

**ATTENDEES:**

(P) Linda Franklin	(R) 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	(P) Stuart Johnston	(P) Manny Satija	(R) Dr. Prashant Phalpher
(P) Mark Beckles	(P) Tiziana Rivera	(P) Connie Stefankiewicz	(P) Dr. Yasir Karani
(P) Chris Loreto			

**GUEST(S):**

Laurie Cabanas	Kiki Ferrari	Florine Lobo	Deepak Kumar Sharma
Cara Francis	Kelly Kimens	Ken Mayhew	Saleem Chattergoon
David Stankiewicz	Kelsi Rousseau	Cathy Renaud	Richard Simm (KPMG)
Marco Deiana	Farnese Adam (Resource)		

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**1.0 CALL TO ORDER & REPORT OF THE CHAIR**

The meeting was called to order. No declarations of conflict were made. 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 welcomed and acknowledged Chris Loreto's participation in today's meeting. The Chair presented a concise report regarding the extensive meeting agenda for the day and reminded the members that a copy of the Ethical Decision-Making Framework had been included in the package for their reference.

**2.0 CONSENT AGENDA**

The Consent Agenda was tabled for approval with some revisions to the MAC Resolutions which were highlighted to the Board. There were no other changes to the Consent Agenda.

**MOVED, Seconded**

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

**3.0 MANAGEMENT REPORTS**

**3.1 Report of the President & CEO**

The President & CEO began by acknowledging the pre-circulated report and proceeded to update the Board on various topics. He expressed gratitude to the Board members who attended the recent Brampton Civic Hospital tour and highlighted the positive impact of this visit on staff morale. The report outlined some events he attended over the last number of weeks, and recent meetings with key individuals including Dr. Leigh Chapman, the Chief Nursing Officer of Canada. There are planned future meetings with government officials to help advocate for increased funding for Osler's key priorities. The report emphasized the ongoing priorities for the organization, such as the redevelopment of Peel Memorial and the Comprehensive Cancer Centre, as well as the progress in selecting a vendor for the modernized Hospital Information System. The report addressed the financial implications of these large capital projects and touched upon the delays in the release of the Request for Qualifications (RFQ) for the Peel Memorial project and the impact on the organization.

Considering the surge in respiratory illnesses, the organization has issued extreme code gridlock at both Brampton Civic Hospital and Etobicoke General Hospital due capacity pressures. The organization has submitted a proposal to Ontario Health for additional beds to help address this ongoing issue.

The report also touched upon the impact of the recent humanitarian crisis in the Middle East on staff morale, which led to a change in the approach to the employee engagement pulse survey and the focus on high-touch engagement with staff and physicians. The Board will receive a balance scorecard update which will cover the summary of the information gathered, including qualitative data.

The Chair invited Board Members to offer perspectives and ask clarifying questions around the risk mitigation processes with respect to the RFQ release delay for the Peel Memorial project. The Board also discussed proactive strategies to help better manage community expectations around the capacity pressures. Management assured the Board that they would keep members updated on these issues and will continue to develop messaging to support staff and physicians, emphasizing the need for staff to act with kindness and understanding during these unprecedented times.

### 3.2 Report of the Chief of Staff

The Chief of Staff provided comments to the Board to supplement the pre-circulated report. He expressed excitement about recent changes to streamline the process for credentialing physicians. The report emphasized the importance of leadership especially in recent weeks, where senior leaders played a critical role in supporting physicians during challenging times. The need for developing and nurturing leadership skills promptly as well as preparing junior leaders for their roles was accentuated, especially with upcoming appointments of corporate chiefs and medical directors.

It was shared that efforts are underway to transition the on-call program to a burden-based model, recognizing the work of hospital-based physicians. Overall, the Board was satisfied with the report which concluded on a positive note about a team member's election as the President-elect of the Canadian Society of Vascular Surgery, highlighting their contributions.

## **4.0 COMMITTEE CHAIR REPORTS**

### 4.1 Governance & Human Resources Committee

The Governance & Human Resources Committee Chair presented a report which included a recommendation to appoint Chris Loreto to the Health Services & Quality Committee following his election to the Board.

#### **Moved, Seconded**

***That the Board of Directors approve the Committee appointments as presented – CARRIED.***

### 4.2 Health Services & Quality Committee

The Health Services & Quality Committee Chair referenced the pre-circulated report for the Board noting that there was no additional information to add at this time. The Chair reminded the Board that the Committee discussed Osler's Brampton Civic Hospital Radiation Oncology Project Comprehensive Cancer Centre at its meeting in May and passed a motion to approve the Stage 1.3 Functional Program for submission to the Ministry of Health. The Resources & Audit Committee is also making the recommendation to approve the Stage 1.3 Functional Program for submission to the Ministry of Health.

#### **Moved, Seconded**

***That the Board of Directors approve the Stage 1.3: Functional Program Submission to the Ministry of Health and Ontario Health as recommended – CARRIED.***

### 4.2 Resources & Audit Committee

The Resources & Audit Committee Chair provided a report to the Board highlighting the two main topics were discussed at the most recent Committee meeting including the capital redevelopment funding and the Stage 1.3 Functional Program submission to the Ministry of Health, which the Board of Directors approved earlier in the meeting. There were no questions or additional comments regarding the pre-circulated report.

## **5.0 CAPITAL PROJECTS FINANCING STRATEGY & OPERATIONAL IMPACT**

The Chair of the Resources & Audit Committee introduced the presentation and clarified that in his position as a KPMG partner, he had no conflict of interest or influence on the discussed work. The pre-circulated presentation offered a comprehensive overview to the Board regarding the operational implications and financial plans to support the new phases of the capital redevelopment and Health Information System (HIS) projects. The Board received an in-depth overview of operational impacts of the three projects and its respective mitigation strategies in various categories of incremental revenues, expense reduction and advocacy.

The fundamental premise underlying and supporting the long-term operational plan is that the new expenditures related to the HIS and Redevelopment projects are self-sustaining through net new revenue/expense strategies to minimize the impact on current operations.

The Board received updates on the risk factors as well as opportunity costs and benefits related to updating current infrastructure and modernizing the HIS at this time. It was noted that the financial model would be updated based on the completion of the HIS RFP evaluation and the selection of the preferred proponent. The Board will be kept informed about the planning process, the approach for sinking funds, and the progress of ongoing advocacy efforts with the government.

## **6.0 STRATEGIC PLANNING PROCESS**

The Board received an update on the development of the strategic planning process. During the presentation, the Board was provided with clarity on what its role will entail and was invited to offer feedback, share their perspectives, and ultimately endorse the presented work plan. The Board had the opportunity to ask clarifying questions around the nature of the engagement of the external consultant on this project. Management clarified the scope of the work to be completed by the external firm which will help build capacity, share trends and global intelligence, synthesize the data, facilitate engagements and complete an environmental scan. The selected firm will work collaboratively with Osler's leadership team and will be introduced to the Board in the coming months. The project includes a stakeholder engagement process, and the team clarified the plan will incorporate a prioritization exercise to gather the Board's feedback and the specific timeframe for its implementation will be confirmed. The Board thanked management and expressed appreciation for the detail and content of the presentation, and is looking forward to receiving progress reports at future meetings.

## **7.0 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.***

## **8.0 ADJOURNMENT**

The meeting was adjourned. The next meeting will be held virtually on November 29, 2023.

***MOVED, Seconded***

***That the meeting be adjourned – CARRIED.***

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