

**Attendees:**

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

**Guests:**

Laurie Cabanas (Resource)	Kiki Ferrari	Florine Lobo	Cara Francis
Kelly Kimens	Ken Mayhew	Cathy Renaud	Tony Raso
Richard Simm (KPMG)			

---

**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 noted that several key issues he has prioritized for the Board including enhancing patient engagement and cultural sensitivity will be expanded upon in reports from other Board members and management.

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 (September 25, 2024)
- 2.2 Annual Board of Directors Work Plan (2024-25)
- 2.3 MAC Resolutions (October 9, 2024) and MAC Minutes (September 11, 2024)
- 2.4 Health Services & Quality Committee Minutes (September 11, 2024)
- 2.5 Governance & HR Committee Minutes (September 17, 2024)

2.6 Resources & Audit Committee Minutes (September 12, 2024)

2.7 Executive Committee Minutes (September 17, 2024)

**Moved, seconded**

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

### 3.0 Management Reports

#### 3.1 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 focused on the organization's progress and alignment with the Strategic Plan 2024-2029: *Going Beyond for our people and communities*. He began by expressing gratitude for the Board's support in launching the plan, noting that the initial response from staff and community partners has been overwhelmingly positive and has fostered a sense of shared purpose across the organization.

Dr. Martino continued with a brief update of recent community engagement efforts, specifically those aimed at strengthening relationships with culturally diverse groups. He highlighted ongoing discussions with representatives from the Sikh community as part of the organization's commitment to fostering trust and improving culturally sensitive care practices. He shared that management is actively implementing policy changes and training enhancements to address the needs and concerns of these communities in a meaningful way. In addition, Dr. Martino discussed the progress of key advocacy initiatives to support the development of the Peel Memorial Centre for Integrated Health & Wellness and the construction of a new Cancer Centre. These projects are vital to meeting the healthcare demands of the growing community and Dr. Martino expressed optimism regarding recent feedback from government stakeholders, who recognize the critical importance of these developments. The organization is preparing for continued discussions with these stakeholders to secure the necessary support and funding. The Chair thanked the President and CEO for the report.

#### 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. The update highlighted recent advancements in physician engagement and academic integration within the organization. The update began by sharing the positive initial results from the recent physician engagement survey, which showed an improved response rate compared to the last period. The Chief of Staff emphasized that the results reflect a growing sense of involvement among physicians and a commitment to enhancing workplace satisfaction and collaborative culture within the medical team. He noted that further efforts will be made to encourage participation in the survey to gain a more comprehensive understanding of physician perspectives and needs.

Additionally, the Chief of Staff updated the Board on the organization's progress toward establishing itself as an academic health center, particularly through its ongoing affiliation with Toronto Metropolitan University (TMU). He reported that an increasing number of Osler physicians are taking on faculty roles at TMU's School of Medicine, marking a significant step forward in the organization's academic mission and further solidifying its role as a leader in healthcare education and research. The Chair thanked the Chief of Staff for the report.

Michael Torrence joined the meeting.

### 3.3 Patient Voice

The EVP and Chief Clinical Officer, presented the Patient Voice Report, underscoring the organization's commitment to embedding patient perspectives in all aspects of care. Recent initiatives have been designed to elevate patient voices, including the introduction of a patient advisory council that provides feedback directly to management and the Board. Key areas of improvement, particularly around communication, cultural sensitivity and the overall patient experience have been identified. The EVP and Chief Clinical Officer, highlighted specific feedback received from patient representatives, noting their experiences with care transitions and the importance of clear, compassionate communication from healthcare providers. The report included insights from recent focus groups, where patients shared their views on both positive experiences and areas needing attention. It was emphasized that these insights have been instrumental in shaping new policies and procedures that prioritize patient-centered care and support continuous improvement in service delivery. The report also detailed a pilot program aimed increasing patient engagement in care planning and decision making. This program, which includes regular listening sessions between patients and staff, has already shown promising results in fostering a sense of collaboration and mutual respect. The EVP and Chief Clinical Officer shared that management is committed to expanding this initiative across other departments based on initial success. It was emphasized that the organization's dedication to strengthening the patient voice as an integral part of its mission and invited Board members to attend an upcoming patient advisory session to gain firsthand insights. The Chair thanked the EVP and Chief Clinical Officer for the report.

## **4.0 Committee Chair Reports**

### 4.1 Resource & Audit Committee

The Committee Chair, Winston Young, provided brief verbal remarks to introduce the report which was pre-circulated to the Board. The Board was presented with the recommendation from the Committee confirmation of the outcome of the Request for Qualifications ("RFQ") evaluation process and approval of the release of the Request for Proposals (the "RFP") for the William Osler Health System – Peel Memorial Phase II Redevelopment Project using the Progressive Design Build with target price delivery model (the "Project"). Board members had an opportunity to ask questions regarding the timeline for Phase 2 completion and any potential delays impacting project milestones as well as understanding the contingency plans in place should there be construction or supply chain disruptions. Management addressed these concerns by affirming that the timeline remains on track, with funding largely secured and outlined contingency measures to mitigate any unforeseen disruptions in the project's progression.

### **Motion, seconded**

#### **Whereas:**

- ***Ontario Infrastructure and Lands Corporation ("Infrastructure Ontario"), has issued to the market the RFQ for the Project on May 29, 2024; and***
- ***Osler and Infrastructure Ontario, have jointly evaluated the Prequalification Submissions (as defined in the RFQ) and reached consensus on the results according to the evaluation framework established for the RFQ to select the following Applicants (as defined in the RFQ) to be identified as Pre-Qualified Proponents (as defined in the RFP) for the RFP: Multiplex Construction Canada, Progress Peel Health Solutions, Pomerleau Healthcare Partners, EllisDon Corporation.***

#### **Be It Resolved That:**

- ***The Board of Directors of William Osler Health System accept the results of the RFQ evaluation process and approve the release of the RFP for the Project using a Progressive Design-Build with target price delivery model to the Pre-Qualified Proponents (as defined in the RFP), being Multiplex Construction Canada, Progress Peel Health Solutions, Pomerleau Healthcare Partners, EllisDon Corporation, subject to prior approval by the Ministry of Health (“MOH”) and Infrastructure Ontario Board of Directors.***
- ***In the event of any withdrawal, a reserve applicant may be selected to be one of the shortlisted proponents, these being Bird Design-Build Construction Inc. and PCL Constructors Inc.***

#### 4.2 Governance & Human Resources Committee

The Committee Chair, Ricco Bhasin, provided brief verbal remarks to introduce the report which was pre-circulated to the Board. The Committee recommended changes to the Officers of the Board of Directors for 2024-25. There were no questions or concerns about the proposed changes.

##### **Motion, seconded**

***That the Board of Directors approve the changes to the Officers of the Board of Directors for 2024-25 as recommended by the Governance & Human Resources Committee:***

- 1st Vice Chair – Elsa Cabral
- 2nd Vice Chair and Past Chair – Linda Franklin

The Committee also recommended one-year Committee appointments. There were no questions or concerns about the proposed changes.

##### **Motion, seconded**

***That the Board of Directors approve the following one-year Committee appointments as recommended by the Governance & Human Resources Committee:***

- Corey Jordan, Health Services & Quality Committee
- Elsa Cabral, Governance & Human Resources Committee

The Board was also presented with one-year Committee Chair appointments. There were no questions or concerns about the proposed changes.

##### **Motion, seconded**

***That the Board of Directors approve the following one-year Committee Chair appointments as recommended by the Governance & Human Resources Committee:***

- Governance & Human Resources Committee: Elsa Cabral
- Health Services & Quality Committee: Manny Satija

The Committee also recommended the Board accept the Q1/Q2 Enterprise Risk Management Report 2024-25. There were no questions or concerns about the proposed changes.

The Board was presented with changes to the Whistleblower Policy and Procedure and had an opportunity to question whether the revisions would ensure greater anonymity and protection for individuals reporting concerns. Board members expressed concern about whether the updated policy would effectively encourage reporting without fear and retaliation. Management assured that the enhancements to confidentiality protocols and outlining new safeguards designed to protect whistleblowers, reassuring the Board that these changes align with best practices to foster a more transparent and safe reporting environment.

Ben D'Souza left the meeting.

***Motion, seconded***

***That the Board of Directors endorse the changes to the Whistleblower Policy and Procedure as presented.***

**4.3 Health Services & Quality Committee**

The Chair, Elsa Cabral, provided brief verbal remarks to introduce the report which was pre-circulated to the Board. Board members had an opportunity to ask for clarification regarding recurring incident trends and the actions being taken to address them. Management responded by outlining targeted strategies, including enhanced staff training and process improvements to mitigate these incidents and ensure a safer patient environment. The Chair thanked Elsa for the report.

***Moved, seconded***

***That the Health Services & Quality Committee accept the Q1 Critical Incident Report (2024-25) as presented – CARRIED.***

**5.0 Acknowledgements**

The Board expressed gratitude to Ricco Bhasin, who is stepping down from his role after many years of dedicated service. The Chair highlighted Ricco's significant contributions, particularly his leadership in the Governance & Human Resources Committee and his instrumental role in developing the affiliation agreement with Toronto Metropolitan University. The Board thanked Ricco for his impactful work and commitment to the organization's missions, wishing him well in his future endeavors.

Ricco Bhasin left the meeting.

**6.0 In-Camera Session**

The Board of Directors moved to an In-Camera Session.

***Moved, seconded***

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

**7.0 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.***

---