

## **SUMMARY OF THE BOARD OF DIRECTORS**

Meeting held on March 23, 2021

At 1600 hours via Zoom

### **1.0 WELCOME & INTRODUCTION**

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In the absence of John Tobin, Chair of the Board of Directors, Lovisa McCallum, Vice Chair, welcomed members and invited guests to the meeting and called the meeting to order at 1600H. It was confirmed that there was a quorum. L. McCallum asked whether there were any conflicts and no new conflicts were declared. L. McCallum shared with the Board that both John Tobin and Sarah Downey, President and CEO of MGH, would be joining the Board meeting later as they were at the opening of the Thorncliffe Park Vaccination Clinic. L. McCallum advised the Board that Premier Doug Ford would be attending the opening ceremony and was expected to make a vaccination related announcement from there.

### **2.0 APPROVAL OF PREVIOUS MINUTES**

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The minutes from the Board meeting held on January 26, 2021 were approved as pre-circulated.

### **3.0 UPDATE FROM BOARD CHAIR**

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#### ***3.1. Update from Board Chair***

On behalf of John Tobin, Lovisa McCallum 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.

### **4.0 ITEMS REQUIRING APPROVAL**

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#### ***4.1. Finance & Audit Committee Update***

##### **4.1.1 Approval of Extension of 2021-2022 H-SAA and M-SAA Amending Agreements**

A briefing note pertaining to the approval of the extension of the Hospital Service Accountability Agreement (H-SAA) and Multi-Sector Service Accountability Agreement (M-SAA) together with the notices from Ontario Health Regional Lead / Toronto Central LHIN were pre-circulated with the agenda package.

Catriona Read, Chair of the Finance & Audit Committee, referred to the pre-circulated materials and reiterated to the Board that the hospital received notification that the current H-SAA and M-SAA will remain in effect until March 31, 2022, with ongoing performance obligations remaining the same as per the agreements. C. Read asked if there were any questions and requested a motion as per the briefing note.

##### **4.1.2 Approval of Resus Renovation Project in Emergency Department**

A briefing note pertaining to the approval of the Resus Renovation Project in Emergency Department was pre-circulated with the agenda package.

Sarah Chow, Vice President, Corporate Support and CFO, referred to the pre-circulated Briefing Note and shared with the Board that due to the COVID-19 wave 2 the need has been identified to add three more negative pressure rooms inside the emergency department. It is expected that the work will be completed in April. S. Chow answered the questions raised by the Board.

##### **4.1.3 Capital Approval of Renovation at 840 Coxwell Avenue**

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A briefing note regarding capital approval of office renovation at 840 Coxwell Avenue was pre-circulated with the agenda package.

C. Read referred to the pre-circulated briefing note and advised the Board that office space renovation was required at 840 Coxwell Avenue as the hospital's K Wing will have to be decanted as part of the redevelopment project. The total estimated budget is \$3.5M. Sarah Chow answered the questions raised by the Board.

### 4.1.4 Establishing a Women's Withdrawal Management Centre

A briefing note with regards to establishing a Women's Withdrawal Management Centre in East Toronto was pre-circulated with the agenda package. C. Read provided a high level overview of why this program is so important for East Toronto and noted that two motions are requested: Motion 1 is to accept the program transfer and Motion 2 is to engage in a multi-year lease associated with this program.

### 4.1.5 Master Planning Update and Recommendations

C. Read referred to the pre-circulated briefing note and advised the Board that this item was brought for discussion to both Finance & Audit and the Redevelopment Committee. The updated budget and cost increase is associated with engaging Team KPMG as operational services planning and master programming consultants – subject to Board approval. C. Read asked directors if they had any questions and requested a motion to approve the increased budget for master planning project.

### 4.1.6 Pneumatic Tube System

A briefing note on the pneumatic tube system has been pre-circulated with the agenda package. C. Read provided a high level overview with regards to the pneumatic tube system situation as described in the briefing note, reminded the Board that the replacement of the existing 4 inch system has been previously approved by the Board and asked directors if they have any questions. Doug Farley, Chair of the Redevelopment Committee, confirmed that this item was brought for the discussion at the Redevelopment Committee meeting as well.

### 4.1.7 Update on the Financial Position

Sarah Chow, Vice President, Corporate Support and CFO, provided a presentation with regards to Financial Health in 2021 and 2022.

The presentation included COVID-19 related expenditure breakdown and COVID impact on the hospital's financial position.

S. Chow also provided an overview with regards to several vaccination sites established by the hospital in the community and shared with directors that the previously submitted COVID related expenditures were reimbursed by the Ministry of Health.

S. Chow noted that Premier Ford made Provincial Announcement declaring that the Province should support hospitals with additional funding during COVID-19 pandemic. Draft budget for 2022 was presented next and it

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included funding assumptions and budget target summary. S. Chow also provided the update with regards to the local share projections. Discussion ensued. S. Chow answered the questions raised by directors. Directors congratulated hospital leadership on exceptional performance during such challenging situation.

### 4.2. Redevelopment Committee Update

A briefing note with the update on the Redevelopment Project was pre-circulated with the agenda package. Doug Farley, Chair of the Redevelopment Committee and David Cunic, Vice President, Redevelopment, referred to the pre-circulated report and reiterated that a number of positive solutions have recently been achieved, a number of IT related issues were resolved.

### 4.3. Governance Committee Update

Katherine Henderson, Chair of the Governance Committee, advised the Board that the proposed change in medical leadership roles was brought forward for discussion at the recent meeting of the Governance Committee and asked Dr Ian Fraser to provide an overview with regards to the proposed change in the medical leadership structure. Dr Fraser referred to the pre-circulated briefing note and shared with the Board that the scope of the medical leadership roles greatly increased due to the increased scope of health care services provided by the hospital as well as establishing partnership in the community. Therefore it is proposed to replace the current role of Chief of Staff with two senior medical leadership roles: to redefine the role of Chief of Staff and to add a new role of Vice President, Medical, their respective responsibilities as indicated in the briefing note.

### 4.4. Performance Monitoring and Quality Committee: Approval of the 2021-2022 Quality Improvement Plan

A briefing note regarding to the 2021-2022 Quality Improvement Plan (QIP) together with the QIP Work Plan and Progress Report were pre-circulated with the agenda package. Andrew Steele, Chair of the Performance Monitoring and Quality Committee referred to the pre-circulated materials and asked Wolf Klassen, Vice President, Program Support, to provide an overview with regards to the 2021-2022 Quality Improvement Plan. W. Klassen shared with the Board that due to the COVID-19 pandemic a number of health care organizations did not submit their QIP in 2020 and did not receive any instructions from Ontario Health for 2021. In order to minimize the pressure on hospital staff, MGH leadership proposed to submit the 2021-2022 QIP to Ontario Health with the same targets and metrics as the previous year. A. Steele asked if directors had any questions and requested the motion to approve the submission of 2021-2022 QIP as per the pre-circulated briefing note.

### 4.5. MAC Decision Items: MAC Recommendations for Medical Professional Staff Appointments

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.

## **5.0 DISCUSSION ITEMS**

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### 5.1. COVID-19 Update

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Dr Jeff Powis, Medical Director, Infection Prevention and Control, provided an update on the current situation with the COVID-19 pandemic, wave 3 and emerging variants of concern (VOC) and their impact. He shared with the Board that the most common VOC in Ontario is the so called UK strain. Dr Powis noted that the hospital is getting ready for wave 3 of COVID in cooperation with other health care organizations in the community. He advised the Board that clinician wellness is an extremely important focus of hospital leadership. Dr Powis also shared with the Board that integrated community health care response was one of the best practices that got developed during the pandemic and this community engagement will be critical in a few months when mass vaccination is launched.

### 5.2. 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. She advised the Board that a new vaccination clinic for mass vaccination was opened in one of the congregated living areas in the community, Thorncliffe Park, earlier that day. Ontario Premier Doug Ford attended the opening ceremony and made vaccination rollout announcement from there. S. Downey also reiterated that master planning for the next stage of the redevelopment project is in process. Next, she provided an overview of the Women's Withdrawal Management Program. S. Downey noted that Ontario Health started focusing on recovery of health care sector and she is requested to be part of the provincial care recovery group and to be a Co-Chair of the Toronto Region restoring care planning group. S. Downey shared that the hospital received terrific media coverage, media summary report is included in the agenda package.

### 5.3. Update from Chief of Staff

Dr Ian Fraser, Chief of Staff at Michael Garron Hospital, provided a high level verbal update with regards to the current situation at the hospital and shared that a number of internal programs have been launched in order to improve care at the hospital and to provide integrated health care services in the community. Renovations in some high acuity areas have been completed, changes in triage protocol introduced, continuous expansion of medical leadership roles is in process. Dr Fraser assured the Board that hospital leadership is paying an unblinking attention to clinicians' wellness and support.

## **6.0 CONSENT**

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The Consent items were presented for information and included:

### 6.1. Report from the Governance Committee

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

### 6.2. Performance Monitoring and Quality Committee

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

### 6.3. Report from the Board of MGH Foundation

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The Foundation Board Report was pre-circulated with the agenda package. Mitze Mourinho, President of the MGH Foundation highlighted a few items from the March Foundation report, reiterated that the Foundation continues to have a positive financial year due to the strong presence of the hospital in the community and positive publicity. M. Mourinho provided an overview of the CRUSH COVID ride for mind event that was a great success and half of the raised funds will support the Transitional Youth Program. M. Mourinho thanked Board directors for their generous donations and advised the Board that MGHF marketing campaign will be running in the spring.

### **7.0 MEETING WITHOUT MANAGEMENT (ELECTED DIRECTORS ONLY)**

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

### **8.0 CONCLUSION**

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There being no further business to discuss, the meeting was concluded at 1820 hours.

Date of future meetings: May 25, 2021.

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John Tobin, Chair

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Olga Grigorovskaya, Recorder