

ATTENDEES:

(P) Geoff Ritchie	(P) Ricco Bhasin	(P) Susan Britton Payne	(P) Jasmine Tehara
(P) Kulvir Singh Gill	(P) Linda Franklin	(P) Mark Beckles	(P) Michael Torrance
(P) Pardeep Singh Gill	(P) David Charron	(P) Stuart Johnston	(P) Dr. Frank Martino
(P) Dr. Brian Klar	(P) Tiziana Rivera	(R) Dr. Victor Rajkotwala	(R) Dr. Ioana Ciric
(P) Brenda Bushey (Resource)			
Florine Lobo	Dr. Rardi van Heest	Kiki Ferrari	Ken Mayhew
Kelly Kimens			

1.0 CALL TO ORDER & DECLARATION OF CONFLICT

The meeting was called to order. No declarations of conflict were made.

MOVED, seconded

That the agenda be approved - CARRIED

1.1 CHAIR'S REPORT

A copy of the Ethical Decision Making Framework was included in the package for reference. There have been some recent developments that will be addressed later on in the agenda as part of the CEO's Report pertaining to: a new Medical School for Brampton, anticipated funding announcements and recent media attention.

An update regarding the CEO Search was provided. As per the terms provided by Shared Services West, a process to identify a preferred vendor to carry out the search has been initiated. A shortlist was identified that included three recruitment firms. Promeus has been identified as the preferred vendor for this search effort. Kelly Kimens is present and will address any questions relating to this process.

[REDACTED]

[REDACTED]

The recommended composition for the Search Committee was presented as follows:

Chair: Linda Franklin
Members: Geoff Ritchie, Pardeep Singh Gill, Stuart Johnson, Kulvir Singh Gill, Susan Britton
Foundation: Bob Peacock
Executive Leaders: Dr. Brian Klar, Florine Lobo, Kiki Ferrari.

The process will be supported by Kelly Kimens and Brenda Bushey.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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 are contained within the Consent Agenda.

The following items are included within the Consent Agenda for approval:

- CA 2.1 Board Minutes: *January 26, 2022*
- CA 2.2 MAC Minutes: *February 9, March 9, 2022*
- CA 2.3 Governance & HR Minutes: *March 15, 2022 - deferred*
- CA 2.4 Health Services & Quality Committee Minutes: *February 9, March 9, 2022*
- CA 2.5 Resources & Audit Committee Minutes: *February 16, March 26, 2022*

MOVED, seconded

That the items listed within the Consent Agenda be approved with the revisions as noted – CARRIED.

Q: The Health Services & Quality minutes made reference to the inability to recruit a number of international students due to the lack of recent or acute care experience and basic skills; is this experience common to other hospitals, and, is there a provincial table that can inform the government of these challenges?

A: There are multiple pathways for individuals to obtain the appropriate certification and licensing. Some provinces have taken different pathways. It has been observed that there is a desire to loosen the requirements in order to address the HHR issues currently faced in health care. The primary concern is patient safety. There needs to be a threshold from which to measure against; anything below that threshold would not be acceptable. Of the 35 international students interviewed, 9 were recruited. The Ministry of Health has been provided with feedback regarding the issues relating to recruitment of international students.

3.0 BUSINESS ARISING

3.1a CHAIR'S REPORT: Governance & HR Committee

The Chair's Report was tabled for information. Results from the recent Chair evaluation were tabled for discussion. The Board Chair was thanked for openly participating in this process. Nine members participated in the survey. [REDACTED]

[REDACTED] The Board Chair thanked members for their candid remarks stating that the information received will inform help to inform the Board's success going forward. The evaluation tool is meant to provide insight for the current Chair as well as assistance for the incoming Chair.

The Committee Chair discussed the steps that will be required in terms of the necessary reappointments and recruitment before the end of the current cycle in June. The number of Board and Community representative vacancies is currently being finalized. As per the Public Hospitals Act, four directors are required to be reappointment or appointed each year. The skills matrix is currently being updated to identify any specific needs going forward.

Many individuals have stated their interest in serving as a member of the Governance & Human Resources Committee. Individual evaluations will be conducted prior to appointments and confirmation of the Board structure for the 2022/23 period.

3.1b CHAIR'S REPORT: Health Services & Quality Committee (HSQC)

The briefing note is provided for information only. Few items that came up at HS & Q Committee meeting – update on patient representative

Results for the final QIP targets were presented. The 2022 QIP will include four indicators:

- Number of workplace violence incidents;;
- Time to inpatient bed 90th percentile;
- Leaving hospital did you receive enough information; and
- Medication reconciliation on discharge.

The QIP included two indicators that were significantly impacted by COVID (Workplace Violence Incidents and 90th Percentile Time to Inpatient Bed). Proxy baselines have been used for establishing the 2022 targets. The proxy baselines is equal to the 2021 target. The Board is required to approve the QIP metrics so that they can be posted to the website by April 1.

Work has been done to harmonize the Balanced Scorecard and QIP. The Balanced Scorecard will include seven targets. This information will be presented at a future meeting of the Board.

MOVED, seconded

That the Board of Directors approves the 2022 Quality Improvement Plan as presented – CARRIED.

3.1b CHAIR'S REPORT: Resources & Audit Committee

The balanced budget being brought forward for approval is a pre-COVID baseline budget. [REDACTED]

The current H-SAA expires on March 31, 2022. On February 28, 2022, Osler received a formal notice to extend its H-SAA to March 31, 2023. This extension is also required in order for the Ministry to continue its funding for 2022/23.

[REDACTED]

An update on the cybersecurity program was shared. A number of improvements have been made including patching, incident management and recovery, and separation of third-party systems. A cyber event tabletop exercise was also conducted with the senior team in February 2022.

The Ministry has reviewed Osler's COVID expense reimbursements and overall financial position including surplus in the prior year. Explanations of the approach taken to address reimbursements and the surplus was provided. Thanks to Florine Lobo and her team for the great work done on this file.

4.0 NEW BUSINESS

4.1 REPORT OF THE PRESIDENT & CHIEF EXECUTIVE OFFICER

A written report was provided for information. The following highlights were provided.

- Osler has been advised that we are the recipients of the Canadian College of Health Leaders' 2022 Excellence in Patient Safety Award. This award recognizes the important steps taken to further improve how we report,

respond to, and learn from patient safety incidents. This information is confidential until the College officially announces the award on April 11.

- On March 15, Premier Ford [announced](#) the Ontario Government's commitment to expanded medical education, including establishment of the new Ryerson University School of Medicine to be located in Brampton. Osler will be a key partner in the development of the medical school. Dr. Martino and Dr. Rardi van Heest are members of Ryerson's Senior Medical Advisory Committee.
- This Sunday, a special announcement will be made by Premier Ford, Minister Elliott and Minister Sarkaria regarding the redevelopment of Peel Memorial. An \$18M planning grant will be announced for the next stage of PMC. It is also anticipated that a \$3M planning grant will be announced for the new cancer centre at Brampton Civic Hospital.
- Brampton City Council is meeting today to discuss an increase of its municipal contributions towards hospital redevelopment. A commitment of \$62.5M has already been confirmed. It is expected that a proposal to double that amount will be presented to Council for approval.

An update on the recent COVID activity was provided. Levels continue to increase slowly. Efforts are underway to address the surgical backlog. Recovery is dependent on addressing the current HHR issues. The team is actively recruiting and efforts are underway to consider various options for service delivery.

Q: We are headed into election season. Is the recent funding allocations tied to the election or year-end monies?

A: The money received is directed to planning which was previously requested.

The Board was advised that the City has passed the motion to increase the municipal contributions. Details will be shared with the Board tomorrow.

The team was congratulated on the success of the SCOPE program, noting the significant progress made to date.

Q: The announcement of the Medical School is an enormous achievement. A request was made for additional details regarding this collaboration.

A: The Board will receive regular updates on the journey to date and what will be expected in the next few months.

Q: What will the connection between Ryerson and Osler be? Will this be an informal or formal arrangement?

A: This relationship is considered a major affiliation. There will be governance representation required for both organizations.

Q: Has the vaccination policy for staff changed at all?

A: The vaccination policy remains in place without change. The vast majority of hospitals continue to support a mandatory vaccination policy. The third dose uptake within the community has not been as high as the second dose.

4.2 REPORT OF THE CHIEF OF STAFF

A written report was provided for information. The following highlights were provided.

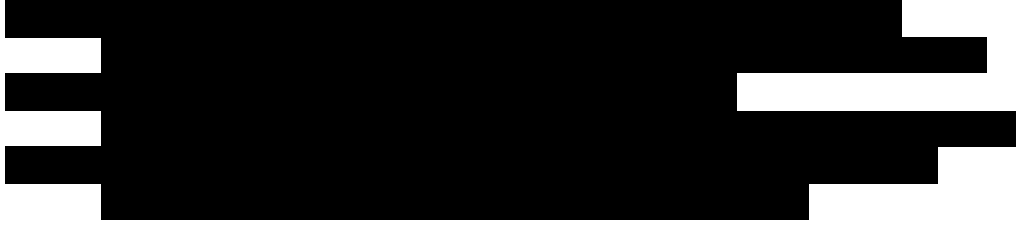
- Credentialing: approximately 1000 physicians have completed the credentialing process;
- Issues relating to physician burnout reflect the challenges presented by COVID;
- Osler physicians, Dr. Lillia Fung, Anaesthetist, and Dr. Jobin Varughese, Primary Care Physician, were announced as recipients of the Intrepid Leaders Award as recognized by the Brampton Board of Trade - Next Gen Network on March 24, 2022.

5.0 NEW BUSINESS

5.1a ERM Q2/Q3 Update

An update regarding the Q2 and Q3 Enterprise Risk Management results was provided. Quarterly updates are provided as an opportunity for the Board to review the specific risks that fall under the mandate of the Board. These risks include: external relations and reputation, executive of strategy, and legal and regulatory.

A chart summarizing the high and severe risks that are included in the Corporate Risk Register was provided. Where applicable, mitigating strategies are developed for each risk. Details regarding the following risks were presented:



MOVED, Seconded

That the Board of Directors receives the 2021/22 Q2 & Q3 Enterprise Risk Management update as presented – CARRIED.

6.0 ADJOURNMENT

MOVED, Seconded

That the meeting be adjourned – CARRIED