

BOARD OF TRUSTEES MEETING
Wednesday, May 20, 2020 at 12:00 p.m.
Microsoft Teams Meeting
Teleconference: 416-603-6338
Conference ID: 269 248 889#

Present: Brian Porter (Chair)

Elected Trustees (Voting): Ross Baker
Dean Connor
Todd Halpern
Peter Menkes
Shirlee Sharkey
Lawrence Pentland
Barbara Stymiest
Peter Wallace
Jaime Watt
Cornell Wright

U of T Representatives (Voting): Cheryl Regehr (Vice-President and Provost)

Ex Officio Trustees (Non-Voting): Kevin Smith (CEO)
Joy Richards (CNO)
Fei-Fei Liu (MAC Chair)
Raj Kothari (Chair, TGTW Foundation)
Janice Fukakusa (Chair, PMCC Foundation)

Regrets: Doug McGregor
Stu Kedwell
Mark Osten (MSA President)
Janet Rossant
Trevor Young (Dean of Medicine)

Guests: Marc Toppings (VP and CLO)

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 12:03 pm.

1.1 Introduction of Guests

No guests.

1.2 Declaration of Conflict of Interest

The Chair asked that any member of the Board participating in this meeting declare if they have any perceived or known conflicts of interest relating to any of the items listed on the Agenda.

There was no declaration 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 – April 15 and May 7, 2020

Pre-circulated for members' information were the minutes of the Board meetings held on April 15 and May 7, 2020.

2.2 Approval of Minutes and Embedded Motions

2.2.1 Governance and Nominating Committee ("GNC")

Pre-circulated for members' information were the minutes of the GNC meeting held on February 19, 2020.

2.2.2 Research Committee

Pre-circulated for members' information were the minutes of the Research Committee meetings held on March 2 and April 14, 2020 and the Research Briefing Note – TAHSN Approach to Full Cost Modelling and Restarting Research at UHN.

TAHSN Approach to Full Cost Modelling

Dr. Brad Wouters, EVP Science & Research, advised the Board that a TAHSN-wide approach to building the full costs of research into all funding proposals has been developed by the TAHSN Research Committee and endorsed by the TAHSN CEO Committee.

The Board was advised that UHN, via the Research Committee of the Board, has endorsed this TAHSN-wide approach which will effectively create one standard across all Toronto academic hospitals and the Board was now requested to approve such approach.

Restarting Research at UHN

The UHN Research Restart Committee has nearly completed planning to restart on-site laboratory research activities at UHN. The Committee has developed a set of overarching principles, tools and documents based on (i) external guidance from TAHSN, (ii) operational logistics at each UHN site, and (iii) the unique needs of

specific research groups. Clinical research activities will be implemented in lock-step with restarting clinical program activities, as determined by the UHN Clinical Activity Working Group.

The Research Committee of the Board requests endorsement of the proposed plans for restarting research at UHN and the implementation of these plans once the criteria for institutional readiness have been met.

2.2.3 Human Resources Committee

Pre-circulated for members' information were the minutes of the Human Resources Committee meetings held on August 6, 2019 and April 8, 2020.

2.2.4 Michener Education Committee

Pre-circulated for members' information were the minutes of the Education Committee meeting held on February 13, 2020.

2.2.5 Michener Board

Pre-circulated for members' information were the minutes of the Michener Board meeting held on February 13, 2020.

2.2.6 Medical Advisory Committee ("MAC")

Pre-circulated for members' information and approval were the minutes of the MAC meeting held on April 2, 2020, including Staff Appointments and Request to Extend Temporary Appointments to June 30, 2020, in addition to the MAC Briefing Note.

Dr. Fei Fei Liu, Chair of the MAC, provided an update to the Board on the Ethical Conduct of Research at UHN. The issue of COVID-19 positive patients being proactively approached for research was discussed with the Board, as was the MAC's response to such research which re-iterated the requirements for consent and adherence to the highest ethical and scientific standards when conducting research, including during the pandemic.

BOARD MOTION

On a motion duly made, seconded and carried, the Board of Trustees approve all minutes and embedded motions on the consent agenda in section 2.0 and 5.1

3.0 Chair's Report

No update.

4.0 Chief Executive Officers' Report

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

Dr. Kevin Smith, President and CEO, provided the following updates:

The current state of COVID-19 in Canada is 79,000+ cases and 5,912 deaths. In Ontario, there are 23,000+ cases and 1,919 deaths. As of May 19th, 972 are currently hospitalized and 167 of those hospitalized patients are in the ICU.

As of May 19, all emergency orders have been extended until May 29. The province entered the first stage of its Framework for Reopening the Province, permitting the re-opening of some outdoor recreational amenities.

An Independent Commission into Long-term Care has been announced. UHN will be closely monitoring developments as we are a licensee of a long-term care home and are presently engaged in providing support to various long-term care homes and other congregate care settings.

Of the five outbreaks declared at Toronto Western, 4A, 8A, 8B have now been declared over with 3B to follow shortly.. External review of UHN's IPAC and Occupational Health & Safety practices is underway as part of a quality assurance exercise; the review will help ensure an evidence-based approach and best practices in outbreak management are applied at UHN.

In collaboration with City of Toronto and other partners, Four Points by Sheraton in Toronto's west end was established as an alternate hospital site of UHN to provide 200 isolation spaces where COVID-19 positive homeless clients can be safely isolated and/or quarantined. A second alternate space of UHN, the Bond Street Hotel which will provide an additional 150 isolation spaces, will be operationalized in the coming days for similar purposes.

Management continues to communicate to alleviate staff concerns through Virtual Open Forums that are held twice weekly. In addition, there is ongoing communication to staff via daily tele-conference briefings - co-chaired by Ms. Gillian Howard, VP Public Affairs and Communications, and Dr. Brad Wouters, and regular email updates are provided as appropriate or required.

With respect to the Hospital's fiscal year-end in respect of 2019/20, only the last few weeks of the fiscal year were impacted by the pandemic with approximately \$10 M of additional costs incurred due to COVID-19. . For fiscal year 2020/21, we anticipate significant financial impacts related to the pandemic. Revenue streams related to Research, Altum, retail, preferred accommodation, parking, International, among others,. have substantially been impacted and Management is actively reviewing those impacts.

Supply chain continues to be an area of key focus for the Hospital. Personal Protective Equipment (PPE) supplies remain a significant source of anxiety for staff. UHN is now helping create sustainable supply chain strategies with long-term care partners.

UHN is planning for a phased return to Education and Research and is currently in Phase 0 – the preparatory and planning phase. UHN will follow a TAHSN-wide framework for restarting across Toronto-area hospitals and the University of Toronto.

The remarkable performance and contributions of Michener, under the leadership of Dr. Brian Hodges, were noted in respect of the creation of virtual and evolving training

programs for front-line staff; such training programs are of national and international interest.

On May 15, the Prime Minister of Canada announced \$450M in new support for Canada's hospital-based research sector. . Dr. Smith acknowledged the support and vision of the federal government in coming to that decision and thanked everyone involved in advocating for this result at UHN including Mr. Brian Porter, Mr. Peter Wallace and Dr. Brad Wouters.

4.1 **Enterprise Risk Management Update (ERM)**

Pre-circulated for members' information was an ERM update that highlighted Management's response to the main risks emerging from the COVID-19 pandemic and highlighted the mitigations Management has taken in response to those risks. The report highlighted risks related to COVID-19 across all risk categories; the highlighted risk in focus of the report was the congregate living pandemic response and, in particular, the novel supports UHN has been tasked to provide to long-term care homes, retirement homes, and individuals experiencing homelessness (shelter populations).

With respect to patient safety and quality risks, the Board discussed at length the risk of outbreaks related to COVID-19, the factors exacerbating such risk, including the lack of standard definition for "outbreak", and Management's mitigation actions taken to date. The Board also discussed the volumes of elective surgeries and procedures cancelled to date, and Management's planning associated with ramping back up activities, including addressing backlogs.

5.0 **Quality & Safety Committee Report**

5.1 **Approval of Minutes & Embedded Motions**

Pre-circulated for members' information were the minutes of the Quality & Safety Committee meeting held on February 24, 2020.

6.0 **Finance Committee Chair Updates/Chief Financial Officer Report**

Pre-circulated for members' information were the Chief Financial Officer's Report and the minutes of the Finance and Audit Committee meeting held on May 12, 2020.

Ms. Darlene Dasent, Vice President and Chief Financial Officer, provided an update on the Finance Department's focus in supporting UHN during COVID-19; UHN's role within the healthcare system with respect to procurement and pandemic response, generally; certain key initiatives associated with COVID-19 and their funding implications; and the anticipated financial impact of COVID-19 on UHN.

On May 16, the Ministry of Health released the Hospital Incremental Guidance Document to public hospitals, Local Health Integration Networks and Ontario Health (OH) regarding the tracking and reporting of incremental COVID-19 expenses incurred by hospitals. This includes incremental expenses relating to hospital operations, Assessment Centres, Alternate Health Facilities, and hospital-incurred expenses to support resourcing of Long-Term Care Homes and other settings as appropriate.

6.1 Approval of Minutes & Embedded Motions

Ms. Barbara Stymiest, Chair of the Finance and Audit Committee, provided updates on the recommendations made at the May 12, 2020, Finance and Audit Committee meeting. Ms. Stymiest noted the efforts of the Finance team in responding to the pandemic and managing cash flows. Ms. Stymiest advised the Board of the financial uncertainty at this time, as evidenced by the need for the Board to revisit the 2020/21 Operating Plan and Capital Plan, as same will be finalized in accordance with pandemic impacts. Updates on the following motions for approval were discussed with the Board:

- a) Minutes of Meeting held May 12, 2020

Motion for Approval

That the Board of Trustees approve the minutes of the Finance and Audit Committee meeting held on May 12, 2020

- b) Signing Authority And Delegations Policy – related to COVID-19 Pandemic Purchases

Motion for Approval

That the Board of Trustees approve extending the temporary signing authority limit increase resolution to September 30, 2020.

- c) Operating Plan 2020/21 and Capital Plan 2020/21

Motion for Approval

That the Board of Trustees approve the 2020/21 Operating Plan (“Plan”), which Plan encompasses the Capital Plan, on a preliminary basis subject to the Plan being brought before the Board for further approval, in accordance with Ministry of Health (“Ministry”) timelines, as such Plan is finalized to reflect the impact of COVID-19 and the 2020/21 funding announcement from the Ministry.

- d) Annual Attestations

Motion for Approval

That the Board of Trustees approve the Annual Attestations.

- e) Gilead Sciences Inc. – Supply of CAR-T Cell Products (Yescarta®)

Motion for Approval

That the Board of Trustees approve the contract and non-competitive procurement of Gilead Sciences Inc. for the supply of Yescarta®, a CAR-T cell product contract at the cost of \$119 M over 5 years.

- f) Novartis Pharmaceuticals Canada Inc. – Supply of Neoral®, Sandimmune®, Myfortic®, Desferal® & Simulect®

Motion for Approval

That the Board of Trustees approve the contract and non-competitive procurement of Novartis Pharmaceuticals Inc. for the Supply of Neoral®, Sandimmune®, Myfortic® and Simulect® at the cost of \$56 M over 5 years.

- g) REA Construction – TG Pharmacy Redevelopment Project

Motion for Approval

That the Board of Trustees approve the REA Construction contract for the Design-Build contract award valued at \$11.2 M over 2 years with option to amend by up to \$1.7 M. That the Board of Trustees further approve, as recommended by the Finance & Audit Committee of the Board, the TG Pharmacy Redevelopment Project budget at \$22.0 M.

- h) PCL Constructors Canada Inc. – Master Services Level Agreement for Facilities Capital Renewal Program

Motion for Approval

That the Board of Trustees approve the MSLA contract with PCL Constructor Canada Inc. for a total potential value of \$120 M over 6 years.

BOARD MOTION

On a motion duly made, seconded and carried, the Board of Trustees approve all minutes and embedded motions in section 6.1

7.0 Education Session

7.1 Clinical Activity Recovery Plan

Pre-circulated for members' information on the Clinical Activity Recovery Plan.

Dr. Kevin Smith, President and CEO, provided the following updates:

Starting mid-March, at the direction of the Province, UHN began reducing elective activity by 50-75%; to-date, approximately 100,000 surgeries and procedures have been paused in Ontario.

In April, Ontario Health convened a group of experts to form the COVID-19 Response: Surgical and Procedural Planning Committee, chaired by Dr. Chris Simpson, Vice Dean (Clinical) in the Faculty of Health Sciences at Queen's University and medical director of the Southeastern Ontario Academic Medical Organization.

The Ontario Government, with Ontario Health and a multi-disciplinary committee of experts, has developed a framework outlining a measured approach to plan for gradually resuming scheduled hospital-based care for patients whose treatments have been postponed during the outbreak.

Dr. Fayez Quereshey, Interim Vice President and Site Lead, Toronto General Hospital, provided an update on the recovery planning principles and checklist approved by Clinical Operations Group (COG) and Medical Leadership Committee (MLC).

- Ensures an equitable, measured, and responsive approach to planning decisions for expanding and contracting surgical and procedural care, while continuing to protect our vulnerable populations and reserve capacity for any COVID-19 surge in Ontario during the phases of the COVID-19 pandemic.
- Aligns with the guiding principles outlined in the Framework for Reopening the Province.
- Assumes a progression of pandemic waves and related mitigation responses outlined by Centers for Disease Control (CDC).

8.0 Other Business

8.1 HIS Renewal Update

Pre-circulated for members' information was an update on the Clinical Transformation Health Information System Renewal activities, which have been slowed or paused in response to the COVID-19 pandemic.

9.0 Termination

There being no further business, the meeting was terminated at 1:15p.m.

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



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

May 20, 2020

Date