

ATTENDEES:

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

GUEST(S):

Laurie Cabanas (Resource)	Kiki Ferrari	Florine Lobo	Ann Ford
Cara Francis	Kelly Kimens	Ken Mayhew	Deepak Kumar Sharma
David Stankiewicz	John Drost	Cathy Renaud	Saleem Chattergoon

1.0 CALL TO ORDER & REPORT OF THE CHAIR

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

The Chair started with a round table introduction of Board members and guests. The Chair expressed gratitude for everyone in attendance, and reported on a few conversations with management on key initiatives that are underway such as the strategic planning process, and Peel redevelopment, which will be discussed in detail during the meeting.

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

MOVED, seconded

That the agenda be approved – CARRIED.

The Chair presented an overview of the pre-circulated Annual Board Work Plan. The Board was supportive of the enhanced format of the Annual Work Plan as well as the initiatives outlined and passed a motion to accept the annual work plan as presented. A copy of the Ethical Decision-Making Framework was included in the package for reference.

MOVED, seconded

That the Board of Directors approve the annual Board Work Plan (2023-24) as presented – CARRIED.

2.0 CONSENT AGENDA

The Consent Agenda was tabled for approval. The Chair requested the exclusion of the Executive Committee Terms of Reference as some suggestions for consideration were received from the Board regarding the Committee's responsibilities particularly as it relates to its role in investigations and conflict of interest. The Chair noted that it would go to the Governance & Human Resources Committee for further discussion. The Executive Committee Terms of Reference was removed from the Consent Agenda and all other items listed within it remained.

MOVED, seconded

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

3.0 COMMITTEE CHAIR REPORTS

3.1 Health Services & Quality Committee

The Committee Chair provided a report, which highlighted:

- the Peel Redevelopment Phase 2.2 submission to the Ministry that will be recommended to the Board for approval;
- ongoing engagement with the Patient and Family Advisory Council;
- the significance of the butterfly model of care;
- QIP progress updates demonstrating the organization is heading in the right direction;

- An update on the Uptown Ophthalmology partnership; and
- the surgical recovery program targets and strategies to address backlog.

The Board had the opportunity to ask clarifying questions around the surgical recovery wait list and the cataract surgery program as well as inquire about any learnings from the Uptown Ophthalmology partnership that could be applied to similar or future initiatives. Management thanked the Board for sharing their comments and considerations.

3.2 Governance & Human Resources Committee

The Committee Chair provided a report which included a brief discussion about the August Board and Committees orientation session. The Chair invited Board members to provide thoughts on what worked well and how the session could be improved in future. The Chair briefly discussed the ongoing Board recruitment efforts of the Ad Hoc Director Recruitment Committee, which will recommend nominees for consideration at the November meeting. The Committee presented its recommendation to the Board to appoint the following individuals to the Resources & Audit Committee (Manny Satija) and Health Services & Quality Committee (Florine Lobo). In addition, Michael Torrance was appointed to the Health Services & Quality Committee to ensure quorum until new Board members are elected.

MOVED, seconded

That the Board of Directors approve the Committee appointments as recommended by the Governance & Human Resources Committee - CARRIED.

3.3 Resources & Audit Committee

The Committee Chair provided highlights from the recent meeting which included the Peel Phase 2.2 proposal submission. The Committee discussed various innovative procurement models, strategies and contingency planning to close the funding gap including ongoing conversation between management, the Ministry and local stakeholders to secure additional funding beyond the Foundation's commitment of \$80M to support development and infrastructure projects.

MOVED, seconded

That the Board of Directors approve the Peel Memorial Phase 2 – Stage 2.2 Final Submission to the Ministry of Health and Ontario Health as presented – CARRIED.

During the meeting, the Q1 financial deficit of \$16.5M was discussed with primary reason for this deficit related to Bill 124 and agency costs related to health human resource challenges. However, it was discussed that advocacy efforts are underway and the Ministry has advised that they will be reimbursing hospitals for some Bill 124 payments, which will help mitigate the deficit. There was consensus among the Board of Directors to approve the Q1 financial statements, as recommended by the Resources & Audit Committee.

MOVED, seconded

That the Board of Directors approve the Q1 Financial Statements for William Osler Health System, as recommended by the Resources & Audit Committee – CARRIED.

Given the Bill 124 wage related pressures, Ontario Health sent a communication to hospitals indicating that it would extend the current Hospital Services Accountability Agreement (H-SAA) to March 31, 2024. The Chair tabled a motion for the Board's approval to extend the H-SAA.

MOVED, seconded

That the Board of Directors approve the extension of the Hospital Services Accountability Agreement (H-SAA) to March 31, 2024 – CARRIED.

Dr. Frank Martino closed the segment with a special acknowledgment of the departure of Ann Ford and presented heartfelt gratitude for her service and for being an outstanding member of the executive team; he wished her well as she steps into the role of CEO at Brightshores Health System.

4.0 STRATEGIC PLAN DEVELOPMENT

Dr. Frank Martino provided some introductory remarks to acknowledge the organization's progress and success in executing its current strategic plan and the Board's role in setting the next strategic plan. The team presented an assessment of the current strategic plan, highlighting key projects supporting each strategic direction, impacts, performance metrics, challenges and future opportunities for the Board's consideration. The environmental scan and future opportunities will be considered in the development of the new Strategic Plan. The team will be considering the Board endorsed approach of evolve and elevate along with multiple touch points for the Board to be engaged in the process.

The Board thanked management for providing a large amount of information in a concise and meaningful way. Board Directors asked clarifying questions to better understand how metrics are selected, how the strategic plan intersects with the government relations strategy and how the strategic plan translates into the annual work plan for the organization. Management provided insights into the process and consideration used to determine the metrics for the strategic plan. There is a great deal of collaboration and integration that takes place internally to ensure that progress on strategic initiatives is showcased externally to government and community stakeholders in support of Osler's government relations strategy. Management was encouraged to consider how to incorporate patient stories and the challenges that are experienced which are not measurable using quantifiable data. Management thanked the Board for its engagement and committed to providing progress updates as they become available.

5.0 MANAGEMENT REPORTS

5.1 Report of the President & CEO

A written report was provided to the Board for information. Dr. Martino provided additional comments which highlighted achievements, ongoing projects, various policy changes, advocacy efforts related to the redevelopment of healthcare facilities and infrastructure, and meetings with key government officials to discuss funding for the large-scale projects underway.

The Board thanked Dr. Martino for his report and asked questions to better understand how Osler communicates and collaborates with TMU regarding conversations with government and external stakeholders. Management provided some insights sharing that there is ongoing communication between Osler's Communications team and counterparts at TMU, and mutual effort to align key messaging. Osler also works well with government to provide information and key messaging about Osler's key initiatives to support discussions with system partners.

A brief discussion took place about the recent announcement regarding a Trillium Health Partners' new Women's and Children's Hospital and potential impacts on Osler. Dr. Martino provided some insights into the general timelines associated with establishing a new hospital and highlighted that a number of Osler's key initiatives underway will be completed by the time the new hospital was developed and expects that Osler and Trillium will continue to collaborate as the new hospital will provide specialized regional services for women and children similar to how Osler provides specialized regional services for radiation and oncology. In the meantime, Osler will continue with its strategic initiatives including making progress on becoming an Academic Health Centre.

5.2 Report of the Chief of Staff

A written report was provided to the Board for information. The Chief of Staff provided some brief remarks about what he has achieved during the first three months of his tenure, emphasizing the shift from information gathering to project involvement with a focus on physician engagement. The Board thanked Dr. Rutledge for his report and expressed

support for continuing to focus on physician engagement as physicians and staff are often the best ambassadors of an organization's brand.

6.0 ADJOURNMENT

The meeting was adjourned. The next meeting will be held virtually on November 1, 2023.

MOVED, Seconded

That the meeting be adjourned – CARRIED.
