, Ms. Visser noted that primary care ED admissions of total ED Visits and the e-Discharge Summary Completion are both moving towards target.

6.1.2 Education & Research Committee

Mr. Goldring presented on behalf of the Education & Research Committee reporting on Dimension 2, Education and Research: Goals 4 and 5 and provided an update on the red indicators noted under objectives 4.1 and 5.1. He commented that most of the indicators are above target. Under objective 5.1, Mr. Goldring commented that students' perceptions of their learning experiences at Sunnybrook

either met/exceeded expectations. However, the number of non-physician staff with academic appointment to a professional school is currently below target and presents a methodological issue based on the survey sent to 576 participants. It is our goal to continue to increase the number of academic appointees. Indicator 4 – ranking within TAHSN Hospitals for Number of Structured Inter-Professional Education (IPE) placements has met target.

6.1.3 Business & Human Resources Committee

Ms. Ng presented on behalf of the Business & Human Resources Committee reporting on Dimension 3, Sustainability & Accountability noting that most of the indicators under this dimension are green. Ms. Ng provided an update on the red indicators and action plans under Goal 7, objectives 7.1 and 7.3.

- Complex Continuing Care (CCC) scored red primarily due to a 3% decrease in occupancy of the Veteran Centre over the past 12 months, thus impacting total weighted days.
- Cancer Surgery also scored red but additional operating room days have been planned to address the volume shortfall.
- PCOP – Total Number High Risk Birth Cases scored red due to vacancies of High Risk Obstetrical Physicians. Upon recruitment of these positions all PCOP High Risk Birth target volumes are expected to be achieved.
- Acute Care Occupancy scored red and continues to be a top area of focus for the organization.

The Chair opened the floor for discussion.

It was noted that the Board of Directors was in agreement that the Strategic Balanced Scorecard, as presented, be accepted and posted to the intranet.

CONSENT AGENDA

7.0 REPORT OF COMMITTEES

7.1 BUSINESS & HUMAN RESOURCES COMMITTEE

The Business & Human Resources Committee met on October 23, 2013 and November 27, 2013. A copy of the Summary Report was pre-circulated and appended to the agenda package for information.

7.1.1 Financial Reports:

September 30, 2013 Financial Report:

The Board received and reviewed the Financial Report for the 6 months ending September 30, 2013. A copy of the financial report was pre-circulated and appended to the agenda package.

October 31, 2013 Financial Report:

The Board received and reviewed the Financial Report for the 7 months ending October 31, 2013. A copy of the financial report was pre-circulated and appended to the agenda package.

The Chair opened the floor for questions on the Financial Reports received.

7.7 QUALITY OF CARE COMMITTEE

The Quality of Care Committee met on October 28, 2013 and November 25, 2013. A copy of the Summary Reports was pre-circulated and appended to the agenda package for information.

7.8 VETERANS ADVISORY COMMITTEE

The Veterans Advisory Committee of the Board met on September 17, 2013. A copy of the Summary Report was pre-circulated and appended to the agenda package for information.

The Chair opened the floor for any questions of the Chairs of Committees.

8.0 INFORMATION ITEMS

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

- 8.1 Media Reports
- 8.2 Letters of Appreciation
- 8.3 OHA Board Update
- 8.4 OHA 2013-2016 Strategic Plan

9.0 OTHER BUSINESS

9.1 POST MEETING EVALUATION FORM

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

10.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, February 5, 2014 at 3:00 p.m.

11.0 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 3:50 p.m. So moved by Mr. Diamond and seconded by Ms. Martin.

MEETING TERMINATED.

Minutes approved by the Board of Directors, February 5, 2014

(original signed by David Agnew)

David Agnew, Chair

(original signed by Trudy Hueper)

Trudy Hueper, Secretary