

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 Cleef  
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*

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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 pandemic and the termination of many of the public health measures. SickKids has maintained its’ infection control practices including

screening, masking, distancing, etc., due 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 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 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 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 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 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. The GNC approved that Annual Resolution which includes but 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. 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. 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.

**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.