

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

**Present:** Brian Porter (Chair)

**Elected Trustees (Voting):** Barbara Stymiest  
Cornell Wright  
Lawrence Pentland  
Shirlee Sharkey  
Doug McGregor  
Ross Baker  
Jaime Watt  
Janet Rossant  
Todd Halpern  
Peter Menkes  
Stu Kedwell  
Dean Connor (*via teleconference*)

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

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

**Regrets:** Peter Wallace  
Raj Kothari  
Cheryl Regehr (Vice-President and Provost)

**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 12:02 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 – September 18, 2019**

Pre-circulated for members' information were the minutes of the Board meeting held on September 18, 2019.

***BOARD MOTION***

*On a motion duly made, seconded and carried, the Board of Trustees approve the Board of Trustees' meeting minutes from the meeting held on September 18, 2019.*

**2.2 Approval of Minutes and Embedded Motions**

Pre-circulated for members' approval were the Finance and Audit Committee recommendations from its November 13<sup>th</sup>, 2019 meeting.

Ms. Stymiest provided updates on the recommendations made at the November 13, 2019, Finance and Audit Committee meeting:

a) Minutes of Meeting held September 16 2019

***Motion for Approval***

*That the Board of Trustees approve the minutes of the Finance and Audit Committee meeting held on September 16, 2019.*

b) Information Technology Committee Terms of Reference Amendments

***Motion for Approval***

*That the Board of Trustees approve the amended Terms of Reference of the Information Technology Committee.*

c) UHN Financial Statements for the Six Months Ended September 30, 2019

***Motion for Approval***

*That the Board of Trustees approve the Financial Statements for the Six Months Ended September 30, 2019.*

- d) PM Early Works Renovation Project  
**Motion for Approval**  
*That the Board of Trustees approve the PM Early Works Renovation project at a total cost of \$28.4 M.*
  
- e) Operating and Capital Assumptions for 2020/21  
**Support in Principle**  
*That the Board of Trustees support in principle the 2020/21 Operating Plan assumptions and approach to balance.*
  
- f) Ministry of Health-Ministry of Long-Term Care Annual Planning Submissions  
**Support in Principle**  
*That the Board of Trustees support in principle the 2020/21 Hospital Annual Planning Submission, Community Accountability Planning Submission, and Long-Term Care Home Accountability Submission.*

2.2.1 Finance & Audit Committee

Pre-circulated for members' information and approval were the minutes of the Finance and Audit Committee meeting held on September 16, 2019.

2.2.2 Governance and Nominating Committee ("GNC")

No minutes to approve.

2.2.3 Research Committee

No minutes to approve.

Mr. Lawrence Pentland, Chair of Research provided a verbal update to the Board on the work of that committee. Highlights of Lawrence's update included an overview of the ongoing work of the Committee in setting and monitoring the priorities for the research enterprise going forward; the Committee also reviewed the current financial budget and plan for the research enterprise where there is still work to be done.

2.2.4 Human Resources Committee

No minutes to approve.

2.2.5 Michener Education Committee

Pre-circulated for members' information were the minutes of the Education Committee meetings held on June 24, 2019.

2.2.6 Michener Board

Pre-circulated for members' information were the minutes of the Michener Board of Governors' meeting held on June 24, 2019.

2.2.7 Medical Advisory Committee ("MAC")

Pre-circulated for members' information and approval were the minutes of the MAC meetings held on September 5, October 3 and November 7, 2019, together with the Medical Staff Appointments recommended therein by the Medical Advisory Committee, and the MAC Briefing Note.

The MAC Chair, Dr. Fei Fei Liu, provided a verbal update, highlights included:

- Physician Quality Improvement Initiative (PQII)
  - UHN should consider either repeating this PQII, as appropriate, or at a minimum should ensure that all physicians undergo annual performance evaluations with their respective Heads.
- UHN Physician Wellness
  - UHN continues to be a stressful workplace for all front-line clinicians, including physicians.
  - With the incoming health information system (“HIS”), which may exacerbate stress placed on front-line clinicians, it is important that UHN proactively addresses this issue in advance of HIS implementation

**BOARD MOTION**

***On a motion duly made, seconded 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 update to the Board of Trustees, and highlighted the following:

- *Diwali – A Night to Shine* - raised \$1.8M this year for a total of \$9.6 M over 9 years
- *Canada Gairdner Awards*
  - 60<sup>th</sup> year recognizing outstanding achievement in biomedicine and global health research
  - President and Scientific Director is **Janet Rossant**, who drives the vision and program
- *Larry O’Brien Trophy* - Raptors Superfan Nav Bhatia and the Larry O’Brien trophy visited TeamUHN on October 25, 2019.
- *Grand Cru Culinary Wine Festival* - Raised \$33M this year for a total of \$63M over 15 years
- *Partners for Discovery*
  - 10th anniversary of Partners for Discovery – event to thank \$1-million plus donors to TGWHF
  - Honoured guests: Her Royal Highness, The Countess of Wessex, and The Honourable Elizabeth Dowdeswell, Lieutenant Governor
- *Sophie, Countess of Wessex Visit* - A patron of Toronto Western Hospital, the Countess participated in a demonstration of a robotic clot extraction surgery

**4.0 Chief Executive Officers’ Report**

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

*Dr. Kevin Smith highlighted the following:*

- Dr. Kevin Smith welcomed Mrs. Rebecca Repa to UHN as incoming EVP, Clinical Support & Performance. Mrs. Rebecca Repa will be joining UHN from Hamilton Health Sciences where she currently serves as the Vice President, Clinical Support Services and Surgery. Her start date is December 2, 2019.

- Dr. Smith congratulated Dr. Trevor Young on the University of Toronto being named among the top 10 medical schools in the world (Times Higher Education subject World University rankings).
- UHN was named as Canada’s top research hospital for the 9<sup>th</sup> year in a row
- Flu planning – UHN is experiencing higher than usual volumes and operating above budgeted capacity. UHN will not open new units without additional funds.
- Simulation Centre at Michener – 12<sup>th</sup> floor of the St. Patrick Campus is undergoing a \$20 M transformation and the project is on track and on budget with an estimated completion by December 20, 2019. Phase one is targeted to open April 2020.
- Dr. Smith noted that the Hospital’s deficit is currently \$14.5 M, compared to 2018/19 Q2 deficit of \$2.8 M.
- Health Information System (“HIS”)- UHN is extending the time frame for the final contract signing due to an enhanced Due Diligence process and focus on predictable spend. The initial target date for execution by the end of December 2019 will move to early 2020.
- Integrated Care Program - Thoracic surgery pathway - 199 patients enrolled since the Board’s last update in September 2019). Additional surgical pathways are on track with a targeted launch date for Q1 2020.

4.1 **Balanced Scorecard – 2019/20 Q1 Report**

Pre-circulated for members’ information was the Balanced Scorecard – 2019/20 Q2 Report. The Q2 scorecard results overall 6 gains, 6 stalls and 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 work of the Safety & Quality Committee during its meeting on October 28, 2019.

*Dr. Ross Baker highlighted the following:*

- There is ongoing review of key organizational quality and safety risks including Care Transitions, Medication Reconciliation and Flu Planning
- Taking an integrated approach to quality and safety issues will leverage limited resources as well as provide a consistent method to measure and report on progress
- UHN has developed a robust process to support medical assistance in dying (“MAID”) in a short period of time and is in a good position to proactively plan for the evolution of this service

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

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

*Ms. Barbara Stymiest, Chair of the Finance and Audit Committee, highlighted the following:*

- Fiscal environment remains constrained – Q2 Deficit of \$14.5 M; additional cost reduction and volume adjustments underway. Projection is that we will reach \$19.5 M of our planned \$30 M year end Margin target.
- Financial Planning for next year (2020/21) has commenced – inflation anticipated from 1% to 4% with no offsetting MOH funding
- HIS costing is progressing with full review of all assumptions; Debt readiness activities underway with search for lead agent
- Investment policy and investment strategy are being reviewed and updated
- Finance Transformation continues: New dashboards by program launched; commencing SAP assessment and robotic process automation
- UHN Procurement Team wins prestigious Achievement of Excellence Award – only healthcare organization to receive the award this year

## **7.0 Education Session**

### **7.1 Surgery & Critical Care Program Update**

Pre-circulated for members' information was a briefing note on the Surgery & Critical Care Program. Dr. Shaf Keshavjee, Surgeon-in-Chief, and Dr. Fayez Quereshey, Interim VP, Toronto General Hospital Site, provided an update on the Surgery & Critical Care Program, which launched a strategic plan in January 2019 in alignment with UHN's 2019-23 Strategic Plan.

The Board was advised of the challenges pertaining to robotic surgery, which while at the frontier of care, are not yet standard of care in Ontario

## **8.0 Other Business**

No other business discussed.

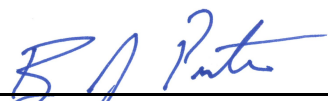
## **9.0 Termination**

There being no further business, the meeting was terminated at 1:45 pm.

## **10.0 Date of Next Meeting**

The Board of Trustees will convene on Wednesday, February 19, 2020, 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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November 20, 2019

**Date**