

BOARD OF TRUSTEES MEETING
Wednesday, February 20, 2019 at 12:00 p.m.
Toronto General Hospital
Anthony S. Fell Boardroom – 1S425

Present: Brian Porter (Chair)

Elected Trustees (Voting): Cliff Nordal
Cornell Wright
Lawrence Pentland
Shirlee Sharkey
Stu Kedwell
Janet Rossant
Todd Halpern
Barbara Stymiest
Dean Connor
Peter Menkes (*via teleconference*)

U of T Representatives (Voting): Trevor Young (Dean of Medicine)
Cheryl Regehr (Vice-President and Provost)

Ex Officio Trustees (Non-Voting): Kevin Smith (CEO)
Joy Richards (CNO)
Fei Fei Liu (MAC Chair)
Eric Horlick (MSA President)

Regrets: Peter Wallace
Doug McGregor
Ross Baker

Guests: Dr. Rueben Devlin

Recording Secretary: Grace Ivo

Quorum – 40% of Voting Members or 7 Voting Members

1.0 Call to Order

Mr. Porter called the meeting to order at 12:05 pm.

1.1 Introduction of Guests

The Chair welcomed Dr. Rueben Devlin, Special Advisor, Chair of the Premier's Council and Marc Toppings, Vice President, Chief Legal Officer, who has succeeded Bella Martin.

1.2 Declaration of Conflict of Interest

There were no declarations of Conflict of Interest from any Board Trustee participating in the meeting.

1.3 Approval of Agenda

The Board of Trustees' meeting agenda was approved as circulated.

2.0 Consent Agenda

2.1 Approval of Minutes of the Board – November 21, 2018

Pre-circulated for members' information were the minutes of the Board meeting held on November 21, 2018

Upon motion made by Mrs. Barbara Stymiest, seconded by Mr. Lawrence Pentland, and carried, the Board of Trustees approved the minutes of the Board of Trustees meeting held on November 21, 2018

2.2 Approval of Minutes and Embedded Motions

Pre-circulated for members' approval were the Finance and Audit Committee recommendations from its February 15, 2019 meeting.

Ms. Barbara Stymiest provided brief updates on the recommendations made at the February 15, 2019, Finance and Audit Committee meeting:

- a) Minutes of Meeting held November 20, 2018

Motion for Approval

That the Board of Trustees approve the minutes of the Finance and Audit Committee meeting held on November 20, 2018.

- b) Becton Dickinson – Supply of Needles, Syringes, IV Catheters and Blood Collection Devices Contract

Motion for Approval

That the Board of Trustees approve the Becton Dickinson Supply of Needles, Syringes, IV Catheters, and Blood Collection Devices Contract at the cost of \$18.5 M over seven years.

- c) Institute for Healthcare Optimization Inc. – Consulting Services for Operational Room Efficiencies

Motion for Approval

That the Board of Trustees approve the non-competitive procurement of the Institute for Healthcare Optimization Inc. for Consulting Services at a cost of \$1.95 M USD over fifteen months.

- d) Praxair Canada Inc. – Supply and Service of Bulk and Cylinder Medical Gas Contract Financial Statements

Motion for Approval

That the Board of Trustees approve the contract and non-competitive procurement of Praxair Canada Inc. for the Supply and Service of Bulk and Cylinder Medical Gas at a cost of \$16.1 M over ten years.

- e) Arthur Health Corporation – Clinic Specialty Services Contract

Motion for Approval

That the Board of Trustees approve the non-competitive procurement of the Arthur Health Corporation for Clinic Specialty Services Contract at the estimated maximum cost of \$21.2 M over 6.7 years.

- f) UHN Financial Statements for the Nine Months Ended December 31, 2018

Motion for Approval

That the Board of Trustees approve the Financial Statements for the Nine Months Ended December 31, 2018.

2.2.1 Finance & Audit Committee – November 20, 2018

Pre-circulated for approval were the minutes of the Finance and Audit Committee meeting held on November 20, 2018

2.2.2 Governance and Nominating Committee

No minutes to approve.

2.2.3 Research Committee – September 24, 2018

No minutes to approve.

2.2.4 Human Resources Committee – September 25, 2018

No minutes to approve.

2.2.5 Michener Education Committee – June 7, 2018

Pre-circulated for approval were the minutes of the Education Committee meeting held on September 27, 2018.

Mr. Nordal provided an update on the recent announcement that

2.2.6 Michener Board – June 7, 2018

Pre-circulated for approval were the minutes of the Michener Board meeting held on September 27, 2018.

2.2.7 Medical Advisory Committee – November 1, December 6, 2018, January 10 and February 7, 2019; Briefing Note on MD Engagement Survey Results

Pre-circulated for approval were the Minutes and Medical Staff Appointments recommended by the Medical Advisory Committee at its November 1, December 6, 2018, January 10, 2019 and February 7, 2019 meetings.

The MAC Chair provided a verbal update on Physician Engagement Survey Results Highlights of the survey include the following:

- The UHN Physician Engagement Results have been shared with physician leaders
- The results indicated that only 45% of UHN MDs are engaged
- The 2018 data cannot be directly compared to previous data due to the selection of a different survey tool; nonetheless, the previous 2014 MD engagement score was 50%.

The MAC Chair made the following recommendations:

- MAC will work collaboratively with the UHN Board, management and medical leadership to develop solutions to improve physician engagement, and restore trust in senior leadership

Upon motion made by Mr. Cornell Wright, seconded by Mr. Lawrence Pentland, and carried, the Board of Trustees approved all motions and minutes on the consent agenda in section 2.

3.0 Chair's Report

The Chair provided a verbal Report, highlights included:

- The Stanley Cup toured the UHN Transplant Program on February 14. Patients and their families, living donors, recipients and members of TeamUHN were able to get a close-up look at the iconic hockey trophy and take pictures with it.
- Deputy Minister Ms. Angus been invited as a guest speaker to UHN's 2019 Board Retreat. Topic: Health System Evolution and Directions – What does the system need from UHN?
- A Code Orange Improvement Steering Committee co-chaired by Janet Newton and Sam Sabbah is working to prepare TeamUHN for mass casualty incidents.

4.0 Chief Executive Officers' Report

Pre-circulated for members' information was the Chief Executive Officer's Report.

Kevin Smith highlighted the following:

- UHN's Strategic Plan, Health Information System and Executive organizational restructure is on track.
- UHN Financial position - (\$6.1 M) – we expect to be balanced by year-end.
- Integrated Comprehensive Care (ICC) program - launching first ICC pathway with the thoracic surgery group.

- New Health and Social Policy Portfolio - Building links between medical, behavioural and social services. Awarded \$300 K by TC LHIN (Toronto Central Local Health Integration Network).
- Improving surgical flow with Institute for Healthcare Optimization (IHO) - Imaging, labs, pharmacy and others will apply IHO methodology following surgery.
- Q3 scorecard: Care highlights - Performance concerns include:
 - % of lost time due to workplace violence
 - Readmission rate to own hospital
 - Average acute length of hospital stay (ALOS) compared to expected length of stay (ELOS)
- Engagement Survey Results - concern with physician engagement survey results. Key areas requiring improvement are:
 - Empowerment
 - Department relationships
 - Work/life balance
- More outbreaks than our peer hospitals in the GTA. Low vaccination rates (45%).
- Health Information System (HIS) update - Issuing RFP early March 2019.
- Conflict of Interest Update - Significant opportunities to work with TAHSN (Toronto Academic Health Science Network) peers. TAHSN-wide policies and forms in place now.

4.1 Organizational Scorecard – 2018/19 Q3 Report
Pre-circulated for members' information was the Organizational Scorecard – 2018/19 Q3 Report.

5.0 Quality & Safety Committee Report

5.1 Approval of Minutes & Embedded Motions – September 24, November 26, 2018
Pre-circulated for members' information was the Quality & Safety Committee Report.

Ross Baker highlighted the work of the Safety & Quality Committee of the Board during its January meeting.

5.2 Accreditation
Pre-circulated for members' information were materials related to Accreditation in order to support the Governance standard outlining best practices for health organizations related to excellence in governance practice.

Upon motion made by Mr. Cornell Wright, seconded by Dean Connor, and carried, the Board of Trustees approved the Safety & Quality Committee Minutes & Embedded Motions on September 24, November 26, 2018.

6.0 Chief Financial Officer Update

Pre-circulated for members' information was the Chief Financial Officer's Report.

Darlene Dasent highlighted the following:

- For the nine months ended December 31, 2018 (Q3), UHN incurred an operating deficit of \$6.1 M versus a plan of being balanced. The fiscal environment remains constrained and year over year Ministry of Health and Long-Term Care (MOHLTC) revenue increases of \$51 M (5.7%) have not been sufficient to cover all portfolio deficits as cost and volume pressures outpace the budget.
- Year-end target is \$30 M – current projection is UHN will achieve \$28 M as deficits in programs are offset by one-time and non-cash items such as depreciation
- The HIS renewal is progressing. Three vendors have been shortlisted through the Request for Supplier Qualification process and the formal Request for Proposal will be issued in February. Options are being explored to fund the HIS work with a preliminary cost range of \$200 to \$250 M. The various financing strategies being explored include debt, collaborations, and partnerships. Conversations with our Foundation partners and the MOHLTC are also underway.
- Fiscal 2019/20 planning underway: \$30 M margin will remain for 2019/20 and savings have been identified to cover approximately 80% of inflation costs.

7.0 Education Session

7.1 Dr. Rueben Devlin, Special Advisor and Chair of Premier's Council

- Dr. Devlin provided an update on the work on the Premier's Council on Improving Health Care and Ending Hallway Medicine.

7.2 Arthritis Program Update

Pre-circulated for members' information was the Arthritis Program Update. Dr. Inman provided an update on the Arthritis Program.

7.3 Education Portfolio Update

Pre-circulated for members' information was the Education Portfolio Update. Dr. Brian Hodges provided an update on the Education portfolio, including an overview of key initiatives and the 2019-23 Education Strategic Plan.

The Board of Trustees endorsed Michener's Education's Strategic Plan.

8.0 Other Business

No other business discussed.

9.0 Termination

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

10.0 Date of Next Meeting

The Board of Trustees will meet next on Wednesday, April 17, 2019, at the BMO Education and Conference Centre, Krembil Discovery Tower, Toronto Western Hospital, 60 Leonard Street.

The Chair agrees these meeting minutes are an accurate reflection of the meeting.



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

Date

F E M I N A L