

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on Thursday, June 19, 2014, at 4:00 p.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:

Mr. R. Harding, Chair
Ms. R. Patten, Vice-Chair
Mr. S. Marwah, Vice-Chair
Dr. M. Apkon
Mr. J. Francis
Ms. C. Reicin
Mr. A. Khanna
Mr. S. Smith
Ms. S. Younker, Corp. Sec

Present:

Mr. T. Sullivan
Ms. K. Delaney
Ms. G. O'Brien
Mr. R. Prichard
Dr. J. Wright
Ms. P. Hubley
Mr. T. Penner
Dr. J. Robertson

Regrets:

Mr. D. McKay
Ms. S. Baxendale
Mr. P. Reynolds
Mr. R. Weese
Mr. B. Simpson
Mr. L. Scott
Ms. C. Duboc
Mr. A. Sheiner

By Invitation:

Ms. L. Harrison
Mr. J. Mainland
Ms. M. Monk
Dr. D. Daneman
Mr. T. Garrard

By Invitation:

Ms. S. O'Dowd
Ms. D. Crivianu-Gaita
Dr. S. Zlotkin
Ms. M. Evans

Regrets:

Dr. J. Kronick
Ms. C. Séguin
Dr. J. Rossant

*via teleconference

Mr. Bob Harding, Chair of the Board, welcomed the Trustees to the regular meeting of the Hospital for Sick Children.

Ms. Sharon Younker, Corporate Secretary, confirmed that notice of the meeting had been duly sent to all Trustees and that a quorum was present in person or by phone, all in accordance with the Hospital's by-laws. Accordingly, Mr. Bob Harding, Chair of the Board, declared that the meeting was properly constituted and called the meeting to order.

CONSENT AGENDA

Mr. Harding referred Trustees to the consent agenda items. No questions were raised.

MOTION:

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

THAT the minutes of the Board of Trustees meeting held on May 22, 2014, be approved as circulated;

and

THAT the medical staff appointments & re-appointments be approved as tabled.

PRESIDENT'S REPORT

Dr. Michael Apkon, President & CEO, presented his executive report. Dr. Apkon updated Trustees on events and activities since the last Board meeting.

Dr. Apkon reported on the annual external review of the Research Institute (RI) by the Scientific Advisory Board (SAB) which took place in May. He stated that the SAB was impressed with the Peter Gilgan Centre for Research and Learning and applauded the Boards of both the Hospital and Foundation for addressing not only the capital requirements but the operating funding as well. The SAB was impressed with Dr. Janet Rossant's vision and her leadership of the RI through this transformative period. Opportunities identified included preservation of space for future growth, process improvements for Clinical Research activities which are moving in a positive direction and the recruitment of clinical investigators. Dr. Apkon stated that overall it was a very positive report.

Financial Update

Dr. Apkon and Ms. Laurie Harrison, Vice-President, Finance and Chief Financial Officer, provided Trustees with an update on the Hospital's financial status. The Hospital is into its third month of its fiscal year and clinical activity has been 7% higher than plan.

Ms. Harrison presented the P2 Financial Results. She reported that the year-to-date consolidated surplus is \$5.0M which is \$3.9M favourable to plan however Patient Care had a negative variance to plan which was offset by favourable investment income. She explained that the Patient Care negative variance to plan was due primarily to high patient volumes and hours per patient day across several areas of clinical operations. She explained that patient days and separations were higher than plan, offset by length of stay, which was lower than plan. Dr. Apkon reported that the length of stay initiative which has been launched in an effort to manage patient days is beginning to show results.

System Update

Dr. Apkon provided an update on some system discussions as well as international opportunities that have progressed since the last Board meeting.

Announcement

Dr. Apkon announced that the Hospital's Chief of Cardiology has resigned after 15 years in the leadership position. A search to recruit for this position will be launched shortly by Dr. Daneman, Chief of Paediatrics.

Project Horizon

Mr. Jeff Mainland, Executive Vice President, Strategy, Quality, Performance and Communications presented an update on Project Horizon. Mr. Mainland reported that over the last six months management has engaged in internal consultations across the organization to help define what the ideal health care system would look like for children in Ontario and the role SickKids should play in that system. A set of common themes surfaced leading management to contemplate a much more integrated system of health service delivery across the continuum of care. Mr. Mainland presented a summary of the engagement sessions.

Discussion ensued regarding the opportunities and challenges. Mr. Mainland reviewed the deliverables from Project Horizon and confirmed that Trustees will have an opportunity to discuss the project in-depth at the October Board retreat.

COMMITTEE REPORTS

Finance & Audit Committee (F&A)

Mr. Sabi Marwah, on behalf of Mr. Larry Scott, Committee Chair, reported on the June meeting of the Committee. He referred Trustees to the report circulated in the Board package and informed Trustees that the Committee is bringing forward several motions for approval. Mr. Marwah summarized the report, highlighting the Pension Plan Audited Financial Statements, the overview of the 2014/15 Internal Audit Plan, the insurance review and review of the high exposure risks related to Finance contained in the Hospital's risk register.

Mr. Marwah presented the motions for approval.

MOTION:

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

THAT The Hospital for Sick Children Employee Pension Plan Financial Statements for the year ending March 31, 2014, be approved as recommended by the Finance & Audit Committee; and

THAT the changes to the actuarial assumptions used in calculating 2014/15 Pension Expense, as endorsed by the Finance & Audit Committee, be approved.

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

THAT the CEO and Board Chair approve the extension letter with Hamad Medical Corporation in the form presented in the meeting, as recommended by the Finance & Audit Committee, be approved.

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

THAT the Board of Trustees approves the CEO Attestation, as recommended by the Finance & Audit Committee.

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

THAT the Hospital-wide Nurse Call Code Blue System Replacement/Upgrade, at a cost of \$2.7 million, as recommended by the Finance & Audit Committee, be approved.

Board Quality Committee (BQC)

Ms. Rose Patten, Committee Chair reported on the June BQC meeting. Ms. Patten referred members to the BQC report and highlighted the Quality Management Council report on the improved status of the quality program in the Department of Paediatric Laboratory Medicine. The Q4 Balanced Scorecard was reviewed and an update was provided on the 4 quality related

indicators that are currently not meeting targets. For the first time the BQC had presentations on quality in Research and Education.

Ms. Patten thanked the BQC members for their commitment and dedication to the Committee.

Investment & Pension Committee (I&P)

Ms. Kiki Delaney, Committee Chair reported on the June I&P meeting. Ms. Delaney reported the results for the Pension Fund, Investment Fund, and the Trust Fund for the 4th quarter. She noted that the returns are very good even though the mix is conservative. The Committee also had presentations from 2 investment managers. The F&A has requested that I&P develop a risk framework for investments and report to F&A.

Medical Advisory Committee (MAC) Report

Dr. Jim Wright, MAC Chair, reported on the MAC meeting. He referenced a question that arose at the last meeting regarding the REB Boards of Record review process, stating that the MAC will review the approved Boards of Record not just after one year but on an ongoing annual basis to ensure they are meeting acceptable standards. If there is any concern an Audit would be performed.

Dr. Wright referred members to the two MAC reports and highlighted the Peer to Peer Support Policy, mandatory training proposal and draft framework, and the Enterprise Risk Management presentation which included the context, recent developments, vetting process, annual cycle, risk oversight and reporting format.

Dr. Denis Daneman chaired the June MAC meeting and highlighted the proposed mandatory Study Activation Process for all sponsor-investigator regulated research, based on the Health Canada Inspection findings at SickKids. The MAC reviewed the Annual Physician Reappointment recommendations which are being brought forward to the Board for approval. Dr. Daneman reported that Dr. Trevor Young has been appointed Dean of the Faculty of Medicine and Vice Provost, Relations with Health Care Institutions commencing January 2015. The Medication Safety Committee reported on key areas of focus to improve patient safety.

ADJOURNMENT

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

Rose Patten, Chair of the Board

Sharon Younker, Corporate Secretary