

**BOARD OF TRUSTEES MEETING**  
**Wednesday, September 18, 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  
Peter Wallace  
Jaime Watt  
Todd Halpern  
Peter Menkes  
Dean Connor

**U of T Representatives (Voting):** Trevor Young (Dean of Medicine)  
Cheryl Regehr (Vice-President and Provost)

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

**Regrets:** Janet Rossant  
Stu Kedwell  
Eric Horlick (MSA President)

**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 12:14 pm.

**1.1 Introduction of Guests**

The Chair welcomed new Trustees: Jaime Watt, Janice Fukakusa and Raj Kothari.

**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, 2019 (pre- and post-**

Pre-circulated for members' information were the minutes of the Board meetings held on June 12, 2019, pre- and post- the Annual General Meeting of the Members.

*On a motion duly made, seconded and carried, the Board of Trustees approve the Board of Trustees meeting minutes from the meetings held on June 12, 2019, pre- and post- the Annual General Meeting of the Members.*

**2.2 Approval of Minutes and Embedded Motions**

Pre-circulated for members' approval were the Finance and Audit Committee recommendations from its September 16, 2019 meeting.

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

- Ms. Stymiest noted that the Plexxus CEO, David Yundt, had attended the September Finance & Audit Committee meeting to provide an update on Plexxus and certain challenges faced by Plexxus. Management is reviewing the relationship with Plexxus to ensure that UHN needs are met not only with respect to strategic sourcing and procurement but also for IT and General Ledger support.
- Ms. Stymiest noted that Management, in conjunction with KPMG, presented the draft Finance strategy and repayment approach to capitalize the HIS. The committee agreed with the approach to go to the market in tranches given that the total cost of the HIS is not finalized. Management will commence Debt Offering Readiness activities to allow UHN to be in a position to go to the capital markets once the timing of the HIS implementation and cost of ownership has been confirmed via the ongoing diligence.
- It was noted that financial overview of UHN's Foundations was provided at the September Finance & Audit Committee meeting and that significant progress has

been made with respect to reporting and clarity of transactions between UHN and the Foundations. An MOU is being finalized related to commercialization revenues that will go back to the Foundations.

Ms. Stymiest provided brief updates on the recommendations made at the September 16, 2019, Finance and Audit Committee meeting:

- a) Minutes of Meeting held June 4, 2019

**Motion for Approval**

*That the Board of Trustees approve the minutes of the Finance and Audit Committee meeting held on June 4, 2019.*

- b) Abbott Vascular Canada – Supply of Left Ventricular Assistive Devices

**Motion for Approval**

*That the Board of Trustees approve the non-competitive procurement of Abbott Vascular Canada for the supply of Left Ventricular Assistive Devices contract at the cost of \$7 M over 4 years.*

- c) Strata Health Solutions Inc. – Resource Matching and E-Referral (RM&R) Hosting Solution

**Motion for Approval**

*That the Board of Trustees approve the non-competitive procurement of Strata Health Solutions Inc. Resource Matching and E-Referral Hosting Solution contract at the cost of \$6.7 M over 70 months (5.8 years).*

- d) Philips Canada – Patient Monitoring Fleet Contract

**Motion for Approval**

*That the Board of Trustees approve Philips Canada for the Patient Monitoring Fleet Replacement Contract at the cost of \$15.7 M over 12 years.*

- e) UHN Financial Statements for the Three Months Ended June 30, 2019

**Motion for Approval**

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

- f) TG ED Rapid Assessment Centre Expansion

**Motion for Approval**

*That the Board of Trustees approve the Toronto General Emergency Department – Rapid Assessment Centre Expansion project at a total cost of \$23.3 M and the award of the Construction Services Contract at an estimated cost of \$13.9 M.*

- g) F&A Terms of Reference Amendments

**Motion for Approval**

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

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 June 4, 2019.

2.2.2 Governance and Nominating Committee ("GNC")

No minutes to approve.

2.2.3 Research Committee

Pre-circulated for members' information and approval were the minutes of the Research Committee meeting held February 27, 2019.

2.2.4 Human Resources Committee

Pre-circulated for members' information were the minutes of the Human Resources Committee meeting held on August 6, 2019.

2.2.5 Michener Education Committee

Pre-circulated for members' information were the minutes of the Education Committee meetings held on April 30, 2019.

2.2.6 Michener Board

Pre-circulated for members' information were the minutes of the Michener Board of Governors' meetings held on April 30 and June 7, 2019.

2.2.7 Medical Advisory Committee ("MAC")

Pre-circulated for members' information and approval were the minutes of the MAC meetings held on May 2, June 6, July 4, and September 5, 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 on Patient Consent for Research, highlights included:*

- There is currently a range of practice within UHN regarding seeking patients' consent for research purposes, with such practices ranging from opt-out to extensive multi-page informed consents, reflective of level of patient risks
- As Canada's largest Research Hospital, UHN desires to optimize research opportunities, whilst respecting patient autonomy, and protecting the investigators and the institution.
- Recommendations include; UHN should explore developing a dynamic opt-in consenting process whereby the patient is prioritized accordingly; UHN needs to further engage Patient Partners in the development and review of this process.

**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 Report on items and issues since last board meeting including two announcements from the Ministry of Health & Long-Term Care (Ministry). Mr. Brian Porter highlighted the following:

- MRI-guided High-Intensity Focused Ultrasound (HIFU) – Essential Tremor Treatment (CF) Announcement (July 15)
  - Ontario will invest a total of nearly \$1.9 M to treat essential tremors - Sunnybrook and UHN are the only Ontario centres to receive such funding.
  - In 2019/20, the Ministry will provide funding for 96 procedures compared to 24 procedures in 2018/19.
- Home and Community Care Services (September 11)
  - Christine Elliott, Deputy Premier and Minister of Health, was at Hillcrest Reactivation Centre to announce an additional \$155 M this year to expand home and community care services.
  - Such investment will help ease hallway health care and build more capacity in communities across the province - Includes \$45 M for targeted innovative integrated care models in high-need areas.

### **4.0 Chief Executive Officers' Report**

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

*Dr. Kevin Smith highlighted the following:*

- Health and Social Policy - Memorandum of Understanding signed between UHN, the City of Toronto and United Way to improve health and social outcomes for Toronto residents. First of its kind in Canada.
- Changing the model of care at Toronto Rehab - UHN is making two changes to its care models which go into effect January 2020. These changes will reduce 25 bed and will have some impact on employees. We are working to reassign employees based on need and skill set and expect the number of employees to be impacted minimally.
- Integrated Care Program - 87 patients now enrolled (+37 since last update in August). \$550K will be invested by UHN into this program until we scale. We will continue to roll out Integrated Care to other surgical pathways. Target launch date for next program is January 2020.
- Q1 Results - Year-end target remains at \$30 M. A deficit at Q1 of \$9.4 M compared to prior year Q1 deficit of \$2.8 M.
- Health Information System (HIS) - Negotiations with the identified top-rated proponent have now begun.
- UHN had a highly productive quarter for research commercialization activities, resulting in cash revenues of at least CDN \$30.9 M:
  - BlueRock Therapeutics: Acquired by Bayer in a US \$1 B deal.
  - AVROBIO: UHN's equity was fully liquidated. Valued at US \$10.2 M.
  - DAO Inc.: Received an upfront licensing fee from DAO for US \$12.5 M.
  - MolecuLight: Acquired by Photonamic. UHN will benefit from an upfront payment and up to US \$3.1 M in future payments with a 5% royalty on future product sales.

#### 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