

4.1 Balanced Scorecard – 2019/20 Q1 Report

Pre-circulated for members' information was the Balanced Scorecard – 2019/20 Q1 Report.

Highlights include:

- Q1 scorecard results - 5 gains, 7 stalls, 6 losses.

5.0 Quality & Safety Committee Report

5.1 Approval of Minutes & Embedded Motions

No minutes to approve.

Dr. Ross Baker, Chair of the Quality and Safety Committee of the Board, provided an update on the upcoming work of the Safety & Quality Committee during its meeting on September 30, 2019.

Dr. Ross Baker highlighted the following:

- In Q1, 134 patients raised safety concerns about their medical record via the myUHN patient portal and 167 Good Catches were submitted by staff.
- All six Hospital Acquired Conditions (HACs) are trending down with respect to their rates; however, Surgical Site Infection rates at Toronto Western are trending up.
- The Quality Improvement Plan (QIP) Serious Safety Event Rate is currently 0.41 against a target of 0.31.
- There were 12 Root Cause Analyses of Serious Safety Events (SSEs) underway in Q1; failure to escalate; failure to recognize deteriorating patient; and transfer of information during care transitions are themes contributing to many SSEs. Work is underway to address these system issues.

6.0 Chief Financial Officer Update

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

Ms. Darlene Dasent, Vice President and Chief Financial Officer, highlighted the following:

- Fiscal environment remains constrained – Q1 Deficit of \$9.4 M.
- Year End target remains at \$30 M – plans underway to achieve including bed closures.
- Financial impact of HIS is estimated at \$3 M for 2019/20.
- HIS financing strategy developed – commencing launch readiness.
- Investment Policies under review to realign strategies to intended use of funds.

7.0 Education Session

7.1 Joint Department of Medical Imaging Update

Pre-circulated for members' approval and information was a briefing note on Wait Time and Budget Pressures for Imaging (CT, MRI and IR).

Ms. Catharine Wang, VP Clinical Operations and Diagnostic Partnerships, and Dr. Heidi Schmidt, Radiologist-in-Chief, co-presented, highlights included:

- Access to imaging has become a significant limitation to UHN's quality of patient care.
- The care provided in JDMI's interventional radiology (IR) program is available nowhere else in Ontario.
- JDMI has developed department-specific reports that communicate growth in demand by department and physician; metrics to support efficient referral practices; and demand impact of new physician recruits. The aim is to create transparency of CT, MRI, and IR utilization and support appropriateness of demand.
- Access through unfunded imaging can no longer be sustained within a balanced budget. JDMI has submitted funding proposals to the Ministry of Health & Long-Term Care (Ministry) to request ongoing investments in CT (\$1.1M), MRI (\$1.2M) and IR (\$2.8M) - If the Ministry is not receptive to on-going investments, JDMI will need to reduce capacity effective April 1, 2020.

8.0 Other Business

No other business discussed.

9.0 Health Information System (HIS)

Pre-circulated for members' information was a briefing note on Health Information System (HIS). UHN is seeking to make a significant investment in an enterprise-level HIS that will act as a critical and transformative enabler to support the organization in dramatically enhancing the delivery of key elements of the strategic plan and care, education and research mandates of UHN.

To facilitate a successful HIS implementation, UHN has initiated a number of HIS preparatory activities around the dimensions of technical infrastructure, cyber security and clinical standardization.

Management requests that the Board of Trustees be prepared to participate in shortened review and approval cycles.

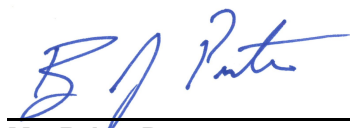
10.0 Termination

There being no further business, the meeting was adjourned at 2:00 pm.

11.0 Date of Next Meeting

The Board of Trustees will convene on Wednesday, November 20, 2019, at Toronto General Hospital – Anthony S. Fell Boardroom.

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



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

September 18, 2019

Date