

**BOARD OF TRUSTEES MEETING**  
**Wednesday, February 16, 2022 at 12:00 PM**  
**Microsoft Teams Meeting**  
**Teleconference: 416-603-6338 Conference ID: 891 357 799#**

**Elected Trustees (Voting)**

Brian Porter, Chair  
Ross Baker  
Dean Connor  
Stu Kedwell  
Peter Menkes  
Lawrence Pentland  
Janet Rossant  
Mark Saunders  
Shirlee Sharkey  
Barbara Stymiest  
Ajay Virmani  
Peter Wallace  
Jaime Watt  
Cornell Wright  
Pamela Warren

**Trustees Appointed by U of T Governing Council (Voting)**

Cheryl Regehr  
Trevor Young

**Ex Officio Trustees (Non-Voting)**

Kevin Smith (Chief Executive Officer)  
Patricia Murphy (Chair of the Medical Advisory Committee)  
Sheryl Seidman (President of the Medical Staff Association)  
Pam Hubley (Interim Chief Nursing Executive)  
Richard Rooney (Chair of the Princess Margaret Foundation Board)  
Raj Kothari (Chair of the Toronto General & Western Hospital Foundation Board)

**Regrets**

Todd Halpern  
Joy Richards (Vice President Patient Experience & Chief Health Profession)

**Guests**

Marc Toppings, Vice President & Chief Legal Officer  
Lisha Hibbins, Corporate Governance Lead

**Recording Secretary**

Grace Ivo

**Quorum – 40% of Voting Members or 7 Voting Members**

## 1.0 GENERAL BUSINESS ITEMS

### 1.1 Call to Order

Mr. Brian Porter, Chair, called the meeting to order at 12:03 PM and quorum was confirmed.

Mr. Lawrence Pentland declared a conflict of interest related to the approval of *Agenda Item 1.2.6: Procurement of Microsoft License from Softchoice*, and it was confirmed that he would abstain from discussing and voting on this item.

The meeting Agenda was approved, as circulated:

***Whereas*** the UHN Board of Trustees has reviewed the Agenda for its meeting held on February 16, 2022;

***Be it resolved that*** the UHN Board of Trustees approves the Agenda for its meeting held on February 16, 2022, as presented.

### 1.2 Consent Agenda

The UHN Board of Trustees (the “Board”) approved the items on 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 February 16, 2022;

***Be it resolved that*** the UHN Board of Trustees approves the items presented in the Consent Agenda for the meeting of February 16, 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 ITEMS

### 2.1 Chair’s Report

Mr. Porter welcomed the following new ex-officio, non-voting trustees to the Board:

- *Dr. Sheryl Seidman* – Dr. Seidman was elected President of the Medical Staff Association, and in this capacity, is replacing Dr. Mark Osten on the Board.
- *Ms. Pam Hubley* – Ms. Hubley assumed the role of Interim Chief Nursing Executive (CNE) at UHN following Dr. Joy Richards’ move to a new role at the Michener Institute. In this capacity, Ms. Hubley will replace Dr. Richards on the Board, until the search for UHN’s new CNE is completed.

Mr. Porter thanked Drs. Osten and Richards for their service on the Board.

Mr. Porter acknowledged that UHN had been recognized as the top research hospital in Canada by Research Infosource in their 2021 list of Canada’s Top 40 Research Hospitals. This is a ranking that UHN has held since the list’s inception in 2011.

With respect to Board business, Mr. Porter provided an update on ongoing Board succession planning discussions taking place at the Governance & Nominating Committee. Mr. Porter noted that Board renewal, trustee development, and diversity are key areas of focus. The Governance & Nominating Committee is in the process of finalizing recommendations for 2022/23, which will come forward for Board and Member approval in June.

## 2.2 Chief Executive Officers' Report

A detailed Chief Executive Officer (CEO) Report, inclusive of 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 COVID-19 cases and trends and pandemic-related challenges, including clinical recovery planning and new guidelines for gatherings at UHN. Dr. Smith thanked the Foundations and donors for supporting TeamUHN through another challenging wave of the pandemic. It was noted that the Foundations generously funded overnight stays at downtown hotels, and that during the current wave over 6,600 stays were booked by members of TeamUHN.

Dr. Smith also provided an update on UHN's Clinical Workforce Planning initiative, which includes planned retention and recruitment interventions to mitigate Health Human Resources challenges.

Dr. Smith thanked Dr. Richards for her many significant accomplishments at UHN as she steps into her new role at the Michener Institute as Vice President, UHN, Executive-in-Residence, and Health Education Development.

Dr. Smith congratulated Dr. Brian Hodges, who assumed the role of President-Elect at the Royal College of Physicians and Surgeons of Canada.

## 2.3 Quality & Safety Committee

### 2.3.1 Quality & Safety Committee Report

Dr. Ross Baker, Chair of the Quality and Safety Committee (QSC), provided an update on matters overseen by the QSC, as pre-circulated in the meeting package. The following were noted as key topics of discussion at recent meetings:

- **Outbreak Management** – The Omicron wave led to a high number of outbreaks at UHN resulting in changes to the way outbreaks are handled. These changes were informed by internal expertise, as well as the advice of the regional Infection Prevention and Control (IPAC) table.
- **Patient Partners** – UHN has made significant progress in the engagement of patient partners in our quality and safety work, initiated by the Caring Safely Transformation.
- **Escalation of Care** – Despite the ongoing pandemic, UHN has made good progress against adopting the TAHSN Escalation of Care model to measure organizational progress across six dimensions (Leadership & Accountability, Policies/Procedures, Tools & Technology, Teamwork, Data & Reporting, Patient & Family).
- **Workforce Planning** – The QSC has engaged in discussion with Management on the potential impact of the current Health Human Resources (HHR) crisis on quality and safety, including top risks and mitigation strategies.

### 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 advised that the MAC had struck a Subcommittee to address the critical shortage of key COVID-19 medications including Remdesivir; the steroid Dexamethasone; and immunosuppressants Tocilizumab and Sarilumab. This shortage is being experienced across the province and nationally.

With respect to mitigation of staffing pressures associated with the pandemic, Dr. Murphy noted that 89 medical staff were redeployed and 115 physicians volunteered to serve on other units during the Omicron wave.

## 2.4 Finance & Audit Committee

### 2.4.1 Chief Financial Officer's Report

Ms. Barbara Stymiest, Chair, Finance and Audit Committee, and Ms. Darlene Dasent, Vice President & Chief Financial Officer, provided an update on matters overseen by the Committee, as pre-circulated in the meeting package. The following was noted:

- **2022/23 Financial Planning** – Annual planning submissions have been waived by Ministry of Health (MOH) and Ministry of Long-Term Care (MLTC) due to the ongoing pandemic response. UHN is anticipating a deficit position for 2022/23 due to inflation.
- **Synapse Project** – The Synapse Project is currently on track and on budget. The impact of the pandemic on staff capacity may necessitate another contingency draw.
- **SAP/Supply Chain Transformation** – A Termination Management Team has been struck comprising UHN and Plexxus executives; this Team will work to define and document the terms of UHN's exit from Plexxus, including the transition of data.

### 2.4.2 Q3 Performance and Financial Statements

Ms. Dasent provided an overview of the financial results for the period ending December 31, 2021 ("Q3") and the Q3 financial statements, as pre-circulated in the meeting package. The following was noted regarding the Q3 results:

- Results show a small deficit of \$4.4 M, which is a result of the timing of expenditures in non-clinical areas that will be incurred through the remainder of the year. This result assumes the full reimbursement of incremental COVID-19 expenditures incurred to-date, including compensation costs of \$84.7 M.
- Q3 shows a strong Balance Sheet with performance above target on key indicators: *Working Capital Ratio* of 0.87 (exceeds Ontario Health target of 0.80); *Cash Receipts Debt Service Ratio* of 41.7:1 (exceeds 18:1 minimum); *Days Cash on Hand* at 110 days (exceeds 70 day target).
- Capital expenditures are tracking below plan due to timing and issues with lead times, supply chain continuity for building materials, and capital approvals; however, spending has picked up and it is projected that close to 90% of the capital budget will be spent by year-end.

- UHN is forecasting a balanced budget at year-end, provided UHN receives full reimbursement for COVID-19 expenditures.

The Board approved the Q3 financial statements, as presented:

*Whereas the Finance & Audit Committee has reviewed and approved the Financial Statements for the nine months ended December 31, 2021 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 nine months ended December 31, 2021, as presented.*

### 2.4.3 Master Plan Update

Ms. Rebecca Repa, Executive Vice President, Clinical Support and Performance, provided an overview of the current status of the key strategic projects under the Master Plan (2021-2026), as pre-circulated in the meeting package. The following was noted:

- **Toronto Western Patient Tower** - UHN requires approval from the MOH, Capital Branch to proceed with the project, as well as, approval on rezoning from the City. Mitigation activities are underway to try to advance these approvals.
- **Elizabeth Street Redevelopment** - Clinical Services Planning to inform the redevelopment is commencing. The goal of this planning is to determine opportunities for UHN's clinical, research and education programs, including the key support services, and to establish a site plan in alignment with strategic directions.

### 2.4.4 Health Information System (Synapse) Project Update

Dr. Sarah Muttitt, Vice President and Chief Information Officer, provided a high-level summary of the current status of the Synapse Project (the "Project"), as pre-circulated in the meeting package. The following was noted:

- The Project is currently in Phase 2 (User & System Readiness) and remains on schedule with an overall status of 'Watch'.
- The current focus is on training and other readiness activities.
- A 120-day go-live readiness assessment was recently completed with unanimous decision to move forward with the go-live on June 4, 2022.

## 2.5 Human Resources Committee

Mr. Dean Connor, Chair of the Human Resources Committee (HRC), provided an update on matters overseen by the HRC and noted the following key topics of focus:

- **The transformation of the People & Culture function at UHN** - requirements for UHN's People & Culture portfolio to deliver on a best-in-class organization.
- **The shortage of healthcare professionals across all disciplines** - Workforce Planning remains a top priority, as a robust and resilient workforce is critical to ensuring UHN is able to meet its strategic objectives and continue to put patients first. To help address

immediate staffing shortages, People & Culture and Medical Affairs have worked extensively in preparing staff and physician redeployment. People & Culture, together with nursing leadership, is also working to build out a comprehensive nursing retention strategy.

### **3.0 EDUCATION ITEMS**

#### **3.1 Programmatic Focus: Future of Cancer Care**

Dr. Keith Stewart, Medical Director, Princess Margaret Cancer Centre and VP, Clinical, provided an overview of the Princess Margaret Cancer Centre's vision for 2030 and the four strategic pillars that have been established to achieve this vision, including: Early Detection; Beyond Chemotherapy; Cancer Digital Intelligence; and Comfort and Confidence. Overall, the goal is to be recognized leaders at the forefront of the re-design of quality cancer care, contributing to high impact research that will alleviate the global cancer burden.

### **4.0 OTHER BUSINESS**

#### **4.1 In-Camera Meeting**

The Board entered into an in-Camera meeting.

#### **4.2 Next Meeting**

The next meeting of the Board is scheduled to take place on Wednesday April 20, 2022 (Retreat) at 12:00 PM.

#### **4.3 Termination**

There being no further business, the meeting was terminated at 2:00 PM.



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**Mr. Brian Porter**  
**Chair, Board of Trustees**  
**University Health Network**

February 16, 2022

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**Date**

# SCHEDULE A

## Consent Agenda Resolutions

The following are resolutions passed as part of the Consent Agenda by the UHN Board of Trustees at their meeting on February 16, 2022.

Resolutions
<p><u>Meeting Minutes: November 17, 2021</u></p> <p><i>Whereas the UHN Board of Trustees has reviewed the minutes of its meeting taking place on November 17, 2021;</i></p> <p><b>Be it resolved that the UHN Board of Trustees approves the minutes of its meeting taking place on November 17, 2021, as presented.</b></p>
<p><u>Medical Staff Appointments (<b>attached hereto as Exhibit A</b>)</u></p> <p><i>Whereas the Medical Advisory Committee has reviewed and approved certain medical/dental staff appointments at their meeting(s) of December 2, 2021, January 6, 2022, and February 3, 2022 and recommends approval of same by the UHN Board of Trustees;</i></p> <p><b>Be it resolved that the UHN Board of Trustees approves the medical/dental staff appointments, as presented.</b></p>
<p><u>Creation of Division of Clinical Genomics, Department of Medicine</u></p> <p><i>Whereas the Medical Advisory Committee has reviewed the supporting materials and letters of support that address the purpose, clinical need and objectives for creation of the Division of Clinical Genomics, Department of Medicine at UHN;</i></p> <p><b>And whereas the Medical Advisory Committee has approved the creation of the Division of Clinical Genomics within the UHN Department of Medicine and recommends approval of same by the UHN Board of Trustees;</b></p> <p><b>Be it resolved that the UHN Board of Trustees approves the creation of the Division of Clinical Genomics within the UHN Department of Medicine.</b></p>
<p><u>Temporary Signing Limit for Procurement of Pandemic Supplies</u></p> <p><i>Whereas on March 30, 2020, the UHN Board of Trustees approved certain amendments to the Hospital's Signing Authority and Delegations Policy to increase signing authority limits on a temporary basis for the procurement of pandemic-related goods and services (the "Policy Amendments");</i></p> <p><b>And whereas the Policy Amendments were originally in effect for a limited duration from March 17, 2020 to May 31, 2020 and subsequently extended several times through Board resolution to the current end date of March 31, 2022;</b></p>

## Resolutions

**And whereas** the Hospital continues to procure pandemic-related goods and services in volumes outside of normal operating procedures;

**And whereas** the Finance and Audit Committee has discussed the requirements with Management, approved the extension of the Policy Amendments through to March 31, 2023, and recommends approval of same by the UHN Board of Trustees;

**Be it resolved that** the UHN Board of Trustees approves the extension of the Policy Amendments to March 31, 2023.

### Non-Competitive Procurement: Staffy Canada Inc. – Temporary Clinical Staff

**Whereas** the Finance and Audit Committee reviewed and approved the terms of the non-competitive procurement of temporary clinical staff from Staffy Canada Inc. at the cost of [REDACTED] over twelve months and recommends approval of same by the UHN Board of Trustees;

**Be it resolved that** the UHN Board of Trustees approves the non-competitive procurement of temporary clinical staff from Staffy Canada Inc. at the cost of [REDACTED] over twelve months.

### Non-Competitive Procurement: Softchoice LP – Enterprise Licensing Agreement

**Whereas** the Finance and Audit Committee has reviewed and approved the terms of the non-competitive procurement of a Microsoft Enterprise Licensing Agreement from Softchoice LP at a cost of [REDACTED] over a five-year and three-month term and recommends approval of same by the UHN Board of Trustees;

**Be it resolved that** the UHN Board of Trustees approves the non-competitive procurement of a Microsoft Enterprise Licensing Agreement from Softchoice LP at a cost of [REDACTED] over a five-year and three-month term.

### Non-Competitive Procurement: Abbott Medical Canada – MitraClip Delivery System

**Whereas** the Finance and Audit Committee has reviewed and approved the non-competitive procurement of MitraClip Delivery System from Abbott Medical Canada Company at a cost of [REDACTED] over four years and recommends approval of same by the UHN Board of Directors;

**Be it resolved that** the UHN Board of Directors approves the non-competitive procurement of MitraClip Delivery System from Abbott Medical Canada Company at a cost of [REDACTED] over four years.



Competitive Procurement: SAP Systems Integrator

**Whereas** Management has identified a Top Ranked Proponent (“TRP”) for the SAP S/4HANA Systems Integrator and has assessed the project bid and negotiated terms of the contract and Statement of Work;

**And whereas** the Finance and Audit Committee has reviewed and approved the terms of the competitive procurement of the TRP and Statement of Work and recommends approval of same by the UHN Board of Trustees;

**Be it resolved that** the UHN Board of Trustees approves the competitive procurement of the TRP for the SAP S/4HANA Systems Integrator at a cost not to exceed [REDACTED] over two years.