

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

Meeting held on November 22, 2022

At 1530 hours via Zoom

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### **1.0 STRATEGIC PLANNING UPDATE**

Wolf Klassen, President and CEO, Interim, provided an introduction to the strategic planning update. W. Klassen noted that consultations with more than 900 patients, community members, staff, clinicians, Board members and other stakeholders have been conducted throughout spring to fall 2022 and draft content of the 2023-2025 Strategic Plan has been developed for Board review and feedback. W. Klassen also provided a high level overview of proposed options for “Our Vision” and shared that it is proposed to add “Building a healthier community together” as “Our Purpose”.

Dr Sheila Laredo, Chief of Staff, continued presenting the draft Strategic Plan and shared that leadership received a lot of input with the uniform agreement on pillars: People, Care, Community. Dr Laredo provided an overview with regards to priorities for each of the pillars with focus on recruitment, retaining people and creating a healthy and supportive environment, and outlined Accelerators: Education and Research, Digital Technology, Redevelopment and Sustainability.

Meeting participants were broken into two focus groups and discussions in the break rooms ensued.

W. Klassen thanked meeting participants for very valuable feedback and advised that the proposed draft Strategic Plan will be updated based on the received feedback and will be brought forward for approval to the January 2023 Board meeting

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### **2.0 CEO SEARCH UPDATE**

Jim Stonehouse, Partner at Boyden, an executive search firm engaged by MGH to assist with the recruitment of the new President and CEO, provided a high level overview of the CEO search and selection process.

J. Stonehouse advised that the process will start with the launch meeting of the Search and Selection Committee that will be followed by stakeholder consultations with executive team as well as other internal and external stakeholders. For transparency purposes this role will be publicly advertised however Boyden will be reaching out to potential individuals who may be interested in applying for this role. At the end of this phase a long list of candidates will be presented to the Search and Selection Committee and those candidates who can be invited for the first rounds of interviews will be identified. Boyden will be administering interviews and prepare the interview guide. There will be two rounds of interviews as a result of which the preferred finalist will be hopefully unanimously selected.

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### **3.0 WELCOME & INTRODUCTION**

Lovisa McCallum, Chair of the Board of Directors, welcomed members and invited guests to the meeting and called the meeting to order at 1620H. It was confirmed that there was a quorum. L. McCallum asked whether there were any conflicts and no new conflicts were declared.

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### **4.0 APPROVAL OF PREVIOUS MINUTES**

The minutes from the Board meetings held on September 20, 2022 were approved as pre-circulated.

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### **5.0 UPDATE FROM BOARD CHAIR**

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#### *5.1. Update from Board Chair*

Lovisa McCallum referred to the pre-circulated briefing note with the update from the Board Chair and reiterated that Boyden has been selected as the CEO search firm. L. McCallum highlighted a project management approach to the search process and outlined major steps and timelines. L. McCallum advised the Board that the formal search process involves stakeholder engagement and shared that Boyden will be provided with a detailed list that would include Board members, hospital executive team, medical leaders as well as community and patient representatives. Therefore Boyden will be reaching out to all Board members and that would be a great opportunity for directors to provide their input and share what qualities they believe are vitally important in the new hospital CEO.

### **6.0 ITEMS REQUIRING APPROVAL**

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

##### **6.1.1 Approval of Public Reporting of Expense Claim Information**

A briefing note regarding the Ministry directives with respect to the reporting requirements under the Broad Public Sector Accountability Act and Public Reporting Claim Information documents were pre-circulated with the agenda package. Carol Chiu, Chair of the Finance & Audit Committee, referred to the pre-circulated documents, asked if there were any questions and requested a motion as per the pre-circulated briefing note.

##### **6.1.2 Plexxus Update**

C. Chiu asked Sarah Chow, Vice President Corporate Support and CFO, to provide an overview regarding the situation with Plexxus as well as requested approval for the upgrade of the SAP (system applications and products) as recommended by Finance & Audit Committee.

##### **6.1.3 Update on the Financial Position**

A briefing note outlining the Hospital's financial position including statement of revenue and expense was pre-circulated with the agenda package. S. Chow provided a high level finance update and asked directors if they had any questions and none were brought forward.

#### *6.2. Governance and HR Committee Update*

##### **6.2.1 Approval of Board Goals**

Scott McDonald, Chair of the Governance and HR Committee referred to the pre-circulated briefing note with regards to the Board goals for 2022-2023 Board year, asked directors if they had any questions or additions and requested a motion to approve the presented Board goals as per the pre-circulated meeting materials.

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### 6.2.2 Approval of the Revised C.14 Board Policy

S. McDonald advised that in light of the upcoming CEO search the Board Policy pertaining to the CEO Succession (C.14) requires revision as it is believed that it is lacking in few areas. S. McDonald shared that the GHRC reviewed the proposed changes and supported the revision of the policy as per the pre-circulated track changes version.

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

#### 6.3.1 Appointment of Chief, Department of Diagnostic Imaging

Dr Sheila Laredo, Chief of Staff, referred to the pre-circulated briefing note and reiterated that in accordance with the hospital bylaw, as part of the departmental chief search process it is required to strike a search committee chaired by a Board member and hospital's CEO. The search committee for Chief, Department of Diagnostic Imaging and Medical Director, Diagnostic Imaging was chaired by Doug Farley. Two external experts performed a review of the department which identified that the department is a very high functioning program delivering high quality care. The committee interviewed three applicants and unanimously supported recommending Dr Noah Ditkofsky's appointment. Dr Laredo asked the Board if they had any questions and requested a motion as recommended in the pre-circulated briefing note.

#### 6.3.2 MAC Decision Items

Dr. Laredo referred to the pre-circulated briefing note regarding MAC decision items, and assured the Board that all the clinicians met the appointment criteria. Dr. Laredo asked meeting participants if they had any questions and requested a motion to approve Provisional Active Staff and New Staff Appointments as well as Leave of Absence and appointment of the new division head for Gastroenterology, as recommended by the Medical Advisory Committee.

## 7.0 DISCUSSION ITEMS

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### 7.1. Update from CEO

Wolf Klassen, President and CEO, Interim, 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. W. Klassen advised that clinical update outlining system surge pressures will be presented shortly and shared that Michael Garron Hospital was recognized as a Greater Toronto Top Employer for the 7<sup>th</sup> consecutive year. We were also notified that the hospital was recognized as one of Canada's Most Admirable Corporate Culture. W. Klassen added that one of our volunteers, John Harper, will receive the prestigious Ontario Senior Achievement Award by the Lieutenant Governor. Next, W. Klassen thanked Krystal Abotossaway for her support and assistance with the hospital's work on developing indigenous programs and community engagement.

W. Klassen also reiterated that the ceremonial Grand Opening of the Ken and Marilyn Thomson Patient Care Centre will be held on January 11, 2023, the formal invitations will be out shortly.

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### **Clinical / Surge Update**

Mark Fam, Vice President, Clinical Programs, and Dr Carmine Simone, Vice President, Medical, provided a presentation with the clinical update.

It was shared with the Board that the influenza season has formally started with significant increase in respiratory illness in kids which is impacting not only patient volumes but staffing situation due to non COVID related absences being on the rise. In order to address these issues Ontario Health issued several guidelines with the request to increase overall acute capacity to 120% of baseline while paediatric inpatient capacity to be increased to 150%. Dr Simone noted that the current Emergency Department capacity is over 350 patients daily. The hospital received one-time funding to operate COVID Assessment Centre in order to reduce the number of patients coming to Emergency Department. Hospitals also received a guideline from the Province to admit children of 14 years and older to adult ICUs. These staffing and volume challenges result in significant reduction in surgical recovery process and the tendency is similar in the whole hospital sector.

#### **7.2. Update from Chief of Staff**

Dr Sheila Laredo, Chief of Staff, referred to her report submitted as part of the agenda package and highlighted a couple of items included in her update. Dr Laredo shared that with all the challenges that hospital clinicians have to face on a regular basis, wellness initiatives for credentialed clinicians remain the focus of hospital leadership. That includes such a new initiative as mindfulness sessions that hospital is pleased to be able to offer. Next, Dr Laredo provided an overview with regards to the Psychiatry Chief search and thanked Dr Moez Rajwani, Chair of the search committee who led the process with integrity and diligence.

Another Search Committee for the Chief of OHNS search will be chaired by Scott McDonald and will have its first meeting later in the month.

#### **7.3. Redevelopment Committee Update**

Doug Farley, Chair of the Redevelopment Committee, asked Tony Khouri, Vice President, Redevelopment, to provide an update on the bed capacity/ space pressures. T. Khouri noted that the hospital is currently running 63 additional beds to deal with existing and anticipated surge volumes. After the move to Thomson Care Centre in February 2023 these beds will need to be maintained within the legacy building. T. Khouri provided an overview of the D Wing renovation proposal as potential solution to deal with the space pressure situation and shared that the hospital submitted a briefing to the Ministry of Health requesting the approval of the renovation of D Wing floors 4 to 6, noting that the propose renovation would not impact project timelines.

Next Dr Carmine Simone provided a high level update on the Operational Readiness including end user training update and shared with the Board that overall teams are doing extremely well and we believe we will be in a safe position for the move. Leadership will continue to track end user training completion rates and report the numbers to the Board.

Dr Simone also advised that the Mock Move was completed on October 17 and noted that we developed the two track move with two units moving at the same time which will allow for about 6 hours anticipated timing and completing the inpatient move on February 4, 2023.

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### 8.0 CONSENT

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The Consent items were presented for information and included:

*8.1. 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.

*8.2. 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.

*8.3. Report from the Board of MGH Foundation*

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

*8.4. Volunteer Services Update*

The October 2022 Volunteer Services newsletter was pre-circulated with the agenda package. Additionally, Betty Hicks, Co-Chair, Volunteer Experience Council, shared with the Board that volunteer recruitment is in process with more than 100 new volunteers recently engaged. Volunteers are very busy due to the opening on new visitor's parking helping visitors to navigate the hospital, and will be very happy to assist with the move to the Thomson Patient Care Centre.

### 9.0 MEETING WITHOUT MANAGEMENT (ELECTED DIRECTORS ONLY)

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

### 10.0 CONCLUSION

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There being no further business to discuss, the meeting was concluded at 1755 hours.

Date of future meetings: January 24, 2023.

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Lovisa McCallum, Chair

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Olga Grigorovskaya, Recorder