

**Attendees:**

(P) Pardeep Singh Gill	(P) Susan Britton Payne	(P) Nolan Bederman	(P) Winston Young
(P) Elsa Cabral	(P) Michael Torrance	(P) Dr. Frank Martino	(P) Dr. Greg Rutledge
(R) Dr. Victor Ng	(P) Melissa Carvalho	(P) Manny Satija	(R) Dr. Prashant Phalpher
(P) Ben D’Souza	(P) Tiziana Rivera	(P) Connie Stefankiewicz	(P) Dr. Yasir Karani
(P) Chris Loreto	(P) Linda Franklin		

**Guests:**

Laurie Cabanas	Kiki Ferrari	Florine Lobo	Cara Francis
Kelly Kimens	Ken Mayhew	Mary Jane McNally	Kathy Frlan (Resource)

---

**1.0 Call to Order**

The Chair welcomed everyone to the virtual meeting. The meeting was called to order once quorum was achieved.

**1.1 Declaration of Conflicts**

No declarations of conflict were made.

**1.2 Approval of Agenda**

The agenda was tabled for approval; there were no additions or revisions to the agenda.

**Moved, seconded**

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

**1.3 Report of the Chair**

The Chair welcomed Board members and provided a brief report. He acknowledged the recent education session, A Primer on Environmental Stewardship, that was offered to Board and Community members and thanked management for organizing the session. Board members who were unable to attend were reminded that a recording is available on the Board of Directors Portal.

In recognition of Doctor’s Day on May 1, the Chair extended appreciation to all physicians at Osler for their leadership and service, with particular acknowledgement of Dr. Frank Martino and Dr. Greg Rutledge for their ongoing efforts in guiding Osler’s medical teams. The Chair encouraged Dr. Martino to share the Board’s gratitude with clinical colleagues across the organization.

In closing, the Chair reinforced the importance of ongoing Board engagement through educational opportunities, physician recognition, and ethical governance.

**1.4 Ethical Decision-Making Framework**

The Chair reminded Board members of the Ethical Decision-Making Framework that was included in the package for reference, which provides a standardized approach when making decisions particularly when ethical issues arise.

## 2.0 Consent Agenda

The Consent Agenda was tabled for approval. There were no changes to the Consent Agenda.

- 2.1 Board of Directors Meeting Minutes (March 26, 2025)
- 2.2 Annual Board of Directors Work Plan (2024-25)
- 2.3 MAC Resolutions (March 18, 2025) and MAC Minutes (April 9, 2025)
- 2.4 Health Services & Quality Committee Minutes (March 5, 2025)
- 2.5 Governance & HR Committee Minutes (March 6, 2025)
- 2.6 Executive Committee Minutes (March 17, 2025)
- 2.7 Nominations Committee Minutes (March 10, 2025)

**Moved, seconded**

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

## 3.0 Management Reports

### 3.1 Patient Voice

Mary Jane McNally, Chief Patient Experience Officer, delivered a presentation focused on patient and family feedback, highlighting both compliments and complaints received across the organization. Management reviewed the pre-circulated materials noting that complaints are viewed as opportunities for engagement and organizational learning, rather than punitive actions, and are integral to advancing patient-centered care.

Management reviewed themes and trends observed from the feedback gathered and engaged the Board in a discussion about how the data is used to drive improvements and innovation to enhance patient experience. Board members discussed the value of transparency in sharing direct patient quotes and commended the data-driven approach to trend analysis. Questions were raised regarding the underlying drivers of patient perception, how staff are supported in fostering compassion, and how real-time feedback is being integrated into continuous quality improvement efforts. Management shared insights into how the new Hospital Information System, Epic, would help with improving the quality of the data and also support staff and physician wellness. It was emphasized that improving patient experience is an ongoing journey and Osler is committed to strengthening the culture through innovation and continuous improvement. The Chair thanked management for the comprehensive presentation and acknowledged the team's ongoing efforts to enhance compassionate, patient-centered care across the organization. Mary Jane McNally left the meeting.

### 3.2 Report of the President and CEO

The President and CEO provided brief remarks to supplement the written materials that were pre-circulated to the Board. He began by recognizing Tiziana Rivera, EVP, Quality, Research & Chief Nursing Executive, who was recently awarded the 2025 Nursing Leadership Award by the Canadian College of Health Leaders. This honour acknowledged her visionary leadership across clinical programs and innovation in quality and safety initiatives. Dr. Martino highlighted Tiziana's instrumental role in the development of the Osler-Humber Academic Practice Partnership, a first of its kind initiative designed to support patient-centered education and early career nurse development. Dr. Martino went on to share that Osler was the recipient of multiple national awards, including the 2025 Excellence in Patient Safety Award for the organization's work on the Butterfly Model to support dementia care. Osler was also recognized with the 2025 Excellence in Inclusion, Diversity, Equity and Accessibility Award, which reflects the organization's ongoing efforts to eliminate systemic barriers and promote equitable care and access for all patients, staff and volunteers.

In addition, Dr. Martino noted that National Volunteer Week had recently been celebrated across all sites, with events acknowledging the important contributions of Osler's volunteer community. He acknowledged the valuable contributions of the volunteer Board members and expressed appreciation for their leadership and commitment to Osler's work.

Cara Francis, VP Communications & Stakeholder Relations, provided a brief update on the outcome of the recent federal election. Management noted that congratulatory letters would be sent to newly elected and returning Members of Parliament, and efforts would be made to build relationships with new representatives. A suggestion was also raised to send a letter of recognition to a former Osler Foundation Board Director and donor who had stood for election but was not elected. The Board extended congratulations to all award recipients and expressed appreciation for the leadership recognized through these achievements.

### 3.2 Report of the Chief of Staff

The Chief of Staff provided brief remarks to supplement the report that was pre-circulated to the Board. He informed the Board that Nelly Szeier officially joined Osler this week as the new Director of Medical Affairs and Education, overseeing the organization's growing education portfolio. Her appointment marks an important milestone as Osler continues to expand its academic footprint and strengthen physician engagement through structured leadership and development opportunities.

Dr. Rutledge shared an update on recent discussions with Toronto Metropolitan University (TMU) and its Vice Deans, with a focus on identifying collaborative opportunities in medical education. He emphasized the importance of aligning Osler's academic strategy with the institution's clinical priorities and physician talent development goals. Ongoing initiatives are underway to support professional resilience, improve communication between clinical leadership and frontline physicians, and foster a wellness-based organizational culture.

Board members had a brief discussion regarding the growing number of uninsured patients. Dr. Frank Martino acknowledged that this is an ongoing issue that Osler is actively monitoring and advocating with government and other system partners. He committed to returning to the Board with additional information on the scope of the issue and the organization's approach to supporting these patients while balancing clinical responsibilities and financial considerations. The Board thanked Dr. Rutledge for his update and welcomed the continued progress in advancing education, physician engagement, and wellness across the organization.

The Chair expressed his gratitude to management for their leadership and efforts to engage with the community and shared that a positive impact is being made on patients and families within Osler's catchment area. The Chair also acknowledged Osler Foundation for its continued efforts to fundraise and reach record donations.

## **4.0 Committee Chair Reports**

### 4.1 Governance & Human Resources Committee

The Committee Chair, Elsa Cabral, provided brief remarks to support the pre-circulated report. The Committee reviewed and endorsed proposed adjustments to the Board and Committee Evaluation process for the current cycle. Key changes include advancing the timelines for evaluations to facilitate the annual recruitment process and Committee appointments and reappointments. There were no other questions or concerns about the report.

**Moved, seconded**

***That the Board of Directors endorse the proposed changes to the Board and Committee evaluation process as recommended by the Governance and Human Resources Committee – CARRIED.***

**4.2 Health Services & Quality Committee**

The Committee Chair, Manny Satija, provided brief remarks to support the pre-circulated report. The Committee reviewed the Q3 Critical Incident Report, noting a continued downward trend in the number of incidents over the past three years. This improvement was attributed to the strength of Osler's management framework and the adoption of a just culture approach, which promotes learning and accountability. Management emphasized the importance of transparent incident reviews and reinforced that performance issues are addressed constructively, with a focus on improvement and support.

The Committee Chair also discussed progress on the Osler Research Institute for Health Innovation (ORIH) Scorecard which includes nine indicators, each mapped to one of Osler's five strategic pillars. Several of the metrics include baseline indicators, reflecting that this is ORIH's inaugural reporting year and will be used to inform progress in future cycles. There were no questions or concerns and the Board expressed support for the ORIH scorecard presented.

**Moved, seconded**

***That the Board of Directors endorse the Osler Research Institute for Health Innovation scorecard indicator targets for FY25/26 as recommended by the Health Services & Quality Committee – CARRIED.***

**5.0 In-Camera Session**

The Committee moved into an In-Camera Session.

**Moved, seconded**

***That the Board of Directors move to an In-Camera Session – CARRIED.***

**6.0 Termination of Meeting**

The Chair thanked everyone for their active engagement and terminated the meeting.

**Moved, seconded**

***That the Board of Directors meeting be terminated – CARRIED.***

---