

**Attendees:**

(P) Pardeep Singh Gill	(P) Susan Britton Payne	(P) Nolan Bederman	(P) Winston Young
(P) Elsa Cabral	(P) Michael Torrance	(P) Dr. Frank Martino	(P) Dr. Greg Rutledge
(P) Dr. Victor Ng	(P) Melissa Carvalho	(P) Manny Satija	(P) Dr. Prashant Phalpher
(P) Ben D'Souza	(P) Tiziana Rivera	(P) Connie Stefankiewicz	(P) Dr. Yasir Karani
(P) Chris Loreto	(R) Linda Franklin		

**Guests:**

Mary Jane McNally	Kiki Ferrari	Florine Lobo	Cara Francis
Kelly Kimens	Ken Mayhew	Marco Deiana	Cathy Renaud
Dr. Charissa Cordon	Sarbjit Dheri	Deepak Sharma	Saleem Chattergoon
Kathy Frlan (Resource)	Laurie Cabanas	Sandra Gilmer (Patient & Family Partner)	

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**1.0 Call to Order**

The Chair welcomed everyone to the virtual meeting. The meeting was called to order once quorum was achieved.

1.1 Declaration of Conflicts

No declarations of conflict were made.

1.2 Approval of Agenda

The agenda was tabled for approval; there were no additions or revisions to the agenda.

**Moved, seconded**

***That the agenda be approved as presented – CARRIED.***

1.3 Report of the Chair

The Chair welcomed Board members back after the holiday break, recognizing the dedication of hospital staff who worked through the season. The Chair acknowledged the past year's successes and achievements, including the organization's growing community engagement, record-breaking fundraising efforts and advancements in strategic initiatives. Notably, the success of major fundraising events has reinforced the community's support for Osler's mission. Additionally, improvements in operational efficiencies and patient care initiatives demonstrate Osler's continued commitment to excellence.

An important milestone for this year is the 100th anniversary of Peel Memorial, set for February 2, 2025, marking a century of delivering high-quality care and fostering health and wellness in the community. To commemorate this occasion, Osler will implement a comprehensive communication strategy leveraging website updates, social media outreach, and stakeholder engagement to recognize this milestone and enhance public awareness. The Chair emphasized the importance of collaboration and stakeholder involvement and invited Board members to actively participate in future initiatives aimed at strengthening partnerships, advancing strategic health care priorities, and reinforcing Osler's long-term impact on regional healthcare delivery.

#### 1.4 Ethical Decision-Making Framework

The Chair reminded Board members of the Ethical Decision-Making Framework that was included in the package for reference, which provides a standardized approach when making decisions particularly when ethical issues arise.

#### **2.0 Consent Agenda**

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

- 2.1 Board of Directors Meeting Minutes (October 30, 2024)
- 2.2 Annual Board of Directors Work Plan (2024-25)
- 2.3 MAC Resolutions (December 11, 2024) and MAC Minutes (November 13, 2024)
- 2.4 Health Services & Quality Committee Minutes (November 6, 2024)
- 2.5 Governance & HR Committee Minutes (November 20, 2024)
- 2.6 Resources & Audit Committee Minutes (November 12, 2024)
- 2.7 Executive Committee Minutes (November 25, 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 brief remarks to supplement the written materials that were pre-circulated to the Board. He provided an update on key organizational priorities, challenges, and ongoing strategic initiatives, with a focus on election advocacy, Accreditation Canada, Peel Memorial's 100<sup>th</sup> Anniversary, and collaboration with the Foundation. A detailed update on the implementation of Osler's new Strategic Plan will be provided later in the meeting. Dr. Martino highlighted Osler's ongoing advocacy efforts in light of the upcoming provincial election. He outlined how Osler has actively engaged MPP offices, municipal leaders, and Premier Ford's team to secure essential funding, including 30 new beds, small capital projects, education spaces, and movement towards a new cancer centre. He emphasized the importance of providing accurate hospital capacity and funding needs information to political candidates to ensure continued support for health care infrastructure.

Regarding Accreditation Canada, Dr. Martino reaffirmed that Osler is well-prepared for the upcoming accreditation survey in early October. Leadership is actively aligning governance policies and staff training initiatives to ensure accreditation readiness and confidence, maintaining Osler's strong track record in meeting quality standards. The President and CEO shared that the 100<sup>th</sup> anniversary of Peel Memorial (February 2, 2025) will be recognized by Mayor Patrick Brown, Brampton City Council, and the Brampton Board of Trade. A year-long campaign for the 100<sup>th</sup> anniversary will highlight the hospital's evolution and its transformation into Brampton's second hospital. Board Members will have an opportunity to attend the various events as part of this exciting milestone. Osler continues to strengthen its partnerships with the Foundation to advance capital projects and ensure financial sustainability. Additionally, public telephone town halls and stakeholder engagement initiatives remain central to Osler's commitment to transparency and community trust. The Board thanked Dr. Martino for the report and acknowledged the ongoing efforts to strengthen organizational priorities and improve patient care outcomes.

### 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. A major highlight was the hiring of a new Physician Wellness Lead, strengthening Osler's commitment to physician well-being. This initiative, designed as an improved version of past wellness programs, is now aligned with the hospital's overall wellness strategy, ensuring structured support for physicians and frontline staff. On the academic front, the Chief of Staff emphasized Osler's growing role in medical education and physician development. With the hospital's increasing involvement as a primary clinical partner for the Toronto Metropolitan University School of Medicine, there is a need to proactively align physician recruitment and training and academic priorities. Osler is expanding its academic programs and fellowship opportunities, including specialty training in family medicine and emergency care. The Chief of Staff noted that residency and fellowship placements are underway, with more details expected in the spring. These efforts are part of a broader initiative to enhance academic partnerships and establish Osler as a leader in clinical education. Physician engagement continues to be a focus, aiming to better understand workforce needs and align recruitment efforts with Osler's strategic priorities. Engagement continues to be positively trending which will be discussed in more detail later in the meeting. The Chair thanked the Chief of Staff for the report.

### 3.3 Patient Voice

The EVP & Chief Clinical Officer, Kiki Ferrari, introduced the Patient Voice agenda item, underscoring the organization's commitment to integrating patient experiences into governance and decision-making. She welcomed Mary Jane McNally, Chief Patient Experience Officer, who provided a brief overview of Osler's Patient Family Advisory Council (PFAC) and introduced the guest speaker Sandra Gilmer, PFAC member. Sandra Gilmer shared her experiences as a patient and member of PFAC, reflecting on the value of compassionate care and the importance of patient empowerment. Board members thanked Sandra for sharing her story and provided reflections in response to Sandra's insights, reinforcing how patient stories can drive meaningful improvements in the health care system. Sandra Gilmer and Mary Jane McNally left the meeting.

## **4.0 Committee Chair Reports**

### 4.1 Governance & Human Resources Committee

Marco Deiana, VP Legal Affairs and General Counsel joined the meeting. The Committee Chair, Elsa Cabral, provided brief remarks to support the report which was pre-circulated. The Committee discussed revisions to the Board's governance policies and guidelines to ensure compliance with Osler's governance framework and Accreditation Canada requirements and recommended them for Board approval. A discussion took place regarding the implications of these changes on Board operations and decision-making processes. Management assured the Board that the revisions were consistent with Osler's guiding principles and regulatory requirements. Board members were supportive of the recommendation revisions and had no concerns.

### **Moved, seconded**

***That the Board of Directors approve the revisions to the Governance Policies and Guidelines as recommended by the Governance & Human Resources Committee – CARRIED.***

The Committee Chair presented an updated Land Acknowledgement that was revised to better reflect best practices related to cultural safety and inclusivity. These revisions were influenced by Accreditation Canada's governance standards, which require that organizations actively address Indigenous rights and reconciliation principles into their policies and practices. Board members emphasized that the Land Acknowledgment should

not be a symbolic gesture but must be actively embedded into decision-making, organizational processes, and engagement efforts. The Board noted that considerations would need to be made regarding how and when the Land Acknowledgment would be used. Overall, Board Members were supportive of the revised Land Acknowledgment.

**Moved, seconded**

***That the Board of Directors endorse William Osler Health System's Land Acknowledgment as recommended by the Governance & Human Resources Committee – CARRIED.***

The Committee Chair presented the draft Nominations Committee Terms of Reference, which formalizes the Ad Hoc Committee focused on Board Recruitment to a formalized committee with specific terms of reference. Board members were supportive of the recommendation and had no questions or concerns.

**Moved, seconded**

***That the Board of Directors approve the Nominations Committee Terms of Reference as recommended by the Governance & Human Resources Committee – CARRIED.***

The Committee Chair invited Kelly Kimens, EVP People and Governance and Dr. Greg Rutledge, Chief of Staff, to highlight key elements of the Staff and Physician Engagement Survey results which included positive engagement trends, particularly in workforce satisfaction and retention. It was noted that Osler's engagement levels remain higher than those observed in comparable institutions, reflecting strong organizational culture and staff commitment. While many survey indicators performed well, management acknowledged areas for ongoing monitoring and improvement. Board Members acknowledged the significant improvements made since the last engagement survey and expressed support for maintaining momentum and ensuring engagement efforts translate into meaningful, long-term improvements. Board Members commended management for continually setting clear annual goals, monitoring engagement strategies, and adapting initiatives based on staff feedback. The Board Chair thanked management for the presentation.

The Committee Chair provided an update on the Kay Blair Community Service Award, which was established by the Board of Directors in 2010 to honour Kay Blair's legacy of leadership and community advocacy. Kay Blair, a former Board member and respected community leader, passed away in 2016, and this award continues her impact by recognizing individuals who demonstrate exceptional leadership, commitment, and service in health care and the community. The award will be presented by the Board of Directors at the Going Beyond Gala & Awards event on May 15, 2025 – all Board Members are welcome to attend.

The Committee Chair highlighted the various resources and events coming up to support the Board's readiness for Accreditation this fall. A mock survey session has been scheduled to familiarize members with the accreditation survey process and expectations – all Board Members are encouraged to review the resources and attend the sessions. The Board Chair thanked the Committee Chair for the update. Marco Deiana left the meeting.

#### 4.2 Resources & Audit Committee

Cathy Renaud, VP, Facilities, Operations and Capital Development joined the meeting. The Committee Chair, Winston Young, provided brief remarks to support the pre-circulated report. An overview of the Committee's

recommendation regarding Osler's academic learning centres was shared with the Board. Board Members had an opportunity to ask questions which included consideration of potential risks and mitigation strategies.

**Moved, seconded**

***That the Board of Directors approve the submission of the Stage 2.3 Contract Documents, including the updated Local Share Plan, to the Ministry of Health and Ontario Health as recommended by the Resources & Audit Committee – CARRIED.***

Management shared that Osler was successful in receiving full Bill 124 funding, ensuring financial stability for the year ahead. It was noted that not all hospitals received full reimbursement, however, Osler's ability to receive full funding is a testament to the relationships, collaboration and leadership that Osler's senior leaders have developed across the health system. The Board Chair acknowledged management for a positive outcome and expressed appreciation for the update. Cathy Renaud left the meeting.

**4.3 Health Services & Quality Committee**

Dr. Charissa Cordon, VP, Practice & Academics, Deepak Sharma, VP, Strategy & Organizational Performance and Saleem Chattergoon, AVP of Transformation and Strategy joined the meeting. The Committee Chair, Manny Satija, provided an update on key strategic initiatives, including the Q2 Strategy Scorecard, Critical Incidents Report, and planning for the Quality Improvement Plan (QIP). Management emphasized that critical incidents have significantly decreased compared to previous years, attributing this improvement to targeted resource allocation, improved staff training, and enhanced patient safety protocols. Board Members acknowledged the effectiveness of these measures and emphasized the importance of continued vigilance in patient safety.

The Committee Chair invited management to provide a brief presentation on Osler's Strategy In Action, which was pre-circulated in the materials. Board Members expressed strong support for the ongoing quality improvement efforts and commended management for their proactive approach to risk mitigation, patient safety, and performance monitoring. The Board Chair thanked management for the presentation as well as the Committee Chair for the comprehensive report. Dr. Charissa Cordon, Deepak Sharma and Saleem Chattergoon left the meeting.

**5.0 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.***

**6.0 Termination of Meeting**

The Chair thanked everyone for their active engagement and terminated the meeting.

**Moved, seconded**

***That the Board of Directors meeting be terminated – CARRIED.***

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