

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on November 26, 2018 at 3:45 p.m. at The Hospital for Sick Children, Toronto, Ontario.

**Present:**

The Hon. Sabi Marwah, Chair  
 Dr. David Naylor  
 Mr. Tim Penner  
 Mr. John Sullivan  
 Dr. Terry Sullivan  
 Mr. Robert Prichard  
 Ms. Clara Angotti  
 Mr. Frank Vettese  
 Ms. Beth Wilson  
 Dr. Edward Barrett  
 Mr. Robert Weese  
 Ms. Sharon Younker, Corp. Sec.

**Present:**

Ms. Kathleen Taylor  
 Ms. Gail O'Brien  
 Mr. Donald Guloien  
 Ms. Clair Duboc  
 Ms. Judy Van Clieaf  
 Mr. Joseph Natale  
 Mr. Irwin Rotenberg  
 Ms. Yongah Kim  
 Dr. Jeremy Friedman  
 Ms. Cheryl Reicin

**Regrets:**

Ms. Kiki Delaney  
 Mr. Saad Rafi  
 Mr. Bharat Masrani  
 Mr. Dave McKay  
 Mr. Andrew Sheiner  
 Mr. Meric Gertler

**By Invitation:**

Ms. Laurie Harrison  
 Dr. Lennox Huang  
 Mr. Jeff Mainland  
 Dr. Michael Salter  
 Ms. Susan O'Dowd  
 Dr. Ronni Cohn  
 Dr. Sarah Muttitt

*\*attended via telephone*

**By Invitation:**

Ms. Megan Evans  
 Ms. Pam Hubley  
 Mr. Ted Garrard  
 Mr. Peter Goldthorpe  
 Dr. James Drake  
 Ms. Marilyn Monk

**Regrets:**

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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, the Hon. Sabi Marwah, Chair of the Board, declared that the meeting was properly constituted and called the meeting to order. The Hon. Sabi Marwah confirmed that no conflicts of interests were declared by Trustees.

**CHAIR'S REMARKS**

The Hon. Marwah welcomed Trustees and provided an update on the agenda. The Hon. Marwah welcomed Dr. David Naylor, Interim President & CEO.

**EDUCATION SESSION**

**Precision Child Health and Artificial Intelligence (AI)**

Dr. Naylor introduced Dr. Ronald Cohn, Chief of Paediatrics, who presented SickKids' vision and strategic framework for both Precision Child Health and AI.

Dr. Cohn, explained that Precision Child Health is an emerging approach to applying disruptive technologies for disease treatment and prevention that takes into account individual variability in genes, environment, and lifestyle for each person. Recent advancements in DNA sequencing technologies, artificial intelligence, and scientific understanding have combined with concurrent health system trends to create a climate for precision medicine. In late 2017, SickKids convened a Precision Medicine strategy committee to build a comprehensive understanding of the science, technology, processes, people, and policies necessary to advance paediatric precision medicine at scale, a vision for the future across these elements, and a road map of how to get there.

Dr. Cohn reported that to support the Precision Child Health vision and strategy, SickKids has also developed a vision and strategic framework to incorporate and translate AI into research and medical practice. To enable this powerful tool, improve care and ultimately outcomes for children, targeted investments and organizational commitment will be necessary. Dr. Cohn provided examples of advancements over the past five years where AI-based methods have dramatically improved complex research discoveries and clinical decision making.

Dr. Cohn presented the investments required to achieve the objectives of these two transformative strategies.

Dr. Cohn concluded his presentation stating that SickKids is poised to become an international leader in the artificial intelligence/precision child health care ecosystem. Harnessing cutting-edge assets like the Toronto Centre for Applied Genomics and the Centre for Computational Medicine, SickKids has an opportunity to build on its strengths in autism, Cystic Fibrosis, Inflammatory Bowel Disease, auto inflammatory diseases, and cancer to deliver precision care to every child and family.

Discussion ensued regarding the importance and uniqueness of building these strategies in a paediatric environment compared to an adult population where environment and lifestyle have played a role in disease.

Funding for these projects were discussed and Dr. Cohn confirmed that the government has agreed to fund a demonstration project. Recruitment is underway to support these strategies including three big data scientists.

**MOTION:**

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

**THAT** the Board of Trustees approve the Precision Child Health and Artificial Intelligence strategies.

## **CONSENT AGENDA**

The Hon. Marwah 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 consent agenda be approved as circulated

- Minutes – September 24, 2018
- Medical, dental & scientific staff appointments – September & October 2018

**THAT** the Terms of Reference for the Governance & Nominating Committee, be approved.

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

Dr. Jeremy Friedman, Chair MAC, reported on the MAC meetings that occurred in October and November 2018. Dr. Friedman provided highlights from both meetings including a debrief on Project Horizon (PH) and an update on Epic. Dr. Friedman reported that the PH team has responded appropriately with improved and more open communication regarding the move towards more flexible and shared space for physicians in the new Patient Support Centre. Mr. Peter Goldthorpe provided an update on the process of engaging physicians.

Dr. Friedman reported that there is a monthly update on the major issues related to Epic.

## **EXECUTIVE REPORT**

Dr. David Naylor, Interim President and CEO, provided Trustees with an update on his first 8 weeks in the role. He thanked Trustees for the privilege to serve and for their volunteer service and support of SickKids. He referred Trustees to his written report.

Dr. Naylor reported that SickKids is an extraordinary institution full of remarkable people who are inspiring and engaged. There is a sense of solidarity and mission amongst the staff that is unique.

Dr. Naylor provided an update on four topics: people, operational funding, strategy, and Motherisk.

### ***People***

Dr. Naylor announced that the 2018 President Awards have been awarded and provided an overview of the recipients. He expanded on the importance of recognizing the talent in the organization and highlighted the intense pressures on staff in the health care of children. He reported he has seen incredible resilience, dedication and talent in every corner of the organization. However, there is some fatigue, a great deal of stress, people stretching dollars, delivering miraculously sophisticated care in outdated or second-class facilities. He encouraged management and the Board continue to focus on the indices of safety and funding but to keep a close eye on the people indices organization-wide.

### ***Appointment***

Dr. Naylor brought forward the re-appointment of Dr. Peter Laussen as Chief, Critical Care Medicine.

### **MOTION:**

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

**THAT** Dr. Peter Laussen be reappointed Chief, Critical Care Medicine for a second 5 year term effective immediately.

### ***Operating Plan***

The budget pressures are intense with the organization looking to close another gap this year in the amount of \$17M. Dr. Naylor reported on the funding formula and the issues it presents for a paediatric tertiary and quaternary academic health science centre like SickKids.

Dr. Naylor provided an update on the Alternate Funding Program, unfunded programs, winter surge planning and the role Trustees will need to play to advocate for SickKids at the Provincial and Federal levels.

### ***Strategy***

Dr. Naylor acknowledged that the Hospital has very solid strategic directions and it will be up to the newly appointed President and CEO to decide whether to affirm or modify them and seek the Boards approval later in 2019. He reported that he will monitor and manage the timelines and ensure that the organization is focused on the strategies that strengthen SickKids' core mission. Dr. Naylor emphasized the importance of recognizing that 70% of SickKids' patient mix is the highest tertiary or quaternary care in the province and that this core mission has to be protected. He provided his insights on several areas of focus including the Connected Care program for complex care patients.

### ***Motherisk***

Dr. Naylor provided an update on Motherisk and next steps.

## **COMMITTEE REPORTS**

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

Mr. Tim Penner, Chair of the FAC, provided an update on the meeting that took place earlier today. He reported that overall the financial results today are meeting forecast.

Mr. Penner reported that the FAC was provided an update on the external audit plan for the year ending March 31, 2019. The FAC was also provided an update on the status of whistleblower and material fraud activity as well as an update on the acquisition of a third party whistleblower reporting system. KPMG reported back on the findings of the Finance Transformation and the Complaints Management internal audits which had positive results. An analysis of the SickKids Pension Plan versus HOOPP was presented and following discussion the FAC's recommendation was to maintain the SickKids Pension Plan however, this analysis will also be brought to both the HRC and the IPC for further review.

Mr. Penner reported that the 5 Year Hospital Capital Plan was presented and the total 2019/20 planned capital spend is \$36.8M with \$13.9M in external funding. The FAC is bringing forward a recommendation to approve the 2019/20 Capital plan.

#### **MOTION:**

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

- **THAT** the 2019/20 Capital Plan, be approved.

### **Facilities and Real Estate Committee (FREC)**

Mr. John Sullivan, Chair of the FREC, reported on the meeting that took place just prior to the Board meeting. Mr. Sullivan reported that the building core and shell schematic design concept was presented and approved subject to further refinement for recommendation to the Board of Trustees. A decision-making matrix was presented which sets out which types of building decisions will be brought to the FREC and Board for approval versus for information only. Mr. Sullivan provided highlights of the status of Project Horizon including the milestones achieved over the past couple of months and activities currently underway. He noted that the McMaster building is scheduled for demolition next summer, the overall budget and schedule are intact, and that work is currently underway to determine what the plan is for the inside of the building which will help firm up the budget.

Patrick Fejer, Principal of B+H Architects, the design team for the Patient Support Centre presented the building design concept.

#### **MOTION:**

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

- **THAT** the core and shell schematic design concept for the Patient Support Centre as presented by B+H Architects, be approved

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

Dr. Terry Sullivan, Chair of the BQSC, reported on the meeting that took place earlier today. Dr. Sullivan provided an update on the comparative effectiveness of the Solution for Patient Safety work and the status of the Harm Index. The BQSC received an update on Critical Incidents with the Semi Annual Report and also reviewed the preliminary requirements for the annual Quality Improvement Plan (QIP). The Division of Rheumatology presented a Quality Collaborative that they are participating in to improve the outcomes for patients with juvenile idiopathic arthritis (JIA) which allows SickKids to compare performance in terms of process and outcome measures. Dr. Sullivan also reported that SickKids has launched a new program, Connected Care, to improve community transitions and build capacity within the home care sector for medically complex children which is a key strategy to improve health system

integration and enhance paediatric care delivery beyond SickKids' walls.

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

Mr. Donald Guloien, Chair of GNC, reported on the meeting that took place on November 19, 2018. Mr. Guloien reported that the GNC reviewed the results of the Board Effectiveness Survey completed by Trustees in July 2018. He reported that the results were very positive and agreed to send out the summary of the results to Trustees. The GNC reviewed and approved the GNC and the Board of Trustees' goals and objectives. Additions to the Board's goals and objectives is an annual review of the Ethical Framework and executive succession planning. Mr. Guloien reported that the GNC discussed the size of the Board of Trustees and agreed that replacing retiring Trustees in June 2019 was not required unless a candidate was identified that meets the needs of the Board. Mr. Guloien reported that the recruitment strategy over the next few years will focus on healthcare and governance experience as well as diversity and gender balance.

### **FOUNDATION REPORT**

Ms. Katie Taylor on behalf of Mr. Ted Garrard, CEO, SickKids Foundation, provided Trustees with an update. Ms. Taylor referred members to Mr. Garrard's written report. Ms. Taylor provided an update on the Campaign announcing that there have been 700,000 donors to-date to the Campaign. The Foundation is now working on transformational gifts and asked Trustees to use their networks to assist the Foundation.

### **OTHER BUSINESS**

The Hon. Sabi Marwah provided Trustees with an update on the CEO Search. He reported that the Subcommittee of the CEO Search Committee has met several times to ensure the process is progressing and the first meeting of the Search Committee takes place this week on November 30, 2018.

### **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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The Honourable Sarabjit (Sabi) S. Marwah  
Chair of the Board

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Sharon Younker  
Corporate Secretary