

MINUTES OF THE BOARD OF DIRECTORS OF SUNNYBROOK HEALTH SCIENCES CENTRE (SHSC) MEETING HELD ON WEDNESDAY, DECEMBER 11, 2024, AT 8:00 A.M.

Chair: Ms. C. Annett

Directors:

Ms. P. Baghai
Ms. D. Duncan
Mr. M. Mehta
Dr. L. Robinson
Dr. A. Smith
Ms. I. Oris Valiente
Dr. A. Yee

Dr. S. Domb
Mr. C. Lynch
Sr. Anne Norman
Mr. D. Simmonds
Mr. K. Strain
Mr. G. Weston

Mr. C. Diamond
Ms. L. Mantia
Mr. C. Rand
Dr. S. Singh
Ms. R. Taggar
Mr. P. Winslow

By Invitation:

Ms. M. Beals
Ms. D. Carson
Ms. S. Darling
Dr. K. Hynynen
Ms. J. Mahboob (**Secretary**)
Ms. J. Slawek
Ms. K. Winter

Ms. L. Brady
Dr. D. Cass
Ms. M. Dandal
Dr. C. Law
Mr. K. Patel
Mr. P. Tarighi

Ms. T. Birkenheier
Ms. K. Cole
Mr. D. Gerson
Mr. R. Lee
Ms. K. Poldre
Dr. F. Wright

Regrets:

Mr. A. Duncan

1.0 CALL TO ORDER – OPEN SESSION

The Chair, noting a quorum present, called the meeting of the Sunnybrook Board of Directors to order at 8:00 a.m.

1.1 CHAIR'S OPENING REMARKS

The Chair confirmed the quorum and welcomed everyone to the last board meeting of 2024. She provided a brief overview of the agenda and recommended members joining virtually to raise their hand when they have questions.

1.2 LAND AND ANCESTRAL ACKNOWLEDGEMENT

Dr. Smith requested Ms. Winter to come forward and join him to present the Land Acknowledgment.

Dr. Smith began by noting that it's crucial that we ground ourselves in our commitment to equity and the significant role we play in society. He emphasized that the land acknowledgment, which we have practiced for years, should not become a routine or check-the-box activity. Dr. Smith informed the board that we would take a more reflective approach moving forward. So, instead of Ms. Annett and Dr. Smith leading it, we would involve others. Dr. Smith informed the board that Ms. Winter will lead the Land Acknowledgment at this board meeting.

Ms. Winter started by informing that in October, the Senior Leadership Team visited the Proximity Institute, affiliated with the Ontario Hospital Association, where she got the opportunity to spend a day with Mr. Wayne Simpson. Mr. Simpson, an Indigenous photographer, has explored his heritage through his photography. He shared his personal journey of reconnecting with his Indigenous roots, which has been deeply intertwined with his work.

Mr. Winter noted that she chose two of Mr. Simpson's photos and showed them on the screen to highlight the themes that came up in conversations with him and the senior leaders at Sunnybrook. The first photo shows an elder wearing a headdress, symbolizing pride in his culture. Mr. Simpson emphasized how vital this pride is to Indigenous communities—something that has often been suppressed by mainstream society. This image represents the strength and resilience that Indigenous people have maintained through difficult history.

The second photo is of Mr. Simpson's late mother, who endured a life marked by hardship, including abuse and addiction. Despite these challenges, she persevered—a key quality that runs deep within Indigenous culture. Ms. Winter highlighted that throughout the day with Mr. Simpson, we were reminded of the immense pride, determination, and resilience that Indigenous communities continue to demonstrate. Ms. Winter concluded by encouraging the board members to explore the photos further, as they capture both the beauty and strength of this incredible culture.

Dr. Smith followed with the Ancestral Acknowledgement by take a moment to acknowledge those of the Black diaspora who were removed from their land and communities and brought to this country involuntarily, and subjected to oppressive structures and systems causing centuries of trauma which have deeply impacted Black people and communities in Canada today.

Dr. Smith commented that as we begin our Board meeting, we invite everyone to reflect on the significance of these statements, and to consider how we can ensure the sentiments expressed are more than just words, but reflect a commitment to action that will address health inequities and anti-Black and Indigenous racism.

1.3 APPROVAL OF AGENDA

The Chair requested approval of the agenda. So, moved by Mr. Mehta and seconded by Mr. Lynch.

The agenda was approved.

2.0 CEO REPORT

A copy of the December 2024 CEO report was appended to the agenda portfolio for information. The December CEO report provided an overview of the key activities at Sunnybrook.

2.1 PATIENT STORY

Dr. Smith welcomed Dr. Cass to present the Sunnybrook patient story to the board.

Dr. Cass shared a meaningful story about a veteran resident, Dr. Ken Money. Dr. Cass highlighted that this year's Remembrance Day service was especially moving as it was the first in-person service since the COVID-19 pandemic. During the ceremony, Honorary Colonel Laura Money from 400 Tactical Helicopter Squadron shared personal reflections on the care her father, Dr. Money, received at Sunnybrook Veterans Centre in his final days. Colonel Money shared that in 2021, her father became a resident at Sunnybrook during the height of the COVID-19 pandemic. Despite the challenges, the staff ensured that he and other veterans received the highest standard of care. Dr. Cass commented that Dr. Money was one of Canada's first astronauts, a veteran and a key figure in the Canadian Space Agency.

Dr. Cass emphasized that Colonel Money's words were powerful and reminded us of the importance of the care we provide to veterans.

Dr. Cass concluded, and Ms. Annett opened the floor for comments and questions for discussion from the board members.

2.2 MERITORIOUS STATUS FROM NSQIP FOR THE DEPARTMENT OF SURGERY

Ms. Annett introduced Dr. Frances Wright, Chief of Surgery, to share the exciting news about the National Surgical Quality Improvement Program (NSQIP) award.

Dr. Wright introduced two key team members, Ms. Dandal and Mr. Tarighi, who were part of the NSQIP team and proudly announced that Sunnybrook had been honoured with the Meritorious Award from NSQIP, which aims to reduce morbidity and mortality. NSQIP started in U.S. hospitals in the 1980s and now includes over 600 hospitals across North America. This award recognizes hospitals with excellent outcomes in areas like mortality, cardiac complications, surgical site infections, and more.

Dr. Wright highlighted that only 77 out of 609 hospitals received this recognition, and it's a testament to the team's hard work at Sunnybrook, who were all deeply involved in this process. The award reflects the behind-the-scenes efforts in data analysis and quality improvement that ultimately led to better patient outcomes. Dr. Wright informed the board that the team is incredibly proud of this achievement.

2.3 CEO Highlights

Dr. Smith encouraged board members to read the CEO Highlights magazine appended to the board package and commented that he was happy to answer any questions from the board.

Ms. Annett opened the floor for comments and questions.

3.0 EDUCATION PRESENTATION

Dr. Smith invited Ms. Slawek, Director, Strategy & Corporate Projects, to present Invent 2030 with him and noted that Ms. Slawek and her team have been deeply involved in the strategic planning process.

Ms. Slawek introduced her team, Ms. Dorothy Carson and Ms. Kristina Poldre. She emphasized that the team's work is foundational to the future of healthcare at Sunnybrook, and this is a moment to reflect on the deep engagement and efforts so far.

3.1 INVENT 2030

Dr. Smith highlighted that today's meeting centers around the **strategic plan** for the future of Sunnybrook, with a focus on three key areas:

1. **Meeting Our Core Mandate** – Providing excellent, compassionate care to 1.4 million patients annually.
2. **Navigating Limited Resources** – Finding ways to drive **transformational impact** with the resources available, considering factors like population growth and aging, rising patient expectations, and financial uncertainty.
3. **Strategic Challenge** – The challenge is to balance high-quality care with the limitations of resources. Our goal is to **reduce hospital visits** and **shorten stays** to improve patient outcomes.

Ms. Slawek emphasized the **Strategic Planning Process**:

- **Mission & Vision:** Sunnybrook's purpose remains focused on **inventing the future of healthcare** and being there when it matters most.

- **Strategic Directions & Key Enablers:** Refined over the past few months, with focus on things like integrated care models, growth and investment, digital health, and social responsibility (equity, inclusion, and sustainability).
- **Key Focus Areas for the Next Five Years:**
 1. **Clinical Trial Innovation:** Build on leadership in this space, with Dr. Smith part of a task force to increase focus.
 2. **Transform care through strategic joint ventures & integrations:** Expand capacity and access through partnerships.
 3. **Digital Health Enablement:** Improve connectivity across the system for both staff and patients.
 4. **Continued Evolution of our Programs:** Integrated Surgical Services Program
 5. **Campus Transformation:** Invest in infrastructure like the Critical Care Center and renewal projects.

Lastly, Ms. Slawek focused on the next steps:

- Over the next several months, we will refine objectives, identify initiatives, and develop key performance indicators (KPIs).
- A strategic communications plan will ensure this information reaches frontline staff.
- All of this work will culminate in the **May 2025 Strategic Planning Session** for final approval.

Dr. Smith and Ms. Slawek concluded their presentation. Ms. Annett opened the floor for comments and questions from board members.

4.0 CONSENT AGENDA

The Chair brought attention to the items under the Consent Agenda and sought approval from the board. Mr. Mehta moved the motion, seconded by Mr. Rand. The Board of Directors at Sunnybrook Health Sciences Centre approved the mentioned recommendations under the Consent Agenda.

4.1 APPROVAL OF CONSENT AGENDA

Minutes of Open Session Meeting – October 23, 2024

A copy of the minutes was pre-circulated and appended to the agenda portfolio.

MOTION: Upon MOTION duly made by Mr. Mehta and **SECONDED** by Mr. Rand, **IT WAS RESOLVED THAT the Minutes of the meeting of the Board of Directors of Sunnybrook Health Sciences Centre held on Wednesday, October 23, 2024, be hereby approved as pre-circulated.**
CARRIED.

Medical Advisory Committee (MAC) Report

The MAC met in November 2024. A copy of the report was pre-circulated and appended to the agenda portfolio for information.

The MAC reviewed the following at its November 2024 meeting:

- **Critical Incident Reporting:** There was no critical incident reported.
- **Credentials Committee:** The MAC approved the Credentials List of November 2024.
- **Medical Directive**
- **Medical Directives for Physician Assistants in the Dept of Surgery**

- **Policy on device reprocessing**
- **Academic Achievements**
- **Status of Leadership Searches and Five-Year Reviews**

Credentials List – November 2024

A copy of the November 2024 Credential List was pre-circulated and appended to the agenda portfolio for Board approval.

MOTION: Upon MOTION duly made by Mr. Mehta and SECONDED by Mr. Rand, IT WAS RESOLVED THAT the Board of Directors of Sunnybrook Health Sciences Centre hereby accept and approve the appointments for November 2024 as recommended by the Medical Advisory Committee.

CARRIED.

5.0 COMMITTEES

Ms. Annett invited the Board Committee Chairs to provide brief updates from the committees.

5.1 FINANCE & COMMON AUDIT COMMITTEE

Financial statements for the seven months ending in October 2024 were pre-circulated and attached to the Board agenda portfolio for reference. Mr. Lynch noted that the materials are self-explanatory and that we are performing better than expected in terms of the long-projected deficit.

Ms. Annett opened the floor for comments and questions from the board members.

5.2 VETERANS ADVISORY COMMITTEE (VAC)

VAC met on November 19, 2024, and Mr. Winslow highlighted the following from the committee report attached to the board package.

- **Remembrance Day Highlights**
- **Veterans Heritage, Health Care Priorities and Treatment Policy Review**

Ms. Annett opened the floor for comments and questions from the board members.

6.0 INFORMATION ITEMS

The following was presented to the Board of Directors for information. Documents were pre-circulated and appended to the agenda portfolio.

- 6.1 New Treatment For Severe Depression Illness Brings Specialized Care Closer To Home In North Central Ontario**
- 6.2 Antibiotic Treatment for 7 versus 14 Days in Patients with Bloodstream Infections**
- 6.3 Cognitive Biases and Artificial Intelligence**
- 6.4 Government of Canada appoints new President of the Canadian Institutes of Health Research**
- 6.5 SRI Spotlight**
- 6.6 Inside SRI Automating Image Analysis**
- 6.7 Keeping Vigilant Against Phishing Attacks**
- 6.8 Message from the Minister of Health and Minister of Mental Health and Addictions and Associate Minister of Health on Digital Health Week**
- 6.9 Sunnybrook – Celebrating Education Week**

7.0 NEXT MEETING

The next meeting of the Board of Directors of Sunnybrook Health Sciences Centre is scheduled to take place on Wednesday, February 19, 2025, at 8:00 a.m.

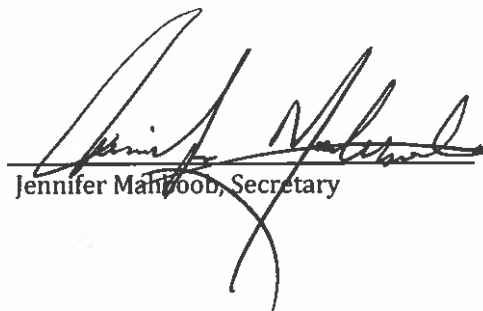
8.0 TERMINATION OF MEETING

There being no further business, the Chair called for a motion to terminate the open session of the Sunnybrook Board of Directors at 9:00 a.m. So, moved by Mr. Strain and seconded by Ms. Oris Valiente.

MEETING TERMINATED.



Carol Annett, Chair



Jennifer Mahmood, Secretary