

ATTENDEES:

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

GUEST(S):

Laurie Cabanas (Resource)	Florine Lobo	Cara Francis	Kelly Kimens
Ken Mayhew	David Stankiewicz	Deepak Sharma	Saleem Chattergoon
Cathy Renaud	Sarbjit Dheri	Nikita Thakkar	Andreea Popescu
Sonia Eusebio	Jane deLacy	Andrea Spencer (Optimus)	Nathan Duyck (Optimus)
Sarah Carbone (Optimus)			

1.0 CALL TO ORDER & REPORT OF THE CHAIR

The meeting was called to order. No declarations of conflict were made. The Chair welcomed everyone to the in-person meeting at Brampton Civic Hospital, noting that this is the first meeting at this site since the pandemic. Congratulatory remarks were shared with Cathy Renaud as she transitions to the role of Vice President, Facilities Operations and Capital Development.

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 reminded Board members of the Ethical Decision-Making Framework that was included in the package for reference, which guides decision-making.

2.0 CONSENT AGENDA

The Consent Agenda was tabled for approval. There were no other changes to the Consent Agenda.

- 2.1 Previous Minutes (Feb. 29, 2024)
- 2.2 Board Annual Work Plan
- 2.3 MAC Resolutions (Mar. 13, 2024) and Minutes (Feb. 14, 2024)
- 2.4 Health Services & Quality Committee Minutes (Feb. 7, 2024)
- 2.5 Resources & Audit Committee Minutes (Feb. 15, 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 remarks to supplement the report that was pre-circulated to the Board, highlighting the Prime Minister's recent visit to William Osler Health System as well as other meetings that have occurred with elected officials in the past few weeks. Board Directors had an opportunity to ask questions about the report; a brief discussion took place about the recent announcement regarding York University's intention to create a medical school and what the impacts might be on the evolution of Osler's academic health centre (AHC) journey.

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. His update elaborated on the recent meetings that have occurred with TMU, specifically as they related to curriculum development and the upcoming accreditation process. The Chief of Staff also shared developments pertaining to TMU's recent recruitment within the leadership and provided insights into how the incoming leaders may intersect with Osler. Board members expressed an interest in learning if and how the restrictions on internationally educated professionals might impact Osler's recruitment of physicians and other health care providers. The Chief of Staff noted that Osler has a variety of strategies to continue engaging and fostering the relationships that Osler has with potential candidates. Furthermore, the cap does not affect the International Medical Graduates (IMGs) so Osler will continue to explore IMGs as a recruitment strategy.

The Chair thanked the Chief of Staff for the report.

4.0 COMMITTEE CHAIR REPORTS

4.1 Health Services & Quality Committee

The Committee Chair provided a brief verbal report to supplement the pre-circulated materials, which reflect discussions from the March 6, 2024 Committee meeting. The focus of the report was on the 2024/25 Quality Improvement Plan (QIP), which must be annually approved by the Board of Directors, submitted to the Ministry of Health and posted on Osler's website by April 1, 2024. Board members discussed the proposed targets and indicators and had an opportunity to ask clarification questions. Overall, the Board of Directors was supportive of the 2024/25 QIP as presented.

MOVED< Seconded

That the Board of Directors approve the 2024 Quality Improvement Plan as recommended by the Health Services & Quality Committee – CARRIED.

4.2 Governance & Human Resources Committee

The Board Chair provided a brief verbal report to supplement the pre-circulated materials, which reflect the discussions from the March 11, 2024 meeting. The focus of the report was on the selection of the recipient of the Kay Blair Community Service Award, which is part of the Committee's work plan. The Committee reviewed a total of 45 nominations of staff, physicians and volunteers across the organization and evaluated each nominee or team of nominees against the award criteria as well as a rubric. Board members who participated in the process commented on the calibre of nominees and the challenge in selecting only one award recipient.

MOVED, Seconded

That the Board of Directors approve Marlin Morrell as this year's recipient of the Kay Blair Community Service Award as recommended by the Governance & Human Resources Committee – CARRIED.

4.3 Resources & Audit Committee

The Committee Chair provided a brief verbal report to supplement the pre-circulated materials, which reflect the discussions from the March 19, 2024 meeting. The focus of the report was on the 2024/25 operating budget. The Committee Chair reminded Board members that Osler's operating budget approach for 2024/25 is driven by the organization's key strategic priorities and notable changes taking place in the provincial healthcare landscape such as Bill 124 arbitration awards, program enhancements, and key strategic initiatives such as the Hospital Information System (HIS) and AHC. Board of Directors briefly discussed how hospitals are recouping costs from government as they relate to Bill 124; the Committee Chair acknowledged the effectiveness of management in mitigating the financial impacts from Bill 124. Board Directors asked clarification questions about hospital practices regarding parking revenues; management

shared that hospitals have the ability to increase parking revenues annually based on Ministry directives. There were no concerns about the 2024/25 operating budget.

MOVED, Seconded

That the Board of Directors approve the 2024-25 operating budget as recommended by the Resources & Audit Committee – CARRIED.

The Committee Chair transitioned to a discussion about Osler's accountability agreements. Osler has an H-SAA with the Ministry of Health (MOH) through Ontario Health which specifies Osler's obligations as a publicly funded health service provider, detailing the service levels and other service provision outcomes, along with the associated funding. The last H-SAA extension is up to March 31, 2024. Similarly, Osler's M-SAA is the main agreement with Ontario Health for community based mental health programs. The most recent M-SAA extension is also up to March 31, 2024.

Given the sector-wide financial pressures resulting from Bill 124 arbitration awards, Ontario Health sent a communication to all hospitals in March 2024 expressing their approach to further extend the H-SAA and M-SAA to March 31, 2025. The Board of Directors discussed the impact of the extension including any risks. There were no concerns about approving the extension.

MOVED, Seconded

That the Board of Directors approve the H-SAA and M-SAA extension to March 31, 2025 as recommended by the Resources & Audit Committee – CARRIED.

5.0 STRATEGIC PLAN DEVELOPMENT

Management introduced members of Osler's Strategy team as well as consultants from Optimus SBR, the firm retained to support Osler's strategic planning development process. Management provided the Board of Directors with a two-part presentation to support the development of the next strategic plan. The initial presentation focused on the extensive stakeholder engagement involving over 3000 interactions with patients, families, Board members, physicians, staff, volunteers, community groups, and key external partners including government agencies, elected officials, academic institutions, and peer hospitals. Board members had an opportunity to ask questions throughout the presentation and clarified insights about notable trends and observations.

The latter half of the presentation provided a brief overview of the SWOT analysis (strengths, weaknesses, opportunities and threats). Optimus highlighted various strengths including Osler's culture of patient safety, people-centred care and innovation. There are opportunities to lead in equity, diversity and inclusion as well as collaborate with system stakeholders to tackle systemic challenges. Board members engaged in a facilitated session led by Optimus to understand and discuss the implication of the SWOT analysis findings. Following the session, Board members committed to completing an online survey to enable discussion on the vision, mission and strategic directions for the upcoming in-person Osler strategic plan development session on April 8, 2024. The Board Chair emphasized the importance of completing the survey and providing input.

Overall, the Board was comfortable with the information provided, and complementary about the level of engagement in the strategic plan development process to date. Management thanked the Board for the valuable input provided during the discussion.

The members of the Strategy team and Optimus SBR 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 ADJOURNMENT

The Chair thanked everyone for their active engagement and terminated the meeting. The next meeting will be held virtually on April 24, 2024.

MOVED, Seconded

That the meeting be terminated – CARRIED.
