

Minutes of The Hospital for Sick Children Board of Trustees' Annual Meeting held on June 14, 2022 at 6:00 p.m. by video conference due to COVID-19 physical distancing recommendations.

Present:

Robert Prichard, Chair
Dr. Ronald Cohn
Tim Penner
Frank Vettese
John Sullivan
Dr. Suzanne Laughlin
Beth Wilson
Andrew Sheiner
Clara Angotti
Janet Davidson
Deland Kamanga
Saad Rafi
Dr. Terry Sullivan
Sharon Younker, Corp. Sec.

Present:

Donald Guloien
Clair Duboc
Judy Van Clieaf
Irwin Rotenberg
Yongah Kim
Dr. Trey Coffey
Cheryl Reicin
Sonia Baxendale
Jessica Chutter
Joseph Natale
Meric Gertler
Bharat Masrani

Regrets:

Kathleen Taylor

By Invitation:

Laurie Harrison
Dr. Lennox Huang
Jeff Mainland
Karen Kinnear
Susan O'Dowd
Pam Hubley
Dr. Meredith Irwin

By Invitation:

Megan Evans
Sarah Muttitt
Ted Garrard
Peter Goldthorpe
Dr. James Drake
Dr. Stephen Scherer
Tina Garnett

All members attended via video conference

Ms. Sharon Younker, Corporate Secretary, confirmed that notice of the Regular Board Meeting had been duly sent to all Trustees and that a quorum was present by video conference or phone, all in accordance with the Hospital's by-laws. Accordingly, Mr. Robert Prichard, Chair of the Board, declared that the Annual Meeting was properly constituted and called the meeting to order. Mr. Prichard confirmed that no conflicts of interest were declared by Trustees.

CHAIR'S REMARKS

Mr. Prichard welcomed Trustees and leadership attendees to the meeting. He reviewed the agenda and confirmed that there were no additions; however, the IPC report will be moved to the beginning of the changes.

SICKKIDS 2025 STRATEGY UPDATE

Ms. Susan O'Dowd introduced the SickKids 2025 Strategy update on the people strategy. The presentations for the 'Unleash the Talent of Our People' strategy included:

- **Equity, Diversity and Inclusion (EDI)**

Tina Garnett provided highlights of the development and launch of the EDI Strategic Plan 2022-2025 with

a Vision where everyone is acknowledged, valued, and respected and includes 16 objectives across four strategic directions as follows:

1. Collaborate to Create an Inclusive Child, Youth and Family Experience
2. Integrate EDI in Research, Education, and Care
3. Achieve a Workforce that Reflects the Diversity of our Community
4. Embed EDI in Institutional Structures, Systems, and Policies

This strategy will be rolled out in late Fall of 2025. Next steps for EDI include understanding the sociodemographic profile, developing and implementing the Anti-Racism Policy, understanding the experience of our people, synthesizing the workforce and patient outcome data, and building a sustainable means to measure progress on strategic goals.

- **Unlocking the Power of Allyship**

Dr. Indra Narang presented on a NEJM Catalyst article on “Unlocking the Power of Allyship: Giving Health Care Workers the Tools to Take Action Against Inequities and Racism” that was written by Damien Noone, MB BCh BAO, Lisa A. Robinson, MD FRCPC, FASN, Chavon Niles, PhD, and Indra Narang, BMedSci, MBBCH, MD. The article focused on SickKids’ development of a foundational allyship workshop to increase awareness and understanding of interpersonal, systemic, and institutional oppression and discrimination. SickKids’ workshop emphasizes individual’s accountability and how to speak up and act against oppression through critical allyship which is an overarching strategy that prioritizes consciousness-raising, capacity-building, and behavioral changes. Dr. Narang reported that this work has seen some promising results around engagement and the practice of allyship.

- **Physician and Scientists Recruitment**

Dr. Meredith Irwin, Chief of Paediatrics, Dr. James Drake, Surgeon-in-Chief & Chief Perioperative, and Dr. Steven Scherer, Chief Research Institute, provided an update on the physician/scientist recruitment and retention challenges in each of their respective areas. Discussion ensued regarding the strategy to deal with the retention and recruitment challenges.

- **Staff Health and Well-being Strategy**

Laura Alexander, Director Occupational Health and Safety, presented the recently developed *Staff Health and Well-being Strategy*. The strategy includes four strategic directions which are:

1. Foster Holistic Health and Wellness in Our People
2. Optimize Workload to Improve Balance
3. Create a Safe, Inclusive Work Environment
4. Embed a Culture of Wellness

Short-, medium- and long-term initiatives for each of these strategic directions were outlined. This strategy will be rolled out over the summer of 2022.

Mr. Prichard congratulated Susan O’Dowd and the leaders of these initiatives for their work on this important strategy.

EXECUTIVE REPORT

President’s Report

Dr. Ronald Cohn, President & CEO reported that the hospital continues to be very busy with high patient volumes in the critical care areas, the emergency department, and the ramping up of surgical activities to address the growing wait list. The hospital is experiencing significant staff shortages due to the continuing COVID-19 pandemic and the termination of many of the public health measures. SickKids has maintained its’ infection control practices, including

screening, masking, distancing, etc., due to our paediatric patient population being ineligible for Covid vaccinations. An Endemic Committee has been created to advise the senior leadership on what, when and how infection control measures will need to be implemented or removed depending on the current state of COVID-19 infection in the population. At the same time, the organization is preparing for a busy influenza and respiratory syncytial virus (RSV) season in the fall.

Dr. Cohn provided an update on the status and discussions with the government with respect to SickKids' structural funding deficit, pension, Alternate Funding Plans (AFPs), and the Children's Health Coalition proposal to address the growing healthcare crisis for children across the province.

Dr. Cohn announced that Laurie Harrison, Vice President Finance & CFO will be retiring from SickKids at the end of December 2022 and that a search for her replacement will be initiated in the Fall.

Discussion ensued regarding the on-going impact of COVID-19 on hospital operations and patient care. Dr. Cohn updated members on work being done to create a COVID-19 Omicron variant targeted vaccine.

BOARD COMMITTEE REPORTS

Finance and Audit Committee (FAC)

Ms. Beth Wilson, Chair, FAC reported on the FAC meeting that took place earlier today. The FAC reviewed the financial status of the organization and approved for recommendation to the Board of Trustees, the 2021/22 Audited Financial Statements. The FAC discussed and made recommendations on the financial reporting to the Ministry of Health to ensure that SickKids' structural deficit is easily identified and understood by the Ministry. The FAC also had a report from the external auditors on the 2021/22 audit, who reported that it was a clean audit, with no material or control issues identified. The following motion was brought forward.

MOTION:

NOW THEREFORE, UPON MOTION duly made, seconded and unanimously carried, IT WAS RESOLVED:

THAT the following be approved as circulated:

- Audited Financial Statements 2021/22
- Broader Public Sector (BPS) Report
- Core Funding Agreement with Foundation

Facilities & Real Estate Committee (FREC)

Mr. John Sullivan, Chair FREC, reported that the FREC met today and was provided an update on the status of the Ministry of Health's (MOH) approval process. He reported that given the significant cost and construction escalation across the Province, the MOH has requested that SickKids explore options to reduce the overall capital costs of Project Horizon prior to approving the Stage 2 Functional Program submission.

The Patient Support Centre (PSC) is progressing as planned; however, there will be a delay on the substantial completion date to May 30, 2023, due to COVID-related supply chain issues, labour shortages and strikes.

Board Quality & Safety Committee

Ms. Clara Angotti, Chair BQSC, reported on the committee meeting that took place earlier today. The BQSC was provided with an update on COVID activity in the hospital and its impact on the surgical backlog, IGT/MRI wait lists and the nursing workforce. There was a safety story and an overview of two Serious Safety Events. The 2022/23 Quality/Safety Priorities and Scorecard was presented with new metrics. A 5-year review of the Division of Nephrology was presented, which highlighted the strengths of each area alongside potential future challenges and opportunities. The BQSC was also provided with an update from the Office of the Patient and Family Experience on trends in patient reported complaints and experiences. The Committee also discussed the merits of completing a BQSC survey again over the summer.

Governance & Nominating Committee (GNC)

Mr. Donald Guloien, Chair GNC, reported on the GNC meeting that took place on May 2, 2022, and subsequent Committee activity since then. [REDACTED]

[REDACTED] The GNC approved that Annual Resolution, which includes but is not limited to the appointment/reappointment of Trustees for 2022/23, Committee Memberships, Officers, and Cross Appointments to the Foundation/Hospital Boards. The Collaborative Governance Model annual review took place in April between the Chairs, CEOs, Governance Chairs and cross-appointed board members of the respective Boards for the Foundation/Hospital. The outcome of the discussions was very positive, and all parties agreed that the relationship between both organizations was strong and productive.

Investment & Pension Committee (IPC)

Mr. Irwin Rotenberg, Chair IPC, reported on the IPC meeting that took place on June 7, 2022. Mr. Rotenberg reported on the status of the investment results for the quarter ending March 31, 2022 [REDACTED]. He also provided background and an update on the investment strategy for the Pension plan.

Research Committee (RC)

Ms. Yongah Kim, Chair of the RC reported on the committee meeting that took place on May 25, 2022. She reported that Dr. Scherer provided his update on his activities over the past 10 months. He also reported on themes that have emerged from his consultation session with Research Institute (RI) paid scientists on the strategic plan, which is on track to be completed by the fall of 2022. Two RI scientists presented to the Committee. Dr. Melanie Barwick provided an overview of her work on implementation science, which takes off after a discovery has happened. Dr. Dowling presented the definition and description of what a rare disease is and how they affect greater than 3.5M Canadians. Dr. Dowling provided an overview and an example of genetic treatments focusing on tDNA strategy called Gene Replacement Therapy.

Human Resources Committee (HRC)

Mr. Joe Natale, Chair HRC, reported on the committee meeting that took place on May 12, 2022. The HRC was provided an update on the Enterprise Risk Register, HR Scorecard & Absenteeism, Regulatory update, and the Non-Executive Salary Increases for 2022. He reported on a new risk that was added to the Enterprise Risk Register which is the “worldwide shortage of health human resources”, particularly nursing roles, and the “workplace violence or harassment against staff” risk rating was increased from medium to high. [REDACTED]

[REDACTED] The HRC reviewed the 2021-2022 organizational

performance results and the executive incentive pay recommendations. Mr. Natale reported that following discussion and a review of the impact of the worldwide pandemic on the organization's performance, the HRC used its' discretion and approved a change to the overall rating from "Fully Competent" to Highly Competent" and approved the executive incentive pay recommendations. The HRC also reviewed and approved the CEO's 2022/23 Goals and Objectives, CEO's 360 Degree Feedback Performance [REDACTED].

NOW THEREFORE, UPON MOTION duly made, seconded and unanimously carried, IT WAS RESOLVED:

THAT the following be approved as circulated

- 2022/23 Organization Performance Indicators
- 2022/23 CEO Objectives

CONSENT AGENDA

A motion was brought forward to approve the Consent Agenda.

MOTION:

NOW THEREFORE, UPON MOTION duly made, seconded and unanimously carried, IT WAS RESOLVED:

- Approval of Minutes March 28, 2022
- Medical, dental & scientific staff appointments

ADJOURNMENT

There being no further business for discussion, the meeting was adjourned.