

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on September 22, 2016 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
 Mr. A. Khanna
 Mr. T. Penner
 Mr. J. Sullivan
 Mr. M. Gertler
 Dr. T. Sullivan
 Mr. L. Scott
 Dr. P. Laussen
 Ms. J. Van Cleef
 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
 Mr. S. Rafi
 Ms. K. Delaney
 Mr. D. Guloien
 Ms. C. Duboc
 Mr. J. Natale

Regrets:
 Mr. I. Rotenberg
 Mr. D. McKay
 Dr. C. De Souza

By Invitation:
 Dr. R. Cohn
 Ms. L. Harrison
 Dr. C. Caldarone
 Mr. T. Garrard
 Ms. P. Hubley
 Dr. L. Huang

By Invitation:
 Dr. M. Salter
 Ms. S. O'Dowd
 Ms. M. Monk
 Mr. J. Mainland
 Dr. S. Zlotkin
 Dr. S. Muttitt

Regrets:
 Ms. M. Evans

**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 and introduced Mr. John Sullivan, President of Cadillac Fairview and Mr. Meric Gertler, President of the University of Toronto, new Trustees to the Board. Ms. Patten also welcomed to Dr. Ronald Cohn, newly appointed Chair of Paediatrics, University of Toronto and Paediatrician-in-Chief to his first Board of Trustees meeting.

Ms. Patten acknowledged and thanked Ms. Katie Taylor, Chair of the Foundation and Mr. Ted Garrard for hosting an event this week that included past Trustees and Foundation Directors in an effort to keep them engaged with SickKids.

Ms. Patten reminded Trustees that a Joint Board Retreat with the Foundation Board is scheduled for October 27, 2016. The Board of Trustees will also hold a Board meeting directly following the retreat starting at 1:30 p.m. to address time sensitive issues.

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 June 16, 2016 be approved; and

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

THAT the Terms of Reference for;

- Finance & Audit Committee
- Investment & Pension Committee, and
- Board Quality & Safety Committee, be approved as circulated

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 two leadership appointments that are being brought forward to the Board for approval today.

Re-appointment Radiologist-in-Chief

Dr. Apkon reported that The Department of Diagnostic Imaging recently underwent its 5 year review and overall, the report was very favorable. The report provided some recommendations that are being adopted and the reappointment of Dr. Manohar Shroff for a second five year term without any reservation is being recommended to the Board.

Chief Nurse Executive Appointment

Ms. Judy Van Clieaf has acted as interim Vice President Professional Practice and Chief Nursing Executive since last November. Ms. Van Clieaf has performed very well in the role and an appointment as the Vice President, Clinical, & Chief of Nursing and Professional Practice is being recommended to the Board.

MOTIONS:

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

THAT Manohar Shroff be re-appointed as Radiologist-in-Chief for a second 5 year term effective November 21, 2016;

and

THAT Judy Van Clieaf be appointed as Vice President, Clinical, and Chief of Nursing & Professional Practice, effective immediately.

Dr. Apkon updated members on the need to supplement the Executive Leadership team for the short term to ensure that the transformation projects are successful and well integrated across the institution. A contract position for a Vice President of Transformation has been created, who will report to the President & CEO and be a member of the Executive Management Team. This individual will lead a number of large projects that span the Hospital enterprise including campus redevelopment, the

operational review, and integration of business opportunities.

Dr. Apkon announced the departure of Mr. James Meloche, the Executive Director of the Provincial Council for Maternal and Child Health (PCMCH) in August. PCMCH is a provincial program that lives at SickKids and as Chair of the organization, Dr. Apkon has stepped in as interim leader while a successor is recruited.

Healthcare Environment

Dr. Apkon reported that the Ministry of Health and Long Term Care (MOHLTC) continues to drive integration through many vehicles including; new guidelines around Health Information Systems, the Patient's First Strategy, and bundled payments for coordinated acute and rehabilitation care. Dr. Apkon provided an update on the Ministry of Children and Youth Services which has recently seen changes in leadership at the Minister and the Deputy Minister level. He reported that Bill 210, an Omnibus legislation to enable the Patients First agenda, has been prorogated and will require re-introduction in parliament. This delay may allow time for input from the organizations impacted by the legislation. Dr. Apkon also provided an update on the status of Bill 8 – Executive Compensation Legislation, and outlined SickKids' process and timeline to meet the legislative requirements.

Operational Performance

Dr. Apkon reported on the organization's operating performance and highlighted several areas of improvement such as the improved length of stay results, and decreasing hospital-acquired infection rates. He reported on the favorable impact of some of the investments SickKids has made in technology.

The organization held an Emergency preparedness exercise on August 9th that simulated a disaster in the laboratory that necessitated patient care units to be evacuated including the Operating Rooms. The exercise went very well and provided very helpful learning and highlighted the importance and challenges of good communication.

The organization has commenced its Operational Review aimed at identifying budget balancing measures for the next year and beyond. The program will assist SickKids in identifying opportunities that will build long term financial sustainability in what will continue to be a challenging fiscal environment.

Strategic Initiatives

Dr. Apkon updated members on SickKids system initiatives including the Kids Health Alliance, and the potential integration of SickKids and Hincks-Dellcrest. He also provided an update on SickKids Health Information System (HIS) including the status of contract negotiations with Epic and the opportunity and challenges related to building a single shared HIS instance. Dr. Apkon provided an update on the Project Horizon submission to the MOHLTC, reporting that management has responded to the Ministry's questions in early September. Management continues to move forward with the planning for Project Horizon and has launched a workplace strategy functional program and continues to have ongoing site development discussions.

Discussion ensued regarding the Kids Health Alliance and next steps. Clinical statistics regarding the Length of Stay and Call Centre volumes were discussed.

MEDICAL ADVISORY COMMITTEE (MAC)

Dr. Lennox Huang presented the MAC report on behalf of Dr. Peter Laussen. Dr. Huang updated Trustees on the current and proposed state of managing involuntary mental health patients at SickKids which is currently a Schedule 2, 4 facility. Dr. Huang outlined the challenges and highlighted physician capacity building as a significant issue. Dr. Huang reported that the MAC also discussed the current and future responsibilities and reporting structure of the MAC.

Discussion ensued regarding the challenge of the increasing awareness and uptake of mental health services.

FOUNDATION REPORT

Mr. Ted Garrard, CEO SickKids Foundation, provided an update of Foundation activities.

COMMITTEE REPORTS

Finance & Audit Committee (FAC)

Mr. Larry Scott, Chair of the FAC Committee, reported on the meeting held on September 14, 2016. He referred members to the written report and highlighted several items for Trustees. He reported that the Finance and Human Resources (HR) Transformation initiatives went live in late August, early September and were very successful. Mr. Scott reported that the FAC spent a considerable amount of time discussing the HIS which is being brought forward for approval today.

Hospital Information System (HIS)

Dr. Sarah Muttitt, Vice President & Chief Information Officer, presented an overview of the proposed enterprise-wide integrated HIS. She provided an update on contract negotiations with Epic Systems Corp., including the option of pursuing collaboration with Children's Hospital of Eastern Ontario (CHEO) to build a single shared HIS instance. Dr. Muttitt reviewed the requirements which need to be in place for a joint implementation and outlined the challenges and risks. Dr. Muttitt provided an update on the status and project timelines including recruitment and training of staff.

Dr. Muttitt presented an updated financial projection for the project reporting that a one-time cost of a "SickKids only" build is \$138.2M. The Board of Trustees is being asked to approve the addition of the HIS Project cost to the five year capital plan including \$21M in the 2016/17 Capital Plan.

Trustees discussed the advantages and challenges of building a single shared HIS instance, the alignment of SickKids' approach with the Epic product in order to limit customization, confirmation that a third party has been engaged in the oversight of the Epic contract, and the appropriate level of contingency built into the budget.

MOTION:

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

THAT management be given the authority to sign the contract with Epic Systems Corp and explore collaboration with The Children's Hospital of Eastern Ontario (CHEO) to build a single, shared Health Information System instance be approved.

and

THAT the Health Information System Project in the total amount up to \$138M including \$21M for the 2016/17 capital plan be recommended to the Board of Trustees for approval.

Board Quality Committee (BQC)

Dr. Terry Sullivan, Chair of the BQC, reported on the meeting held on September 12, 2016. Dr. Sullivan referred members to the written report and highlighted several items. He reported that the BQC was

presented encouraging data on the impact of the Caring Safely program over the past year and highlighted a quality/safety story that demonstrated how an error was uncovered as well as the changes implemented to prevent the error in the future. The BQC approved its Goals and Objectives for the year, which emphasize the quality and safety role of the BQC and there was endorsement by the Committee to revise its name to the Board Quality and Safety Committee. Mr. Bob Weese debriefed members on his experience at the Solutions for Patient Safety Board Training Session he recently attended in New Orleans. He highlighted the important role the Board plays in establishing the culture of quality and safety in the Hospital and suggested that Quality/Safety stories and initiatives be shared at the Board level. Dr. Sullivan reported that the Quality Improvement Plan indicators are performing well despite a challenging start to the year with SickKids experiencing higher volumes and higher acuity than expected.

Investment & Pension Committee (I&P)

Mr. Sabi Marwah, on behalf of Irwin Rotenberg, Chair of the I&P reported on the September meeting. Mr. Marwah referred members to the report and the attached schedules. The I&P approved its work plan and this year's Goals and Objectives and heard presentations from two fund managers.

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.