

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on September 24, 2015 at 4:00 p.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:	Present:	Regrets:
Ms. R. Patten, Chair	Mr. I. Rotenberg	Ms. K. Delaney
Mr. S. Marwah, Vice-Chair	Ms. C. Reicin	Mr. R. Prichard
Dr. M. Apkon	Mr. R. Weese	
Ms. P. Hubley	Mr. S. Smith	
Mr. A. Khanna	Ms. K. Taylor	
Dr. P. Laussen	Dr. J. Robertson	
Mr. L. Scott	Mr. J. Natale	
Ms. C. Duboc	Dr. T. Sullivan*	
Mr. T. Penner	Mr. D. McKay*	
Mr. D. Guloien	Mr. A. Sheiner*	
Ms. G. O'Brien	Mr. S. Rafi	
Ms. S. Younker, Corp. Secretary		

By Invitation:	By Invitation:	Regrets:
Dr. D. Daneman	Dr. M. Salter	Dr. S. Zlotkin
Ms. L. Harrison	Dr. C. Caldarone	
Ms. S. O'Dowd	Ms. M. Evans	
Mr. J. Mainland	Dr. L. Huang	
Ms. M. Monk	Mr. T. Garrard*	

\* *attended via telephone*

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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 first meeting of the Board year and acknowledged Joe Natale at his first meeting of the Board of Trustees and to Gail O'Brien who is returning to the Board as a cross-appointed member from the Foundation Board.

Ms. Patten reported that it has been a very busy summer at the Hospital. A Board information session on Project Horizon was held on July 29<sup>th</sup>, in follow-up to the June Board meeting, which was well attended by Trustees. A joint finance working group consisting of members from both the Hospital and Foundation Board Finance Committees has been established and held its first meeting on July 29<sup>th</sup> to look at options and opportunities to fund the capital plan and Project Horizon.

Ms. Patten thanked Trustees for participating in the Board Effectiveness Survey which achieved 100% participation. The results will be reviewed by the Governance & Nominating Committee (GNC) at its October 1<sup>st</sup> meeting and will be reported back to the Board in October.

Ms. Patten announced that this year the Board meetings will incorporate presentations from several external speakers as part of Trustees' education as well as two facility tours starting at

3:00 p.m. prior to both the October and November Board Meetings. The speakers have been invited to the Board meetings to help Trustees better understand the current environment and to educate members on the issues the organization is dealing with. The speakers and scheduled dates are:

- Dr. Alistair Erskine, Chief Clinical Informatics Officer, Geisinger Health Systems – October 22, 2015;
- Dr. Robert Bell, Deputy Minister of Health, MOHLTC – November 19, 2015, and;
- Dr. Trevor Young, Dean of Medicine, University of Toronto – May 19, 2016.

Ms. Patten confirmed that the Board will continue to host the Breakfast with Leaders Series for Trustees and Physicians and the Fireside Chats with Trustees. The dates will be distributed to Trustees as soon as they are finalized.

## **PROJECT HORIZON**

Dr. Mike Apkon presented an update on Project Horizon: The Need for Infrastructure Renewal. He confirmed that the final documents for the first stage of the application required for approval and funding to proceed to the functional programming stage of Project Horizon were submitted on September 16<sup>th</sup> to the Ministry. Dr. Apkon reviewed the assumptions used in the development of the application and the order of magnitude project costs. Highlighting the needs and objectives of the project, Dr. Apkon demonstrated how the project is not only about an increase in beds but more about facility reconfiguration in order to improve the quality of patient care provided.

Management has worked to find ways to reduce the total cost of the project by deferring the Atrium renovations, reducing space in the Patient Services Centre, and reducing the amount of planned shell space. Dr. Apkon also outlined a high level funding plan was also submitted to the Ministry that outlined potential sources of funds. Dr. Apkon stated that the potential timelines for completion of the Patient Services Centre can be anywhere from 5.25 and 7.5 years and only at that time would the Patient Care Centre start construction which could take as many years or more to complete. Therefore we can anticipate that we will begin some discussion about moving the project forward prior to hearing from the government.

The December Board retreat agenda will include Project Horizon financing, the approach to a capital campaign and strategy regarding next steps while awaiting government approvals.

Ms. Katie Taylor, Chair, SickKids Foundation, reported on the Project Horizon discussion that occurred at the Foundation Board of Directors meeting on September 20<sup>th</sup>.

Discussion ensued. Trustees discussed options to lease space in adjacent areas. It was confirmed that lease space is at a premium and the square footage required is not available. It was confirmed that the projected costs of the project have been validated against current Hospital projects underway in the Greater Toronto Area.

## **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 June 18, 2015 be approved, and;

THAT the Medical and Scientific Appointments for August 2015 be approved.

## **EXECUTIVE REPORT**

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

Dr. Apkon reported on labour relations and the certification of the Ontario Public Service Employees Union (OPSEU) as the bargaining representative for the laboratory technical staff.

Members were also updated on the provincial fiscal climate for healthcare and discussions regarding Ministry funding. Dr. Apkon explained that last year the budget was built to include a significant increase in funding, however in July, we learned that our funding would actually be reduced. Management has worked at multiple levels with the Ministry and at the same time is continuing to work to address the consequences of the shortfall through operational efficiencies and prioritizing initiatives.

Dr. Apkon reported on the status of partnership discussions with an organization in the mental health space. He reported that due to the introduction of a Lead Agency responsible for planning and administering services in Toronto and being faced with a very complex set of terms, management is having difficulty in assessing the risk of proceeding and therefore is likely to disengage rather than move forward.

Dr. Apkon updated Trustees on SickKids' role in the healthcare system. He reported that the Governments are working to drive more integration or collaboration with programs that are forcing hospitals to work with rehab providers or community agencies to address the in-hospital and post-hospital care.

Discussion ensued regarding the funding formula and opportunities to find economies of scale through partnerships and collaborations.

## **MEDICAL ADVISORY COMMITTEE REPORT**

Dr. Peter Laussen, Chair of the Medical Advisory Committee (MAC), referred Trustees to the written report. Discussion ensued regarding observers and temporary privileges. Dr. Laussen confirmed that the number of observers varies and most are sponsored by their own institutions. Temporary privileges occur mostly in the summer months when the MAC and Board do not meet.

## **COMMITTEE REPORTS**

### **Finance & Audit Committee (F&A)**

Mr. Larry Scott, Chair, F&A, reported on the meeting held on September 11, 2015. Mr. Scott gave highlights of the presentation on the Actuarial Valuation on the Employee Pension Plan. The CFO reported on the Ministry of Health (MOH) funding and the forecasted operating plan deficit. There was an update on Project Horizon and the revised total project costs as well as the possible options for funding the project. The F&A Terms of Reference were approved.

### **Board Quality Committee (BQC)**

Ms. Claire Duboc, on behalf of Dr. Terry Sullivan, Chair of the BQC, reported on the BQC meeting held on September 9, 2015. Ms. Duboc reported that the Committee welcomed Mr. Joe Natale, Mr. Irwin Rotenberg, and Ms. Patricia Katsis, Family Advisor to the BQC. Ms. Duboc explained that through the Caring Safely Campaign it was recommended that a

family advisory member be added to the BQC.

Ms. Duboc reported that the BQC was presented a quality/safety issue regarding the IV pumps where an issue was identified regarding malfunctioning IV pumps that were, in some cases, administering life-saving drugs. Dr. Apkon stated that the use of the safety reporting process illustrates how high reliability organizations identify failure. The implementation of the Daily Safety huddle a year ago with an executive sponsor on the call has increased the awareness of issues at the senior table that have occurred in the past 24 hours and any anticipated issues in the next 24 hours and has allowed the organization to implement corrective action on issues.

### **SICKKIDS FOUNDATION REPORT**

Mr. Ted Garrard, President, SickKids Foundation, referred members to his written report updating Trustees on the Foundation's activities. He provided an update on several upcoming events including the 2<sup>nd</sup> Anniversary of the PGCRL on October 7<sup>th</sup> and the Great Camp Adventure taking place on September 26<sup>th</sup>. Ms. Duboc encouraged Trustees and management to participate in the Great Camp Adventure and outlined the sponsorship and fundraising objectives.

### **OTHER BUSINESS**

Dr. Apkon updated Trustees on Motherisk. Trustees discussed the issues and next steps.

### **IN-CAMERA MEETING OF THE BOARD OF TRUSTEES**

An in-camera session of the Board of Trustees was held.

### **ADJOURNMENT**

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

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Rose M. Patten, Chair of the Board

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Sharon Younker, Corporate Secretary