

CHIEF OF STAFF REPORT and MEDICAL ADVISORY COMMITTEE
REPORT TO ANNUAL MEETING
SOUTHLAKE REGIONAL HEALTH CENTRE BOARD OF DIRECTORS
June 20th, 2018

Chairman of the Board, Directors, Ladies and Gentlemen, I am pleased to present my annual report as Chief of Staff at Southlake Regional Health Centre to update you on the developments and changes that we have seen through the Medical Advisory Committee over the past year.

I extend my thanks to the all of the physicians and staff of this organization for their extraordinary contributions to patient care over the past year. To the Board and AMC I also wish to express my sincere appreciation for their support.

THANK YOU - DEPARTMENT CHIEFS

Thank you to Dr. Robert Smyth, Chief of Anesthesia and Dr. Paul Cantarutti, Chief of Family & Community Medicine for your departmental leadership over these past few years. Dr. Glen Hanna will begin as the new Chief of Anesthesia on September 1st, 2018. The interview process for the next Chief of Family & Community Medicine is in process.

SOUTHLAKE EMAIL ADDRESSES FOR ACTIVE STAFF

A reminder that Medical Staff in leadership positions are required to use Southlake email for all Southlake business. It has become common practice to share patient information through email and as such it should be communicated through Southlake email to keep within the privacy regulations. Using hotmail, gmail and other non-encrypted email addresses to discuss Southlake patients or business is a breach of our privacy and email policies. Southlake physicians who may use email for communication of Southlake patient information are reminded that they must use Southlake email.

PENDING CONSULTS

An effort is being made to discharge patients that are pending a consult. Failure to directly connect with the consultant is a primary cause of a delay. There will be further discussion at MAC about potential mitigation of this particular roadblock, but in the meantime Division Heads and/or Department Chiefs will be notified of the pending consults through the Medical Administration Office to help expedite the discharge when the patient is ready to go home. Often, these consults can be done as an outpatient.

PATIENT TRANSFERS

In addition to patients appearing in our ED and for scheduled procedures, requests to accept transfers from other institutions are coming forward. There are specific policies around accepting transfers that insure we have the necessary beds (including private rooms) and supports for these patients. In particular, it is essential in these circumstances of overcrowding, that physicians who wish to accept patient transfers communicate with Bed Allocation to establish that there are the necessary resources in place.

PHYSICIAN ORDERS

An audit of charts by Pharmacy revealed that physicians are still using abbreviations for actions and drugs, although the drug abbreviations were not seen on this particular audit. A list of "Do Not Use" abbreviations is available on the intranet or through the Medical Administration Office. Also, physicians are reminded to either print their name beside their signature, or provide their CPSO number to help identify who they are on pharmacy orders.

MEDICAL RECORDS

From a medical-legal standpoint, if a dictated note is missing and being dictated from memory, it needs to be stated as such, i.e. "I completed this operation on (date), however, I cannot recall the operation". Physicians are also reminded that clear articulation and speaking slowly will help to reduce potential transcription errors.

CHART DEFICIENCIES

The deficient chart numbers have improved significantly since 2012 despite an increase in medical staff. The Medical Administration Office continues to send reminders and suspension warnings to medical staff in default. It is anticipated that the new Health Information System will automatically push to notify physicians the day a chart is assigned to them.

	2012	2013	2014	2015	2016	2017	2018 (Jan-May 28)
Highest	1164	1127	1273	1000	536	436	337
Lowest	513	433	429	337	103	129	106
Average	814	686	756	626	306	250	206

MANAGING THE LEGAL AND PROCEDURAL RISK OF MEDICAL STAFF FILES

Mr. Eric Hoaken and Ms. Laura Wagner, of Lax O'Sullivan Lisus Gottlieb LLP, presented the legal and procedural risks of managing medical staff files. They reviewed:

1. The paramount importance of procedural fairness;
2. Department Chiefs' responsibilities in managing performance/conduct/competence issues with medical staff;
3. Responsibilities of the MAC;
4. What comes after the MAC – the hospital Board, HPARB, and civil litigation.

A synopsis of the presentation was shared with the Board Committee on Quality and is available by request through the Chief of Staff.

KPMG CREDENTIALING AUDIT

As requested by the Board Committee on Quality and Audit Committee, a medical credentialing audit took place in the Medical Administration Office. This was to ensure credentialing was documented appropriately, as it was identified by HIROC as a potential risk. After an extensive audit of medical staff credentialing files, we received a "green sticker" of approval, which is rare. The only recommendation about our credentialing process was for the Trillium Gift of Life physicians who attend for organ retrieval to be individually credentialed prior to arriving at Southlake; however, following review with the Trillium Gift of Life network, the auditors retracted their recommendation. As such there were no recommendations required. Congratulations to the Medical Administration Office Team!

OVERCAPACITY ISSUES

On December 10th, 2017, 30 ALC patients were transferred to the Restorative Care Unit (RCU) at Humber. This did alleviate some of the pressures the hospital was facing with its beds. Thank you to Dr. David Srour, Chief of CMR, for the GP-Hospitalist model he created that includes 4 GP-Hospitalists at Southlake and a 5th for the RCU. In addition to the ALC patients being transferred to Humber, some surgical patients with anticipated short length of stay were relocated as well. Other initiatives include: additional Ministry funding for 36 acute surge beds; adding to the Patient Flow Nurse pool; a proposal to increase occupational therapy and physiotherapy over weekends; a pilot for physiotherapy in the ER; and decanting the yellow zone in the ER to the TCU. With these changes, Southlake was able to move the patients out of the Auditorium, Rehab Gym and fund the extra surge beds that were dispersed around the hospital. The Ministry of Health's visit in December of the Mental Health areas and OR Suites as well as the CTV-Toronto news interview had great impacts at all levels of the Ministry and the community.

NSQIP/OSQIP

NSQIP is an internationally recognized program designed to measure and improve the quality of surgical care. The implementation of the NSQIP program has consistently led to fewer complications and reduced morbidity and deaths. Health Quality Ontario has adopted their principles and is promoting the program across Ontario. In Ontario, it will be known as "ON-SQUIP".

CRITICAL, NEVER AND NEAR MISS EVENTS

For 2016/17, the key findings included pressure injuries, patient identification, surgical safety checklist, and safety culture. For 2017/18, the focus is on three themes: communication, documentation, and physician awareness.

It was brought to the attention of the MAC that physicians may be unaware of pressure injuries in their patients. Physicians often rely on the nurses to report on skin conditions, particularly for immobile patients. It is suggested that as physicians round on their patients that they specifically inquire about skin integrity. Use of the MPV board to both identify those at risk as well as insuring that daily Braden scores (skin assessment) are done, may prevent pressure injuries.

Concerns about medication errors with hand offs were brought forward due to medication error that occurred. Physicians and nursing staff are to reconfirm the medication that is being handed to them and double check the name on the vial before drawing from it.

After a review by the Quality of Care Committee, a recommendation to review sepsis best practices by the ER and Medicine physicians was brought forward. An additional recommendation for the MAC included the following: "Share a review of the location for both Sepsis Order Sets at the Medical Advisory Committee (MAC) to bring awareness to all physicians, nurse practitioners and others that create order sets, within the organization. A list of attendees at MAC to be provided together with written confirmation from each physician not in attendance, to acknowledge receipt of the email communication and/or minutes from the review shared at MAC." The sepsis order sets can be found on the intranet, under Programs & Services / Standardized Order Sets.

The Hospital Harm Indicator report is available online to compare Southlake to peer hospitals and help develop new patient safety measures. The "Your Health System" report is also available, which provides 14 indicators including deaths.

GOALS OF CARE

The Goals of Care is an assistive tool that supports medical staff when discussing and documenting End-of-Life care. In the short term, goals of care consultants will be available when needed for mentoring. In the long term, it is hoped to have an "app" for staff to review before a family meeting that runs through multiple scenarios. For more information on the Goals of Care or End-of-Life care, please contact our Ethicist, Jonathan Breslin.

PROGRAM BUDGETING AND MARGINAL ANALYSIS (PBMA)

Craig Mitton met with the MAC in January for an introductory session. Following the session, Dr. Randle, Dr. Toth and Dr. van Schaik were chosen as the physician representatives for the PBMA Steering Committee. Tyler Chalk, Committee Chair, has provided the MAC with an overview of the Program Budgeting and Marginal Analysis, the projected outcome and timelines. Physician engagement and involvement will be a key to the success of this initiative. A physician townhall took place on Wednesday May 23rd in the Auditorium with excellent turnout from many departments. Physicians are encouraged to look at ways to invest or disinvestment within their programs and bring forward any ideas they may have.

HIS UPDATE

The Go-Live date for Southlake has been announced for Meditech as December 1st, 2018. Dr. Yaariv Khaykin, CMIO, has been providing MAC with HIS updates monthly. In November, he gave a demonstration of Meditech and its features. With Meditech, physicians will be able to submit or reject orders with their dictating pin number. The ability to sign charts manually (if necessary) will still be available. Access to PACS, through the x-ray icon, will be available through the new system. The activity tab gives a play by play of actions done to the patients from vitals to physician visits. Entire order sets will be available with the option to select all or unselect specific orders. The system creates an audit trail of what is viewed so that you can easily go back to view it again. Volunteers are needed for the Physician Advisory Team, especially as we get close to the Go-Live. It is anticipated the new Meditech system will enhance physician to physician communication. Dr. Khaykin is requesting physician engagement for the SHINE project. Input at this point is critical as the system can still be altered and tailored as closely as possible to their requirements.

M-Modal won the RFP and replaced Nuance. They have an application for smart phones which is currently being tested. It will give the ability to dictate through a smart phone. A memo was sent to all physicians with the new outside number 1-844-666-3259. There have been some issues with the new system recording certain physicians clearly and

therefore dictations have been delayed or returned with blanks to complete and fax back. It is a voice recognition system and therefore requires some time to recognize your voice.

SRHC started contributing to Connecting Ontario in January. Reports from Southlake are available via the provincial CDR (Clinical Data Repository) to other physicians looking after our patients in the community and other institutions in Ontario.

PATIENT PORTAL & LOCKBOX

With the new Meditech system, a “Patient Portal” will allow patients to access the results of investigations including radiology reports and patient records. It will not include pathology records at this time due to the incompatibility of the computer systems. MAC requested a two-week window before the patient can access their records to allow the physician to review the results and prepare necessary treatment/care. The MAC was made aware of the “Lock Box” through which patients can request a portion of their records be shielded from access. The only way to access this information is through Health Information with permission of the patient, their substitute decision maker, or if there will be possible risk of harm to the patient or others.

2018-19 MEDICAL LEADERSHIP TERMS

The incoming Medical Leadership for 2018/19 Medical Staff Executive, Chiefs and Division Heads are:

Medical Staff Executive:

Office of President	Dr. John Randle
Office of Vice-President	Dr. Eddie Chan
Office of Secretary/Treasurer	Dr. Tom Bertoia

Clinical Chiefs:

Department of Anesthesiology	Dr. R. Smyth (Dr. Glen Hanna - Sept '18)
Department of Complex Medical Rehabilitation	Dr. David Srouf
Department of Diagnostic Imaging	Dr. Raymond Chan
Department of Emergency Medicine	Dr. Marko Duic
Department of Family & Community Medicine	Dr. P. Cantarutti (Incoming TBD - Aug '18)
Department of Laboratory Medicine	Dr. Charles Ye
Department of Medicine	Dr. Shahzad Qureshi
Department of Obstetrics	Dr. Kristina Dervaitis
Department of Paediatrics	Dr. Charmaine van Schaik
Department of Psychiatry	Dr. Mahdi Memarpour
Department of Surgery	Dr. Morrie Liquornik

Clinical Division Heads (Surgery):

Division of Cardiac Surgery	Dr. Stacy O'Blenes
Division of Dentistry	Dr. K. Ford Moore
Division of General Surgery	Dr. Shea Chia
Division of Gynaecology	Dr. Kristina Dervaitis
Division of Ophthalmology	Dr. Baseer Khan
Division of Otolaryngology	Dr. Taryn Davids
Division of Orthopaedic Surgery	Dr. Patrick Gamble
Division of Plastic Surgery	Dr. William Andrade
Division of Surgical Assistants	Dr. Tim Barbetta
Division of Thoracic Surgery	Dr. Salvatore Privitera
Division of Urology	Dr. Jerome Green
Division of Vascular Surgery	Dr. Alan Lossing

Clinical Division Heads (Medicine):

Division of Cardiology	Dr. Jeremy Cohen
Division of Endocrinology	Dr. Sunil Juta
Division of Gastroenterology	Dr. Brian Stotland
Division of Hospitalist Medicine	Dr. Shahzad Qureshi
Division of Oncology	Dr. Farrah Kassam
Division of Respiriology	Dr. Moiz Zafar
Division of Rheumatology	Dr. Carter Thorne

Clinical Division Heads (Family Medicine):

Division of Palliative Medicine	Dr. Harold Yuen
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Head Midwife

Ms. Kara Brockington

PHYSICIAN RECRUITMENT

Medical Manpower Requests (Form As)

The following Medical Manpower Requests were approved by MAC from June 2017 to May 2018:

- replacement and additional anesthesiologists (3)
- additional and replacement dermatologist
- replacement gastroenterologist
- replacement general surgeon
- additional and replacement hematologist
- additional medical oncologist
- additional midwife
- replacement ophthalmologist
- additional orthopaedic surgeon
- replacement pathologist
- replacement pediatrician/neonatologist
- additional perinatologist
- replacement plastic surgeon (2)
- additional radiologist
- replacement thoracic surgeon
- additional and replacement vascular surgeon

Active Search & Selection Process for the Following:

Anesthesiologist (2); Dermatologist (2); Geriatrician; GIM-Hospitalist; Radiologist and Rheumatologist.

Selection Committee Recommendations

The following Selection Committees occurred between the end of June 2017 to May 2018:

- Adult Psychiatrist Selection Committee - May 10th, 2018
- Anesthesiologist Selection Committee – August 21st, 2017 & November 8th, 2017
- Gastroenterologist Selection Committee - March 1st, 2018
- General Surgeon Selection Committee - April 18th, 2018
- GIM-Hospitalist Selection Committee (2) – December 6th, 2017 & February 15th, 2018
- Hematologist Oncologist Selection Committee - March 27th, 2018
- Medical Oncology Selection Committee – October 17th, 2017
- Midwifery Selection Committee - April 12th, 2018
- Orthopaedic Surgeon Selection Committee – June 29th, 2017
- Pathologist Selection Committee – September 25th, 2017
- Pediatrician Selection Committee – September 26th, 2017
- Plastic Surgery Selection Committee (2)- March 7th and 8th, 2018
- Rheumatologist Selection Committee – October 23rd, 2017
- Thoracic Surgeon Selection Committee - February 21st, 2018
- Vascular Surgeon Selection Committee - May 3rd, 2018

MEDICAL STAFF CREDENTIALING

Southlake Regional Health Centre welcomes our new Associate Staff:

Dr. Omodele Ayeni	Surgery, Plastic Surgery
Dr. Ashfique Adlul	Family & Community Medicine
Dr. Rahul Bhayani	Medicine & CMR, GIM Hospital Medicine
Dr. Ranka Bulajic	Medicine & CMR, Hospital Medicine
Dr. Madeline Drake	Pediatrics
Dr. Howard Gerson	Medicine & CMR
Dr. Paul Henry	Anesthesia
Dr. Sugantha Iyer	Medicine & CMR, GIM- Hospital Medicine
Dr. Natasha Jivraj	Medicine & CMR
Dr. Peter Lugomirski	Medicine Cardiology- Cardiac Intensivist
Dr. Sheldon Lyn	Anesthesia
Dr. Farah Manji	Anesthesia
Dr. Margaret Misztal	Laboratory Medicine
Dr. Mark Nyland	Surgery, Orthopaedic Surgery
Dr. Greta Ra	Medicine, Gastroenterology
Dr. Soroush Sadafi	Psychiatry
Dr. Demetrios Simos	Medicine, Oncology, Medical Oncology
Dr. Kimberly Sutton	Family Medicine, Division of Palliative Care with cross-appointment to CMR (palliative beds located on CMR)
Dr. Mohammed Tawhari	Medicine & CMR, GIM Hospital Medicine
Dr. Sara Temple	Surgery, General Surgery-Subspecialty in Surgical Oncology
Dr. Kira Tone	Anesthesia

Courtesy Staff (Active Staff appointment at another health care facility)

Dr. Hassan Al-Ali	Medicine & CMR, GP Hospitalist- Records access only
Dr. Mahmud Almadani	Pediatrics
Dr. Sean Doran	Emergency Medicine
Dr. Robert Goldberg	Medicine & CMR, Hospital Medicine- Provide occasional call and inpatient medicine coverage General Internists
Dr. Lara Hart	Pediatrics
Mr. John Holbrook	Family & Community Medicine
Dr. Paul Kongkham	Surgery, Neurosurgeon providing (and limited to) neurosurgical consultations in the Stronach Regional Cancer Centre
Dr. Mark Kotowycz	Medicine, Cardiology, Interventional Cardiology (Cath Lab/PCI)
Dr. Mohamed Metawee	Medicine, Cardiology- Currently GIM, addition of cross-appointment to Division of Cardiology
Dr. Sergio Muraca	Surgery, Surgical Assistants
Dr. Mehrnaz Salehidobakhshari	Medicine & CMR, Hospital Medicine
Dr. Kalpa Shah	Medicine & CMR, Hospital Medicine
Dr. Norma Yoneyama	Family Med. & Surgery, Surgical Assistants

Changes in Status

Dr. Jenna Ayeni	Associate to Active Staff, Department of Surgery, Division of Otolaryngology
Dr. Jeffrey Chan	Associate to Active Staff, Department of Emergency Medicine
Dr. Tatiana Conrad	Associate to Active Staff, Department of Medicine, Division of Oncology, Radiation Oncology
Dr. Claudia Garcia Gelvez	Associate to Active Staff, Department of Pediatrics

Dr. Michael Hill	Associate to Active Staff, Department of Pediatrics
Dr. Yahaya Kadiri	Active to Courtesy Staff, Department of Anesthesia, no admitting or treatment privileges (Retired)
Dr. Yair Karas	Active to Courtesy Staff, Department of Ophthalmology
Dr. Roy Kwee	Active to Courtesy Staff, Department of Emergency Medicine
Dr. Matthew Laskin	Associate to Active Staff, Department of Obstetrics and Surgery, Division of Gynecology
Dr. Muniini Mulera	Active to Courtesy Staff, Department of Pediatrics (Retired)
Dr. Katie Mulhern	Associate to Active Staff, Department of Family & Community Med, Division of Palliative Care
Dr. Arun Reginald	Associate to Active Staff, Department of Surgery, Division of Ophthalmology
Dr. Richard Rinn	Active to Courtesy Staff, Department of Laboratory Medicine
Dr. Deborah vanVliet	Active to Courtesy Staff, Department of Surgery, Division of Plastic Surgery
Dr. David Walmsley	Associate to Active Staff, Department of surgery, Division of Orthopaedic Surgery
Dr. Meijian Zhao	Associate to Active Staff, Department of Pediatrics

Change in Privileges

Dr. Claudia Garcia Gelvez	Addition of privilege to perform new-born circumcision
Dr. Roy Kwee	Addition of cross-appointment to the Department of Family & Community Medicine, remains Courtesy staff in the Department of Emergency Medicine
Dr. Ken Roberts	Cross-appointment to the Division of Thoracic Surgery for the purpose of providing occasional coverage in the Diagnostic Assessment Unit (DAU)
Dr. Deborah vanVliet	Addition of cross-appointment to the Division of Surgical Assistants

The following additional credentialing occurred from June 2017 to May 2018:

- 195 Medical Students, Residents & Fellows
- 117 Observers
- 9 Temporary Medical Staff
- 82 Locums
- 32 Locum Extensions/Renewals

Honourary Staff

Dr. Louis Balogh, Department of Pediatrics

Dr. Balogh joined the Medical Staff at York County Hospital in 1980 and has held several notable appointments, including Chief of Pediatrics, President of Medical Staff Association, Chief of Staff, Vice-President of Southlake's Regional Cardiac and Cancer Programs, Vice President of the Surgical and Medicine Programs, Pharmacy Department and Risk Management. He was also Interim CEO from January –July 2011 and retired from his role as Regional Vice President of Cancer Care Ontario in 2013. The goal to provide quality cancer services closer to home for residents of York Region and South Simcoe County was fully realized in 2010 under his leadership with the opening of the Stronach Regional Cancer Centre at Southlake, which represents an advanced model for cancer care, combining cancer technology with expert, patient-focused services and supportive care. Dr. Balogh was very active in administration and sat on many committees related to patient and safety at Southlake. Dr. Balogh has made significant contributions during his tenure, as such was appointed to the Honourary Staff at Southlake in March 2018.

Dr. Stanley Woo, Department of Urology

Dr. Stanley Woo joined the Associate Medical Staff of York County Hospital on May 29, 1970 with full privileges in Urology. Dr. Woo has always had a reputation as a caring and conscientious surgeon, and his patients have been very dedicated to him for many years. Dr. Woo was always available whenever he was needed, especially in the operating room when unexpected urological challenges were encountered by his surgical colleagues. In the summer of 2005, Dr. Woo slowed down his busy office practice. However, he still continues to follow his urology patients in his office a few days per week. In January 2018, the Board of Directors appointed Dr. Woo to the Honourary Staff.

Retirements/Resignations

Dr. Louis Balogh is resigning from the Department of Pediatrics as of May 31st, 2018. He joined the medical staff at York County Hospital in 1980.

Dr. Giles Cruickshanks, resignation from the Department of Anesthesia, effective September 26th, 2017.

Dr. Amgad El-Sherif, resignation from the Department of Surgery, Division of Thoracic Surgery effective September 19th, 2017.

Dr. Llewelyn Joseph moved from Active to Courtesy Staff last year for research purposes and has decided to fully retire from Medicine as of June 1st, 2017.

After 38 years of hospital service, **Dr. Yahaya Kadiri** is resigning from Active Staff, Department of Anesthesiology effective September 8th, 2017.

Dr. Christopher Kenworthy, Department of Family & Community Medicine is retiring as of March 31st, 2018. Dr. Kenworthy joined York County Hospital in 1978 and has contributed 40 years of service to the community.

Dr. Casey Knight, Department of Surgery, Division of Plastic Surgery is resigning as of May 31st, 2018. She joined the full time staff in the Division of Plastic Surgery at Southlake in April 2011. Dr. Knight will be relocating to Boston.

Dr. Ken Roberts has submitted his resignation from the Department of Medicine, Division of Respiriology effective February 28th, 2018. Dr. Roberts has been a member of the medical staff since 1982 and is well respected by his fellow colleagues.

After 18 years of hospital service, **Dr. Muniini Mulera** is resigning from the Active Staff, Department of Pediatrics effective July 1st, 2017. He is returning to Uganda to work on improving the maternal and newborn health services.

Dr. John Turner closed his practice on January 15th, 2018. Dr. Turner has been a member of the Medical Staff since 1970 and was the first subspecialty trained Dermatologist to join York County Hospital.

Dr. Deborah vanVliet has submitted her resignation from the Department of Surgery, Division of Plastic Surgery effective May 1st, 2018. Dr. vanVliet has been a member of the Medical Staff since 2000. She has changed status to Courtesy Staff with the Division of Surgical Assistants.

CHOSE NOT TO REAPPLY FOR 2017 PRIVILEGES:

Ms. Melissa Beaver from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)

Dr. Aaron Leslie Beder from Courtesy Staff, Department of Surgery, Division of Urology (Regional call)

Dr. Nany Dool from Courtesy Staff, Department of Family Medicine

Dr. Luis Figueroa from Courtesy Staff, Department of Surgery, Division of Vascular Surgery

Dr. John Joseph Graham from Courtesy Staff, Department of Medicine, Division of Cardiology/PCI

Dr. Kerry Graybiel from Courtesy Staff, Department of Surgery, Division of Vascular Surgery (Regional call)

Dr. Allan Gross from Courtesy Staff, Department of Surgery, Division of Orthopaedics

Dr. Jerry Halik from Courtesy Staff, Department of Surgery, Division of Otolaryngology

Dr. Roman Huhlewych from Courtesy Staff, Department of Surgery, Division of Cardiac Surgery

Ms. Christina Hull from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)

Ms. Kristina Hunter from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)

Dr. Taryn Kentner from Active Staff, Department of Family Medicine & Surgery, Division of Surgical Assistants

Dr. Mark Korman from Courtesy Staff, Department of Surgery, Division of Otolaryngology

Ms. Jessica Kraitberg from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)

Dr. Randy Jay Leifer from Courtesy Staff, Department of Family Medicine

Ms. Alexandra Marshall from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)

Dr. Martin Mauer from Courtesy Staff, Department of Anaesthesiology
Dr. Mozhdeh Mottaghian from Associate Staff, Family Medicine & Paediatrics (GP Eating Disorders)
Dr. Vijay Nandal from Courtesy Staff, Department of Anesthesiology (Cataract Suite coverage)
Ms. Marcia Rowat from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)
Ms. Holly Ryans from Courtesy Midwifery Staff, Department of OBGYN & Paediatrics (Newborn care)
Dr. Roshan Shafai from Courtesy Staff, Department of Medicine, General Medicine
Dr. Thomas Sull from Courtesy Staff, Department of Emergency Medicine
Dr. Kenneth Tang from Courtesy Staff, Department of Anesthesiology (Cataract Suite coverage)
Dr. Jeffrey Weisbrot from Courtesy Staff, Department of Paediatrics (call coverage)
Dr. Ophelia Yeboah from Courtesy Staff, Department of Medicine, Division of Cardiology (access to records)
Dr. Afsaneh Pourdowlat from Courtesy Staff, Department of Medicine, Division of Cardiology (access to records)

DOCUMENTS APPROVED BY THE MEDICAL ADVISORY COMMITTEE

Medical Directives: 12
Order Sets: 29
Policies and/or Procedures: 4
Miscellaneous: 18
Drugs & Therapeutics Committee Recommendations: 34
Medical Safety Recommendations: 6

Respectfully submitted,

Dr. Steven Beatty
Chief of Staff & Chair of MAC