

SUMMARY OF THE BOARD OF DIRECTORS

Meeting held on March 22, 2022

At 1530 hours via Zoom

1.0 EDUCATION SESSION – DESIGNING NEW SYSTEMS IN HEALTHCARE BASED ON SOCIAL JUSTICE PRINCIPLES

In recent years MGH has prioritized promoting diversity, equity and inclusion and established the MGH Inclusion Alliance committed to raising awareness of racism, discrimination and unconscious bias as well as systematic barriers that keep certain racialized groups down. This special Board education session has been organized to discuss how hospital leadership and the Board of Directors can become actively engaged in anti-racism. Members of the Medical Advisory Committee and Inclusion Alliance were invited to join this education session as well. The session has been organized in the format of panel discussion with the following experts:

- Liben Gebremikael, Executive Director of TAIBU Community Health Centre, an agency that is committed to addressing the impact of anti-Black racism on the health and wellbeing of Black communities
- Dr. Pauline Henry, MGH Chief and Program Medical Director of Laboratory Medicine and Pathology and part of the group that founded the Black Medical Student Association at the UofT.
- Dr. Akwatu Khenti, Chair of the City's Black Scientists' Task Force on Vaccine Equity and former ADM for Ontario's Anti-Racism Directorate
- Facilitator: Dr. Imogen Coe, MGH Board member, University Professor, internationally recognized as a Canadian thought leader in the area of inclusion, diversity, equity, and accessibility (IDEA) in science, technology, engineering and math (STEM).

The panel discussed many approaches to dismantling barriers and creating safe space for diversity and inclusion such as mentorship, data collection, partnership with credible organizations and continuous learning. The panel discussed that hospital Boards need to be aware of models of care that foster better social justice. They also advised on racial micro aggression towards certain racialized groups that occur in all health care organizations. The Board must play role in supporting inclusive space and removing barriers to ensure equity and inclusion. Panel members answered the questions raised by meeting participants.

2.0 WELCOME & INTRODUCTION

John Tobin, Chair of the Board of Directors, welcomed members and invited guests to the meeting and called the meeting to order at 1630H. It was confirmed that there was a quorum. J. Tobin asked whether there were any conflicts and no new conflicts were declared.

3.0 APPROVAL OF PREVIOUS MINUTES

The minutes from the Board meetings held on January 25, 2022 were approved as pre-circulated.

4.0 UPDATE FROM BOARD CHAIR

4.1. Update from Board Chair

John Tobin provided an overview of the agenda items brought forward for discussion and approval and shared with the Board that he has started his one-on-one calls with elected directors to discuss their interest in Committee membership and Board leadership roles. J. Tobin also reported that Andrew Steele, Chair of the

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Nominating Committee will be calling a meeting of the Committee shortly to review the updated Board skills and competencies matrix and to initiate the recruitment process. As in previous years the search will focus on diversity and representation of the community that the hospital serves.

5.0 ITEMS REQUIRING APPROVAL

5.1. Finance & Audit Committee Update

5.1.1 Capital Approvals – Intensive Care Unit Renovations

A briefing note pertaining to the approval of the Intensive Care Unit (ICU) Renovations was pre-circulated with the agenda package. Catriona Read, Chair of the Finance & Audit Committee, referred to the pre-circulated document and reiterated that it was identified earlier that ICU required sufficient infrastructure upgrades and renovations. Due to COVID related delays and additional scope of works it is anticipated that originally approved budget is not sufficient and additional funds will be required. C. Read asked if there were any questions and requested a motion as per the pre-circulated briefing note.

5.1.2 Approval of Installation of Bulk Oxygen Tank

A briefing note regarding Bulk Oxygen Tank installation was pre-circulated with the agenda package. C. Read referred to the pre-circulated briefing note and shared that hospital management looked at different options to mitigate risk of adequate oxygen supplies for future respiratory illnesses or COVID waves. It was identified that oxygen tank installation is the most optimal, best solution under the circumstances. The cost will be submitted to the Ministry of Health Capital Branch for COVID reimbursement. C. Read asked if there were any questions and requested a motion as per the pre-circulated briefing note.

5.1.3 Capital Approvals – Automated Dispensing Units (ADU)

Catriona Read, Chair of the Finance & Audit Committee, referred to the pre-circulated briefing note pertaining to Automated Dispensing Units and shared with the Board that additional units are required to be purchased to ensure consistency in practice across the hospital both in the New Patient Care Centre and the legacy building. C. Read asked if there were any questions and requested a motion as per the pre-circulated briefing note.

5.1.4 Approval of Extension of Hospital Service Accountability Agreement (H-SAA) and Multi-Sector Service Accountability Agreement (M-SAA)

C. Read referred to the pre-circulated briefing note and reiterated that Ontario Health issued a letter to notify hospitals that the current H-SAA and M-SAA shall remain in effect until March 31, 2023, with ongoing performance obligations still in force as per the agreements. C. Read asked requested a motion as per the pre-circulated briefing note.

5.1.5 Budget 2023

A briefing note regarding the draft budget for the 2022-2023 fiscal year was pre-circulated with the agenda package. In the absence of Sarah Chow, VP Corporate Support and CFO, C. Read asked Sandra Chiu, Deputy Chief

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Financial Officer, to present the draft budget for fiscal 2022-2023. S. Chiu provided an overview of the proposed budget and balancing strategies which are common across all hospitals in the Province. C. Read requested a motion as per the pre-circulated briefing note.

5.1.6 Update on the Financial Position and Forecast

A briefing note outlining the Hospital's financial position including statement of revenue and expense was pre-circulated with the agenda package. C. Read asked directors if they had any questions and none were brought forward.

5.2. Governance and HR Committee Update

5.2.1 Approval of MGHF and MGH Memorandum of Understanding

A briefing note with regards to the Memorandum of Understanding between MGH Foundation and MGH together with the draft Memorandum was pre-circulated with the agenda package. In the absence of Scott McDonald, Chair of the Governance Committee, Natasha vandenHoven referred to the pre-circulated materials and shared that the purpose of the memorandum is to formally define roles and responsibilities of both Hospital and Foundation. It will supplement policies and bylaws of both organizations and Hospital's Governance and HR Committee received input from leaders of both organizations and respective Boards. N. vandenHoven asked if there were any questions and requested a motion as per the pre-circulated briefing note.

5.2.2 Approval of the Revised Enterprise Risk Reporting Policy

A briefing note pertaining to the update of the Enterprise Risk Reporting Policy was pre-circulated with the agenda package. N. vandenHoven referred to the pre-circulated briefing note and reiterated that the Governance and HR Committee proposed two revisions to the policy including update of the risk matrix and identifying Governance & HR Committee to have oversight for the enterprise risk management at MGH.

5.3. Performance Monitoring and Quality Committee

5.3.1 Approval of 2022-2023 Quality Improvement Plan

Dr. Moez Rajwani, Chair of the Performance Monitoring and Quality Committee, referred to the pre-circulated briefing note on the 2022-2023 Quality Improvement Plan (QIP) and advised the Board that in February 2022 Ontario Health issued guidance for 2022-2023 QIP submission in which it was announced that OH recognized the significant healthcare system pressures due to the pandemic therefore the submission of organizational QIPs is voluntary for 2022-2023. However to continue hospital's best practices around quality improvement, MGH management is recommending approval and submission of six QIP indicators focused on staff and patient safety. Dr. Rajwani asked if there were any questions or comments and requested a motion as per the pre-circulated briefing note.

5.3.2 Critical Incident/ Never Event Report

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A briefing note regarding the most recent critical incident report and the 2021- 2022 critical incident summary were pre-circulated with the agenda package. Dr. Sheila Laredo, Chief of Staff at Michael Garron Hospital, outlined the reported incident and proposed action plan and assured the Board that emotional support has been provided to the involved care providers.

5.3.3 Patient Representative at Performance Monitoring and Quality Committee (PMQC)

A briefing note regarding Patient Experience Partner at PMQC and the draft revised Terms of Reference of the Committee were pre-circulated with the agenda package. Dr Rajwani shared with the Board that including patient representative to the hospital's governing body was one of the recommendations of Accreditation Canada as a result of the site visit in November 2021. Dr. Rajwani noted that following environmental scan of 18 hospitals across GTA it was recommended to include an additional patient experience partner to PMQC.

5.4. Redevelopment Committee Update: Approval of Project Imagine Stage 1 Submission to the Ministry of Health

Doug Farley, Chair of the Redevelopment Committee, referred to the pre-circulated briefing note and reiterated that hospital management are looking for approval of Stage 1 submission to the Ministry of Health including the request of a planning grant for Project Imagine planning work to date and for developing the Stage 2 Functional Project package. D. Farley requested a motion as per the pre-circulated briefing note.

5.5. MAC Decision Items: MAC Recommendations for Medical Professional Staff Appointments

Dr. Sheila Laredo, Chief of Staff, referred to the pre-circulated briefing note regarding MAC decision items and advised the Board that MAC recommendations fall into the following categories: 1) provisional active staff; 2) new staff; and 3) COVID-19 Assessment Centre clinicians. Dr. Laredo assured the Board that the credentials of the physicians brought forward for approval have been thoroughly checked, and requested a motion to approve the appointments as listed in the briefing note.

6.0 DISCUSSION ITEMS

6.1. Update from CEO

Sarah Downey, President and CEO of Michael Garron Hospital, referred to the CEO report submitted to the Board and provided a high level overview of some of the items from the pre-circulated update. S. Downey noted that the executive team had numerous discussions during leadership meetings about the organizational priorities and agreed that one of the main priorities will be staff recruitment. We also believe that other major priorities will be providing integrated health care, high quality of care and staff and patient safety, as well as working on the balanced budget. S. Downey advised the Board that this being the beginning of the Provincial political season we will bring candidates of all political parties to the hospital to provide a tour of MGH and discuss our achievement and challenges.

6.2. Update from Chief of Staff

Dr Sheila Laredo, Chief of Staff, referred to the pre-circulated Chief of Staff Report and shared that as part of the larger election strategy the Government announcement came out with regards to Government investing

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substantial funds in the development of health care. That includes increasing the number of spots in medical schools including a new campus in Scarborough. That's a good opportunity for MGH leadership to develop a strategy to attract additional clinical talent. Dr. Laredo also added to her report that a number of leadership training programs will be available for medical staff to identify future medical leaders. The other exciting news is that the Ministry of Health is in the process of getting a new agreement with physicians that will include virtual care.

7.0 CONSENT

The Consent items were presented for information and included:

7.1. Report from the Governance and Human Resources Committee

A briefing note with the Governance and HR Committee update was pre-circulated with the agenda package.

7.2. Report from the Performance Monitoring and Quality Committee

A briefing note with the Performance Monitoring and Quality Committee update was pre-circulated with the agenda package.

7.3. Report from the Redevelopment Committee

A briefing note with the Redevelopment Committee update was pre-circulated with the agenda package.

7.4. Report from the Board of MGH Foundation

The March 2022 report from the Board of MGH Foundation was pre-circulated with the agenda package.

7.5. Volunteer Services Update

The February 2022 Volunteer Bulletin was pre-circulated with the agenda package.

8.0 MEETING WITHOUT MANAGEMENT (ELECTED DIRECTORS ONLY)

An in-camera meeting was held by the elected directors.

9.0 CONCLUSION

There being no further business to discuss, the meeting was concluded at 1745 hours.

Date of future meetings: May 24, 2022.

John Tobin, Chair

Olga Grigorovskaya, Recorder