

SUMMARY OF THE BOARD OF DIRECTORS

Meeting held on November 24, 2020

At 1600 hours via Zoom

1.0 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 1600H. It was confirmed that there was a quorum. J. Tobin asked whether there were any conflicts and no new conflicts were declared.

2.0 APPROVAL OF PREVIOUS MINUTES

The minutes from the Board meeting held on September 22, 2020 were approved as pre-circulated.

3.0 NOMINATING COMMITTEE UPDATE

3.1. Nominating Committee Update – Approval of Appointment of New Directors

A Briefing Note with the update from the Nominating Committee together with the applications submitted by the candidates was pre-circulated with the agenda package. Robert McGuire, Chair of the Nominating Committee, provided an overview with regards to the Board recruitment process and requested a motion to approve the appointment of Pamela Steer, Michael Holder and Michael Williams to the MGH Board of Directors for their first three year term ending at the Annual General Meeting in 2023. Next, R. McGuire referred to the pre-circulated resolution which allowed Krystal Abotossaway attend as a guest all meetings of the Board of Directors until the Annual General Meeting in June 2021 at which time it is expected that K. Abotossaway will stand for election to the Board.

4.0 DISCUSSION ITEMS

4.1. Update from Board Chair

John Tobin made a few introductory comments, outlined the structure of the meeting and provided an overview of the agenda items brought forward for discussion and approval. J. Tobin also introduced Accreditation Canada surveyors who joined the Board meeting as guests. J. Tobin shared with the Board that he is proud of the wonderful work done at the hospital and noted that virtual Gala event organized by the MGH Foundation was great success.

4.2. COVID-19 Update

Sarah Downey, President and CEO of Michael Garron Hospital, noted that hospital leadership wanted to present a comprehensive update with regards to COVID-19 response in order to share both our concerns and the achievements we are proud of. The presentation will include overview of the current pandemic situation and hospital response to COVID-19.

COVID-19 Today

Dr. Jeff Powis, Medical Director, Infection Prevention and Control, presented the dashboard that is brought forward weekly to the Executive Command meetings which indicated relatively high isolation numbers. Dr. Powis also shared with the Board the dashboard showing positive cases and swab statistics. Critical Care Services daily report for the province and GTA was also presented to the Board as well as daily patient flow status showing the

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number of admitted COVID-19 patients and number of patients under investigation. Dr Powis shared with the Board most important lessons learned during wave one.

COVID-19 Response:

Prevent and Contain Community Transmission

S. Downey provided a high level overview of hospital's COVID-19 response including preventing and containing community transmission, creating acute care capacity and expanding post acute and community capacity, she also presented a diagram showing a coordinated East Toronto response to COVID-19 and influenza surge.

Next, Dr Powis outlined East Toronto Health Partners initiatives to prevent and contain community transmission and presented the map showing the COVID-19 testing rates vs. COVID-19 cases by the neighbourhoods. Dr Powis advised the Board that many of our neighbours in the community are struggling trying to contain COVID-19 transmission and hospital teams started helping them in their efforts. Pop up testing centres were established to provide more aggressive testing in the community. Dr. Powis provided an update with regards to the assistance offered to mitigate the spread in long term care homes, retirement homes and shelters and showed the timeline of outbreaks and interventions emphasizing how critical it is to be called for the first response on time.

Dr Janine McCready provided an update with regards to school outreach and noted that hospital's IPAC team have been working with school administrators since August in the attempt to prevent transmission while building relationships, providing 1-on-1 support, arranging for a forum for principals and teachers. Dr McCready shared with the Board that dedicated testing opportunity is required in schools in order to test all school students and teacher in high risk areas.

Create Acute Care Capacity

Next, Mark Fam, Vice President, Programs, provided a high level update with regards to creating acute care capacity during the seasonal influenza surge including opening additional beds, expanding virtual care, expansion in ED and improved ED services with designated mental health assessment zone and negative pressure rooms. Through community investments and partnership we could expand post acute and community capacity.

Protect Our Staff

Dr. Ian Fraser, Chief of Staff, shared with the Board that our primary goal is to protect our employees as staff and physicians are at the heart of our COVID-19 response. Dr Fraser outlined how the safety protocols got evolved at the hospital and noted that a lot of work has been also done to enhance communication, recognition initiatives, targeted support of clinicians in order to build trust essential to the COVID-19 response.

Share Best Practices and Knowledge

Dr Jeff Powis provided an overview with regards to the research related to COVID-19 treatment and advised the Board that weekly Infection Prevention and Control huddles are held at long term care homes, retirement homes, shelters and congregate living facilities as well as primary care and schools. S. Downey noted that a lot of work has been done with regards to public education and sharing COVID -19 related information with East Toronto

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residents in different languages. Public advocacy is extremely important through media opportunities. Both Dr Powis and Dr McCready shared their strategic vision in their interviews with various media.

Build Our Ontario Health Team

Sarah Downey advised the Board that we continue to build our Ontario Health Team (East Toronto Health Partners) working on full integration of health care services in East Toronto which was recognized by Premier Ford. This approach allows for mobilization of a whole community for an integrated response to the pandemic health crisis.

Looking Ahead

Next, Sarah Downey outlined 10 MGH priorities for 2020- 2021 that are aligned with the three strategic directions: be excellent, lead wisely, build community; and shared with the Board that MGH staff are learning to live and work in the COVID-19 affected world. S. Downey provided an overview of COVID-19 related costs to date and advised the Board that MGH received \$24 million COVID-19 funding including physician and front line staff pandemic pay. Dr Powis outlined the main focus of the pandemic response on the national/ provincial and local levels, including ongoing community interventions and support and shared with the Board that we are continually looking for adequate resources to be able to change the response very quickly in order to contain the spread in the community and save lives. Dr Powis emphasized that our success with pandemic response is based on us being able to lean on our OHT, to work in close collaboration with our partners in the community.

Sarah Downey and Dr Jeff Powis answered the questions raised by meeting participants.

John Tobin thanked hospital leadership for a very comprehensive update on COVID-19 situation.

4.3. Critical Incident, Never Event and Action Plan Status

On a request of Andrew Steele, Chair of the Performance Monitoring and Quality Committee, Dr Ian Fraser, Chief of Staff, referred to the pre-circulated meeting materials and provided a high level overview of the most recent never event including a number of contributing factors and the action plan related to this incident.

5.0 ITEMS REQUIRING APPROVAL

5.1. Finance & Audit Committee Update

5.1.1 Approval of the Hospital Expense Claim Information Reporting

A Briefing Note pertaining to the approval of public reporting of expense claim information under BPSA was pre-circulated with the agenda package. Catriona Read, Chair of the Finance & Audit Committee, referred to the Briefing Note, asked directors if they had any questions and requested a motion as per the pre-circulated Briefing Note.

5.1.2 Update on the Financial Position

A Briefing Note with regards to the update on MGH financial position and review of financial statements was pre-circulated with the agenda package. C. Read referred to the pre-circulated meeting materials and provided a high level financial update including the impact of COVID-19 on hospital financial position.

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5.1.3 Cyber Security Risk Assessment and Work Plan

A Briefing Note pertaining to the cyber security risk assessment conducted by Deloitte including summary of Deloitte findings and proposed next steps was pre-circulated with the agenda package. Wolf Klassen, Vice President, Program Support, referred to the briefing note and shared with the Board that a work plan is in development and will be rolled out in spring.

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

On the request of Dr Ian Fraser, Chief of Staff, Robert McGuire, Chair of the Search Committee for new Chief of Laboratory Medicine, provided an overview of the search and selection process and requested a motion to approve the appointment of Dr Pauline Henry as Chief, Department of Laboratory Medicine & Program Medical Director, as recommended by the Search Committee.

Next, Dr. Ian Fraser referred to the pre-circulated briefing note regarding clinicians appointments and privileges , 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 CONSENT

The Consent items were presented for information and included:

6.1. *CEO Report*

CEO Report to the Board was pre-circulated with the agenda package

6.2. *Chief of Staff Report*

Chief of Staff Report to the Board was pre-circulated with the agenda package

6.3. *Report from the Governance Committee*

A Briefing Note with the Governance Committee update was pre-circulated with the agenda package.

6.4. *Report from the Redevelopment Committee*

A Briefing Note with the Redevelopment Committee update was pre-circulated with the agenda package

6.5. *Performance Monitoring and Quality Committee*

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

6.6. *Enterprise Risk Reporting*

A Briefing Note and By-Annual Risk Review Report were pre-circulated with the agenda package.

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6.7. *Report from the Board of MGH Foundation*

The Foundation Board Report was pre-circulated with the agenda package.

7.0 MEETING WITHOUT MANAGEMENT (ELECTED DIRECTORS ONLY)

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

8.0 CONCLUSION

There being no further business to discuss, the meeting was concluded at 1815 hours.

Date of future meetings: January 26, 2021.

John Tobin, Chair

Olga Grigorovskaya, Recorder