

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on November 17, 2016 at 4:00 p.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:  
 Ms. R. Patten, Chair  
 Dr. M. Apkon  
 Mr. A. Khanna  
 Mr. T. Penner  
 Mr. J. Sullivan  
 Mr. M. Gertler  
 Dr. T. Sullivan  
 Mr. L. Scott  
 Mr. I. Rotenberg  
 Ms. J. Van Clieaf  
 Ms. S. Younker, Corp. Secretary

Present:  
 Ms. C. Reicin  
 Mr. R. Weese  
 Ms. K. Taylor  
 Mr. A. Sheiner  
 Mr. R. Prichard  
 Ms. G. O'Brien  
 Ms. K. Delaney  
 Mr. D. Guloien  
 Ms. C. Duboc  
 Dr. C. De Souza  
 Mr. J. Natale

Regrets:  
 Mr. S. Rafi  
 Mr. D. McKay  
 Mr. S. Marwah, Vice-Chair  
 Dr. P. Laussen

By Invitation:  
 Dr. R. Cohn  
 Ms. L. Harrison  
 Dr. C. Caldarone  
 Mr. T. Garrard  
 Dr. S. Muttitt

By Invitation:  
 Dr. M. Salter  
 Ms. S. O'Dowd  
 Ms. M. Evans  
 Mr. J. Mainland

Regrets:  
 Ms. M. Monk  
 Dr. L. Huang  
 Ms. P. Hubley  
 Dr. S. Zlotkin

*\*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.

### **CHAIR'S REMARKS**

Ms. Patten welcomed members and provided an update on the agenda.

### **RESEARCH INSTITUTE**

Dr. Michael Salter, Chief of Research presented on the current and future goals, as well as the new Strategic Plan of the Research Institute (RI).

Dr. Salter reported that SickKids investigators and their teams continue to define new horizons in child health research. A major focus going forward is on developing specific initiatives that will support and accelerate research across the translational pipeline from basic discovery research, to improved clinical outcomes and back again. The RI Strategic Plan covers all areas of research and is in alignment with the overall hospital strategic plan. The plan has an emphasis on: 1) enabling and empowering our people; and, 2) promoting innovation, integration and translation of research findings within the RI, between the RI and the rest of the hospital, and between the RI and external partners.

Dr. Salter reported that the RI has 252 principal investigators, 745 grant funded staff, and 800 trainees from over 30 countries. The total operating budget is \$249M of which \$173M is externally funded, as well as \$60M in support from the SickKids Foundation. Dr. Salter highlighted SickKids recent funding successes with several of the external peer reviewed research funding agencies.

Dr. Salter provided several examples of how the RI is translating research to care. The RI strategic plan focuses on innovation, integration and translation. The RI will achieve their strategic plan by focusing on; precision medicine, harnessing big data and data analytics, technology and engineering, and brain development and mental health.

Dr. Salter concluded his presentation, stating that the RI will transform child health by building on a base of outstanding science, excellent infrastructure, and through the integration of research and clinical care.

Discussion ensued regarding the status of SickKids commercialization of research and income opportunities. Dr. Salter confirmed that they continue focus on opportunities to increase revenues and provided several ways in which this is being accomplished. Discussion also ensued regarding how the RI measures its success. It was noted that research funding for infrastructure or indirect costs in Canada is considerably lower than in other countries. As a result, the RI requires significant philanthropic support from the SickKids' Foundation to fund these costs.

## **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 October 27, 2016 be approved; and

THAT the Medical and Scientific Appointments for October 2016, be approved; and

THAT the Board of Trustees 2016/17 Goals & Objectives be approved as circulated; and

THAT the Terms of Reference for the Governance and Nominating Committee be approved as circulated.

## **MEDICAL ADVISORY COMMITTEE (MAC)**

Dr. Ronald Cohn presented the MAC report on behalf of Dr. Peter Laussen. Dr. Cohn updated Trustees on several of the topics that were presented at the MAC meeting. He highlighted a report by Dr. Adeli on the positive impact of Point of Care Testing on the length-of-stay in the Emergency Department and at the bedside. The MAC was presented a recommendation to establish a Bioethics Advisory Committee that will provide valuable input on decisions around new or novel treatments. Dr. Karim Jessa presented a number of recent initiatives focused on education of staff and physicians on the appropriateness of coding to improve documentation of the kind of clinical care we are doing. Dr. Cohn reported on Dr. Laussen's update to the MAC regarding the on-going review of the governance of the MAC.

## **EXECUTIVE REPORT**

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

### *Leadership*

Dr. Apkon updated members on a leadership appointment that is being brought forward to the Board for approval today. Dr. Apkon referred and encouraged Trustees to participate in the “Walk-in-my-shoes” program circulated at today’s meeting. The Medical Staff Association supports this program which gives Trustees and Executives a chance to do a mini-elective, spending the day with one of our physicians to get a better sense of the care we deliver and the experience of our medical staff.

### *Appointment*

Dr. Apkon reported that the interim appointment of Dr. Susan Richardson as Chief of Paediatric Laboratory Medicine is being brought forward to the Board of Trustees for approval.

### **MOTION:**

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

THAT Dr. Susan Richardson be appointed as interim Chief of Paediatric Laboratory Medicine effective January 1, 2017;

### *Awards*

Dr. Apkon reported that SickKids has once again been named one of Canada’s Top 100 Employers for 2017 by Mediacorp Canada Inc. This year, SickKids was specifically recognized for investing in ongoing staff training and development; for its community involvement, both locally and globally; and for its commitment to creating a healthy work environment through our wellness programs. SickKids has been ranked the second most income-intensive hospital among Canada’s Top 40 Research Hospitals. The annual ranking, by Research Insource Inc., is based on success in attracting financial support for research, and speaks to our researchers’ successes in competing nationally and internationally for grant funding.

### *University of Toronto Affiliation Agreement*

Dr. Apkon reported that the renewal of the University of Toronto Affiliation Agreement has been negotiated with the TAHSN Hospitals. He referred members to the briefing note on the Affiliation Agreement renewal. Management will execute the agreement in December 2016.

### *SickKids Network-Building Activities*

Dr. Apkon reported that the Kids Health Alliance (KHA) initiative continues to build momentum with all three founding members Boards unanimously endorsing similar resolutions to create KHA. He outlined the work that is currently in process in an effort to launch KHA in December.

SickKids has submitted its business case and proposal to integrate with Hincks Dellcrest to the TC-LHIN who will be presenting to their Board by the end of November. Work continues to address any outstanding issues and the integration planning. The plan is still on track to approve a transaction in February, 2017.

### *Operations Update*

Dr. Apkon reported that internally, SickKids is making good progress with the Operational reviews – now referred to as the Optimization and Sustainability Program. The discovery phase has been completed and six thematic areas have been identified for a closer look to determine the magnitude of the opportunity, ease of driving change, and the operational benefits. Dr. Apkon provided highlights of these opportunities.

### *Motherisk*

Dr. Apkon provided an update on the Motherisk legal proceedings.

*Other*

Dr. Apkon announced that he will be extending an offer to a new Executive Director for the Provincial Council for Maternal and Child Health.

Dr. Apkon highlighted several updates and follow-ups that will be brought to the Board of Trustees in the New Year.

Discussion ensued regarding Dr. Apkon's written report on SickKids' international work.

## **COMMITTEE REPORTS**

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

Mr. Larry Scott, Chair of the FAC, reported on the meeting held on November 15, 2016. Mr. Scott provided highlights of presentations with respect to Project Horizon, SickKids International, SickKids' financial results for period 6 and year-to-date, and the Health Information System.

Dr. Apkon provided details regarding the proposed motion for approval on proceeding with the Epic and Children's Hospital for Eastern Ontario (CHEO) negotiations and finalization of both a two-party and three-party agreement.

### **MOTION:**

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

THAT the Board of Trustees fully support the negotiation and finalization of:

- a three-party agreement with Children's Hospital of Eastern Ontario (CHEO) /Ottawa Children's Treatment Centre (OCTC), Epic Systems and SickKids for the implementation and ongoing use of a single instance of Epic;

*and*

- a two-party agreement between CHEO/OCTC and SickKids governing the use of the single instance of Epic;

subject to final approval by the FAC on adequate provisions addressing conflict resolution, data sharing, and separation processes/costs.

### **Board Quality & Safety Committee (BQSC)**

Dr. Terry Sullivan, Chair of the BQSC, reported on the meeting held on two BQSC meetings that took place in October and November, 2016. Dr. Sullivan provided highlights of the topics and the BQSC discussions. Dr. Sullivan reported on the quality/safety stories that were shared at both meetings.

At the October meeting, the BQSC was provided an overview of a Serious Safety Event (SSE). Dr. Sullivan reported that the BQSC was provided highlights and the recommendations of the five year external reviews for the Department of Paediatric Laboratory Medicine (DPLM) and the Department of Diagnostic Imaging. The BQSC reviewed the Enterprise Risk Management Semi-Annual Update and the Enterprise Risk Register, as well as the Healthcare Associated Infections high exposure risks. An overview of the role and function of the Medical Advisory Committee (MAC) was also provided.

At the November meeting members of the BQSC participated in a Gemba walk to garner hands-on experience in Central Services, which is responsible for managing and sterilizing equipment. An overview was provided on critical incidents that have been reported since the last biannual report to the committee in June 2016, and there was an overview provided on a SSE. The BQSC reviewed the

Quality Improvement Plan Status Report, Harm Index Report, and the Quality Scorecard Q2 Results on key indicators. Dr. Sullivan reported the results are looking very good and that the Caring Safely Program is allowing the organization to track real change in safety practices.

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

Ms. Claire Duboc on behalf of Mr. Sabi Marwah, GNC Chair, reported on the meeting that took place on October 31<sup>st</sup>, 2016. The GNC spent significant time on Trustee recruitment. Informed by the skill matrix and the needs of the hospital, the GNC identified areas of skill and knowledge required on the Board over the next several years, as well as gender mix and diversity. The GNC has developed a list of potential candidates and is proceeding with next steps. The GNC also discussed which Board Committee would be responsible for the governance oversight for Cyber Security. It was concluded that cyber security was best placed within the FAC.

#### **Investment & Pension Committee (I&P)**

Mr. Irwin Rotenberg, Chair I&P, reviewed the history of the current asset mix and provided an update on how the funds are now positioned.

Trustees acknowledged the work of the Investment Subcommittee and were supportive of its proactive approach.

#### **FOUNDATION REPORT**

Mr. Ted Garrard, CEO SickKids Foundation, provided an update on Foundation 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.