

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on November 25, 2019 at 3:45 p.m. at The Hospital for Sick Children, Toronto, Ontario.

Present:

Mr. Robert Prichard, Chair
 Dr. Ronald Cohn
 Mr. Tim Penner
 Mr. Joseph Natale
 Dr. Terry Sullivan
 Mr. Frank Vettese
 Ms. Clara Angotti
 Mr. Andrew Sheiner
 Dr. Edward Barrett
 Mr. Robert Weese
 Ms. Beth Wilson
 Mr. Bharat Masrani
 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. Irwin Rotenberg
 Ms. Yongah Kim
 Dr. Jeremy Friedman
 Ms. Cheryl Reicin
 Mr. Dave McKay
 Mr. Meric Gertler

Regrets:

Mr. John Sullivan

By Invitation:

Ms. Laurie Harrison
 Dr. Lennox Huang
 Mr. Jeff Mainland
 Ms. Karen Kinnear
 Ms. Susan O'Dowd
 Ms. Pam Hubley

By Invitation:

Ms. Megan Evans
 Ms. Sarah Muttitt
 Mr. Ted Garrard
 Mr. Peter Goldthorpe
 Dr. James Drake

Regrets:

Dr. Michael Salter

**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, Mr. Robert Prichard, Chair of the Board, declared that the meeting was properly constituted and called the meeting to order. Mr. Prichard confirmed that no conflicts of interest were declared by Trustees.

CHAIR'S REMARKS

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

ONTARIO HEALTH

Mr. Prichard introduced Susan Fitzpatrick, Interim CEO, Ontario Health. Ms. Fitzpatrick provided an overview of Ontario Health and the government's strategy to create an integrated public health care system by coordinating the work of existing provincial health agencies and programs. Through Ontario Health the province will have one single health agency to oversee health care delivery, improve clinical guidance and provide support for providers to ensure better quality care for patients.

Ms. Fitzpatrick responded to Trustee's questions around SickKids' role and opportunities to support Ontario's children. Ms. Fitzpatrick emphasized that this is the time for SickKids to provide their influence and expertise as the system is being developed.

Mr. Prichard and Trustees thanked Ms. Fitzpatrick for taking time to speak with the Board and for her ongoing support of SickKids.

EXECUTIVE REPORT

Dr. Ronni Cohn referred Trustees to his written report and provided an update on several topics. Dr. Cohn reported that the senior team is working diligently to identify cost reductions to eliminate the significant gap facing the organization in 2020-21. He thanked his leadership team for their collaborative work in trying to address the operating funding deficit for the 7th year in a row. He noted that TAHSN (Toronto Academic Health Science Network) hospitals are all dealing with deficits in 2020-21, but for many of them this is the first year of having to deal with a forecasted operating plan deficit.

Government Relations

Dr. Cohn confirmed that meetings have been scheduled this week with the Ministry of Health to discuss SickKids funding challenges. He reported that a meeting has taken place with the Ministry of Finance to discuss the new pension legislation and the impact on SickKids. Additional meetings are being scheduled in mid-December for further discussions on this issue.

Leadership Recruitment & Structure

Dr. Cohn updated members on several key recruitments over the past several months and two leadership searches that have been launched. Key recruitments have been completed for the Chief Data Officer, Kids Health Alliance (KHA), Provincial Council for Maternal and Child Health (PCMCH), and two co-director roles for the Leong Centre for Child Health. The search for the Chief of Paediatrics is underway with the second round of interviews taking place in mid-December. The Chief of Research position has been posted and the process will begin in early 2020.

Dr. Cohn outlined changes to the executive structure and roles with the departure of the EVP of Clinical in October.

Health System Update

Dr. Cohn announced that Southlake Hospital in Newmarket joined KHA at the end of October. There is a facilitated meeting taking place in December between KHA and PCMCH to identify a collaborative model that would standardize the care for children across the province.

Strategy

Dr. Cohn announced that SickKids has been successful in negotiating a deal with an organization to perform whole genome sequencing for SickKids patients. This is a critical step in supporting SickKids Precision Child Health strategy. He also announced that today, SickKids injected CRISPR genome editing for beta thalassemia, only the second organization in the world to do so. The results are positive and there is talk about a possibility that this process could cure this disease.

Recognition

SickKids President's Awards had thirty-nine submissions, the highest since its inception. Dr. Cohn announced the winners and their accomplishments. SickKids has also been recognized again this year as a Top 100 Employer. SickKids has been named number one in research intensity.

Appointments

Dr. Cohn brought forward a motion to appoint Dr. Lennox Huang, VP Clinical and Academic Affairs, CMO as interim Division Chief of General Surgery. He reported that a search will be launched for this role shortly.

MOTION:

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

THAT Dr. Lennox Huang be appointed Interim Division Chief of General Surgery immediately, be approved

2020 – 2025 STRATEGIC DIRECTIONS

Dr. Cohn presented an update on the draft 2020-2025 strategic plan to obtain insights on the strategic themes. Dr. Cohn reported that since management last presented to the Board in September, significant work has been done to collate all the internal and external stakeholder feedback into six key strategies for consideration. These preliminary strategies have also taken into account many of the external drivers that are shaping the future of healthcare.

Dr. Cohn presented a detailed overview of the six preliminary strategies that will guide our efforts from 2020-2025.

Trustees offered their perspectives and recommendations on the six preliminary strategies.

Dr. Cohn thanked Trustees for their insights and confirmed that management will take Trustees' input into consideration at a strategic planning retreat this Thursday.

COMMITTEE REPORTS

Finance & Audit Committee (FAC)

Beth Wilson, Chair of FAC, reported on the meeting that took place earlier in the day. The FAC was provided with an update on the impact of the new Pension Plan solvency legislation and discussions with the Ministry of Finance. Discussions are ongoing with the Ministry in the month of December. The FAC were presented with an update on the P7 results and the progress on the 2020/21 Operating Plan which will be brought the Board for approval at the end of March 2020.

The Capital Plan for 2020-21 was presented. Management has prioritized the capital requests which far exceeded the capital funds available. Half of the approved projects are supported by external funds. A motion to approve the 2020-21 Capital Plan was brought forward for approval.

MOTION:

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

THAT the 2020-21 Capital Plan be approved as presented

Facilities & Real Estate Committee (FREC)

Mr. Tim Penner, on behalf of Mr. John Sullivan, Chair FREC, reported on the meeting that took place just prior to the Board meeting. Mr. Penner reported that the building on Elizabeth Street has now been demolished and the hoarding is up. Management presented an update on the cost estimates for the core/shell of the Patient Support Centre (PSC) based on actual construction drawings. The Core/shell costs have increased slightly since the notional planning budget was approved by the Board of Trustees in September 2018 and September 2019, however management is seeking opportunities to reduce the cost variance through value-engineering and refinement of electrical infrastructure. The decanting strategy is currently under development. The FREC had a tour of the prototype space and were impressed with the space design.

Board Quality and Safety Committee (BQSC)

Dr. Terry Sullivan, Chair, BQSC, reported on the meeting that took place earlier in the day. The BQSC reviewed the semi-annual critical incidents report. A patient safety story was delivered by a family member about their experience as a powerful way to help Trustees and management to learn more about how to achieve SickKids quality and safety aims. The BQSC had a preliminary review of the 2020/21 Quality Improvement Plan (QIP) under development and reviewed the status of the Harm Index. Dr. Peter Laussen presented Artificial Intelligence (AI) which will play a key role in addressing many of the dimensions of quality in the 2025 Strategic Plan. The BQSC toured the mocked-up ICU room where Dr. Laussen provided a simulation of AI at the bedside.

GOVERNANCE AND NOMINATING COMMITTEE (GNC)

Mr. Donald Guloien, Chair, GNC, reported on the GNC meeting that took place on October 28, 2019. The GNC approved its Terms of Reference and Board of Trustees Goals and Objectives. Both are being brought forward for approval in the Consent Agenda. Mr. Guloien reported that GNC reviewed the Relationship (Conflict of Interest) disclosures that were recently completed by Trustees and none appear to be of a nature that would require a management plan beyond disclosure. Mr. Guloien reported that the GNC's major focus this year will be Trustee recruitment. While the Board is essentially complete for 2019/21 there are five retirements occurring in 2022. Therefore, the GNC has agreed to work towards staggering retirements to avoid this issue in the future. Mr. Guloien thanked Trustees for their candidate submissions and reported that the pool of candidates is extensive. The GNC is focused on recruiting the necessary experience to support the work of the Board as well as enhance the diversity and gender balance on the Board.

HUMAN RESOURCE COMMITTEE (HRC)

Mr. Joe Natale, Chair, HRC, reported on the HRC meeting that took place on November 7, 2019. Mr. Natale reported that the HRC approved its goals/objectives and workplan for 2019/20. Mr. Natale outlined four new objectives that the HRC has added to this year's work plan. The HRC also reviewed the Executive Relationship Management Disclosures both non-CEO and CEO. No concerns were raised for on any of the disclosures including Dr. Cohn's.

MEDICAL ADVISORY COMMITTEE (MAC)

Dr. Jeremy Friedman, Chair MAC, reported on the MAC meetings that took place in October and November 2019. Dr. Friedman highlighted several presentations to the MAC including: the 2020-21 Operating Plan, Project Horizon and EPIC. The MAC also approved the new Cardiopulmonary Resuscitation (CPR) Policy which had extensive input from many stakeholders in the organization. The MAC had a presentation by the Ultrasound Standards Committee and agreed that the selection of ultrasound equipment should be pre-approved centrally. There is ongoing discussion on how to integrate educational scans in the ED to ensure there are appropriate training standards in place. The MAC also approved the Credentialing Committee recommendations that are being brought forward for approval under the Consent Agenda.

FOUNDATION REPORT

Mr. Ted Garrard, CEO, SickKids Foundation, provided Trustees with an update and reported that the Foundation continues to exceed its fundraising goal year-to-date. Mr. Garrard also updated Trustees on several media stories.

CONSENT AGENDA

Mr. Prichard 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 23, 2019
- Medical, dental & scientific staff appointments
- Committee Terms of Reference
 - Governance and Nominating Committee
 - Human Resource Committee

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.

J. Robert S. Prichard
Chair of the Board

Sharon Younker
Corporate Secretary