

January 27, 2021

Dear Drs. Mohammad, Martino, and van Heest,

We are writing to express our concern surrounding the termination of Dr. Brooks Fallis as Interim Medical Director and Division Head of Critical Care at William Osler Health System. Dr. Fallis was asked to take on this position approximately one year ago and his tenure has proved exceptional, especially when considering the unprecedented challenges posed by the COVID-19 pandemic. We are aware Dr. Fallis received an offer to extend his position this past December, reflecting excellent feedback on his leadership and clinical abilities. To our surprise, Dr. Fallis' role as Interim Medical Director of Critical Care is being terminated, effective February 1st.

The ICU physician group is shocked and saddened by this news. Over the past year, Dr. Fallis has been an exemplary leader, not only for the ICU but for Osler as a whole. He has taken a leading role in shaping our institutional response to the pandemic and has been a constant source of support for the ICU physicians and staff. He enacted changes to our staffing model to preserve well-being and minimize burnout during this incredibly stressful time. He has not only optimized our policies and protocols but also created new ones where guidance was lacking. Indeed, his work has been recognized as exemplary by members of the Ontario Critical Care Command Table, who frequently use them as examples for other hospitals to emulate. He has enhanced Osler's reputation and influence through such seminal initiatives as the COVID Critical Care website, a resource widely used within our institution and by the greater Critical Care community. These accomplishments represent just a few examples of Dr. Fallis's extraordinary contributions to Osler over the last year.

Furthermore, Dr. Fallis has been a voice of reason and an advocate for improvement in our healthcare system as a whole. He has endeavoured to influence our healthcare leaders to do better for our patients and our community. We are proud of the voice that he has given ICU physicians caring for the sickest patients amid the pandemic. Our institution gains strength from embracing diverse viewpoints and being open to respectful discourse.

We believe that Dr. Fallis embodies Osler's values of excellence, compassion, respect, and collaboration, and exemplifies its vision to provide patient-inspired care without boundaries. We do not understand, and therefore cannot support, Senior Leadership's decision to terminate Dr. Fallis at this time. We feel strongly that this decision does not serve the best interests of our patients, staff, or the institution. We urgently request the opportunity to discuss this with you, by videoconference, given the limitations imposed by the pandemic. We thank you for your consideration and look forward to your reply.

Respectfully,

The ICU Physician Group at William Osler Health System

Signed:

Dr. Michael Beyea

Dr. Allie Binnie

Dr. Sabir Chaudhary

Dr. Ioana Ciric

Dr. Andrew Gibson

Dr. Mika Hamilton

Dr. Omar Hayani

Dr. Andrew Healey

Dr. David Katz

Dr. Tracy Luk

Dr. Alex McMillan

Dr. Michael Miletin

Dr. Brian Minnema

Dr. Anand Pandya

Dr. David Paskar

Dr. Alex Patel

Dr. Elizabeth Powell

Dr. Sameer Sharif

Dr. Shankar Sivananthan

Dr. Steven Skitch

Dr. Sebastien Trop

Dr. Diana Ulic

Dr. Mark Varkul

CC:

Mr. Geoffrey Ritchie – Chair of Board of Directors

Dr. David Borts – Corporate Chief of Medicine

Dr. Hany Youssef – BCH PSA President

Dr. Victor Rajkotwala – EGH PSA President

Dr. Brooks Fallis – Interim Medical Director and Division Head of Critical Care

Dr. Yuri Molytner – Incoming Interim Medical Director and Division Head of Critical Care