

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on February 11, 2019 at 9:30 a.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:

The Hon. Sabi Marwah, Chair
 Dr. David Naylor
 Mr. Tim Penner
 Mr. Dave McKay
 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. Saad Rafi
 Mr. Meric Gertler
 Ms. Yongah Kim
 Dr. Jeremy Friedman
 Ms. Cheryl Reicin
 Mr. Bharat Masrani
 Ms. Kiki Delaney

Regrets:

Mr. John Sullivan
 Mr. Andrew Sheiner
 Mr. Irwin Rotenberg
 Mr. Joseph Natale

By Invitation:

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

**attended via telephone*

By Invitation:

Ms. Megan Evans
 Ms. Pam Hubley
 Mr. Ted Garrard
 Mr. Peter Goldthorpe
 Dr. James Drake
 Ms. Karen Kinnear

Regrets:

Ms. Marilyn Monk

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. Sabi Marwah welcomed Trustees and leadership to the meeting. He reviewed the agenda and confirmed that there were no changes to the agenda.

RESEARCH INSTITUTE

Dr. Michael Salter, Chief of Research, presented an overview of the Research Institute (RI) and progress on its strategic priorities.

Dr. Salter outlined the mission of the Research Institute (RI) which is to drive the future of pediatric health care to achieve our vision of Healthier Children, a Better World. He reported that in order to achieve this goal, the RI launched a strategic plan in 2016 that is designed to advance a culture of innovation, promote integration of research, clinical and educational initiatives across the organization and accelerate translation of research that impacts patients, populations and policy.

Research is a major activity at SickKids with: 2,958 research faculty, trainees and staff; 3,200 active research projects; an annual spend of \$280M; and, 251 principle investigators. Dr. Salter provided highlights of the RI's notable achievements including that the RI ranked first by InfoSource as the most research intensive hospital in Canada. He demonstrated how research underpins Precision Child Health which was presented to the Board in November. Dr. Salter also presented recent recruitments to the RI and highlighted the diverse faculty.

Dr. Salter provided highlights on how the RI is increasing collaborative research, enhancing clinical research and accelerating commercialization activities.

Dr. Aleixo Muise, Staff Physician and Researcher with Gastroenterology, Hepatology and Nutrition presented his research on Inflammatory Bowel Disease which focuses on defining the causes and treatment of severe Pediatric intestinal disease: Very Early Onset Inflammatory Bowel Disease.

Dr. Freda Miller, Senior Scientist, Neurosciences & Mental Health presented her research on brain damage due to injury or degeneration and the opportunity to recruit stem cells present in the brain to promote repair.

Dr. Brian Ciruna, Senior Scientist, Program in Development and Stem Cell Biology, presented his research on idiopathic scoliosis linked to defects in Cerebrospinal fluid flow.

Discussion ensued with respect to the potential partnerships with other comparator research institutes, how the performance in research is measured and shared with the Board, and the ability to move research to clinical care.

The Hon. Marwah thanked the presenters and congratulated the RI on their continued success.

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 – November 26, 2018
- Medical, dental & scientific staff appointments

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

MEDICAL ADVISORY COMMITTEE (MAC)

Dr. Jeremy Friedman, Chair MAC, reported on the MAC meetings that occurred since the last Board meeting in November 2018. Dr. Friedman highlighted the following issues addressed by the MAC: the Point of Care Committee presented the positive findings on testing that is done at the bedside (outside of the laboratory); an update on Project Horizon and the interior design process; an Epic update related to upgrade work underway and the annual report on Health Records; and a presentation on the Annual Report of the Research Ethics Board.

EXECUTIVE REPORT

Dr. David Naylor, Interim President and CEO, thanked Trustees for their volunteer leadership of the organization and provided Trustees with an executive update. He referred Trustees to his written report which outlines many of the organization's activities and accomplishments since his last report in November 2018.

Dr. Naylor reported that he is enjoying his interim CEO role and stated that the executive team is a talented team to work with. He acknowledged the SickKids Foundation, stating that it is an extraordinary and effective organization.

Dr. Naylor reported that the winter surge volume has been significant but has been well managed by the leadership in the Emergency Room, the Chiefs, and Clinical executives.

Dr. Naylor provided an overview of the provincial government's current policy activity and its plans to consolidate

the Local Health Integration Networks (LHINs) and agencies into a 'super agency'. Dr. Naylor provided context and the potential impact on SickKids.

Dr. Naylor reported that management continues to work towards balancing the Operating Plan for 2019/20. He reported that a number of business cases have been submitted to the Ministry of Health and Long Term Care (MOHLTC) for current unfunded mandates. Dr. Naylor provided examples of unfunded mandates such as extracorporeal membrane oxygenation (ECMO) and SickKids' provincial transport team. He explained how these mandates are initiated and then never funded by the MOHLTC. SickKids' approach is to work with the MOHLTC to get these mandates funded for 2019/20. Dr. Naylor confirmed that discussion with the LHIN and the MOHLTC are progressing at this time and agreed to reach out to Trustees for their support if progress stalls.

Project Horizon continues to progress with work on the design of the Patient Support Centre and functional programming has started for the Patient Care Centre.

Discussion ensued regarding SickKids International activities in China and the organization's strategy taking into account the current political environment. Mr. Mainland confirmed that the organization is monitoring the situation carefully. He reported that staff have the right to refuse to travel to China and planned trips will be decided upon with staff safety taken into account first and foremost.

When asked, Ms. Van Cleef provided an update on the status of the recent renovations and updates to SickKids pharmacy. She reported that a second clean room that will be used for IV compounding is just being completed which meets the new accreditation/pharmacy standards. Ms. Van Cleef confirmed that SickKids now has a state of the art pharmacy.

COMMITTEE REPORTS

Human Resource Committee (HRC)

Mr. Rob Prichard, Chair of the HRC, reported on the meeting that took place on December 10, 2018. Mr. Prichard reported that the HRC were presented an analysis on the SickKids Pension Plan versus the Healthcare of Ontario Pension Plan (HOOPP) where members agreed that SickKids would maintain its own pension plan. However, management will continue to monitor the status of the pension plan and the options. The HRC was also provided an update on the Physician Relations project. The HRC also discussed the CEO performance assessment process and opportunities to provide greater insight to the CEO on their performance.

Investment Pension Committee (IPC)

The Hon. Sabi Marwah provided an update on the IPC meeting that took place on December 12, 2018 on behalf of Mr. Irwin Rotenberg, Chair, IPC. He provided an overview of the Pension and Trust Fund performance as at September 30, 2018. The Hon. Marwah also reported that the IPC agreed to maintain the asset mix with 70% in equities.

Governance & Nominating Committee (GNC)

Mr. Donald Guloien, Chair of GNC, reported that the GNC is bringing forward for discussion and approval the appointment of Mr. Robert Prichard as Vice Chair. Mr. Prichard left the room. Mr. Guloien explained that the Hon. Sabi Marwah will be retiring as Chair at the Annual Meeting in June 2019. He provided an overview of the GNC process and brought forward the following motion.

MOTION:

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

THAT Robert Prichard be appointed as Vice Chair, effective immediately

FOUNDATION REPORT

Mr. Ted Garrard, CEO, SickKids Foundation, provided Trustees with an update and reported that the Foundation is currently on track to achieve its annual fundraising goal of \$150M. He reported that they have also achieved \$775M in Campaign pledges. Mr. Garrard reported that SickKids has again been short listed for Brand of the year.

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.

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

Sharon Younker
Corporate Secretary