



MINUTES OF THE BOARD OF DIRECTORS
Thursday April 1, 2021
4:00 - 5:30 p.m.
Virtual - Microsoft Teams

PRESENT:	Maureen Adamson Michele Goddard Lianne Jeffs Krishan Suntharalingam Richard Wong	Matt Ainley Gabriel Granatstein Jay Kaufman Gale Rubenstein Ruth Woods	Yazdi Bharucha Ome Jamal Graeme McKay Karen Webb
	Elizabeth Buller Dr. Nina Venka	Dr. Albert Lauwers Dr. Cindy Wang	Glyn Boatswain
Senior Team:	David Belous Rebecca Harvey	Leigh Duncan Michele James	David Graham

RECORDING SECRETARY: Trish Matthews

1. CALL TO ORDER and DECLARATION OF CONFLICTS OF INTEREST

M. Adamson called the meeting to order at 4:00 p.m. in recognition and appreciation with a Land Acknowledgement.

The land our hospitals are standing on today is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. I also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

M. Adamson welcomed the community watching via broadcast through a Microsoft Teams Live event. Public meetings will be available for archive viewing on SHN's YouTube channel.

No conflicts were declared.

2. CONSENT AGENDA

Motion: THAT the Board of Directors approve the consent agenda.

CARRIED

3. ITEMS FOR APPROVAL/DECISION

3.1 Report from the Finance, Audit, Infrastructure and Technology Committee

The information related to Financial Performance contained in the Operating Results were prepared utilizing February results and the information available.

SHN since received information that materially affects SHN's year end forecast. SHN is working with Ministry and SHN Auditors to fully understand the impacts.

SHN is going to receive significant funding from 3 separate initiatives: Surgical Premiums, Lost Revenue and Working Funds. Limited details are available at present, however all initial indications of funds to be received show that SHN will compensate SHN for COVID related loses and balance the budget. At this time, SHN does not believe the Ministry plans to recognize what would have been a planned surplus.

3.1.1 Investment Policy

Management worked collaboratively with BMO to develop the Investment Policy ("Policy"). The Policy provides the parameters for SHN's investment activities and is designed to allow establishment of a diversified portfolio.

With a long investment horizon, the policy has been crafted to allow varied allocations. The policy will be reviewed on an annual basis and can be made more restrictive as the fund matures and the horizon shortens.

The FAIT committee discussed the policy and provided management the opportunity to respond to follow up questions, which were included in the board materials for the information of the directors.

The Directors discussed the investment policy in detail with highlights of discussion and questions as follows:

- This is an active management portfolio with ability for both active and passive investment, which can be on a high to low risk spectrum based on term. The directors discussed risk tolerance;
- Subject Matter Experts and Special Advisors will be invited to FAITC as required to address investment questions;
- Ensure achieving returns while being ethical;
- Quarterly reports will be provided to FAITC, including a rolling risk register to ensure consistency of review.

MOTION: THAT the Board of Directors approve the Investment Policy.

CARRIED Unanimously

4.0 Items for Information/Discussion

4.1 Report from the Governance Committee

G. McKay reported on the work of the Governance Committee which met in early March to initiate the Board of Directors recruitment and nominations process. The Nominations Committee has been established and has met with recruitment firm Mirams-Becker who will be supporting the search process. A candidate brief will be finalized this week and

shared with the Directors.

SHN Independent Director recruitment is based on gap analysis of the board skill mix, which for this recruitment cycle includes:

- Accounting, Risk, Audit and Investment;
- Digital strategy;
- Business, Venture capital and business transformation; and
- Enterprise analytics & big data.

The Directors were encourage to distribute the candidate brief and contact details within their networks as we recruit for skill based candidates who are reflective of our Scarborough community.

The Governance Committee reviewed the Accreditation Canada Governance competencies.

4.2 Report from the Quality Committee

K. Webb thanked the Directors for their participation in an additional evening Accreditation Education session, an informative 90 minutes from the Accreditation Team led by G. Boatswain and M. James.

SHN's first accreditation survey as a new network was originally scheduled to take place October 17- 21, 2021. Due to the severity of the COVID-19 burden and hospitalizations in Scarborough, and the impact and priority focus on our pandemic response at SHN, we had two discussions with Accreditation Canada around options for our survey timeline.

SHN and Accreditation Canada has agreed to move to a new format for surveys, with Leadership and Governance in October 2021, followed by onsite Episodes of Care at all locations in April 2022.

The on-line surveys are open and Directors were encourage to complete early, if not already done so, while the information is fresh.

4.3 Report from the Board Chair

M. Anderson spoke to the previous weeks' event at Centenary hospital, as SHN hosted Premier Doug Ford, Christine Elliott, Deputy Premier and Minister of Health and Peter Bethlenfalvy, Minister of Finance and President of the Treasury Board, to announce over \$1.2 billion of funding from the Ontario government to help Ontario's public hospitals recover from financial pressures created and worsened by COVID-19.

Dignitaries met with E. Buller and select team members, and toured priority areas to recognize staff such as Dr. Martin Betts Chief of Critical Care, who are responding to the pandemic on the front line.

The focused spotlight the Senior Leadership Team has managed to keep on our hospitals and the needs of our Scarborough communities during this pandemic was commended.

4.4 Report from the President and CEO

E. Buller provided highlights from the written report included with the material, with highlights as follows:

- As part of this budget roll out we currently know that a maximum of \$26.8m will be reimbursed under the working funds initiative and a maximum of \$12.3 million for lost non-ministry revenues such as parking. These would bring us to a structural balance for 2020-2021 budget cycle.
- Meetings are being coordinated to begin accelerate action on advocating with the government on SHN capital priorities. The government has broadly committed to funding hospital infrastructure, specifically mentioning the expansion of the Peel Memorial Health & Wellness Centre to become a Hospital. As we move into the last 15 months of this Government's first mandate, we will accelerate our advocacy efforts for our capital asks as political priorities.
- SHN has continued with essential and emergent surgeries throughout the pandemic. In mid-February began increasing surgical activity. SHN is at 87% of surgical activity as of this week and plans are in place to move to 100% activity by the week of April 19th dependent on the impact of Wave 3.
- SHN hosts by-weekly town halls with staff and physicians. These are well attended and have become very important to hear the latest COVID news, hospital operations and have the ability to safely ask questions.
- SHN provided salary records in compliance with The Public Sector Salary Disclosure (PSSD) Act, 1996, requiring hospitals to make their Public Sector Salary Disclosure records publicly available by March 31st of every year.
- SHN is operating two vaccination clinics; Centennial College Progress Campus and Centenary Hospital. As supply increases we are prepared to open more community clinics. We are currently vaccinating eligible healthcare workers, those age 70 and older, members of the aboriginal community, congregate care, and those currently experiencing homelessness as outlined in the provincial priority guidance document. Next SHN is working with Scarborough family physicians to register 50+ with a single health condition.
- SHN is seeing an increase in COVID-19 within our hospitals and in the community including an increase in the variants of concern (VOC). Many processes are in place, refined over the last 13 months, to prepare us for Wave 3. SHN is well positioned from an operational standpoint despite ongoing challenges with infrastructure and staffing.

- SHN is currently vaccinating senior congregate care settings in Scarborough where 50% of the residents are 65+. This is separate from the LTC homes and priority retirement residences which have received their full second doses.
- SHN continues to host three weekly community testing pop ups, a number of school asymptomatic weekly testing pop ups and our two community assessment centers.
- As the vaccine roll out continues SHN will continuously monitor community spread and work with our partners to calibrate our vaccination strategy to the realities we are facing in our hospital and in our community.
- In-line with Ministry direction, SHN is rescheduling all original second dose appointments to 16 weeks. Anyone with a second dose appointment scheduled after March 11th will receive a revised date for their second dose appointment.

4.5 Report from the Medical Advisory Committee

Dr. Lauwers spoke to the written report, highlighting COVID response and preparation, physician leadership recruitment and academic achievements.

Dr. Lauwers spoke to COVID-19 vaccine distribution needs by age, neighbourhood and the current provincial vaccine distribution methodology, highlighting the need for more vaccine in Scarborough.

4.6 Report from the Chief Nursing Executive

G. Boatswain spoke to the Inter-Professional Practice report included in the material, with highlights of discussion as follows:

- Staffing and Recruitment challenges - particularly in Critical Care Nursing;
- the implementation of team based models of care to increase staffing capacity;
- Vaccine distribution, clinics and pop up clinics.

The accelerated partnerships to provide for our community have been invaluable.

SHN can do more and provide more, but need more vaccine to do so.

4.7 Verbal Report from the Foundation CEO

A. Vandermeer provided a presentation on work of the Foundation Board and Campaign cabinet, noting some major fundraising milestones and reporting on achievements against goals for 2021/21.

The Foundation continues their multi-year plan to grow revenue, profile and community engagement, developing a culture of success and ambition for the future, building momentum and optimism.

Future plans include:

- key investments to support our aspirations

- Grow undesignated revenue, achieve or exceed annual targets, and complete campaign in 2-3 years;
- Foundation is undergoing rigorous Human Resource review to ensure positions are aligned with strategy;
- SHNF Board succession planning underway.

The “Love Scarborough” Campaign Kick-Off event will be February-April 2022, with a summer event planned for Summer 2022.

Upcoming events:

April 22 - Tamil Radiothon

June 9 - STC Drive In movie night

September - Golf Classic

6.0 Next Meeting

Thursday June 3, 2021

3:00 - 4:30

To be followed immediately by the Annual General Meeting of Members.

7.0 Termination

M. Adamson declared the meeting terminated at 5:30p.m.



Maureen Adamson, Board Chair