



Meeting Minutes

UHN Board of Trustees

Wednesday September 28, 2022 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; 416-603-6338 Conference ID: 272 490 555 778

Elected Trustees (Voting)	Brian Porter (Chair)	Shirlee Sharkey
	Ross Baker	Ajay Virmani
	Dean Connor	Peter Wallace
	Todd Halpern	Pamela Warren
	Stu Kedwell	Jaime Watt
	Lawrence Pentland	Cornell Wright
	Janet Rossant	
Ex-officio (Voting)	Cheryl Regehr	
Ex-officio (Non-Voting)	Patricia Murphy	Kevin Smith
Regrets	Pamela Hubley	Peter Menkes
	Janice Fukakusa	Trevor Young
Guests	Darlene Dasent, EVP & Chief Financial Officer	
	Lisha Hibbins, Corporate Governance Lead	
	Joel Montesanti, Director of Strategic Project and Planning	
	Sarah Muttitt, VP & Chief Information Officer	
	Rebecca Repa, EVP, Clinical Support and Performance	
	Brad Wouters, EVP, Science and Research	
	Marc Toppings, VP & Chief Legal Officer	
	Mark Taylor, Director, Commercialization	
	Daniel DeCarvahlo	
Recording Secretary	Grace Ivo	

1.0 GENERAL BUSINESS ITEMS

1.1 Call to Order

Mr. Brian Porter, Chair, called the meeting to order at 12:07 PM. Quorum was confirmed, no conflicts of interest were declared, and the meeting Agenda was approved, as circulated.

Whereas the UHN Board of Trustees has reviewed the Agenda for its meeting held on September 28, 2022;

Be it resolved that the UHN Board of Trustees approves the Agenda for its meeting held on September 28, 2022, as presented.

1.2 Consent Agenda

The UHN Board of Trustees (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 September 28, 2022;

Be it resolved that the UHN Board of Trustees approves the items presented in the Consent Agenda for the meeting of September 28, 2022 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

2.1 Chair's Report

Mr. Porter welcomed Ms. Janice Fukakusa to the Board. Ms. Fukakusa previously served as an ex-officio Trustee of the UHN Board in her capacity as Chair of the Princess Margaret Cancer Foundation.

With respect to Board resources and education, Mr. Porter noted that a Board Library is being added to Diligent to provide all Trustees with easy access to key resources, including the 2023/24 Board Orientation materials.

2.2 Chief Executive Officer's Report

A detailed Chief Executive Officer (CEO) Report, inclusive of Q1 Corporate Scorecard summary and Enterprise Risk Management update, was pre-circulated in the meeting package.

Dr. Kevin Smith, President & CEO, provided a verbal update at the meeting, with a focus on healthcare system challenges and UHN's potential role in system-level reform on issues such as critical care capacity, Health Human Resources ("HHR"), and funding models.

With respect to addressing HHR pressures, it was noted that the Province had introduced regulatory changes in the registration of internationally educated nurses and physicians, and that UHN had formed an Ethical Recruitment of International Health Human Resources Task Force to develop a plan for UHN to engage in the recruitment and retention of international HHR in an ethically appropriate manner.

Dr. Smith confirmed that despite updated public health guidance related to COVID-19 from Ontario's Chief Medical Officer of Health, at the current time UHN would not be changing its COVID-19 guidelines for staff, both clinical and non-clinical and will continue with universal masking policy at all sites. These measures are being maintained to help protect the health and safety of UHN's patients and staff.

Dr. Smith advised that UHN would be holding a commemorative event at the Gitigan (garden) at the Michener Institute of Education at UHN on September 30 for the National Day for Truth and Reconciliation; all Board members were invited to join.

Dr. Smith concluded by congratulating Mr. Porter on his retirement from Scotiabank effective January 31, 2023 and Ms. Tennys Hanson (CEO, UHN Foundation) on her retirement from the UHN Foundation effective July 2023.

2.3 Quality & Safety Committee

2.3.1 Quality & Safety Committee Report

Dr. Ross Baker, Chair of the Quality & Safety Committee, provided an update on matters overseen by the Committee, as pre-circulated in the meeting package.

Dr. Baker noted that the Committee had discussed UHN's Integrated Care strategy which includes the following objectives: expanding on the current Integrated Care Pathways; establishing UHN@Home, and expanding the Connected Care Clinic established during the COVID-19 pandemic. It is anticipated that this work will support ~10,000 patients annually.

Dr. Baker also provided the Board with an overview of performance against targets in the Q1 Safety Scorecard for Quality Improvement. It was noted that the UHN Serious Safety Event Rate (SSER), excluding COVID-19, is below target. Certain indicators are being monitored as they are above target or trending up, including pressure injuries, and *C. difficile* infections, and central line and surgical site infections. The use of Statistical Process Control Charts continues to be an effective tool for monitoring changes or improvements.

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.

Dr. Murphy provided an overview of the impact of staffing pressures and the MAC's promotion of increased engagement of physicians with Clinician-on-Call to resolve urgent patient care decisions. Dr. Murphy also noted the following:

- **Transplant Admissions** – Based on an impact analysis of post-transplant admissions, the MAC unanimously approved proposed changes to *UHN Clinical Policy: Consultation and Admission from Emergency Department*. The proposed care pathway will direct patients > 5 years post-transplant with presenting problems unrelated to transplant graft to the most appropriate clinical service.
- **Recognition** – Drs. Fei-Fei Lui, Angela Cheung and Valerie Wallace have been elected as fellows of the *Canadian Academy of Health Sciences*.
- **Survey Physician Council on Quality & Safety** – The Council assessed UHN's Quality & Safety infrastructure and made key recommendations to formalize Quality & Safety Directors and Committees in each clinical area, allocate protected time with administrative support and increase equity of resources across UHN.

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 (CFO), provided an update on matters overseen by the Committee, as pre-circulated in the meeting package. The following was noted:

- **2022/23 Funding Update** – Incremental non-targeted funding of \$17.6 M (1.6%) has been confirmed. One-time funding of up to \$92 M to provide additional bedded capacity and help address the clinical backlog. COVID-19 cost reimbursement ended June 30, 2022.
- **2022/23 Financial Outlook** – Detailed financial planning is underway to determine how to mitigate the multifaceted challenges that increase the gap between funding and costs.
- **SAP/Supply Chain Transformation Project** – Detailed Integrated Project Plan and Budget are under refinement and several key decisions and milestones are anticipated in the next few months.

- **Finance Strategic Plan** – Strategic projects are on track and key roles have been refreshed with role alignment to reflect evolving finance roles and accountabilities.

2.4.2 Q1 Performance and Financial Statements

Ms. Dasent provided an update on the performance of the organization and presented the financial statements for the period ending June 30, 2022 (“**Q1**”), as pre-circulated in the meeting package. It was noted that the Q1 operating results show an operating deficit of \$4.5 M, reflecting lower volume-funded revenues and augmented staffing to support Epic Go-Live.

The Board approved the Q1 financial statements, as presented:

Whereas the Finance and Audit Committee has reviewed and approved the Financial Statements for the three months ended June 30, 2022 and recommends approval of same by the UHN Board of Trustees;

Be it resolved that the UHN Board of Trustees approves the Financial Statements for the three months ended June 30, 2022, as presented.

2.4.3 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**”) post go-live, and a summary of next steps, as pre-circulated in the meeting package. The following was noted:

- **Phase** – The Project is currently in *Phase 4: Post-Go-Live (Stabilization)*, which is focused on rectifying identified issues and elements that are not working as designed or intended. As with previous phases, patient safety remains the top priority during Stabilization.
- **Patient and Staff Experience** – Based on various indicators and feedback, since Go Live there have been immediate improvements to patient safety and the experience of patients and TeamUHN.
- **Costs** – Project costs to-date remain within approved budget and commitment limits; however, stabilization pressures have necessitated a third contingency draw. The draw is within the residual balance of project contingency (\$5.9 M) and the final amount will be tabled for approval at the November Board meeting.
- **Next Steps** – The Project team is currently planning for the first quarterly version upgrade of Epic in November 2022 and for the scope of the Synapse Specialty Phase, which follows the current phase of Stabilization.

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 the key strategic projects under the Master Plan and major capital projects, as pre-circulated in the meeting package.

Ms. Repa noted that a number of projects had been completed, including Medical Imaging Renewal at Toronto Western Hospital (“**TWH**”), the Transplant Innovation floor at MaRS Discovery Tower, and the Emergency Rapid Assessment Centre at Toronto General Hospital (“**TGH**”); and, most recently, emergency department renovations at TWH.

The following was noted with respect to ongoing projects:

- **Proton Therapy Facility** – The facility will be located within the south part of podium of the Elizabeth Street development.
- **Toronto Western New Patient Tower** – Planning is underway and the proposed Construction Management methodology, planning budget and funding and governance structures have been developed and endorsed by UHN’s Executive Leadership Forum. Value Stream Mapping for clinical programs is also underway to inform current and future process flows for surgical services.
- **Geriatric Emergency Medicine (GEM) Centre** – The project has been initiated. Located at TWH, this will be Canada’s first GEM centre and the world’s first Centre of Excellence in this area of care.

Ms. Repa advised that certain projects are delayed due to factors such as escalation of market costs, and design or quality concerns and that these delays, and the associated risks, were discussed at the September meeting of the Real Estate and Capital Strategy Committee.

3.0 EDUCATION ITEMS

3.1 Commercialization at UHN

Mr. Mark Taylor, Director of Commercialization, provided an overview of UHN’s commercialization strategic agenda and progress, including new venture activity and a detailed review of the Adela venture as a case study of success.

4.0 OTHER BUSINESS

4.1 In-Camera Meeting

The Board engaged in an in-camera session.

4.2 Next Meeting

The next meeting is scheduled for Wednesday November 16, 2022 at 12:00 PM.

4.3 Adjournment

There being no further business, the meeting was adjourned at 2:45 PM.



 Brian Porter
 Chair, Board of Trustees

September 28, 2022

 Date

SCHEDULE A

Consent Agenda Resolutions

The following are resolutions passed as part of the Consent Agenda by the Governance & Nominating Committee at their meeting on September 28, 2022.

Topic	Resolutions
Minutes of Meetings June 22, 2022	<p>Whereas the UHN Board of Trustees has reviewed the minutes of its pre-AGM and post-AGM meetings taking place on June 22, 2022;</p> <p>Be it resolved that the UHN Board of Trustees approves the minutes of its pre-AGM and post-AGM meetings taking place on June 22, 2022, as presented.</p>
2022/23 Work Plan	<p>Whereas the UHN Board of Trustees has reviewed its 2022/23 Work Plan;</p> <p>Be it resolved that the UHN Board of Trustees approves its 2022/23 Work Plan, as presented.</p>
Medical Staff Appointments <u>Attached hereto as Exhibit A</u>	<p>Whereas the Medical Advisory Committee has reviewed and approved certain medical/dental staff appointments at their meetings of July 7, 2022 and September 1, 2022, and recommends approval of same by the UHN Board of Trustees;</p> <p>Be it resolved that the UHN Board of Trustees approves the medical/dental staff appointments, as presented.</p>
Terms of Reference Real Estate & Capital Strategy Committee	<p>Whereas the Real Estate and Capital Strategy Committee has approved amendments to its Terms of Reference to better reflect its current role and scope of responsibilities, including clarifying its joint accountabilities with the Finance and Audit Committee, and recommends approval of same by the UHN Board of Trustees;</p> <p>Be it resolved that the UHN Board of Trustees approves the amended Terms of Reference of the Real Estate and Capital Strategy Committee, as presented.</p>
Terms of Reference Finance & Audit Committee	<p>Whereas the Finance and Audit Committee has approved amendments to its Terms of Reference to better reflect its current role and scope of responsibilities, including clarifying its joint accountabilities with the Real Estate and Capital Strategy Committee, and recommends approval of same by the UHN Board of Trustees;</p> <p>Be it resolved that the UHN Board of Trustees approves the amended Terms of Reference of the Finance and Audit Committee, as presented.</p>
Contract Medtronic Canada	<p>Whereas the Finance and Audit Committee has reviewed and approved the procurement of Medtronic Canada for Hemodialysis Consumables at the cost of ██████████ six years, and recommends approval of same by the UHN Board of Trustees;</p>

Topic	Resolutions
	<p>Be it resolved that the UHN Board of Trustees approves the procurement of Hemodialysis Consumables from Medtronic Canada at the cost of [REDACTED] over six years.</p>
<p>Contract Siemens Healthcare Limited</p>	<p>Whereas the Finance and Audit Committee has reviewed the non-competitive procurement of a Service Contract with Siemens Healthcare Limited at a cost of [REDACTED] over a 7.5 year term and recommends approval of same by the UHN Board of Trustees;</p> <p>Be it resolved that the UHN Board of Trustees approves the non-competitive procurement of a Service Contract with Siemens Healthcare Limited at the cost of [REDACTED] over 7.5 years.</p>