

**ATTENDEES:**

(P) Linda Franklin	(P) (Ricco) A.S. Bhasin	(P) Susan Britton Payne	(P) Connie Stefankiewicz
(P) Manny Satija	(P) Mark Beckles	(P) Michael Torrance	(P) Pardeep Singh Gill
(P) Elsa Cabral	(P) Stuart Johnston	(P) Winston Young	(P) Dr. Frank Martino
(P) Dr. Greg Rutledge	(P) Tiziana Rivera	(P) Dr. Yasir Karani	(P) Dr. Prashant Phalpher

**GUEST(S):**

Laurie Cabanas (Resource)	Kiki Ferrari	Florine Lobo	Cara Francis
Saleem Chattergoon	Deepak Sharma		

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**1.0 CALL TO ORDER & REPORT OF THE CHAIR**

The meeting was called to order. No declarations of conflict were made. A copy of the Ethical Decision-Making Framework was included in the package for reference. The Chair thanked Board members for being available in the summer months and reminded the Board of Directors that the Board does not usually meet in August but is convening briefly to address a time-sensitive approval item related to redevelopment.

**MOVED, Seconded**

***That the agenda be approved – CARRIED.***

**2.0 CONSENT AGENDA**

One motion is required to approve all items included in the Consent Agenda. Any of the items contained within the Consent Agenda may be placed on the regular agenda for discussion. A summary of the motions is contained within the Consent Agenda. The Chair provided some background information related to the policies that were circulated to the Board of Directors for review. Responses were provided to any questions that were received in advance of the meeting.

**MOVED, Seconded**

***That the items listed within the Consent Agenda be approved – CARRIED.***

**3.0 PMC PHASE 2 REQUEST FOR QUALIFICATIONS**

The Board of Directors was provided with an overview of the pre-circulated materials to support this agenda item. Board members had an opportunity to ask clarification questions and there was some discussion about the risks and mitigation strategies associated with the Request for Qualifications. Board members were interested in better understanding the financials associated with Osler's redevelopment work which will come to the Board at a future meeting for a more fulsome discussion.

**MOVED, Seconded**

***That the Board of Directors accept the Request for Qualification procurement process, evaluation and scoring matrix, and timelines and approve the release of the RFQ to the market in August 2023 – CARRIED.***

**4.0 STRATEGIC PLANNING KICK-OFF**

Dr. Frank Martino, President and CEO provided some introductory remarks about Osler's Strategic Plan 2019-2024, which is coming to a close. A presentation was provided to the Board of Directors reviewing the context, best practices and key assumptions about strategy development and options to engage the Board in the planning process. A dynamic discussion followed with consensus among Board members that 'Evolve and Elevate' is the preferred approach among the spectrum of strategic plan options presented taking into consideration capacity, resources and other key strategic initiatives underway. Moreover, Board members felt that this approach would put Osler in the best position to be a leader in the health care sector in light of its transformation into an Academic Health Centre. Board members expressed

an interest in having multiple touchpoints rather than a specific task force or subcommittee to lead the work as the strategic planning process and felt that it was important for the full Board to be actively engaged in the process. There were questions about the potential impact of the strategic planning process on staff and physician engagement; management reassured the Board that staff and physician engagement are key priorities for the organization and that there are processes in place to address engagement and monitor progress on an ongoing basis. As part of next steps, management was requested to conduct an assessment of the current strategic plan, identifying what worked well and what could be enhanced given the changing landscape and evolution for Osler. Management thanked the Board for their support and guidance and will conduct an assessment of the current strategic plan and share the results at a future Board meeting. The Board thanked management for the discussion and for the opportunity to provide input early in the process.

#### **5.0 ADJOURNMENT**

The meeting was adjourned. The next meeting will be held in-person on September 27, 2023.

**MOVED, Seconded**

***That the meeting be adjourned – CARRIED.***