

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on Monday, May 21, 2015 at 4:00 p.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:

Ms. R. Patten, Chair
Mr. S. Marwah, Vice-Chair
Dr. M. Apkon
Ms. P. Hubley
Mr. A. Khanna
Dr. P. Laussen
Mr. L. Scott
Ms. K. Delaney
Mr. D. McKay
Ms. S. Younker, Corp. Secretary

Present:

Mr. I. Rotenberg
Ms. C. Reicin
Mr. A. Sheiner
Mr. R. Prichard
Dr. T. Sullivan
Mr. R. Weese
Mr. S. Smith
Ms. K. Taylor
Dr. J. Robertson
Ms. C. Duboc

Regrets:

Mr. D. Guloien
Mr. B. Simpson
Mr. S. Rafi
Mr. T. Penner

By Invitation:

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

By Invitation:

Mr. T. Garrard
Dr. C. Caldarone
Dr. J. Kronick
Dr. L. Huang
Dr. T. Coffey
Mr. R. Wray

Regrets:

Dr. S. Zlotkin

** attended via telephone*

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.

Dr. Mike Apkon introduced Dr. Lennox Huang, Chief Medical Officer, Vice President of Medical and Academic Affairs who is attending his first meeting of the Board of Trustees since starting with Hospital in early May.

Ms. Patten acknowledged the passing of Paul Reynolds, Trustee on April 1, 2015. Paul was appointed to the SickKids' Board of Trustees in 2011 and sat as a member of the Board Quality and Investment and Pension Committees during his tenure.

A Breakfast with Leaders was held on April 29th with 5 members of the Board and 5 Physician/Scientists Leaders to assist Trustees in better understanding the work that goes on at SickKids, and to help inform leaders of the organization about the Board and its role. Another session will be held later in 2015.

CARING SAFELY INITIATIVE

Dr. Apkon introduced Dr. Trey Coffey, Staff Paediatrician and Medical Officer for Patient Safety for SickKids and Associate Director, University of Toronto Centre for Quality Improvement and Patient Safety and Mr. Rick Wray, Director, Quality, Patient Safety, Infection Prevention and Control, who presented the Caring Safely Initiative.

Dr. Apkon reported that the first objective in the Quality pillar of the 2015 - 2020 Strategic Plan is to "Eliminate Preventable Harm". SickKids is launching a body of work we are calling "Caring Safely" that is intended to significantly accelerate our improvement.

Dr. Coffey presented SickKids' strategy aimed at eliminating preventable harm to patients and staff. She reported that SickKids' goal for caring safely is a 2/3 reduction in preventable harm over 3 years on the path to eliminating preventable harm.

The Caring Safely Campaign key activities include:

- training people on principles of safety, reliable communication, teamwork, critical thinking, and conflict resolution
- implementing a range of evidence-informed standard procedures to reduce harm
- adopting new methods to examine incidents to learn more effectively and drive change more effectively
- fostering leadership behaviours to increase attention, support a fair and just culture, and provide effective governance of the safety program

SickKids has joined a collaborative of 90 North American children's hospitals in the United States, Solutions for Patient Safety (SPS), which is making breakthrough strides towards eventually eliminating preventable harm.

Dr. Terry Sullivan, Chair of the Board Quality Committee along with Ms. Claire Duboc, Trustee and member of the Board Quality Committee reported on a conference sponsored by SPS to develop a better understanding of the Board's governance role in quality and patient safety. The conference provided a good opportunity for attendees to see how quality and safety is governed and managed in other institutions and to gain comparators for SickKids. Dr. Sullivan reported that the Board Quality Committee will have this item as a regular report on its agenda and a summary report will be brought to the Board to ensure that Caring Safely has full visibility at the Board level. Ms. Duboc confirmed that the session also reinforced many of things the organization and the Board are already doing in this area and that the opportunity to look at new approaches through this collaborative will be invaluable to SickKids.

Discussion ensued regarding the positive impact on patient care and resources. Discussion regarding how to SickKids will measure improvement and how it will use the data from the SPS collaborative.

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 March 30, 2015 be approved, and;

THAT the Medical and Scientific Appointments for March and April 2015 be approved.

EXECUTIVE REPORT

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

Recruitment

SickKids has successfully recruited a new Chief Information Office, Dr. Sarah Muttitt, a neonatologist by education who has been a practicing IT executive for over a decade. Dr. Muttitt was the lead candidate with

extensive background as CIO for Singapore Health System and CCIO for Alberta Health System. She will start at SickKids in early July.

Financial Update

Dr. Apkon reported that SickKids has recently been informed by the Ministry of Health and Long Term Care (MOHLTC), that operating funding levels for next year will be \$14M lower than anticipated. Management is working with government to resolve. The Board discussed the potential implications of the budget shortfall.

Motherisk Drug Testing Laboratory

Dr. Apkon provided an update on the review by the Honourable Justice Lang of the Motherisk Drug Testing Laboratory and related issues as well as actions taken to-date.

Enterprise Risk Management

Dr. Apkon reviewed the Enterprise Risk Management framework which has been used for the past two years to prioritize and to place responsibility for monitoring risk at the highest level. Management's policy is to share with the Board High Exposure Risks: all of those risks that have a 'very high' risk rating and those that have a 'very high' impact regardless of their likelihood. Nineteen of these risks were identified and have been presented and discussed with the appropriate Board Committees. Dr. Apkon highlighted two new risks which will be presented at the Human Resource Committee on June 8th.

Dr. Apkon summarized other activities that continue to progress very well, including recruitment at the leadership level, Project Horizon, and the Health Information System procurement process.

MEDICAL ADVISORY COMMITTEE REPORT

Dr. Peter Laussen, Chair of the Medical Advisory Committee (MAC), referred Trustees to the written reports and confirmed that there were no questions or inquiries. Dr. Laussen highlighted the engagement of physicians in the Continuous Improvement Program which aligns with the Caring Safely Campaign presented at today's meeting. He referred members to a recent Serious Patient Safety Review in the May report. The MAC has convened a Task Group to review and make recommendations. There was also a presentation and recommendation to ensure secure mobile sharing of images between healthcare professionals.

COMMITTEE REPORTS

Board Quality Committee (BQC)

Dr. Terry Sullivan, Chair of the BQC, reported on the BQC meeting held on May 14, 2015. The BQC held a discussion related to the Solutions for Patient Safety conference and the role of the BQC and Board of Trustees. The High Exposure Risks related to quality were shared with the Committee. Ms. Pam Hubley, Chief of Professional Practice & Nursing presented two high exposure risks: IV infiltration or burn resulting in significant harm, and; Adverse events: Allergic reaction/anaphylaxis. There was also a presentation on the Continuous Improvement Program with an overview of the quality and efficiency impacts realized in the past year. Three successful clinical initiatives were highlighted; maximizing safety & efficiency with inpatient chemotherapy, clinical effectiveness in the Labatt Family Heart Centre and the effective treatment of Inflammatory Bowel Disease.

Finance & Audit Committee (F&A)

Mr. Larry Scott, Chair, F&A, reported on the meeting held on May 1, 2015. He highlighted the 2014/15 Internal Audit activities and the 2015/16 Internal Audit Plan. The backlog of audits from 2013/14 have been completed as well as seven of the nine 2014/15 audits. By the end of June 2015 all 2014/15 audits will be completed with no backlog anticipated in 2015/16. The F&A are satisfied with the significant progress that has been made over this past year. The F&A also received an update on Project Horizon, the unaudited Financial Statements to March 31st and the High Exposure Risks related to Finance.

OTHER BUSINESS

Ms. Claire Duboc, Trustee updated Trustees on the Canaccord Genuity Great Camp Adventure being held on September 26, 2015. She encouraged members to create or join a team and to participate in the event.

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