



board of directors

Meeting:	WCH Board of Directors Meeting			
Date:	Wednesday, October 6, 2021			
Location:	Videoconference			
Chairperson:	JoAnne Doyle – Chair			
Secretary:	Paula Da Ponte			
In Attendance:	Tammy Brown Ani Hotoyan-Joly John Capobianco Susan Monteith Donna Walwyn	Paula Allen Michael Foulkes Tuhina Biswas Michelle Khalili David Court	Debbie Simpson Lindsay Campbell Wendy Cukier Maya Roy Lisa Robinson	Heather McPherson Jennifer Price Kyle Kirkham Leslie Woo Rupinder Dhillon
Regrets	Bonnie Bloomberg			
Guests	Jack Woodman, Vice President, Strategy, Quality, Risk & Chief Privacy Officer			
	Greg Chow, Vice President, Finance, Partnerships and Chief Financial Officer			
	Arleen Huggins			

1.0 Welcome and Call to Order

J. Doyle welcomed everyone and called the meeting to order at 1702 hours.

2.0 Conflict of Interest Declaration

There were no conflicts declared.

3.0 Patient Experience Story

H. McPherson shared a patient experience story that illustrated an experience of virtual care, its challenges and benefits during the pandemic.

4.0 Generative Discussion – Financial Practices in Healthcare

S. Monteith informed members that G. Chow presented to the Resources Committee an in-depth overview of the financial practices in healthcare and recommended a synopsis be presented to the Board.

G. Chow presented on healthcare funding and highlighted information related to health sector funding versus population growth and inflation; inflation gap between funding and inputs costs; funding by category; activity-based funding and the need to improve the health care system as gaps were identified prior to and during the pandemic. Hospitals are looking to enhance capabilities and infrastructure to tackle problems stemming from excess demand. Members were informed of each category and percentage of funding noting that the majority is from the Ontario Government as a fixed amount.

Members discussed the funding formula and noted that it applied to all of Ontario and is a highly complex algorithm. Members were also informed that the Ministry currently reimbursed COVID-19 related costs but going forward budgeting for these costs will likely be a significant financial challenge.

5.0 Consent Agenda

The consent agenda included the following for approval: Board agenda, two sets of June 16, 2021 board minutes and Signing Officers Policy. Standing reports were also included for information.

L. Woo moved and M. Khalili seconded
THAT items presented for approval in the consent agenda be approved.

CARRIED

6.0 New Director Nominee

D. Walwyn reported that the Governance and Nominating Committee continue to work with Boyden Executive Search to assist in recruiting new Board members for the 2021-2022 Board year. The skills and demographic matrix were completed and gaps for recruitment were identified.

D. Walwyn moved and J. Capobianco seconded

THAT the Governance and Nominating Committee recommend to the Board of Directors to approve Arleen Huggins for election to Board Membership effective October 6, 2021.

CARRIED

7.0 Chair's Report

J. Doyle provided the following update:

- J. Doyle welcomed our new Board member Arleen Huggins to the meeting.
- Executive Committee met in August to approve a lease agreement with 77 Grenville St. as the current lease was expiring September 16, 2021.
- At the September Executive Committee meeting, members agreed to discuss a possible retreat after the Build Back Better presentation at the December board meeting.
- Members were informed that the hospital mandatory vaccine policy applies to Board members.
- Board and committee meetings will remain virtual for the remainder of 2021 due to the fourth wave.
- Members were informed that there is availability for anyone interested in the San'yas Indigenous Cultural Safety Training. Anyone interested please contact K. Cronin-Cowan.
- The quartet met on September 22, 2021.

8.0 CEO Report

H. McPherson's report was included in the material. She reported on the following:

- Women's College Hospital recognized a gap in late trimester abortion care and WCH launched the late trimester abortion program in September.
- Women's College Hospital is a leading partner on the new Mid-West Toronto Ontario Health Team (MWT-OHT) Digital Health Planning Table (DHPT).
- WCH was very successful in the Canadian Institutes of Health Research (CIHR) Spring 2021 Project Grant competition with four grants funded and a funding rate higher than the national average.
- The Canadian Academy of Health Sciences (CAHS) inducted Dr. Vincent Piguet as a Fellow. Induction into the CAHS is one of the highest scholarly honours in Canada.
- The Ontario Not-for-Profit Corporation Act, 2010 will be announced on October 19, 2021. This will impact hospitals, foundations, and volunteers. The Ontario Hospital Association (OHA) has sessions scheduled to provide further details.
- Women's Virtual strategy will be shared at the December board meeting along with the Build Back Better presentation.
- On Monday, October 5, 2021, an email was shared with the organization regarding the updated vaccine policy. Effective October 18, 2021, staff, physicians, and volunteers who are non-compliant will be required to take an unpaid leave of absence. They will have until November 1, 2021 to provide

documentation to WCH Occupational Health and Safety confirming compliance. A contingency plan is underway to ensure that any restructuring required will not impact patient care.

9.0 Build Back Better Update

J. Woodman presented on WCH Recovery Strategy: Build Back Better initiative. WCH's Healthcare Revolutionized Strategic Plan will complete its 5-year life cycle in 2022. With a goal to build back better in the post-pandemic environment an interim strategy – Build Back Better (BBB) has been established. A new strategic plan process will be launched in January 2023, pending severity of the pandemic at that time. J. Woodman highlighted BBB priority areas as well as potential areas of investment and divestment. They informed members that a presentation of the plan and budget implications will be presented at the December Board meeting. Members had a thorough discussion and recommended consideration of a two-year BBB plan followed by a three to five year strategic plan.

10.0 Medical Staff Appointments

K. Kirkham informed members that Medical Advisory Committee met and had a thorough discussion regarding Directive 6 for physicians. The committee approved upholding the policy and all physicians will be required to be fully vaccinated to have privileges at WCH.

The list of new medical staff privileges recommended at the Medical Advisory Committee meeting September 14, 2021 and October 5, 2021 was included in the material.

D. Walwyn moved and M. Roy seconded

THAT on the recommendation of the Medical Advisory Committee, the Board of Directors approve the appointment of the applicants listed to the WCH Medical Staff effective October 7, 2021.

CARRIED

The leave of absence request recommended at the Medical Advisory Committee meeting October 5, 2021 was included in the material.

D. Court moved and W. Cukier seconded

THAT on the recommendation of the Medical Advisory Committee, the Board of Directors approve Dr. Anabel Scaranelo's voluntary leave of absence effective April 20, 2021.

CARRIED

11.0 Foundation Report

J. Bernard provided an update on behalf of D. Simpson. Members were informed that fundraising is progressing well in the new environment and our community is supporting the organization as the leading voice to equity. We received \$4M from our LCBO campaign, and have also received \$1.9M from major gifts. The next capital campaign will be focused on "*Build Back Better*", as we continue to focus on sex and gender in health, innovation, and underserved populations. Donations are demonstrating that these are areas our donor community is interested in supporting.

12.0 Next Meeting

The next Board of Directors meeting is scheduled on Wednesday, December 1, 2021 at 5:00pm via zoom.

13.0 Adjournment of Meeting

The meeting was adjourned at 1902 hours.

14.0 In Camera

The in-camera meeting was called to order at 1903 hours and resumed open board meeting at 1903 hours.

15.0 Closure of Meeting

The meeting was closed at 1903 hours.