



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

**PRESENT:** Maureen Adamson                      Matt Ainley                                      Yazdi Bharucha  
                 Michele Goddard                              Gabriel Granatstein                              Ome Jamal  
                 Lianne Jeffs                                      Jay Kaufman                                      Graeme McKay  
                 Krishan Suntharalingam                      Gale Rubenstein                                      Karen Webb  
                 Richard Wong                                      Ruth Woods

                 Elizabeth Buller                                      Dr. Albert Lauwers                                      Glyn Boatswain  
                 Dr. Nina Venka                                      Dr. Cindy Wang  
**Senior Team:** David Belous                                      Leigh Duncan                                      David Graham  
                 Rebecca Harvey                                      Michele James

**RECORDING SECRETARY:** Trish Matthews

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| <b>1. CALL TO ORDER and DECLARATION OF CONFLICTS OF INTEREST</b>  |
| M. Adamson called the meeting to order at 4:00 p.m. No conflicts were declared.   |
| 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.  |
| <b>2.0 COVID-19 and Health System Transformation</b>  |
| Healthcare finances are complex and ever changing formulas. As the healthcare system responds to COVID-19 it is especially important to see the impacts the fiscal models can and may have on SHN and the broader system. M. Adamson welcomed David Graham, Executive Vice President and Chief Administrative Officer to provide board education today in “Health care finances 101.” |
| <b>3. CONSENT AGENDA</b>  |
| <b>Motion: THAT the Board of Directors approve the consent agenda</b>   |
| <b>CARRIED</b>  |
| <b>4. ITEMS FOR APPROVAL/DECISION</b>   |
| <b>4.1 Report from the Governance Committee</b>   |
| The Governance Committee met in order to initiate the Board of Directors recruitment and nominations process.   |
| <ul style="list-style-type: none"><li>• SHN currently has 14 Independent Directors, with three retiring, and one resignation at the end of the 2020-21 term (M. Adamson, G. McKay, Y. Bharucha, and R. Wong).</li><li>• 10 directors have expressed intent to stand for re-election in the 2021/22 term.</li></ul>  |

The composition of the Board will consist of no less than twelve (12) and no more than sixteen (16) elected (Independent) Directors (in accordance with SHN Bylaw)

- The committee recommends recruiting up to four new directors this term, to ensure future spaced rotational retirement of directors.
- Following the Board process for nomination and election the committee identified a Chair and members for the nominations committee to recommend to the Board. The governance committee overviewed the Skill Mix Matrix and spoke to the gaps in accounting, risk audit, research and education.
- A recruitment firm shall be contracted to assist with recruitment based on consideration of skills and a diverse reflection of our community.

The Governance Committee recommends the following for Nominations Committee Membership:

Graeme McKay, Chair Governance Committee  
Matt Ainley, Chair FAIT Committee  
Karen Webb, Chair Quality Committee  
Elizabeth Buller, President and CEO  
And an SHN Foundation Rep.

**Motion: THAT the Board of Directors appoint Graeme McKay, Chair of the Governance Committee, as the Chair of the Nominating Committee.**

**CARRIED**

#### **4.2 Report from the Finance, Audit, Infrastructure and Technology Committee December 2020 Year to Date Operating Results**

M. Ainley spoke to the committee report and Operating Results Report with highlights of discussion as follows:

- SHN operating results for the nine months ending December 31, 2020 at the Hospital Service Accountability Agreement (H-SAA) level show a deficit of (\$6.5M) before net building amortization, and a bottom line deficit of (\$14.1M); representing a (\$22.1M) unfavorable variance to plan.
- The YTD deficit is a direct result of negative impacts on operations related to COVID. SHN continues to work with all levels of government and the community to manage operations.
- MOH has initiated flow of funds for COVID expenses and SHN received funds to offset expenses incurred to September 30, 2020. SHN understands the MOH will be tabling a fiscal framework/solution as all healthcare organizations are facing the same issues.
- Wave 2 continues to put significant pressure on SHN operations. The Scarborough South Sub-Region has had the highest number of new Covid + cases for the past two

weeks, a 48% increase week over week.

- SHN is forecasting a year-end deficit position ranging from (\$22.6M) to (\$40.1M) with a likely year-end position of (\$32.5M) assuming current information. The forecasted deficit has worsened by \$10.6M from Q2 primarily due to further reduction in activity-based funding arising from Wave 2 pressures.
- As already highlighted in today's presentation, For SHN to achieve a balanced year-end position, MOH must continue to fully reimburse Covid-19 expenses and allow organizations to retain and recognize unearned Activity-Based funding (QBP, Priority Program and Surge Capacity).
- The EPIC CIS Project has hit a delay due to hosting issues and new "go-live" dates are being plotted out by the project leadership.

**Motion: THAT the Board of Directors accept the report.**

**CARRIED**

#### **5.0 Items for Information/Discussion**

##### **5.1 Professional Staff Credentialing Advisory Council**

G. McKay reported that the committee met December 2020 and is being kept abreast of issues before the CPSO with nothing further to report.

##### **5.2 Quality Committee Update**

K. Webb reported on the work of the committee, with highlights as follows:

- Dr. Lauwers and Glyn Boatswain provided a verbal update on COVID -19 Wave Two response. The daily operations and vaccination dashboards were shared with the committee and discussed. As all are aware, information and SHN responses pivot as required and I believe Liz will be speaking to information that is more recent in her report this evening.
- The team spoke to quality reviews conducted to investigate and respond to COVID-19 outbreaks across our hospitals.
- The Committee reviewed the Health Quality Ontario Emergency Department Return Visit Program results, and accepted the report.

##### **5.3 Report from the Board Chair**

M. Anderson spoke to the visit of General Rick Hillier, Chair of the Ontario vaccine task force, to SHN Centenary hospital to meet with E. Buller and the Senior Team members responsible for vaccinations. The General took time to speak to staff, tour our facility and listen to ideas for implementing a pilot mass vaccination program in Scarborough.

#### **5.4 Report from the President and CEO**

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

- COVID response update was provided;
- Vaccine updates - Long Term Care and priority Retirement Homes are complete, second dose parameters have changed for SHN staff, the vaccine clinic has been closed to first doses due to supply and will reopen as soon as further supply is sent;
- Mass community vaccination planning well underway for when vaccine is available;
- Canadian College of Health Leaders and 3M have partnered for their annual Health Care Quality Team awards, SHN submitted 6 nominations;
- The Bridletowne Neighbourhood Centre lease with the City of Toronto has been signed;
- SHN celebrated Heart month and Black History Month throughout February with internal and external events.

#### **5.5 Report from the Medical Advisory Committee**

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

#### **5.6 Report from the Chief Nursing Executive**

G. Boatswain presented the pre-circulated material.

#### **5.7 Verbal Report from the Foundation CEO**

A. Vandermeer provided an update on work of the Foundation Board and Campaign cabinet, noting some major fundraising milestones.

- Foundation has achieved annual target for 2020/21 as of Dec 31 - \$10M in revenue
- Campaign is at \$45M (up from \$27M as of January 2020)

#### **6.0 Next Meeting**

Thursday April 1, 2021  
4:00 - 7:00

#### **7.0 Termination**

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