

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on March 28, 2016 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	Ms. C. Duboc
Dr. M. Apkon	Mr. R. Weese	Mr. D. Guloien
Mr. A. Khanna*	Ms. K. Taylor *	Dr. P. Laussen
Mr. T. Penner	Mr. J. Natale	
Mr. D. McKay	Mr. A. Sheiner*	
Mr. S. Smith*	Mr. R. Prichard	
Dr. T. Sullivan	Ms. G. O'Brien	
Mr. L. Scott	Mr. S. Rafi	
Dr. C. De Souza	Ms. J. Van Clieaf	
Ms. S. Younker, Corp. Secretary		

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

*\*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.

#### **CHAIR'S REMARKS**

Ms. Patten welcomed members to the meeting. Ms. Patten acknowledged Dr. Claire De Souza, President of the Medical Staff Association (MSA) whose term as President took effect on January 22<sup>nd</sup>, 2016. Ms. Patten updated members on several upcoming Trustee meetings and events: there will be a Fireside Chat on April 19<sup>th</sup> at 5:00 p.m.; the May Board of Trustee meeting will be extended by 30 minutes to allow enough time for a fulsome discussion on the Health Information System that will be brought forward for approval, along with executive performance and compensation; and a joint Board dinner with Foundation Board members will be held on June 15<sup>th</sup> at 6:30 p.m.

#### **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 of January 22, 2016 be approved; and

THAT the Medical and Scientific Appointments for January, 2016 be approved.

## **EXECUTIVE REPORT**

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

### **Leadership**

Dr. Apkon announced that Dr. Ronald Cohn is being brought forward for approval as the next Chief of Paediatrics. Dr. Apkon explained that this is a key role, not only as a member of the senior team and the Chief of the largest collection of physicians, but also the Chair of the Department of Paediatrics at the University of Toronto with faculty distributed over many hospitals in the greater Toronto area. Dr. Apkon outlined the complex search process which involved a large committee of both internal and external stakeholders, co-chaired by the University of Toronto's Dean of Medicine and himself. The Board of Trustees was represented on the Committee by Sabi Marwah. The Committee considered a large set of international nominees, interviewed five candidates including two from SickKids. The Committee along with the Dean and Dr. Apkon were all aligned with the decision to bring forward Dr. Cohn for approval as the next Chief of Paediatrics effective July 1, 2016.

### **MOTION:**

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

THAT Dr. Ronald Cohn be appointed as Chief of Paediatrics for a five year term effective July 1, 2016

### **Motherisk**

Dr. Apkon updated Trustees on the status of Motherisk. SickKids has posted a 90 day status report on the Motherisk website outlining the work that has been done to address the issues raised in Justice Lang's report. Management has met with Justice Beaman, who was appointed to review cases where people feel that they have been wronged.

### **Quality and Safety**

Dr. Apkon reported that we continue to sustain great momentum on adopting principles and behaviors of high reliability organizations through the *Caring Safely* campaign. Training and education has started for employees on error prevention techniques and leadership methods. This will be critical as SickKids strives to reduce preventable harm by two thirds over the next couple of years. SickKids also continues to lead the broader system, along with UHN, in enhancing the awareness of high reliability principles by speaking at numerous conferences and venues across the system.

### **Operating Plan**

Dr. Apkon reported that the hospital has finalized its budget for 2016/17 however confirmation of its 2016/17 funding from the Ministry of Health and Long-Term Care (MOHLTC) has not yet been received. The 2016/17 budget includes modest increases in clinical activity with increases in admissions being balanced out by reductions in length of stay. The budget also includes anticipated unfavourable adjustments in funding owing to greater growth of other hospitals and a one-time adjustment that the MOHLTC has introduced to address some unintended consequences of the funding model. Under these assumptions the budget was balanced by finding roughly \$16M in cost reductions and revenue enhancements which were outlined by Dr. Apkon. Dr. Apkon reported that

SickKids will be receiving a letter in early April from the Minister's staff to confirm SickKids' operating funding for 2016/17.

### **Kids Health Alliance**

SickKids continues to build momentum around the Kids Health Alliance Concept. Dr. Apkon reported on key conversations with Government and potential members of the Alliance. There is a working concept under development and planning for a facilitated retreat of CEOs and senior staff is in progress.

### **Project Swan**

Dr. Apkon updated Trustees on discussions of a potential partnership in the mental health space.

### **Health Information System**

In May, a recommendation will be brought forward to the Board for approval for funding of the transformation of our clinical computing system. Management has spent the last year exploring the most effective options for creating a fully-integrated computing platform that will drive the kinds of improvements the hospital needs to see in quality and safety and that will provide the kind of platform to preserve SickKids' competitiveness in patient-oriented research. Dr. Apkon outlined the process undertaken to identify the appropriate vendor and reported that the management is in the final steps for evaluation and have completed the assessments around fitness for use and technical specifications. Discussion ensued regarding big data analytical approaches and SickKids' approach.

Ms. Patten and Trustees congratulated management for their progress on the strategic directions and the balanced operating plan.

## **MEDICAL ADVISORY COMMITTEE REPORT**

Dr. Lennox Huang on behalf of Dr. Peter Laussen, Chair of the Medical Advisory Committee (MAC), reported on the meeting held on February 3, 2016. Dr. Huang reported that the MAC was provided with an update on Health System Funding Reform and the impact on SickKids. The importance of clinical documentation and data quality was presented along with next steps which include physician engagement, clinical documentation improvement and the application of "Smart Growth" concepts. The MAC received an update on a Task Group that was formed to develop recommendations and a formal policy with respect to Staff to Staff Communications and Hand-Offs.

## **COMMITTEE REPORTS**

### **Finance & Audit Committee (FAC)**

Mr. Larry Scott, Chair of the FAC Committee, reported on the meeting held on March 21, 2016. Mr. Scott referred members to the written report and highlighted several items in the report. KPMG presented the Internal Audit Report on Account Receivable and Collections which received a grading of significant assurance. The 2016/17 Internal Audit plan was presented and approved by the FAC.

### **2016/17 Operating Plan**

Ms. Laurie Harrison presented the 2016/17 Operating Plan. The Plan includes an operating deficit of \$5.2M. Patient Care has planned \$15M in balancing initiatives and an associated reduction of 68.5 full-time equivalents (FTE's). Research has planned savings of \$1M per year in order to reduce their deficit to \$10M over the next five years. Investments are in-line with the strategic directions such as the Caring Safely Program, Cyber Security, Compliance, Optimization, and resources required for technology-related capital projects.

Discussion ensued regarding the planned length-of-stay and best practice targets. Dr. Apkon confirmed that there is a great deal of momentum with the length-of-stay initiatives. Management is confident that with the new Business Intelligence tool which will measure internal performance as well as utilization of external market data we will be able to meet the 2016/17 plan.

### **2016/17 Capital Plan**

Ms. Harrison presented the Capital Plan for review and discussion. The total Capital funding available for 2016/17 is \$98M; total capital request are \$111.4M. Management's expectations is that spending will not exceed 85% which will be monitored by management to ensure that there is no spending in excess of capacity. The Capital Plan includes a "placeholder" for the new integrated Health Information System but approval is not being requested at this time. The FAC endorsed the 2016/17 Capital Plan with the assumption that spending will be monitored through the year and not exceed 85% spend.

### **Lease 525 University Avenue**

The Lease for space required by SickKids at 525 University Avenue, was presented and is being brought forward for recommendation to the Board.

### **MOTIONS**

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

That the 2016/17 Operating Plan be approved as recommended by the Finance and Audit Committee.

That the 2016/17 Capital Plan be approved as recommended by the Finance and Audit Committee.

That the lease execution for 525 University be approved as recommended by the Finance and Audit Committee.

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

Mr. Saad Rafi on behalf of Dr. Terry Sullivan, Chair of the BQC, reported on the meeting held on March 10<sup>th</sup>, 2016. Mr. Rafi highlighted a Serious Safety Event and the results of the Mass Casualty (Code Orange) Simulation exercise. The 2016/17 Operating Plan was presented with a focus on the impact on quality and safety of care. Members discussed and endorsed the Plan.

Mr. Rafi explained that under the Excellent Care for All Act (2010) (ECFAA, 2010), every hospital in Ontario must submit an annual quality improvement plan (QIP) to Health Quality Ontario (HQO). The BQC reviewed the results of the 2015/16 QIP and approved the proposed 2016/17 QIP.

### **Governance & Nominating Committee (GNC)**

Mr. Sabi Marwah, Chair of the GNC, reported on the meeting held on February 4<sup>th</sup>, 2016. The GNC reviewed the status of the initiatives as a result of the Board Effectiveness Survey and were satisfied with the progress.

The GNC has been engaged in the recruitment of a new Trustee and has identified a candidate that meets the Board's needs in the area of real estate/development. This individual will be brought forward to the Board for approval at the June 2016 Annual Board of Trustee meeting.

The GNC was provided a revised version of the Joint Hospital and Foundation Collaborative Governance Model which was originally approved by both Boards in 2009/10. Following the joint GNC meeting in February 2015 it was agreed that the model and the process for evaluation of the model would be reviewed and revised as necessary. As a result, the document has been edited for greater clarity, brevity and ease of reference. The GNC reviewed the revised document and is recommending the new Collaborative Model for approval by the Board.

**MOTION:**

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

THAT the revised Collaborative Governance Model 2015 be approved as circulated.

**SICKKIDS FOUNDATION REPORT**

Mr. Ted Garrard, President, SickKids Foundation, referred members to his written report updating Trustees on the Foundation's activities.

**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.

---

Rose M. Patten, Chair of the Board

---

Sharon Younker, Corporate Secretary