

**BOARD OF TRUSTEES MEETING**  
**Tuesday, September 25, 2018 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  
Ross Baker  
Dean Connor  
Doug McGregor

**U of T Representatives (Voting):** Trevor Young (Dean of Medicine)

**Ex Officio Trustees (Non-Voting):** Kevin Smith (CEO)  
Joy Richards (CNO)  
Fei Fei Liu (MAC Chair)

**Regrets:** Cheryl Regehr (Vice-President and Provost)  
Peter Wallace  
Eric Horlick (MSA President)  
Peter Menkes

**Guests:** Cathy Hess

**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 12:10 pm.

**1.1 Introduction of Guests**

The Chair welcomed three new trustees; Stu Kedwell, Shirlee Sharkey and Janet Rossant.

The Chair welcomed Ms. Joelle Lavoie. Ms. Joelle Lavoie will be joining on a project for UHN as part of the Rotman OnBoard Program over the next eight months.

**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 – June 12, 2018**

Pre-circulated for members' information were the minutes of the Board meetings held both immediately before and after the AGM on June 12, 2018.

Approval of the minutes of the Board held both immediately before and after the AGM on June 12, 2018

***Motion for Approval***

*That the Board of Trustees approve the pre and post Board of Trustees meeting minutes held June 12, 2018.*

**2.2 Approval of Minutes and Embedded Motions**

Pre-circulated for members' approval were the Finance and Audit Committee recommendations from its September 18, 2018, meeting.

Ms. Barbara Stymiest provided brief updates on the recommendations made at the September 18, 2018, Finance and Audit Committee meeting:

- a. Signing Authorities and Delegations Policy Amendments

***Motion for Approval***

*That the Board of Trustees approve the amended Signing Authorities and Delegations Policy.*

- b. Banking and Investment Resolution Amendments

***Motion for Approval***

*That the Board of Trustees approve the Bank of Montreal, BMO Harris Bank, Bank of Nova Scotia, BMO Nesbitt Burns, and Scotia Wealth Management banking*

*resolutions, to remove Mr. Larry Baldachin, Executive Vice President & Chief Business Officer, as an authorized signing authority effective September 25, 2018.*

c. Terms of Reference Amendments

**Motion for Approval**

*That the Board of Trustees approve the amended Terms of Reference of the Finance and Audit Committee.*

d. Financial Statements for the Three Months Ended June 30, 2018

**Motion for Approval**

*That the Board of Trustees approve the Financial Statements for the Three Months Ended June 30, 2018.*

e. Lakeside 2 New Long-Term Care Beds

**Motion for Approval**

*That the Board of Trustees approve proceeding with the Lakeside 2 Long Term Care Bed project and MOHLTC submission.*

f. Enwave Deep Lake Cooling Contract at PM

**Motion for Approval**

*That the Board of Trustees approve the procurement of Deep Lake Water Cooling from Enwave with a total estimated contract value of \$66 M over 30 years.*

g. Scalar Decisions Inc. Contract

**Motion for Approval**

*That the Board of Trustees approve the procurement of Storage & Compute solution from Scalar Decisions Inc. with a total estimated contract value of \$55.5 M over 7 years (5 years plus option to extend for 2 one-year terms).*

2.2.1 Finance & Audit Committee – June 11, 2018

Pre-circulated for approval were the minutes of the Finance and Audit Committee meeting held June 11, 2018.

2.2.2 Governance and Nominating Committee

No minutes to approve.

2.2.3 Research Committee

No minutes to approve.

2.2.4 Human Resources Committee

No minutes to approve.

2.2.5 Michener Education Committee – April 26, 2018

Pre-circulated for approval were the minutes of the Education Committee meetings held April, 2018

2.2.6 Michener Board – April 26 and June 1, 2018

Pre-circulated for approval were the minutes of the Michener Board meetings held April 26 and June 1, 2018.

2.2.7 Medical Advisory Committee – May 3, June 7 and July 5, 2018 and Briefing Note

Pre-circulated for approval were the Medical Staff Appointments recommended by the Medical Advisory Committee at its May 3, June 7 and July 5, 2018, meetings.

Medical Staff Appointments – May 3, June 7 and July 5, 2018.

***Motion for Approval***

*That the Board of Trustees approve the Medical Staff Appointments recommended by the MAC at its May 3, June 7 and July 5, 2018, meetings.*

**BOARD MOTION**

*Upon motion made by Mrs. Barbara Stymiest seconded by Mr. Lawrence Pentland, and carried, the Board of Trustees approved all motions under the consent agenda in section 2.*

3.0 Chair's Report

The Chair advised members that Mr. Kelvin Dushnisky has resigned. Mr. Dushnisky accepted a CEO role at AngloGold Ashanti, a mining company headquartered in Johannesburg, South Africa.

4.0 Chief Executive Officers' Report

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

*Kevin Smith highlighted the following:*

- On September 14<sup>th</sup>, Management announced a new organizational chart. Recognizing the need to move away from a focus on sites to a focus on the journey of the patient or resident, we are now using two groups to get UHN's clinical priorities operationalized: a Clinical Operations Group and a Site Operations and Practice Council. This new approach supports simpler, more rapid decision-making for clinical operations and an environment primed for education and research. The changes to the organizational structure will be effective on October 1<sup>st</sup>, 2018.
- Management has established a plan for procuring and implementing a new Clinical Information System aimed at transforming UHN's fragmented IT environment into a high-performing, more integrated patient-centered system. The Clinical Information System Renewal project team initiated planning activities that are focused on three key workstreams; Local Site Visit Engagement, Consolidation of UHN Clinical Systems and CIS Renewal Procurement Activities.
- Kevin Smith will present draft Strategic Priorities, Goals and Initiatives for the Board's consideration later in the agenda. These Strategic Priorities have been formulated through a variety of planning and engagement activities.
- As of July 31, 2018, UHN has a net negative variance to budget of \$1.9 M.

- UHN is continuing to manage the impact of our Saudi colleagues being ordered to leave the country. The number of colleagues who have departed to date is quite modest but remains a high risk. The issue continues to be monitored closely.

4.1 Enterprise Risk Management – 2018/19 Q1 Report  
Pre-circulated for members' information was the Enterprise Risk Management 2018/19 Q1 Report.

4.2 Organizational Scorecard – 2018/19 Q1 Report  
Pre-circulated for members' information was the Organizational Scorecard – 2018/19 Q1 Report.

#### **5.0 Quality & Safety Committee Report**

Pre-circulated for members' information was the Quality & Safety Committee Report.

*Ross Baker highlighted the following:*

UHN continues to focus on being a high reliability organization. It is believed that safety is the foundation for achieving high quality care.

#### **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 four months ended July 31, 2018, UHN is operating with a net \$1.9 M deficit. The CEO and Executive Team have prioritized the need to achieve financial targets – especially in an environment that continues to be constrained. (It is currently anticipated that the funding increase from government will not exceed 1%.) Prudent cost containment, allocation of non-targeted MOHLTC funding to address chronic deficits, and new revenues in Research, have actually improved year over year financial performance.
- Options are being explored to fund a Clinical Information System, working within an initial cost range of \$250 M to \$300 M.
- UHN has applied to open 192 new Long Term Care Home (LTCH) beds at the Lakeside location. The new beds are expected to cost \$52 M and will be funded by a combination of MOHLTC subsidies and operating margins from both the new and existing Lakeside LTCH beds.

#### **7.0 Education Session**

##### **7.1 Strategic Planning Presentation and Discussion**

*Kevin Smith highlighted the following:*

The Strategic Plan is on target for December publication and Management continues to engage with patients, staff and leadership to receive feedback on the formulation of content to-date including Strategic Priorities, Goals and Initiatives. Management will continue to engage with its staff to ensure endorsement, alignment and feasibility of plans prior to seeking final Board approval in November.

The following have been identified as the core Strategic Priorities of the plan:

- Deliver exceptional patient experiences;

- Accelerate progress through deeper integration within and across care, research and education;
- Empower and invest in TeamUHN;
- Relentlessly pursue discovery, innovation and technology application; and,
- Lead and partner to drive health system transformation.

Kevin Smith opened the floor for discussion on Strategic Priorities, Goals and Initiatives. Below are highlights of the Board discussion:

- It was recommended that more ambitious and aspirational language be used;
- It was recommended that UHN continue to advocate for health system reform beyond UHN's catchment area, by leveraging UHN's assets (including technology and research);
- It was recommended that Management develop metrics to measure the success of UHN's strategic plan; and
- It was recommended that the Strategic Plan be cascaded appropriately throughout the organization.

#### 7.2 Princess Margaret Cancer Program Update

Dr. Mary Gospodarowicz provided an update on the Princess Margaret Cancer Centre Program.

*Dr. Mary Gospodarowicz highlighted the following:*

- Princess Margaret Cancer Centre has begun to embark on a strategic planning process to renew its strategic plan and inform focused investments in the cancer program.
- Princess Margaret Cancer Centre must invest in state-of-the-art programs designed to accelerate progress.

#### 7.3 Emerging Issues – Government of Ontario Update

Kevin Smith provided an update on the emerging issues from the Government of Ontario. The Ontario Premier has appointed a Health Council (comprised of respected experts) to advise on reducing hallway medicine. The precise amount of funding coming to UHN as a result of this initiative is currently unclear, but clarity will be sought from the LHIN.

#### 8.0 Other Business

No other business discussed.

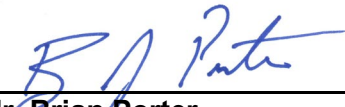
#### 9.0 Termination

There being no further business, the meeting was adjourned at 4:30 p.m.

**10.0 Date of Next Meeting**

The Board of Trustees will meet next on Wednesday, November 21, 2018, at Toronto General Hospital – Anthony S. Fell Boardroom.

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



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

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September 25, 2018  
**Date**

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