

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on Thursday, January 22, 2015 at 4:00 p.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:

Ms. R. Patten, Chair
Dr. M. Apkon
Ms. C. Duboc
Ms. P. Hubley
Mr. A. Khanna
Mr. T. Penner
Dr. P. Laussen
Mr. L. Scott
Ms. K. Delaney
Mr. D. Guloien

Present:

Mr. I. Rotenberg
Ms. C. Reicin
Dr. J. Robertson
Mr. A. Sheiner*
Mr. B. Simpson*
Dr. T. Sullivan
Mr. R. Weese
Mr. S. Smith
Mr. R. Prichard

Regrets:

Mr. D. McKay
Mr. S. Marwah, Vice-Chair
Mr. P. Reynolds
Ms. K. Taylor
Mr. S. Rafi

Ms. S. Younker, Corp. Secretary

By Invitation:

Dr. D. Daneman
Ms. L. Harrison
Ms. S. O'Dowd
Ms. M. Evans
Mr. J. Mainland
Ms. M. Monk

** attended via telephone*

By Invitation:

Dr. S. Zlotkin
Mr. T. Garrard
Dr. J. Wright (*for presentation only*)
Dr. C. Caldarone (*joined the meeting*)

Regrets:

Dr. J. Rossant
Dr. J. Kronick

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, Ms. Rose Patten, Chair of the Board, declared that the meeting was properly constituted and called the meeting to order.

CHAIRS REMARKS

Ms. Patten welcomed members to the meeting and introduced a new Trustee to the Board, Donald Guloien, CEO of Manulife. Ms. Patten noted that Mr. Guloien has had a long standing interest and passion for SickKids.

Ms. Patten announced that the Board will host the Medical, Dental, Scientific and Honorary Staff at a reception on February 25th, 2015 from 5:00 to 7:00 p.m. She explained that this event is an excellent opportunity for Trustees to meet the invited staff and for the staff to have an opportunity to meet Board members.

CONSENT AGENDA

Ms. Patten 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 October 28, 2014 be approved, and;

THAT the Medical and Scientific Appointments for October and November 2014 be approved.

EXECUTIVE REPORT

Dr. Apkon reported on the process and recommendation for the appointment of the Surgeon-in-Chief. A Review and Search Committee was constituted mid-year of 2014 in anticipation of the conclusion of Dr. James Wright's second five-year term as Surgeon-in-Chief on December 31, 2014. Dr. Terry Sullivan was the Trustee representative on the Committee. There was an exhaustive search with an excellent slate of international and internal candidates. The Search Committee overwhelmingly supported the decision to recommend Dr. Christopher Caldarone, MD, FRCSC as the next Surgeon-in-Chief and Dr. Apkon agreed with this recommendation. Dr. Apkon outlined Dr. Caldarone's credentials and background.

Ms. Rose Patten explained that the process for a search and employment negotiations do not always align with the timing of a Board meeting. Management will make every effort to keep Trustees as up to date on the status of candidates as the process proceeds so that Trustees have an opportunity to discuss the final couple of candidates prior to being asked to approve the appointment.

MOTION:

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

THAT Dr. Christopher Caldarone be appointed as Surgeon-in-Chief for a term of 5 years effective immediately

Dr. Caldarone joined the meeting and was introduced to the Trustees.

Dr. Apkon presented his executive report and updated Trustees on events and activities since the last Board meeting.

Dr. Apkon provided a brief update on the Motherisk Drug Testing Laboratory at SickKids. An independent review into hair testing at the Motherisk Drug Testing Laboratory to be led by Justice Susan Lang was announced by the provincial government in November of last year. This followed one media outlet's scrutiny of the reliability of hair testing based on one case where drug testing data was introduced in a trial leading to a conviction which was later set aside. Justice Lang and her team met with several executives in December and SickKids continues to work closely with the investigative team to ensure they have the appropriate information to conduct a thorough and thoughtful review of the practices and science around hair testing. SickKids has also been working very closely with key clients. Ms. Duboc reported that Dr. Trey Coffey presented a collaborative program called Solutions for Patient Safety that involves a number of US Children's Hospitals working together to reduce preventable harm. She explained that a large number of hospitals have introduced formal, evidence-based approaches improving teamwork and communication as well as learning from error. The approach these hospitals are introducing follows the philosophies of *high reliability organizations* found in other industries to improve safety. SickKids will be joining the US collaborative (Solutions for Patient Safety) network and will augment existing safety efforts by adopting the elements of the SPS high reliability program. It was recommended that the full Board would benefit from a fulsome presentation on this issue.

A report from Justice Lang's review is anticipated to be received in June of 2015. Discussion ensued regarding the communication strategy on this issue.

Dr. Apkon reported on several searches for senior positions. The search for the Vice President of Medical Affairs has been completed. A verbal acceptance has been received from the preferred candidate and the announcement will be made in approximately two weeks. No Board approval is required for this position.

Dr. Apkon reported on the operating plan for 2015/16 which is currently under development.

Dr. Apkon reported that even with a challenging financial climate the Hospital will continue to invest in initiatives focused on areas like quality and safety. He outlined the new safety program which will be launched in 2015/16 and updated members on the work being done on the potential implementation of a more robust clinical computing system.

Since the Board retreat in October management has worked to refine SickKids' health system strategy. Dr. Apkon gave an update on several on-going partnership and collaboration discussions. He also outlined activities at Boomerang Health and SickKids International.

On the research front, one of the highlights of last year was the launch of the Ted Rogers Centre for Heart Research. SickKids' group is being led by Drs. Ronni Cohen and Seema Mital and they are already working through the 100 day plan to launch this research. This is being recognized as an incredible opportunity as SickKids recruit a new Chief of Research and a new Division Chief of Cardiology.

Discussion ensued regarding international opportunities and potential opportunities to expand the business model at Boomerang.

ALTERNATE FUNDING PROGRAM

Drs. Denis Daneman and James Wright along with Laurie Harrison, CFO presented the Alternate Funding Program (AFP). The presentation demonstrated how the AFP has evolved and how it has enhanced SickKids' ability to attract and retain the highest calibre of physician talent. Trustees discussed the AFP model and the impact on physician planning for the future.

MEDICAL ADVISORY COMMITTEE REPORT

Dr. Peter Laussen, Chair of the Medical Advisory Committee (MAC), referred Trustees to the written reports for November, December and January. Dr. Laussen highlighted the Access to Care policy which focuses on equitable access to paediatric care. The MAC approved, with the Senior Management Committee's endorsement, the Access to Care policy. Dr. Laussen explained that SickKids is committed to the provision of equitable access to paediatric care. As is the case with all public hospitals working with finite resources, SickKids staff must prioritize the order in which patients receive access to care. Maintenance of trust in how access is prioritized at SickKids requires transparency and accountability, through adherence to relevant Ontario legislation and hospital policies (i.e. Conflict of Interest policy). Dr. Laussen stated that staff members are working on implementation and communication.

Discussion ensued regarding the availability of alternative care and the assurance that patients who are not high priority will receive care.

SICKKIDS FOUNDATION REPORT

Mr. Ted Garrard, President, SickKids Foundation, gave an update on Foundation activities.

COMMITTEE REPORTS

Investment & Pension Committee (I&P)

Ms. Kiki Delaney, Chair, Investment & Pension Committee (I&P) referred members to the written I&P report for the December 2014 meeting. She highlighted the performance results for the Pension, Investment, and Trust Funds and outlined the Committee's investment strategy to address issues in the market.

Finance & Audit Committee (F&A)

Mr. Larry Scott, Chair, F&A reported on the November and January meetings of the F&A Committee. He highlighted the Committee's discussions on the Audit fee which will remain unchanged for 2014/15 which the Committee felt was fair and reasonable. The internal audit process continues to improve and the Committee is monitoring the status of projects as they progress.

The status of the 2015/16 Operating Plan was presented.

The Committee also reviewed and supported a management policy outlining the principles for investing in start-up companies.

Several business cases for capital projects were presented and approved for recommendation to the Board for approval.

MOTION:

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

THAT the following projects and allocations by Management committees, as endorsed by the Finance & Audit Committee, be approved

- MRI \$5.0M
- Wireless Network \$2.1M
- Evergreening Strategy \$1.5M
- OR Cardiac and Ortho Rooms \$2.4M
- ED Trauma and Resuscitation Rooms \$1.7M
- Capital Equipment Committee \$6.0M
- Facilities Renewal Committee \$2.5M

Board Quality Committee (BQC)

Claire Duboc on behalf of Dr. Terry Sullivan, Chair, BQC, reported on the January 15th, 2015 BQC meeting. Ms. Duboc reported that SickKids is undergoing its 5th year of submitting a Quality Improvement Plan (QIP) to Health Quality Ontario (HQO). There was an overview of the QIP development process, timelines and important dates which include approval by the BQC at the March 19, 2015 meeting for a final submission to HQO on April 1st.

The 2014/15 QIP indicators were provided with those under consideration for the 2015/16 QIP highlighted. The Committee also had a brief discussion on critical incidents noting that there have not been any to report since last spring due to the work that has been done to eliminate serious harm.

Ms. Duboc reported that Dr. Trey Coffey presented a collaborative program called Solutions for Patient Safety that involves a number of US Children’s Hospitals working together to reduce preventable harm. She explained that a large number of hospitals have introduced formal, evidence-based approaches improving teamwork and communication as well as learning from error. The approach these hospitals are introducing follows the philosophies of *high reliability organizations* found in other industries to improve safety. SickKids will be joining the US collaborative (Solutions for Patient Safety) network and will augment existing safety efforts by adopting the elements of the SPS high reliability program. It was recommended that the full Board would benefit from a fulsome presentation on this issue.

IN-CAMERA MEETING OF THE BOARD OF TRUSTEES

The Trustees held an in-camera session.

ADJOURNMENT

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

Rose M. Patten, Chair of the Board

Sharon Younker, Corporate Secretary