



MINUTES OF THE BOARD OF DIRECTORS
Thursday December 3, 2020
 4:00 - 6:00 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
Senior Team:	Elizabeth Buller Dr. Nina Venka David Belous Rebecca Harvey	Dr. Albert Lauwers Dr. Cindy Wang Leigh Duncan Michele James	Glyn Boatswain 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. No conflicts were declared.
2.0 COVID-19 and Health System Transformation
M. Adamson introduced Mr. Matthew Anderson, President and CEO of Ontario Health, an experienced health care leader, team-builder and advocate for positive change. M. Anderson is widely respected across Ontario’s health care system for his intense focus on the needs and experiences of patients and caregivers. Before joining Ontario Health, Matthew was President and CEO of Lakeridge Health, one of the largest community hospital systems in the province and one of SHN’s closest partner hospitals.
At Ontario Health, Matthew is leading one of the largest mergers in healthcare history bringing together 20 agencies and over 12,000 staff.
M. Anderson spoke to the board about leading transformation in the time of COVID.
3. CONSENT AGENDA
Motion: THAT the Board of Directors approve the consent agenda
CARRIED
4. ITEMS FOR APPROVAL/DECISION
4.1 Report from the Finance, Audit, Infrastructure and Technology Committee 2020/21 Audit Service Plan and Deloitte Fees
The Finance, Audit, Infrastructure & Technology Committee annually reviews and make recommendations to the board concerning the external auditor’s remuneration. The committee met with the external auditors to review proposed scope of audit, and authorized management to execute the external auditor’s engagement letter.

Motion: THAT the Board of Directors approve Deloitte be paid \$75,930 for 2020/21 external audit services and;

THAT management be delegated responsibility to approve variance in fees at a maximum of 20% related to unforeseen conditions related to Covid and;

THAT the SHN Board of Directors accept the Deloitte 2021 Audit Service Plan as presented.

CARRIED

September 2020 Year to Date Operating Results

Scarborough Health Network (SHN) operating results for the six months ending September 30, 2020 at the Hospital Service Accountability Agreement (H-SAA) level is a deficit of (\$25.3M) before net building amortization, and a bottom line deficit of (\$30.3M); representing a (\$34.8M) 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 and the health of our community. In consultation with MOH and the Ontario government, SHN managed operations and responded to demands to provide essential health services and manage our community risks. SHN has been a leader in this crisis and has managed operations beyond traditional roles of acute care organizations to provide expertise, management and support to several sectors including long-term care, education and public health.

Wave 2 continues to put significant pressure on SHN operations. SHN has the highest reported confirmed COVID patients and suspected COVID patient in the province.

Motion: THAT the Board of Directors accept the report.

CARRIED

Regional Clinical Information System Update

The regional Central East (CE) CIS implementation is currently on schedule to meet the go-live dates and within the regional budget. The team has been able to consolidate local systems to a regional approach, which has the benefit of reducing technical complexity, applicable local maintenance costs, integration efforts, and points of failure/cyber security exposure. While this increased the regional scope, the project is still within budget, will allow for an optimized experience for clinicians and patients achieving the desired benefits faster and reduced operating costs post go-live.

5.0 Items for Information/Discussion
<p>5.1 Governance Committee Update The committee report was accepted in the consent agenda, no further report was provided.</p>
<p>5.2 Quality Committee Update The committee report was accepted in the consent agenda, no further report was provided.</p>
<p>5.3 Report from the Board Chair No report.</p>
<p>5.4 Report from the President and CEO E. Buller provided highlights from the written report included with the material, with highlights as follows:</p> <ul style="list-style-type: none"> • Scarborough OHT was announced on Friday, November 27. The focus of year 1 for the OHT will be to build awareness in the community and to initiate senior mental health programs. • Ministry supported SHN with \$11.8 million for up to 45 hospital beds and 8 additional critical care beds to help alleviate capacity pressures. • On November 23, we opened a new Satellite Emergency Department located at our Centenary hospital to support our ED staff in anticipation for a winter surge. • All three of our hospitals won the 2020 Toronto Star Readers' Choice Award; a testament to the work and dedication of our staff and the culture we are striving to build at SHN. • EPIC Implementation is on track. Staff training begins in January 2021. • Over the past 2 weeks' Senior Leadership Team has been making rounds across SHN to present our 35+ year Long Term Service Award recipients with their pins and a very sincere thank you. <p>E. Buller provided a real-time COVID Update.</p> <p>SHN is seeing more cases, more community spread, and more hospitalizations this wave compared to wave 1.</p> <ol style="list-style-type: none"> i. Not all communities are impacted equally, Scarborough has been impacted harder. ii. As 4% of the overall population, the Black community are 24% of positive cases (GTA) iii. Also 4% of the overall population, the Arab and Middle Eastern communities are 10% of cases (GTA) iv. COVID-19 is disproportionately affecting low-income individuals and those that were already struggling prior to the pandemic.

Linda Calhoun has been welcomed back to support our pandemic response work, as the SHN Pandemic Regional Executive.

SHN has moved into a more restrictive visitors' policy, Phase 1, as we see rising community spread levels in Scarborough. This new policy is not a 'no visitor policy'. We have developed a policy that balances our patients' need for caregivers/visitors with the highest levels of IPAC safety protocols.

Voluntary Management Agreement is in place with Rockcliffe Care Community (LTCH).

Our two Community Assessment Centers have moved from Birchmount and Centenary trailers to offsite Buildings for the winter. We have also opened a new Cold/Flu/COVID-19 Clinic, located at our General hospital. This is for patients who develop moderate symptoms common to COVID-19, the flu or a cold and need to see a doctor. Patients may also receive a COVID-19 test and/or a flu shot.

SHN is ramping down some elective surgeries:

- Cancelled elective inpatient bookings
- Continuing with day procedures
- Urgent, emergent and priority two will still proceed

SHN has received some media attention in the past few weeks. With a high community prevalence in Scarborough there has been interest in reporting and we have responded to media requests as appropriate.

SHN teams continue to support 20 LTC homes and more than 40 schools.

5.5 Report from the Medical Advisory Committee

Dr. Lauwers presented the pre-circulated material.

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.

6.0 Next Meeting

Thursday February 4, 2021

4:00 - 7:00

7.0 Termination

M. Adamson declared the meeting terminated at 6:00p.m.