



## board of directors

<b>Meeting:</b>	WCH Board of Directors Meeting			
<b>Date:</b>	Wednesday, October 7, 2020			
<b>Location:</b>	Videoconference			
<b>Chairperson:</b>	Tammy Brown – Chair			
<b>Secretary:</b>	Paula Da Ponte			
<b>In Attendance:</b>	Wendy Cukier JoAnne Doyle Ani Hotoyan-Joly John Capobianco Susan Monteith Lynn Wilson	Paula Allen Michael Foulkes Tuhina Biswas Bonnie Bloomberg David Court	Eden Oliver Anne McGuire Michelle Khalili Donna Walwyn Maya Roy	Heather McPherson Jennifer Price Paula Harvey Brad Lichtblau Leslie Woo
<b>Guests</b>	Notisha Massaquoi, MSW, PhD, Principal, Nyanda Consulting	Jennifer Bernard, President & CEO, WCH Foundation	Lindsay Campbell, President, Association of Volunteers	Lisa Robinson, Associate Dean, UofT

### 1.0 Welcome and Call to Order

T. Brown welcomed everyone and called the meeting to order at 1703 hours. She introduced Lindsay Campbell and Dr. Lisa Robinson as well as Dr. Notisha Massaquoi who presented on anti-Black racism.

### 2.0 Conflict of Interest Declaration

There were no other conflicts declared.

### 3.0 Generative Discussion – Anti-Black Racism

WCH has engaged Dr. Notisha Massaquoi to work with the hospital on an anti-Black racism strategy. Dr. Massaquoi is meeting with the Board to explore their role in supporting anti-Black racism from a governance perspective. Members were informed that WCH has established six themes with Dr. Massaquoi's input to begin the work to dismantle anti-black racism within the organization.

Members had a thorough discussion regarding approach and commitment from the board level to support the needs of the organization.

### 4.0 Consent Agenda

The consent agenda included the following for approval: Board agenda, Board minutes from June 3, 2020 and August 12, 2020, Board recruitment and Board policies. Standing reports were also included for information.

L. Woo moved and M. Foulkes seconded

**THAT** items presented for approval in the consent agenda be approved.

**CARRIED**

### 5.0 Chair's Report

T. Brown provided the following update:

- Introduced and welcomed Lindsay Campbell as the new representative for the Association of Volunteers and Dr. Lisa Robinson, UofT Dean's delegate on our Board. T. Brown thanked Dr. Lynn Wilson for her impact, dedication and contribution over the years.

- The Executive Committee discussed delaying a board retreat at this time due to the pandemic.
- T. Brown informed members they can email P. Da Ponte if they would like to attend a virtual executive committee meeting as a guest.
- WCH has implemented a new Board portal: *Dilitrust*. Members will have access to meeting materials via the portal. If anyone has issues accessing the portal, please contact P. Da Ponte.

## 6.0 CEO Report

H. McPherson's report was included in the material and highlighted the following:

- The satellite assessment centre that was established with Toronto Grace has been paused at the request of the Toronto Region.
- The Assessment Centre has moved to appointment only as directed by the Province. Walk-ins are possible for marginalized communities.
- WCH will be reviewing relocating the Assessment Centre indoors during the winter months.
- WCH mobile teams is partnering with Toronto District School Boards, Toronto Public Health and Ontario Health on a plan for school outbreaks.
- We are in wave two of the pandemic. We have a solid preparation plan to address wave two and to continue to provide patient care.
- Apple announced today that WCH will offer Health Records on iPhone which is a feature of Apple Health app.
- The senior leadership team engaged Dr. Notisha Massaquoi who has recommended a three phase "dismantling anti-Black racism and oppression" commitment.

## 7.0 Women's Virtual Key Performance Indicators

A report was included in the material. Dr. D. Martin informed members with the implementation of Women's Virtual the next phase is to focus on program stabilization, including putting in place key performance indicators (KPIs). In alignment with the hospital approach on quality the team is committed to measure progress across all four aspects of the Quadruple Aim, as well as a process metric and three financial metrics. Dr. Martin highlighted the proposed initial KPIs that will be reported to the board on a quarterly basis:

1. Patient Experience: Net Promoter Score
2. Provider Experience: Provider adoption
3. Population Health: Proportion of underserved/marginalized patients accessing virtual care
4. System Costs: Perceived Emergency Department (ED) avoidance
5. Process Metric: proportion of interactions that are vital
6. Financial Metrics: spend against budget and costs
  - a. Capital expenditure against budget
  - b. Operating expenditure against funding
  - c. Cost per visit

Due to wave one, data was pulled from the first five month to establish a baseline for tracking the metrics where literature was available and if literature was not available targets were based on data and performance data.

## 8.0 Strategic Plan Review and Recalibration Update

H. McPherson informed members the strategic plan priorities have shifted due to the impact of the pandemic and as WCH reached the midpoint of the five-year strategic plan, WCH Senior Leadership conducted a review and recalibration to ensure appropriate planning and resources. An environmental scan was complete and included COVID related analysis. H. McPherson provided a summary of the proposed shifts in strategic priorities that was distributed to members in advance and indicators will be reported to the board on a quarterly basis.

### **9.0 Medical Staff Appointments**

The list of new medical staff privileges recommended at the Medical Advisory Committee meetings of September 8, 2020 and October 6, 2020 was included in the material.

J. Capobianco moved and B. Bloomberg 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 8, 2020.

**CARRIED**

### **10.0 Foundation Report**

E. Oliver informed members that the Foundation five-year strategy plan has been approved. She also gave an update on The Shoppers Love you Run that took place virtually and raised \$338,000 for women's mental health.

On October 6, 2020, WCH Foundation hosted a virtual Black Healthcare summit. A video is available at: <https://www.womenscollegehospitalfoundation.com/News-Media/Blog/October-2020/Your-October-e-news-Addressing-anti-Black-racism.aspx>.

J. Bernard presented a Foundation financial overview. She also discussed the use of restricted and unrestricted funds and the importance to increase undesignated giving. J. Bernard informed members the importance to diversify funding base, grow monthly donors and the importance of corporate partnerships.

### **11.0 Next Meeting**

The next Board of Directors meeting is scheduled on Wednesday, December 2, 2020 at 5:00pm via zoom.

### **12.0 Adjournment of Meeting**

The meeting was adjourned at 1903 hours.

### **13.0 Close of Meeting**

The meeting was closed at 1915 hours.