



# Meeting Minutes

## UHN Board of Trustees

Wednesday May 24, 2023 12:00 PM – 3:00 PM

In Person: Ontario Power Generation, 700 University Ave, 4th Floor - Princess Margaret Cancer Foundation Board Room (Rooms 4-101 – 4-012)

Via Video/Teleconference: MS Teams Meeting

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<b>Elected Trustees (Voting)</b>	Brian J. Porter (Chair) Dean Connor Stu Kedwell Peter Menkes Lawrence Pentland Janet Rossant	Shirlee Sharkey Ajay Virmani Peter Wallace Pamela Warren Cornell Wright
<b>Ex-officio (Voting)</b>	Cheryl Regehr	Trevor Young
<b>Ex-officio (Non-Voting)</b>	Pamela Hubley Raj Kothari Patricia Murphy	Richard Rooney Sheryl Seidman Kevin Smith
<b>Regrets</b>	Ross Baker Janice Fukakusa	Todd Halpern Jaime Watt
<b>Guests (UHN Executive Leadership Forum)</b>	Lucas Chartier Darlene Dasent Diana Elder Marnie Escaf Tom Forbes Carolyn Gosse Tennys Hanson Brian Hodges Shaf Keshavjee Kyla Kumar	Sarah Muttitt Janet Newton Sheila O'Brien Julie Quenneville Rebecca Repa Joy Richards Kathryn Tinckam Marc Toppings Brad Wouters
<b>Guests (UHN Other)</b>	Dina Allam Grace Ivo Michael Johnsen	Ryan Maloney Sarah Smart
<b>Recording Secretary</b>	Lisha Hibbins	

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## **1.0 GENERAL BUSINESS ITEMS**

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### **1.1 CALL TO ORDER**

Mr. Brian J. Porter, Chair, called the meeting to order at 12:00 PM. Quorum was confirmed and no conflicts of interest were declared.

The UHN Board of Trustees (the “**Board**”) approved the meeting Agenda, as circulated:

***Whereas** the UHN Board of Trustees has reviewed the Agenda for its meeting held on May 24, 2023;*

***Be it resolved that** the UHN Board of Trustees approves the Agenda for its meeting held on May 24, 2023, as presented.*

### **1.2 CONSENT AGENDA**

The Board approved the Consent Agenda items, as pre-circulated in the meeting package, by unanimous consent:

***Whereas** the UHN Board of Trustees has reviewed the items presented in the Consent Agenda for its meeting of May 24, 2023;*

***Be it resolved that** the UHN Board of Trustees approves the items presented in the Consent Agenda for its meeting of May 24, 2023 by unanimous consent.*

The resolutions passed by the Board as part of the Consent Agenda are attached hereto as **Schedule A** and form part of these Minutes.

## **2.0 STANDING REPORTING AND COMMITTEE ITEMS**

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### **2.1 CHAIR’S REPORT**

Mr. Porter congratulated Ms. Tenny Hanson, President & CEO, UHN Foundation, on her upcoming retirement and introduced the incoming President & CEO, Ms. Julie Quenneville. Ms. Hanson was thanked for her longstanding leadership of twenty-two years.

Mr. Porter also expressed thanks to Dr. Ross Baker, outgoing Chair, Quality & Safety Committee and Mr. Lawrence Pentland, outgoing Chair, Research Committee for their expertise and guidance to shape the work of the committees for the benefit of the Board.

On the topic of strategic planning, Mr. Porter acknowledged the inspiring dialogue generated at the Board retreat regarding UHN’s strategic directions.

### **2.2 CHIEF EXECUTIVE OFFICER’S REPORT**

A detailed Chief Executive Officer (“**CEO**”) Report, inclusive of Q4 Corporate Scorecard, Enterprise Risk Management (“**ERM**”) update, as pre-circulated in the meeting package.

Dr. Kevin Smith, President and CEO, introduced the Board to two new UHN Executives: Dr. Lucas Chartier, VP, Quality & Safety, and Ms. Kyla Kumar, VP, Communications & Brand Strategy.

Dr. Smith engaged the Board in discussion on key new developments and insights since time of last reporting, with a focus on UHN's preliminary financial position at 2022/23 year end and outlook for 2023/24, given significant inflationary and compensation pressures. Dr. Smith also provided an update on surgical activity and progress against the surgical backlog, which is an ongoing priority.

Given the impact of Health Human Resources ("HHR") shortages, the Board discussed the development of new clinician roles and skillsets to support patient care and noted the importance of communication with patients and families, so the scope of these new roles is well understood.

Dr. Smith also noted the importance of leveraging Artificial Intelligence ("AI") to drive innovation in healthcare, highlighting UHN's partnership with the Mayo Clinic on Platform\_Connect and the newly launched UHN AI Hub. Given this growing opportunity on a national and global scale, UHN is looking to be engaged with federal policy makers and international stakeholders on how to most responsibly regulate the technology.

### 2.3 QUALITY & SAFETY AND MEDICAL ADVISORY COMMITTEES

#### 2.3.1 Quality & Safety Committee Report

Mr. Dean Connor, Chair-Elect, provided an update on matters overseen by the Committee, as pre-circulated in the meeting package.

It was noted that TeamUHN's quality improvement plan indicators and work plan were approved for fiscal year 2023/2024 and the following six indicators were identified for inclusion:

- Number of reported workplace violence incidents;
- ED Wait Time for inpatient beds (90th percentile);
- Percentage of pre-pandemic surgical activity levels;
- Surgical backlog clearance rate;
- Percentage of patients experiencing long waits on surgical backlog; and
- Did patients feel they received enough information about what to do if they were worried about their condition or treatment after leaving the hospital.

The following was also noted:

- **Q4 Quality and Safety Scorecard** – Q4 results on indicators are stable and changes from Q3 are all within the expected range (no significant change seen in these measures). Indicators include UHN's Preventable Patient Harm, Reporting Culture, Quality Priorities – Transfer of Accountability/Information, Escalation of Care, and six Hospital Acquired Conditions.
- **External Review of Quality & Safety** – The results of the review confirmed that UHN had already make good progress in advancing quality and safety. Three key themes emerged from this review: (1) Enhancing UHN culture and broadening organizational quality goals, with an emphasis on improving patient experience; (2) Clarifying and streamlining quality structures and functions; and (3) Embedding data and enabling best practices.

- **Annual Common Cause Analysis (“CCA”) Review** – The CCA involves a review of all safety events that underwent a Root Cause Analysis for the purposes of identifying overarching themes and trends. The results and key take-aways from the analysis for the period April 1, 2021 through October 5, 2022 had been shared with the Committee.

Mr. Connor also provided an overview of personal reflections made by Dr. Ross Baker, outgoing Quality & Safety Committee Chair, and recognized Dr. Baker for overseeing tremendous growth and progress in quality and safety at UHN over his tenure.

### 2.3.2 Medical Advisory Committee Report

Dr. Patricia Murphy, Chair of the Medical Advisory Committee (“MAC”), provided an update on matters overseen by the Committee, as pre-circulated in the meeting package. The following was noted:

- **Infectious Diseases** – Dr. Susy Hota, who has been UHN’s leading expert throughout the COVID-19 pandemic as Medical Director of Infection Prevention and Control (“IPAC”), has been appointed the new Division Head of Infectious Diseases for UHN and Sinai Health System.
- **Patient Experience** – A framework to report and review cases of non-physical harm, including lack of respect and dignity, racial, emotional, financial and community harms, is under development with Patient Experience, Bioethics, and the Indigenous Health program.

## 2.4 FINANCE AND AUDIT COMMITTEE

### 2.4.1 Chief Financial Officer’s Report

Mr. Stu Kedwell, Chair, Finance and Audit Committee, and Ms. Darlene Dasent, Executive Vice President & Chief Financial Officer, provided an update on matters overseen by the Committee, as pre-circulated in the meeting package.

- **Preliminary 2022/23 Year-End Position** – With the retention of Ministry of Health (“MOH”) funding for procedures not completed, UHN’s operations are balanced; however, the impact of Bill 124 retroactive wage awards have changed UHN’s year-end margin to a preliminary deficit position of approximately \$23 M, which is subject to change as the impact of the most recent arbitration is still being confirmed.
- **2023/24 Planning** – UHN’s 2023/24 Hospital Annual Planning Submission (“HAPS”) identified operating pressures of \$126.3 M before base funding adjustments. With recent compensation awards, UHN is now projecting these pressures to grow further. Management sent a formal letter to Ontario Health (“OH”) indicating we do not wish to operate in a deficit environment and will continue to work with them to find solutions. UHN has been directed to remain at current levels of operations despite forecasting a significant financial deficit.
- **Project Agile (SAP/S4 HANA)** – The project status has been downgraded from “Serious” to “Watch” since the first data extract has been completed. The project is on track for go-live in November 2023.
- **Cyber Security** – A session on good governance of cyber security is planned for the next meeting of the Finance & Audit Committee.

### **2.4.2 2022/23 Investment Portfolio Update**

Ms. Dasent provided an update on UHN's investment portfolio, as pre-circulated in the meeting package. The following was noted:

- UHN's new Investment Policy has been operationalized.
- Three investment firms (Connor Clark & Lunn Investment Management, MFS Investment Management, and RBC Global Asset Management/PH&N Institutional) have been onboarded to manage investments on behalf of UHN.
- As of March 31, 2023, the UHN investment portfolio had a market value of \$370.5 M.

### **2.4.3 2023/24 Operating Plan**

Ms. Dasent provided an overview of the preliminary 2023/24 Operating Plan, as pre-circulated in the meeting package.

It was noted that the operating and capital plans for 2023/24 are being tabled as 'preliminary' to guide operations over the next quarter, and once funding is confirmed, they may need to be amended accordingly.

The preliminary 2023/24 Operating Plan includes the annual \$30 M target margin; however, cost pressures and lack of clarity on funding may impact UHN's ability to achieve the margin. Mitigation of certain inflationary pressures is underway.

The Board approved the preliminary 2023/24 Operating Plan, as presented:

***Whereas** Management has prepared a preliminary 2023/24 Operating Plan, finalization of such being subject to the 2023/24 funding announcement from the Ministry of Health;*

***And whereas** the 2023/24 Operating Plan encompasses the 2023/24 Capital Plan;*

***And whereas** the Finance and Audit Committee has reviewed and approved the preliminary 2023/24 Operating Plan and recommends approval by the UHN Board of Trustees;*

***Be it resolved that** the UHN Board of Trustees approves the preliminary 2023/24 Operating Plan, as presented.*

### **2.4.4 2023/24 Capital Plan**

Ms. Dasent provided an overview of the preliminary 2023/24 Capital Plan, as pre-circulated in the meeting package.

It was noted that the preliminary net Capital Plan is \$90 M, which is a decrease over prior year. This decrease recognizes the completion of in-flight projects and the need for UHN to maintain a capital plan that is affordable and does not erode working capital.

The Board approved the preliminary 2023/24 Capital Plan, as presented:

***Whereas** Management has prepared a preliminary 2023/24 Capital Plan, which comprises part of the 2023/24 Operating Plan;*

***And whereas** the Finance and Audit Committee has reviewed and approved the preliminary 2023/24 Capital Plan and recommends approval by the UHN Board of Trustees;*

***Be it resolved that** the UHN Board of Trustees approves the preliminary 2023/24 Capital Plan, as presented.*

## **2.4.5 Health Information System (Synapse) Project Update**

Dr. Sarah Muttitt, Vice President & Chief Information Officer, provided an update on the status of the Synapse Project (the “**Project**”), as pre-circulated in the meeting package. The following was noted:

- **Project Status** – The Core Implementation Phase concluded in December 2022 and all project close-out activities were completed in March 2023. Management completed a review of lessons learned as part of the project close-out. The Specialty Phase commenced in January 2023 and is on track to plan; this includes Epic’s Wisdom Dentistry and Beaker Anatomic Pathology modules.
- **Project Costs** – Core Implementation costs were \$9.7 M below the approved budget with the savings to be applied to address Digital operational cost pressures related to Synapse. Management is chartering a new Benefits Oversight Committee to oversee planned HIS benefits and to identify, evaluate, and champion additional Digital-enabled benefits realization going forward.

## **2.5 REAL ESTATE AND CAPITAL STRATEGY COMMITTEE**

### **2.5.1 Master Plan and Major Capital Projects Update**

Ms. Rebecca Repa, Executive Vice President, Clinical Support & Performance, provided an update on matters overseen by the Real Estate and Capital Strategy (“**RECS**”) Committee, as pre-circulated in the meeting package. The following was noted:

- **Capital Project Funding** – UHN Finance has completed a review of the capital program at UHN and concluded that ‘fiscal guardrails’ need to be in place to manage the extent of capital spend. Funding reductions will impact capital project requests and alternative funding sources will need to be identified.
- **Toronto Western New Patient Tower** – The project name for Toronto Western New Patient Tower project was announced at an employee kick-off event in March 2023 and the project will be known as ‘Project Aspire’.
- **Social Medicine Supportive Housing** – Key performance indicators (“**KPI**”)s are being implemented to monitor the impact of this investment, such as patient flow from acute care and ED visits.

Discussion ensued and the Board directed Management to bring forward a list of all UHN-owned properties for discussion at a future meeting.

## **2.6 HUMAN RESOURCES COMMITTEE**

### **2.6.1 2023/24 CEO and Executive Team Performance Goals**

Ms. Pamela Warren, Chair, Human Resources Committee and Dr. Smith, provided an overview of the 2023/24 CEO and Executive Team Performance Goals, as pre-circulated in the meeting package.

The 2023/24 goals include the following:

- Improve Quality and Safety by Focusing on Patient and TeamUHN Experience;
- Improve TeamUHN Culture and Engagement;
- Power Innovation through Clinical, Education and Research Domains; and
- Establish UHN as Canada’s Centre for Collaborative Health Innovation.

It was noted that the performance goals have been developed as part of a multi-year strategy and the scope of the goals for 2023/24 will be defined and monitored through KPIs, which may include both process indicators as well as outcomes. The KPIs will be monitored by the Human Resources Committee.

The Board approved the preliminary 2023/24 CEO performance goals, as presented:

*Whereas the Human Resources Committee has reviewed and approved the performance goals of Dr. Kevin Smith, President & CEO, for the fiscal year ending March 31, 2024 and recommends approval of same by the UHN Board of Trustees;*

*And whereas performance against these goals will inform Dr. Smith’s variable compensation for the fiscal year ending March 31, 2024;*

*Be it resolved that the UHN Board of Trustees approves the performance goals of Dr. Kevin Smith, President & CEO, for the fiscal year ending March 31, 2024, as presented.*

## **3.0 EDUCATIONAL ITEMS**

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### **3.1 REPORT OF THE CHIEF NURSING EXECUTIVE, SURGEON-IN-CHIEF, AND PHYSICIAN-IN-CHIEF**

Dr. Pam Hubley, Chief Nursing Executive, Dr. Thomas Forbes, Surgeon-in-Chief, and Dr. Kathryn Tinckam, Physician-in-Chief, provided the Board their collective perspectives on key risks and challenges impacting professions across UHN. Discussion focused on current state, common goals, and forward directions in the areas of workforce, worklife, and equity. The Board requested that Management bring forward examples of how Michener can be employed to help address some of the challenges identified.

## **4.0 OTHER BUSINESS**

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### **4.1 IN-CAMERA MEETING**

The Board engaged in an in-camera session.

### **4.2 NEXT MEETING**

The next meeting is scheduled for Friday June 16, 2023 at 11:00 AM.

### **4.3 ADJOURNMENT**

There being no further business, the meeting was adjourned at 2:20 PM.



Brian J. Porter  
Chair, UHN Board of Trustees



Kevin Smith  
Secretary, UHN Board of Trustees

## SCHEDULE A

### Consent Agenda Resolutions

The following are resolutions passed as part of the Consent Agenda by the UHN Board of Trustees at its meeting on May 24, 2023.

Item	Resolution
<b>Minutes of Meetings</b> April 19, 2023	<p><b>Whereas</b> the UHN Board of Trustees has reviewed the minutes of its closed meeting taking place on April 19, 2023;</p> <p><b>Be it resolved that</b> the UHN Board of Trustees approves the minutes of its closed meeting taking place on April 19, 2023, as presented.</p>
<b>Medical Staff Appointments</b> <u>Attached hereto as Exhibit 1</u>	<p><b>Whereas</b> the Medical Advisory Committee has reviewed and approved certain medical/dental staff appointments at their meetings of April 6, 2023 and May 4, 2023, and recommends approval of same by the UHN Board of Trustees;</p> <p><b>Be it resolved that</b> the UHN Board of Trustees approves the medical/dental staff appointments, as presented.</p>
<b>2022/23 BPSAA Attestation</b>	<p><b>Whereas</b> Management is required to attest to UHN's compliance with the Broader Public Sector Accountability Act ("<b>BPSAA</b>") on an annual basis;</p> <p><b>And whereas</b> the Finance and Audit Committee has reviewed and approved the BPSAA attestation for the period April 1, 2022 through March 31, 2023, and recommends approval by the UHN Board of Trustees;</p> <p><b>Be it resolved that</b> the UHN Board of Trustees approves the BPSAA attestation for the period April 1, 2022 through March 31, 2023.</p>
<b>Banking and Investment Resolution Amendments</b>	<p><b>Whereas</b>, based on operationalizing UHN's Investment Policy, Management has identified opportunities to better align UHN's investment activities and streamline operations including opening a total of eight new investment accounts with the Custodian bank;</p> <p><b>And whereas</b> it may be necessary to open additional accounts in the future, Management proposes delegating authority to the Chief Executive Officer and Chief Financial Officer to open additional investment accounts, as required, to meet UHN's operational needs;</p> <p><b>And whereas</b> the Investment and Financing Advisory Group and the Finance and Audit Committee have reviewed and endorsed Management's proposal and recommend approval of same by the UHN Board of Trustees;</p> <p><b>Be it resolved that</b> the UHN Board of Trustees approves the opening of a total of eight new investment accounts with the Custodian bank and delegates authority to the Chief Executive Officer and Chief Financial Officer to open any additional investment accounts, as required.</p>