Present: John Mulvihill (Chair)
Elected Trustees (Voting): Robert Krembil
Thomas MacMillan
Cliff Nordal
Dhun Noria
Brian Porter
Cornell Wright
Jan Campbell
Peter Wallace
Lawrence Pentland - via teleconference
Dean Connor
Doug McGregor
Eileen Mercier
Barbara Stymiest

University of Toronto Appointees: Cheryl Regehr (Vice-President and Provost)
Trevor Young (Dean of Medicine)

Ex Officio Trustees (Non-Voting): Peter Pisters (CEO)
Joy Richards (CNO)
Michael Gardam (MAC Chair)
John Granton (MSA President)

Regrets: Dan Haas
Eric Horlick (MSA Vice-President)

Recording Secretary: Grace Ivo

Quorum – 40% of Voting Members or 7 Voting Members

1.0 Minutes of Meeting held on September 21st, 2016
Precirculated for members’ information were the minutes of the Pre/Post Board meetings held on September 21st, 2016 (Under tab 1.0)

2.0 Chair’s Report
Mr. Brian Porter provided a verbal report.

3.0 Consent Agenda for Committee Reports
3.1 Safety and Quality Committee, Minutes of Previous Meetings
Pre-circulated for members’ information were the minutes of the Safety and Quality Committee meetings held on April 25th, 2016 and May 30th, 2016. (Under tab 3.1)

3.2 Finance and Audit Committee – Minutes of Previous Meeting
Pre-circulated for members’ information were the minutes of the meeting held on & September 19th, 2016 (Under tab 3.2)
Mr. Porter noted that there are several contracts for approval under 5.0 with briefing notes attached under section 3.2.1.

3.2.1 Finance and Audit Briefing Notes for Approval
Pre-circulated for members’ Finance and Audit Committee approved recommendations from its November 8th, 2016 meeting:

a) Financial Statements for the Six Months Ended September 30th, 2016
Pre-circulated for members’ information on the Financial Statements for the six-months ended September 30th, 2016

Year-to-date results show an operating deficit of $12.8 M. The $12.8 M negative variance is driven by unfunded clinical volumes and over-performance on various volume funded procedures for which there is no guarantee of additional funding.

Hospital Operations show a net deficit of $12.7 M due to pressures in Emergency, Surgery and General Internal Medicine. Clinical volumes continue to be the primary driver of the deficit. Management has submitted a request to the MOHLTC for a correction of UHN’s HBAM funding calculation to minimize service reductions.

H-SAA revenues booked are supported by volumes achieved. H-SAA was received in May 2016 and includes adjusted service volume targets to reflect current service levels. There were no changes to the indicators from the previous year.

Management requests that the Board of Trustees approve the Financial Statements for the Five Months Ended September 30th, 2016.

b) Annual Planning Submissions for 2017/18
Pre-circulated for members’ information on the Annual Planning Submission for 2017/18.

UHN is required to submit the following planning submissions: Hospital Annual Planning Submission; Community Accountability Planning Submission and Long-Term Care Home Accountability Submission.

Management requests that the Board of Trustees approve in principle:
- management’s assumptions for the 2017/18 Hospital Annual Planning Submission
- management’s assumptions for the 2017/18 Community Accountability Planning Submission

c) Signing Authorities & Delegations Policy Amendments
Pre-circulated for members’ information on the Signing Authorities & Delegations Policy Amendments.

The SADP has been amended as follows:
- Exclude “progress draws”
- Increase leasing of space authority levels from $3M to $5M for the CEO
- Allow low risk, routine contracts to be executed by Chief Executives (CEO & CFO) if considered urgent.
  - Chief Executives will be required to advise the Board Chair of the matter and obtain verification to execute this practice.
  - Contract will subsequently be brought to the Board for formal approval at the next meeting
Management requests that the Board of Trustees approve the Amendments to the Signing Authorities & Delegations Policy Amendments.

d) **Amgen Canada Inc. Supply Agreement**  
Pre-circulated for members’ information on the Amgen Canada Inc. Supply Agreement.

UHN’s existing contract with Amgen Canada Inc. is expiring at the end of February 2017. A new contract has been negotiated that maintains the same pricing as the previous contract with additional value adds. Amgen will provide $1 M in annual cash value adds for various initiatives. The total value adds have increased by $310 K from the previous contract.

Management requests that the Board of Trustees approve to execute the Amgen contract for the non-competitive procurement for the supply of Darbepoetin (Aranesp®) for the six year term at a cost of $20.7 M.

e) **Baxter Corporation – Contract for Peritoneal Dialysis Products**  
Pre-circulated for members’ information on the Baxter Corporation – Contract for Peritoneal Dialysis Products.

UHN's contract with Baxter Corporation expires on December 31, 2016 for the provision of Peritoneal Dialysis products and home delivery services. Baxter was awarded the contract as primary vendor with a minimum commitment of 70% of UHN’s new patient volume and Fresenius Medical Care was awarded a contract as secondary vendor with up to 30% of new patient volumes.

Management requests that the Board of Trustees approve the contracts with Baxter Corporation for the supply of Peritoneal Dialysis products and home delivery services at a total cost of $11.6 M over the five-year term.

f) **Banking Resolution Amendments**  
Pre-circulated for members’ information on the Banking Resolution Amendments.

Amendments are required to the Bank of Montreal, Harris Bank, Bank of Nova Scotia, BMO Nesbitt Burns and Scotia Wealth Management Banking Resolutions, effective November 2, 2016:

- **Deletion:** Ms. Justine Jackson, Executive Vice President Business and Chief Financial Officer  
- **Addition:** Mr. Mike Nader, Executive Vice President & Chief Operating Officer

This change will reflect four signing officers; Peter Pisters, Emma Pavlov, Darlene Dasent and Mike Nader

Management requests that the Board of Trustees approve the above noted banking resolution amendments reflecting the deletion of the Executive Vice President Business and Chief Financial Officer from the UHN authorized banking signatories.

3.3 **Governance and Nominating Committee, Minutes of Previous Meeting**  
Pre-circulated for members’ information were the minutes of the Governance and Nominating Committee held on October 26th, 2016. *(Under tab 3.3)*

3.4 **Research Committee, Minutes of Previous Meeting**  
No minutes to approve.
3.5 Education Committee, Minutes of Previous Meeting
Pre-circulated for members’ information were the draft minutes of the Education Committee held on September 23rd, 2016. (Under tab 3.5)

The Michener’s Student Awards Ceremony was held November 9th, 2016. Every year, Michener comes together to celebrate the achievements of its students and the generosity of its donors. The annual Student Awards Ceremony honoured scholarship and award recipients, and the donors who help contribute to academic success at Michener.

Michener has received the supplementary letters patent changing the name of The Michener Institute for Applied Health Sciences to The Michener Institute of Education at UHN.

3.6 Michener Board Committee, Minutes of Previous Meeting
Pre-circulated for members’ information were the draft minutes of the Michener Board Committee held on September 23rd, 2016. (Under tab 3.6)

4.0 Medical Advisory Committee, Minutes of Previous Meeting
Pre-circulated for members’ information were the minutes of the MAC meeting held on July 7th, September 8th, and October 6th, 2016 and the Medical Staff Appointments for July 7th, September 8th and October 6th, 2016 (Under tab 4.1)

5.0 Board Business – Motions for Approval
Mr. Porter presented the motions for approval listed in (Under Tab 3.2.1) On a motion duly made by Ms. Eileen Mercier seconded by Mr. Robert Krembil the list of motions were approved as follows:

1.0 Minutes of UHN Board of Trustees Meetings – September 21st, 2016
3.1 Minutes of the Safety and Quality Committee Meetings – June 20th & September 26th, 2016
3.2 Minutes of the Finance and Audit Committee Meeting – September 19th, 2016
3.2.1 Finance and Audit Recommendations for Approval
   b. Annual Planning Submissions for 2017/18
   c. Signing Authorities & Delegations Policy Amendments
   d. Amgen Canada Inc. Supply Agreement
   e. Baxter Corporation – Contract for Peritoneal Dialysis Products
   f. Banking Resolution Amendments
3.3 Minutes of the Governance and Nominating Committee Meeting – October 26th, 2016
3.5 Minutes of the Education Committee Meeting – September 23rd, 2016
3.6 Minutes of the Michener Board of Governors Meeting – September 23rd, 2016

4.0 Minutes of the Medical Advisory Committee Meetings – July 7th, September 8th & October 6th, 2016

4.1 Medical Staff Appointments – July 7th, September 8th & October 6th, 2016

6.0 **Chief Executive Officer’s Report**
Pre-circulated for members’ the Chief Executive Officer’s Report. *(Under tab 6.0)*

Dr. Pisters highlight on the following:

To support Board education, Dr. Pisters has included reading material in Board packages that reflect what is happening in ‘Medicine and Society’ today. These articles have selected to provide Trustees context for the changes ahead in population health and clinical medicine.

Three articles of interest have been included; the first is from the Toronto Star, *Canadian Medical Journals Hijacked for Junk Science*, which describes how the online Indian publisher (OMICS) is being sued by the US Federal Trade Commission for deceptive publishing practices; *Caring for High Need, High Cost Patients – An Urgent Priority* and *Predicting the Future – Big Data, Machine Learning and Clinical Medicine*.

7.0 **Chief Finance Officer’s Report**
Pre-circulated for members’ the Chief Financial Officer’s Report. *(Under tab 7.0)*

8.0 **Board Education**

8.1 **Executive Vice President and Chief Medical Officer Update**
Dr. Charlie Chan provided an overview of the successes achieved since the implementation of the current Medical Human Resources Plan and the strategic priorities for the future plan.

Over the next 5 years the refreshed Medical HR Plan will build on the successes identified in the report and will provide new and important opportunities to further develop our physicians.

**Medical HR Plan**
1. Align the Medical HR Plan with program strategic plans and goals;
2. Support physicians in using the CAHO PAR 360° and the Vanderbilt model;
3. Support medical leaders with their 360° performance evaluation, leadership development and in identifying emerging medical leaders and
4. To help orient new medical staff, a structured process is being developed in partnership with the Medical Staff Association (MSA).

8.2 **Patient and Employee Safety at UHN – The Case for Caring Safely**
Ms. Shannon Sayles from HPI provided an update on Making Reliability a Reality: Safety & Reliability Culture Diagnostic Results.

The Caring Safely Transformation Team spent two days planning with HPI in October. This resulted in a strategy for leadership education, which will start in November, with several modules running until spring 2017. The first module for leaders will focus on high reliability principles and what it means to be high reliability leaders. Planning is also underway for Core Curriculum training for all staff/leaders on error prevention tools, which we will aim to start in spring 2017.

The Board of Trustees accepts this report as information.
8.3 Canadian Institutes of Health Research Funding
Pre-circulated for members’ the Canadian Institutes of Health Research: Funding Reform Updates. *(Under tab 8.3)*

The Board of Trustees accepts this report as information.

8.4 Medicine and Society
8.4.1 Canadian Medical Journals Hijacked Junk Science by Marco Chown Oved
The Toronto Star
Pre-circulated for members’ information on the Canadian Medical Journals Hijacked for Junk Science. *(Under tab 8.4.1)*

The Board of Trustees accepts this report as information.

8.4.2 Caring for High-Need, High-Cost Patients – An Urgent Priority by David Blumenthal et al. – New England Journal of Medicine
Pre-circulated for members’ information on the Caring for High-Need, High-Cost Patients – An Urgent Priority by David Blumenthal et al. *(Under tab 8.4.2)*

The Board of Trustees accepts this report as information.

8.4.3 Predicting the Future – Big Data, Machine Learning, and Clinical Medicine by Ziad Obermeyer and Ezekiel Emanuel – New England Journal of Medicine
Pre-circulated for members’ information on the Caring for High-Need, High-Cost Patients – An Urgent Priority by David Blumenthal et al. *(Under tab 8.4.3)*

The Board of Trustees accepts this report as information.

9.0 In-Camera
No minutes taken.

10.0 Date of Next Meeting
The Board of Trustees will meet next on Wednesday, February 15th, 2017 at 12:00 p.m. at Toronto General Hospital, in the Anthony S. Fell Boardroom.

11.0 Adjournment
There being no further business, the meeting was adjourned.

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

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

November 16th, 2016
Date