

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on January 19, 2017 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 Trustees and provided an update on the agenda. Ms. Patten reminded Trustees of the Board of Trustee hosted Medical Staff Association reception on February 15<sup>th</sup>.

## **TRUSTEE EDUCATION SESSION**

### **Structure and functioning of organized medical staff**

Dr. Mike Apkon introduced the presentation on the structure and functioning of the organized medical staff and explained that the purpose of the presentation is to provide the Board with an overview of the medical staff organization at SickKids and the systems in place to ensure safe and effective functioning of the medical staff.

Dr. Lennox Huang, Chief Medical Officer, Vice President of Medical and Academic Affairs, provided the background on the role of the Board of Trustees in overseeing the quality of care, including the quality of the medical care provided at the Hospital. He presented: the Medical Staff and Hospital relationships; the role, structure and function of the Medical Advisory Committee; the Medical Staff recruitment, credentialing and privileging process at SickKids; and outlined the accountability structure for Physicians. He outlined the role of the Board of Trustees in the resolution of disputes pertaining to Physicians.

Discussion ensued regarding Physician performance and disputes, as well as the role of professional bodies such as the College of Physicians and Surgeons of Ontario (CPSO) and the Canadian Medical Protective Association.

## **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 November 17, 2016 be approved; and

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

THAT the Terms of Reference for the Human Resource Committee be approved as circulated.

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

Dr. Peter Laussen, Chair of the MAC reported on the December 7<sup>th</sup>, 2016 and the January 11<sup>th</sup>, 2017 MAC meetings. Dr. Laussen provided highlights from the meetings including: the Research Ethics Board (REB) report to the MAC that outlined current functions, opportunities, and challenges with the new e-REB online process, an update on revisions to the Automatic Dose/Drug Substitution policy to include Dose Standardization, and the implementation of new dose range checking in Kidcare which includes “hard stop” for dosing. At the January meeting the MAC reviewed the Antimicrobial Stewardship Program Annual Report and changes to the MAC Leadership and By-Laws that were approved by the MAC.

## **FOUNDATION REPORT**

Mr. Ted Garrard (CEO SickKids Foundation) referred to his written report.

## **EXECUTIVE REPORT**

Dr. Mike Apkon presented his executive report and updated Trustees on events and activities since the last Board meeting. Dr. Apkon canvassed the Trustees for questions on his written report. There being none, he proceeded with his report.

### **Leadership**

Dr. Apkon announced the recruitment of Mr. Peter Goldthorpe as Vice President Transformation. Mr. Goldthorpe will lead the campus redevelopment under Project Horizon and will also coordinate the Enterprise Optimization work we are doing with E&Y as well as the back office integration work related to Hincks Dellcrest.

Dr. Apkon also announced the appointment of Ms. Roxana Sultan as the Executive Director of PCMCH.

### **Hincks Dellcrest Integration**

Dr. Apkon provided a status report on the Hincks-Dellcrest integration. The TC LHIN has completed its

review of the Business Case and passed a motion to “not stop the integration”. The Ministries of Health and Long Term Care and Children and Youth Services have also indicated their support for the integration. All conditions of closing have been addressed to everyone’s satisfaction and the transaction is scheduled to close on February 1, 2017.

### **Health Information System**

At the November meeting, the Board of Trustees approved moving forward with a partnership between SickKids and CHEO to implement a common instance of Epic contingent on management’s being able to satisfactorily address three key questions related to: governance and decision making; information security and privacy; and, the process and costs to terminate. At the FAC meeting, management presented its approach to these three areas and the FAC endorsed management to proceed. The project will formally kick off in Ottawa on February 23<sup>rd</sup> and in Toronto on February 25<sup>th</sup>.

### **Information Security**

Dr. Apkon introduced Scott Currie, Chief Information Security Officer who was recently recruited to SickKids. Mr. Currie has spent the past several months analyzing our current state and refining SickKids approach to deal with cybersecurity.

Mr. Currie provided Trustees with an update on the current state which is on roughly on par with the average Ontario healthcare organization. An assessment that was performed in 2015 on SickKids approach to information security made several recommendations. Mr. Currie outlined each of the recommendations and described SickKids approach to address these recommendations.

Mr. Currie concluded by stating that information security is a well-recognized business risk and that SickKids is working to continue to improve its security practices and progress along a security roadmap that will be essential to appropriately manage this risk.

Discussion ensued with respect to: SickKids’ ability to identify and react to a breach, potential security issues related to the single instance with CHEO, opportunities to collaborate with other institutions, the importance of having a communication strategy ready if there is a major breach, third party vulnerability assessments, and potential exposure through other institutions that are accessed by staff such as the University of Toronto.

## **COMMITTEE REPORTS**

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

Mr. Larry Scott, Chair of the FAC, reported on the meeting held on January 10, 2017. Mr. Scott referred members to the written report and updated Trustees on the status of capital deployment in the organization.

Ms. Laurie Harrison presented the 2017/18 Capital Plan. The funding available in 2017/18 is \$81.5M.

### **MOTION:**

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

THAT the 2017/18 Capital Plan and certain projects totaling \$13.4M in 2018/19 be approved as presented, subject to 80% cap

AND

THAT the funding gap (not to exceed \$28.8M) be funded through unrestricted cash reserves

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

Dr. Terry Sullivan, Chair of the BQSC, reported on the meeting that took place on January 12, 2017. Dr. Sullivan referred members to the written report and provided highlights. The Annual Quality Improvement Plan (QIP) program results were reviewed by the BQSC. SickKids met the QIP performance targets for sepsis screening in the Emergency Department (ED), hand hygiene compliance, and central line associated bloodstream infections; however targets in ED Length of Stay and inpatient length of stay were not met. The BQSC was presented a deep dive on the ED Length of Stay. There was a report on a Serious Safety Event Review. Members were also presented with information on the wait time work being completed to improve timely access to care for surgical consultation which has shown a 33% improvement in surgical consultation wait time overall in 2016/17. There was also a bi-annual update from the Office of the Patient and Family Experience which continues to engage patients and families in trends that are similar to the previous years.

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

Mr. Irwin Rotenberg, Chair I&P, updated Trustees on the I&P meeting that took place on December 12, 2016. These investment decisions were taken to eliminate the risks of increasing interest rates.

### **Human Resources Committee**

Mr. Dave McKay submitted a written report as he was unavailable to attend the meeting. Ms. Patten referred members to the report.

*Staff that are not Board members left the room for the remainder of the meeting. The Corporate Secretary and ex-officio Board members remained in the room for discussion about the incoming Chair.*

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

Ms. Rose Patten on behalf of Mr. Sabi Marwah, Chair of GNC updated members on the incoming Chair process and GNC recommendation. Ms. Patten outlined the process that was undertaken in obtaining input from Trustees on potential candidates for Chair to be appointed at the June 2017 Annual Meeting of the Board of Trustees. Following discussions at the GNC, the GNC unanimously endorsed Mr. Sabi Marwah as the candidate to be brought forward to the Board of Trustees for approval.

MOTION:

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

THAT the Board of Trustees approve Mr. Sabi Marwah as incoming Chair at the Annual Meeting of the Board of Trustees, June 22, 2017

### **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.