



MINUTES OF THE BOARD OF DIRECTORS Thursday October 3, 2019

4:00 - 5:30 p.m.

Birchmount hospital, 3030 Birchmount Road, Col. Irene Stickland Education Centre

PRESENT:

Maureen Adamson, Chair
Matt Ainley
Gabriel Granatstein
Jay Kaufman
Gale Rubenstein
Richard Wong

Yazdi Bharucha
Ome Jamal
Graeme McKay
Vince Timpano

Michele Goddard
Lianne Jeffs*
Krishan Suntharalingam
Karen Webb

Elizabeth Buller
Dr. Nina Venka

Dr. Dick Zoutman
Linda Calhoun

REGRETS: Ruth Woods, Dr. Cindy Wang

RECORDING SECRETARY: Trish Matthews

*Via teleconference

1. CALL TO ORDER and DECLARATION OF CONFLICTS OF INTEREST

M. Adamson called the meeting to order at 4:06 p.m.

M. Adamson welcomed the new Independent Directors to their first SHN Board of Directors meeting. The board is very proud to have attracted such a high caliber of Independent Directors.

No conflicts were declared.

2.0 Women's and Children's Program Redesign Update

Approved by the Senior Leadership and supported by the Medical Advisory Committee, the redesign of the Women's and Children's program is on track to be implemented on October 30th, 2019.

The plan outlines the operationalization of the 16 recommendations under the following themes: strategic vision; governance; program structure; clinical care; people and culture; physical environment and communication and marketing.

The planning stage is complete, and evidence-based patient safety protocols and procedures have been developed by the diverse group of task forces and working group's members. The team is focused on smoothly transitioning inpatient paediatrics, obstetrics, and the Neonatal Intensive Care Unit (NICU) from Birchmount to Centenary and General beginning on Wednesday, October 30.

A comprehensive suite of key performance indicators have been established to effectively measure quality and patient safety during the implementation and in the future.

Birchmount: 3030 Birchmount Rd, Scarborough, ON M1W 3W3 | 416-495-2400

Centenary: 2867 Ellesmere Rd, Scarborough, ON M1E 4B9 | 416-284-8131

General: 3050 Lawrence Ave. E, Scarborough, ON M1P 2V5 | 416-438-2911

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A presentation was provided highlighting the planning and detailed activities that have gone into developing the redesign of SHN Woman's and Children's Program and the steps taken to ensure SHN is providing the highest quality of care to our patients and community.

Clinicians, Management and the Board of Directors are confident the upcoming changes to SHN's Women's and Children's Health program enhances the safety and quality care for all the women, children and babies in Scarborough; the primary motivation for transforming care in Scarborough.

G. Boatswain, Director, the program Chiefs and the hardworking team and leadership were commended for visionary leadership.

3.0 CONSENT AGENDA

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

CARRIED

4.0 ITEMS FOR APPROVAL / DECISION

4.1 Report from the Finance and Audit Committee

M. Ainley reported on the work of the Finance and Audit Committee, with highlights of discussion as follows:

- Scarborough Health Network (SHN) operating results for the four months ending July 31, 2019 at the H-SAA level is a surplus of \$2.7M before net building amortization, and a bottom line surplus of \$0.5M; representing \$0.8M unfavorable variance to plan.
- The Hospital's current ratio, a measure of liquid assets (current assets) available to pay current liabilities at July 31, 2019 was 0.68, which is performing above the H-SAA target of 0.36. The positive performance of the current ratio continues to be primarily driven by the timing of capital spend which is expected to increase in the later months of the year.
- Funded volumes include MOHLTC/LHIN and Cancer Care Ontario (CCO) managed Quality Based Procedures (QBPs). The projected funding recovery is \$3.7M; however, \$2M was unbudgeted activity.
- Forecast projections range from a surplus of \$6.5M to a deficit of \$7.6M with a likely position of approximately \$0.3M surplus. The significant range driven by uncertainty regarding the ability to earn \$3.1M of surge funding and any unspent funds related to integration and investments. The forecast assumes increased expenses in late Q3 and Q4 related to higher winter activity consistent with prior years.

4.2 Report from the Governance Committee

G. McKay reported on the work of the Governance Committee, with highlights of discussion as follows:

- Reviewed the Governance Committee terms of reference;
- Committee membership for 2019/20 terms was reviewed and adjusted to incorporate the new Independent Directors assignments;
- The Board retreat agenda was reviewed and feedback was provided;
- Board year end surveys were reviewed and the Governance Committee encouraged active participation in surveys with the members;

At the May 14th meeting of the Community Advisory Council (CAC), revisions were proposed to the Terms of Reference. Staff conducted a comparative analysis of publically available CAC Terms of Reference to determine commonalities and differences that exist. The analysis included 11 hospitals: four academic hospitals and seven community hospitals. The focus of the comparative analysis was on the role of CACs. It was determined that the advisory role of the SHN CAC is very consistent with the role of CACs in other hospitals. A summary of the findings as well as all of the terms of reference collected were provided to the SHN CAC for information.

MOTION: THAT the Board of Directors approve the revised Community Advisory Council Terms of Reference.

CARRIED

5.0 ITEMS FOR INFORMATION / DISCUSSION

5.1 Report from the Quality Committee

K. Webb reported on the work of the Quality Committee. Committee Orientation provided for the majority of the agenda. Key topics for the coming year will include a greater emphasis on safety as a strategic priority and our journey towards becoming a High Reliability Organization (HRO). Generative discussions will be centred on quality of care issues and the strategies being taken to transform ourselves into a high reliability organization.

5.2 Report from the Community Advisory Committee (CAC)

The Committee submitted a written report. Committee members present were thanked for their support.

5.3 Report from the Board Chair

A few weeks ago, the hospitals announced a transformational expansion of our plastic surgery services at Birchmount hospital, with two world-class surgeons - Dr. Robert Strazer and Dr. Chad Wu - joining the SHN team to provide complex

reconstruction, wound care and emergency surgery.

More recently, SHN announced the development of a new Stroke Centre of Excellence, also at our Birchmount hospital. As the third leading cause of death in Canada, stroke care is of primary importance to SHN, and this new Centre means an improved hospital experience for patients, including greater independence and quality of life, all at a single location.

Yesterday, together with M. Adamson and E. Buller, the Board Chairs and CEO's of Peterborough Regional Health Centre and Lakeridge Health met with Ontario Health to review the ongoing Tri Hospital planning work that the organizations have undertaken to ensure the appropriate provision and level of services across our region.

5.4 Report from the President and CEO

E. Buller provided a short update in addition to the written report provided, with highlights as follows:

- A number of obstetrical/gynecology and paediatric simulation activities are scheduled for the month of October in collaboration with Sunnybrook Simulation Centre and Sick Kids. Scenarios and activities are geared towards preparing and enhancing physicians and staff skills set in managing obstetrical/gynecology and paediatric emergencies coming to the Birchmount Emergency Department.
- In partnership with eight hospitals, SHN has joined the Toronto Patient Safety Collaborative. The purpose of the Collaborative is to harness the collective quality and safety expertise across our organizations, with the ultimate goal of reducing preventable harm to our patients.
- The ORN has acknowledged SHN for its success in consistently meeting wait time targets for dialysis vascular access creation. Publication of SHN's performance has enabled other hospitals with regional nephrology programs not meeting targets to reach out to SHN as a resource.
- Implementing a robust and meaningful leadership development program is one of our strategic goals. A critical first step has been completed with the selection of LEADS as SHN's new leadership capability framework. Developed specifically for the Canadian health care sector, LEADS promotes five capabilities - *Lead self, Engage others, Achieve results, Develop coalitions and Systems transformation*.
- On September 17th, we hosted a community telephone townhall that hit over 10,000 households in Scarborough.

5.5 Report from the Chief of Staff

Dr. D. Zoutman provided a short update in addition to the written report provided, with highlights as follows:

- Members from the Departments of Paediatrics and of Obstetrics & Gynecology

at the Birchmount Hospital affected by the consolidation of the Woman's and Children's Program have identified their preferred home sites to be transferred and provided with confirmation letters, with the changes taking place effective October 30, 2019

- "Leading Change" leadership course was offered and completed by a large group of SHN physicians;
- Recruitment of new Chiefs and Program Medical Directors took place over the summer resulting in six positions being filled. Interviews were conducted for eight positions, which included Critical Care, Obstetrics & Gynecology, Medicine, Psychiatry, Paediatrics, Emergency Medicine and Anesthesiology. Of these, Critical Care, Obstetrics & Gynecology, and Medicine were brought forward to the Board for its approval on August 8. Discussions with preferred candidates are ongoing for Psychiatry, Emergency Medicine and Surgery.

5.6 Report from the Chief Nursing & Interprofessional Practice Executive

L. Calhoun provided a short update in addition to the written report provided, with highlights as follows:

- Wettlaufer Report update - convicted of several accounts of murder in her course of work as a Registered Nurse in long term care homes in southwestern Ontario. SHN has established multidisciplinary task forces to examine the report and ensure that our organizational processes are robust and comply with the intent of the recommendations.
- SAFETY Matters Newsletter (new communication tool);
- Accreditation survey has been deferred from 2020 to 2021.

5.7 SHN Foundation Report

M. Varela, interim CEO, provided a short update in addition to the material provided with highlights as follows:

- SHN, in partnership with Baycrest, has received a Slight Family grant for Seniors Services;
- A Major Gift agreement by the Lall family has been finalized naming the emergency Department at the General hospital;
- C. Fidani has made a large gift to the SHN Foundation

These donations are amazing examples of our community of donors standing behind the work SHN is undertaking to Transform Care for the residents of Scarborough.

6.0 NEXT MEETING

Thursday November 7, 2019

4:00p.m.

Birchmount hospital, Col. Irene Stickland Education Centre

7.0 TERMINATION

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

Signed as approved by:



Maureen Adamson, Board Chair