



Meeting Minutes

UHN Board of Trustees

Tuesday June 4, 2024 12:00 PM – 3:00 PM

In Person: Toronto General Hospital, R. Fraser Elliott Building, Anthony S. Fell Boardroom (Room 1S-425)

Via Video/Teleconference: MS Teams Meeting

Elected Trustees (Voting)	Dean Connor (Chair) Elizabeth Dowdeswell Janice Fukakusa Stu Kedwell Kimberly Marshall Peter Menkes	Lawrence Pentland Janet Rossant Shirlee Sharkey Pamela Warren Cornell Wright
Ex-officio (Voting)	Patricia Houston	Trevor Young
Ex-officio (Non-Voting)	Joseph Kim	Kevin Smith
Regrets	Alia Dharamsi Todd Halpern Pamela Hubley Michael LeClair Brian J. Porter	Richard Rooney Ajay Virmani Peter Wallace Jaime Watt Darryl White
Special Standing Guests	Janet Griffin	Raj Kothari
Guests (UHN)	Dina Allam Mark Bayley Anil Chopra Darlene Dasent Carolyn Gosse Brian Hodges Shiran Isaacksz Grace Ivo Kyla Kumar Aimee Langan Andrew Milligan	Joel Montesanti Rebecca Repa Olivia Scott Mark Spencer Sarah Smart Mark Taylor Kathryn Tinkam Marc Toppings Brad Wouters Miyo Yamashita
Guests (EllisDon)	Kieran Hawe, President & CEO Geoff Smith, Executive Chair, Board of Directors Andrew Anderson, Senior Vice President, Toronto Area Manager	
Recording Secretary	Lisha Hibbins	

1.0 GENERAL BUSINESS ITEMS

1.1 CALL TO ORDER

Mr. Dean Connor, 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 (the “**Board**”) has reviewed the Agenda for its meeting held on June 4, 2024;*

***Be it resolved that** the Board approves the Agenda for its meeting held on June 4, 2024, 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 (the “**Board**”) has reviewed the items presented in the Consent Agenda for its meeting of June 4, 2024;*

***Be it resolved that** the Board approves the items presented in the Consent Agenda for its meeting of June 4, 2024 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 REPORTS

2.1 CHAIR’S REPORT

Mr. Connor provided a verbal report, acknowledging the two new trustees who joined the Board pursuant to the amalgamation with West Park, the two new trustees elected to the Board on April 17, and the incoming Chair of the West Park Foundation.

Mr. Connor advised that the Governance and Nominating Committee had completed a review of the Board and Board Committee composition for 2024/25 and will be bringing recommendations to the Members and the Board on June 26.

Mr. Connor also spoke to the review of Governance conducted by Accreditation Canada, noting that a representative group of trustees met with the surveyors on May 29 to discuss the effectiveness of the Board.

2.2 CEO AND EXECUTIVE MANAGEMENT REPORT

The Chief Executive Officer’s (“**CEO**”) and Executive Management Report, inclusive of a summary of Q4 Corporate Scorecard performance results, was pre-circulated in the meeting package.

At the meeting, Dr. Kevin Smith, President & CEO, delivered a verbal report with a focus on the recent survey by Accreditation Canada. Dr. Smith shared preliminary results, which indicate that of the 3,254 criteria assessed, all were met except for 14 and all required organizational practices were met. Dr. Smith also shared some of the feedback from the surveyors, including areas where UHN performs well and opportunities for improvement. A formal report and decision will be issued by Accreditation Canada.

2.2.1 2023/24 Corporate Scorecard Results – Q4

Dr. Smith and Ms. Rebecca Repa, Executive Vice President, Clinical Support & Performance, provided an overview of the 2023/24 Corporate Scorecard Q4 results, as pre-circulated in the meeting package.

Overall, it was noted that, at Q4, half of the eighteen indicators on the Scorecard were above target and two were below target. Opportunities for improvement have been identified and related indicators will continue on the 2024/25 Scorecard. An overview of new indicators being introduced on the 2024/25 Scorecard was also provided.

2.2.2 Enterprise Risk Management Report

The standing Enterprise Management Risk (“**ERM**”) Report, including a summary of the current top risks by risk category, was pre-circulated in the meeting materials.

Dr. Smith provided an overview of the risk-in-focus - Research Integrity & Scientific Errors - and the following was noted:

- There has been a recent increase in media attention related to high profile cases of scientific errors and irregularities in published literature. These irregularities have the potential to negatively impact individual researchers and their affiliated institutions, and may erode public trust in science. Factors such as a 'publish or perish' culture within the research community, predatory journals and artificial intelligence (“**AI**”) tools contribute to the prevalence of these errors.
- Mitigation strategies in place at UHN include online training modules, collaborative workshops, and policies to support best practices in the responsible conduct of research. The UHN Integrity Team and Research Integrity Advisors review concerns, and there is regular engagement with the Secretariat on Responsible Conduct of Research.
- As next steps, Management will promote culture of responsible research conduct through increased community engagement, consider tools to identify errors prior to submission of research manuscripts, and will create a new UHN Research Integrity Committee. UHN will also engage with the new Toronto Academic Health Sciences Network (“**TAHSN**”) Research Integrity Working Group.

3.0 EDUCATIONAL ITEMS

3.1 ELLISDON – PROJECT ASPIRE

Ms. Repa introduced the following guests from EllisDon: Mr. Kieran Hawe, President & CEO, Mr. Geoff Smith, Executive Chair, Board of Directors, and Mr. Andrew Anderson, Senior Vice President, Toronto Area Manager.

Mr. Smith and Mr. Hawe provided the Board with an overview of their qualifications and past experience with hospital projects. They spoke to EllisDon’s work on UHN’s new Toronto Western Hospital (“**TWH**”) Tower (the “**Project**”) and it was noted that the UHN and EllisDon Project teams meet twice weekly to address any issues quickly and to actively manage scope and budget.

3.2 PROJECT ASPIRE – TWH TOWER OVERVIEW

Ms. Repa provided the Board with an overview of the Project and work to-date, as pre-circulated in the meeting materials.

It was noted that the Project has an approved budget of [REDACTED] with a projected substantial completion date of August 31, 2028 using a Construction Management methodology. The following updates were provided:

- As of March 31, 2024, the budget remains unchanged and commitments have reached 65% of the budget. Only 0.1% of the contingency within the Guaranteed Maximum Price (“**GMP**”) has been used.
- Early works are 90% complete and work has moved into the demolition phase.
- The Ministry of Health (“**MOH**”) recently approved two additional scope items – bath tubbing for the parking garage and a new patient waiting area.
- Top risks related to scope and budget are fully mitigated at this point in time.

Next steps include negotiation of the Post Construction Operating Plan (“**PCOP**”) with the MOH, which sets out the funding to support operations in the new tower. Negotiations are set to begin in December 2026.

4.0 COMMITTEE ITEMS

4.1 QUALITY AND SAFETY COMMITTEE

4.1.1 Quality and Safety Committee Report

Mr. Cornell Wright, Chair, Quality and Safety Committee, provided an update on matters overseen by the Committee, as pre-circulated in the meeting package. The following was noted:

- **Safety Culture Survey**: Based on a 24% response rate, areas of strength and areas for improvement have been identified. Next steps include collaborating with local teams to drive improvements in areas that scored low and to plan for the next survey, with an aim to drive a higher response rate to get a fuller picture of UHN's safety culture.
- **Escalation of Care (“EOC”)**: Mr. Wright provided a summary of a patient story that had been shared with the Committee, highlighting the importance of effective communication and partnership between TeamUHN and patient/caregiver. Work continues to empower patients and families to escalate concerns to their care team, using a patient and family escalation communication tool called AEI (Acknowledge, Empathize, Inform), an evidence-informed tool developed at UHN.
- **Quality and Safety Data**: Q4 Quality & Safety Scorecard results indicate significant improvement in C. Difficile and Central Line Infection metrics and a 59% reduction in the Preventable Patient Harm rate since April 2016. A new Safety Event Reporting Dashboard has also been launched.

4.2 MEDICAL ADVISORY COMMITTEE

4.2.1 Medical Advisory Committee Report

Dr. Joseph Kim, Chair of the Medical Advisory Committee (“**MAC**”), provided an update on matters overseen by the Committee, as pre-circulated in the meeting package.

Dr. Kim advised that clinical activity recovery is an ongoing focus, as well as, addressing congestion in the Emergency Departments. Dr. Kim also spoke to the value of the new Safety Event Reporting Dashboard, which will help clinical teams understand and track key leading indicators of preventable harm, such as open communication, staffing and reporting practices.

Dr. Kim advised on plans to engage physicians in Artificial Intelligence (“AI”) and how it could be used to transform patient care. A presentation on AI’s current and future role in medical quality, safety, and clinician well-being will be brought to a future MAC meeting.

4.3 FINANCE AND AUDIT COMMITTEE

4.3.1 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. The following was noted:

- **2023/24 Preliminary Financial Results:** 2023/24 operations were impacted by the strike down of Bill 124, which resulted in an increase in union and non-union compensation. A portion of this compensation increase (\$171 M or ~85% of the Bill 124 impact) was recently reimbursed by the MOH. The shortfall and other cost pressures have been offset by one-time funding. Preliminary 2023/24 financial results indicate a total net margin of \$19.5 M; this includes a reversal of Bill 124 accounting accruals, prior to which, the operating results indicated a deficit of \$36.1 M.
- **2024/25 Funding:** The 2024 provincial budget indicates a 4% increase to total base funding for hospitals. At this time, it is unclear what this will translate to for UHN and which portion of the funding will be unrestricted (non-targeted). UHN’s funding letters for the current fiscal year are expected by the end of June.

4.3.2 2024/25 Operating Plan

Ms. Dasent presented the preliminary 2024/25 Operating Plan, as pre-circulated in the meeting package.

Ms. Dasent noted that the 2024/25 Operating Plan is preliminary; once MOH funding for the year is confirmed, the plan will be updated as needed. The achievement of a \$30 M margin is based on the assumption that funding will be largely aligned with prior year and that cost pressures will be offset through one-time funds, including full funding for the impact of Bill 124.

The Board approved the preliminary 2024/25 Operating Plan, as presented:

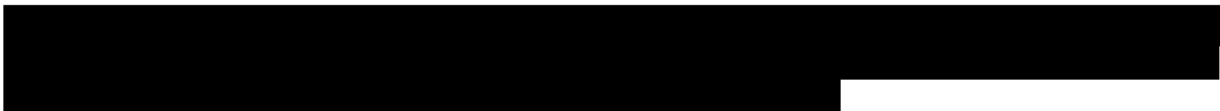
***Whereas** Management has prepared a preliminary 2024/25 Capital Plan, which comprises part of the 2024/25 Operating Plan;*

***And whereas** the Finance and Audit Committee has reviewed and approved the preliminary 2024/25 Capital Plan and recommends approval of same by the UHN Board of Trustees (the “Board”);*

***Be it resolved that** the Board approves the preliminary 2024/25 Capital Plan, as presented.*

4.3.3 2024/25 Capital Plan

Ms. Dasent presented the preliminary 2024/25 Capital Plan, as pre-circulated in the meeting package. The following was noted:

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- The plan is affordable within the context of UHN’s 5-year cash flow. The operational impact of the plan, including depreciation requirements, is built into the 2024/25 Operating Plan and related 5-year projections.

The Board approved the preliminary 2024/25 Capital Plan, as presented:

***Whereas** Management has prepared a preliminary 2024/25 Capital Plan, which comprises part of the 2024/25 Operating Plan;*

***And whereas** the Finance and Audit Committee has reviewed and approved the preliminary 2024/25 Capital Plan and recommends approval of same by the UHN Board of Trustees (the “Board”);*

***Be it resolved that** the Board approves the preliminary 2024/25 Capital Plan, as presented.*

4.4 HUMAN RESOURCES COMMITTEE

4.4.1 2024/25 CEO and Executive Team Performance Goals

Dr. Smith provided an overview of the proposed CEO and Executive Team performance goals for fiscal year 2024/25, as pre-circulated in the meeting package.

The proposed goals were set out as follows, noting that each goal will have accompanying initiatives and key performance indicators to enable progress reporting:

- **Safest & Highest Quality Systems & Care – Enabling Transformational Experiences for UHN Patients and Families:** Make gains on our quality commitments to patients, our community, and TeamUHN to ensure UHN is working to be safer every day.
- **Elevating TeamUHN Culture & Quality of Work Life – Enabling Transformational Experiences for TeamUHN, Learners & Trainees:** Make TeamUHN experience an enterprise-wide priority to elevate UHN as the ultimate, career-defining experience for healthcare, research, and education professionals across Canada.
- **Powering Innovation across the Tri-Partite Mission – Deepening Alignment for Impact:** Enable new horizons and deepen alignment to propel clinical excellence, and leading research and education products.
- **Leading Tomorrow’s Health System Solutions – Building Solutions Beyond Boundaries:** Cultivate an environment for convening diverse perspectives and advancing the development, implementation, and evaluation of solutions for society’s toughest and most pervasive challenges.

Discussion ensued and Management was directed to explicitly include the Safety Culture Survey in the initiatives associated with the ‘Safest & Highest Quality Systems & Care’ goal.

The Board approved the 2024/25 CEO and Executive Team 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, 2025 and recommends approval of same by the UHN Board of Trustees (the “Board”);*

***And whereas** performance against these goals will inform Dr. Smith’s variable compensation for the fiscal year ending March 31, 2025;*

***Be it resolved that** the Board approves the performance goals of Dr. Smith for the fiscal year ending March 31, 2025, as presented.*

4.4.2 HR Information System (“HRIS”) & Enterprise Staff Scheduling Solution (“ESS”)

Mr. Mark Spencer, Executive Vice President, People & Culture, provided an overview of the work underway to explore procurement of an HRIS and ESS, as pre-circulated in the meeting package. The following was noted:

- Current tools do not meet data requirements of TeamUHN, impacting strategic and operational planning. Further, staff scheduling is decentralized and largely manual.
- In fiscal year 2023/24, a project was launched to explore HRIS and ESS solutions, identify requirements, and assess potential benefits/operational savings.

Mr. Spencer outlined the diligence completed to-date and next steps, which includes development and issuance of a Request For Proposal (“RFP”). It was noted that, at its May 13, 2024 meeting, the HR Committee had reviewed the project value case and had endorsed proceeding with the RFP.

The Board endorsed Management’s proposal to proceed with the RFP.

4.4.3 UHN Health Human Resources – *Bi-annual Report*

A bi-annual report on UHN Health Human Resources was pre-circulated in the meeting package. No discussion was raised.

4.5 RESEARCH COMMITTEE

4.5.1 Commercialization at UHN – *Bi-annual Report*

Mr. Mark Taylor, Director, Commercialization, provided the Board with an update on UHN’s commercialization accomplishments and progress on new/ongoing commercialization initiatives and ventures over the Q3-Q4 FY2024 period, as pre-circulated in the meeting package.

Mr. Taylor advised that Commercialization had surpassed the 2023/24 forecast for cumulative year-to-date gross licensing revenue.

Mr. Taylor also provided a status update on a number of strategic initiatives underway. Of note was the inauguration of the Accelerator Fund, with a first call for proposals in the Innovation Accelerator stream and a launch of the Clinical Accelerator stream planned for Q1 of 2025.

5.0 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 June 26, 2024 at 4:00 PM.

4.3 ADJOURNMENT

There being no further business, the meeting was adjourned at 3:00 PM.



Dean Connor
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 June 4, 2024.

Forum(s)	Topic	Purpose
Board of Trustees	Meeting Minutes: April 17, 2024 (draft)	For Approval <i>Whereas the UHN Board of Trustees (the “Board”) has reviewed the minutes of its meeting taking place on April 17, 2024;</i> <i>Be it resolved that the Board approves the minutes of its meeting taking place on April 17, 2024, as presented.</i>
Governance & Nominating Committee	Meeting Minutes: May 6, 2024 (draft)	For Information
	Relationship Management – Annual Report	For Information
Quality & Safety Committee	Meeting Minutes: Mar 27, 2024 (final) May 15, 2024 (draft)	For Information
Medical Advisory Committee	Meeting Minutes: Apr 4, 2024 (final) May 2, 2024 (draft)	For Information
	Medical/ Dental Staff Appointments	For Approval <i>Whereas the Medical Advisory Committee has reviewed and approved certain medical/dental staff appointments at their meetings of April 4, 2024, and May 2, 2024, and recommends approval of same by the UHN Board of Trustees (the “Board”);</i> <i>Be it resolved that the Board approves the medical/dental staff appointments, as presented.</i>
Finance & Audit Committee	Meeting Minutes: May 28, 2024 (draft)	For Information
	Preliminary 2023/24 Financial Results - UHN	For Information
	Preliminary 2023/24 Financial Results – West Park	For Information
	Finance & Audit Committee Terms of Reference – Amendments	For Approval <i>Whereas the Finance and Audit Committee (the “Committee”) has reviewed amendments to its Terms of Reference to update its membership to align with that of the UHN Board of Trustees (the “Board”) as set out in Administrative By-law Number 5 and to include a representative from the West Park Healthcare Centre Foundation;</i> <i>And whereas this update includes changing the status of the Chairs of the UHN Foundation and the Princess Margaret Cancer Foundation from ex-officio, non-voting members to non-voting standing guests, as well as, adding</i>

Forum(s)	Topic	Purpose
		<p><i>the Chair of the West Park Healthcare Centre Foundation as a non-voting standing guest;</i></p> <p>And whereas the Committee has approved the amendments and recommends approval of same by the Board;</p> <p>Be it resolved that the Board approves the amended Terms of Reference of the Finance and Audit Committee, as presented.</p>
	Investment & Financing Advisory Group Terms of Reference – Amendments	<p>For Approval</p> <p>Whereas the Finance and Audit Committee has reviewed amendments to the Terms of Reference of the Investment and Financing Advisory (“IFA”) Group to reflect title and position changes, as well as changes to resources, and recommends approval of same by the UHN Board of Trustees (the “Board”);</p> <p>Be it resolved that the Board approves the amended Terms of Reference of the IFA Group, as presented.</p>
	UHN Investment Policy - Amendments	<p>For Approval</p> <p>Whereas Management has conducted a review of UHN’s Investment Policy and proposed amendments with respect to issuer domiciles for direct investments, and guidelines for investment within pooled funds;</p> <p>And whereas the Investment and Financing Advisory Group, and subsequently the Finance and Audit Committee, have reviewed and approved Management’s proposed amendments and recommend approval of same by the UHN Board of Trustees (the “Board”);</p> <p>Be it resolved that the Board approves the amended Investment Policy, as presented.</p>
	Banking and Investment Resolution Amendments	<p>For Approval</p> <p>Whereas Management proposes amendments to the bank Signing Authorities to replace Ms. Sheila O’Brien with incoming Executive Vice President, People and Culture, Mr. Mark Spencer to meet UHN’s operational needs;</p> <p>And whereas the Investment and Financing Advisory Group, and subsequently the Finance and Audit Committee, have approved Management’s proposal and recommend approval of same by the UHN Board of Trustees (the “Board”);</p> <p>Be it resolved that the Board approves the updating UHN’s Signing Authorities to replace Ms. Sheila O’Brien with Mr. Mark Spencer on all banking documentation, as presented.</p>
	Investment Portfolio – Annual Report	<p>For Information</p>
	BPSAA – Annual Attestation for UHN	<p>For Approval</p> <p>Whereas Management is required to attest to UHN’s compliance with the Broader Public Sector Accountability Act (“BPSAA”) on an annual basis;</p> <p>And whereas the Finance and Audit Committee has reviewed and approved the BPSAA attestation for the period April 1, 2023 through March 31, 2024, and recommends approval of same by the UHN Board of Trustees (the “Board”);</p> <p>Be it resolved that the Board approves the BPSAA attestation for the period April 1, 2023 through March 31, 2024, as presented.</p>

Forum(s)	Topic	Purpose
	BPSAA – Annual Attestation for West Park	<p>For Approval</p> <p><i>Whereas</i> Management is required to attest to West Park Healthcare Centre's ("West Park"s) compliance with the Broader Public Sector Accountability Act ("BPSAA") on an annual basis;</p> <p><i>And whereas</i> the Finance and Audit Committee has reviewed and approved the BPSAA attestation for the period April 1, 2023 through March 31, 2024, and recommends approval of same by the UHN Board of Trustees (the "Board");</p> <p>Be it resolved that the Board approves the BPSAA attestation for the period April 1, 2023 through March 31, 2024, as presented.</p>
	MSAA – Annual Attestation for UHN	<p>For Approval</p> <p><i>Whereas</i> UHN is in compliance with the Broader Public Sector Accountability Act, The Connecting Care Act, 2019, and any applicable compensation restraint legislation for the fiscal 2023/24 reporting period;</p> <p><i>And whereas</i> the Finance and Audit Committee has reviewed and approved UHN's Attestation of Compliance with the Multi Sector Service Accountability Agreement ("MSAA") and recommends approval of same by the UHN Board of Trustees (the "Board");</p> <p>Be it resolved that the Board approves UHN's Attestation of Compliance with the MSAA or the fiscal 2023/24 reporting period, as presented.</p>
	MSAA – Annual Attestation for West Park	<p>For Approval</p> <p><i>Whereas</i> West Park Healthcare Centre ("West Park") is in compliance with the Broader Public Sector Accountability Act, The Connecting Care Act, 2019, and any applicable compensation restraint legislation for the fiscal 2023/24 reporting period;</p> <p><i>And whereas</i> the Finance and Audit Committee has reviewed and approved West Park's Attestation of Compliance with the Multi Sector Service Accountability Agreement ("MSAA") and recommends approval of same by the UHN Board of Trustees (the "Board");</p> <p>Be it resolved that the Board approves West Park's Attestation of Compliance with the MSAA for the fiscal 2023/24 reporting period, as presented.</p>
	Compliance with Building Ontario Businesses Initiative Act, 2022	<p>For Information</p>
	Contract: WSIB Specialized Care Services	<p>For Approval</p> <p><i>Whereas</i> the Finance and Audit Committee (the "Committee") has reviewed Management's approach and scope in response to the Workplace Safety Insurance Board ("WSIB") Specialized Care Services RFP submission;</p> <p><i>And whereas</i> the contract value is anticipated to be [REDACTED] requiring approval by the UHN Board of Trustees (the "Board") in accordance with the Signing Authorities and Delegation Policy;</p> <p><i>And whereas</i> given the WSIB Specialized Care Services RFP is expected to be awarded in the Summer, ahead of the next Board meeting in September 2024, the Committee recommends that the Board authorize the Chair of the Board and the President & Chief Executive Officer to execute the WSIB Specialized Care Services contract, if awarded, on behalf of the Corporation;</p>

Forum(s)	Topic	Purpose
		Be it resolved that the Board authorizes the Chair of the Board and the President & Chief Executive Officer to execute the WSIB Specialized Care Services contract, if awarded, on behalf of the Corporation.
	Contract: Maystar General Contractors Inc. – General Contracts for Stem Cell Transplant	<p>For Approval</p> <p><i>Whereas the Finance and Audit Committee has reviewed and approved the procurement of construction services for the Princess Margaret Hospital Stem Cell Transplant project from Maystar General Contractors Inc. and recommends approval of same by the UHN Board of Trustees (the “Board”);</i></p> <p>Be it resolved that the Board approves the procurement of construction services from Maystar General Contractors Inc. at a cost of [REDACTED], as presented.</p>
	Contract: Kohl & Frisch – Outpatient Pharmacy Distribution Services	<p>For Approval</p> <p><i>Whereas the Finance and Audit Committee has reviewed and approved the non-competitive procurement of Outpatient Pharmacy Prescription and Merchandise Sales and Distribution Services from Kohl & Frisch Limited and recommends approval of same by the UHN Board of Trustees (the “Board”);</i></p> <p>Be it resolved that the Board approves the procurement of Outpatient Pharmacy Prescription and Merchandise Sales and Distribution Services from Kohl & Frisch Limited at a cost of [REDACTED], as presented.</p>
	Contract: Fresenius Kabi – Centralized Intravenous Additive Services (CIVA)	<p>For Approval</p> <p><i>Whereas the Finance and Audit Committee has reviewed and approved the procurement of Centralized Intravenous Additive (“CIVA”) Services from Fresenius Kabi Canada Ltd., and recommends approval of same by the UHN Board of Trustees (the “Board”);</i></p> <p>Be it resolved that the Board approves the procurement of CIVA Services from Fresenius Kabi Canada Ltd. at a cost of [REDACTED], as presented.</p>
	Contract: DIALOG – Design Consulting Services	<p>For Approval</p> <p><i>Whereas the Finance and Audit Committee has reviewed and approved an amendment to the contract with DIALOG for Design Consultant Services for the TWH Tower, and recommends approval of same by the UHN Board of Trustees (the “Board”);</i></p> <p>Be it resolved that the Board approves the amendment of the contract with DIALOG for Design Consultant Services at the cost of [REDACTED], as presented.</p>
Real Estate & Capital Strategy Committee	Meeting Minutes: Apr 30, 2024 (draft)	For Information
	Major Capital Projects – Update	For Information
	Master Planning – Update	For Information
Research Committee	Meeting Minutes: May 9, 2024 (draft)	For Information

Forum(s)	Topic	Purpose
Human Resources Committee	Meeting Minutes: May 13, 2024 (draft)	For Information
Education Committee / Michener Board	Meeting Minutes: May 16, 2024 (draft)	For Information