

Minutes of The Hospital for Sick Children Board of Trustees' Meeting held on March 23, 2020 at 3:45 p.m. by video conference due to COVID-19 physical distancing recommendations.

**Present:**

Mr. Robert Prichard, Chair  
 Dr. Ronald Cohn  
 Mr. Tim Penner  
 Dr. Terry Sullivan  
 Mr. Frank Vettese  
 Ms. Clara Angotti  
 Mr. John Sullivan  
 Dr. Trent Mizzi  
 Mr. Robert Weese  
 Ms. Beth Wilson  
 Mr. Andrew Sheiner  
 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. Meric Gertler

**Regrets:**

Mr. Dave McKay  
 Mr. Joseph Natale  
 Mr. Bharat Masrani

**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  
 Dr. Michael Salter

**Regrets:**

*All members attended via video conference*

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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 by video conference or 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 attendees to the meeting. He reviewed the agenda and confirmed that there were no changes.

Mr. Prichard recognized the senior team and staff for their outstanding work during the COVID-19 Pandemic. He reported that Dr. Cohn will provide a detailed report later on in the meeting on the work SickKids has undertaken to prepare and deal with COVID-19.

**COMMITTEE REPORTS****Finance & Audit Committee (FAC)**

Ms. Beth Wilson, Chair of FAC reported on the meeting that took place earlier in the day. The FAC was provided with an update on several items and there are two official items of business that require approval by the Board of Trustees.

*Funding the Strategic Plan*

The Finance and Audit Committee discussed the funding of the new SickKids 2025 Strategic Plan.

### *2020/2021 Operating Plan*

The 2020/21 Operating Plan was presented to the Finance & Audit Committee. Funding is unconfirmed and will likely not be known until after the budget announcement on March 25, 2020. Expense reductions and revenue increases to mitigate inflation, changes in patient activity, and other cost increases total \$19.6M.

Beth Wilson reported that the impact of COVID-19 has not been identified in the plan, however management will keep the Chair of the Board, and Finance and Audit notified as the situation evolves. The potential short-term risks include increase in operating costs, lost revenues and government funding. Long-term risks include Project Horizon funding and costs due to potential delays, Pension Plan, Strategic Plan initiatives, fundraising, and investment returns.

### *Peter Gilgan Family Patient Care Tower (PGFPCT) Agreement with the Foundation*

The Finance and Audit Committee endorsed, for approval by the Board of Trustees, the Peter Gilgan Family Patient Care Tower (PGFPCT) Agreement with the Foundation.

### **MOTION:**

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

**THAT** the Peter Gilgan Family Patient Care Tower Agreement (PGFPCT) with the Foundation, as recommended by the Finance and Audit Committee, be approved.

**THAT** the 2020/21 Operating Plan, as recommended by the Finance & Audit Committee, be approved.

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

Mr. John Sullivan, Chair FREC, reported on the meeting that took place just prior to the Board meeting.

#### *Project Horizon: Digital Strategy and ICAT Roadmap*

Management presented the plan to incorporate future-thinking about technology into the project planning process through the development of a digital strategy and ICAT (Information, Communication, and Audio-Visual Technology) roadmap. This work is important given SickKids' new strategic plan and its emphasis on precision child health, artificial intelligence and digital modalities. However, it will also extend the planning timeline for completion of the Stage 2 Functional Program submission for the Ministry of Health (MOH) by a few months (but does not impact the project critical path). The FREC will report back to the Board on any implications.

#### *Project Horizon: Patient Support Centre – Revised Occupancy Schedule*

Management provided an overview of the scope of the changes from the original Patient Support Centre (PSC) design concept in 2017 to the latest design including the construction and fit out of an additional of 3 floors. These additions to the scope impact the occupancy schedule and financing strategy for the PSC. Management reviewed the new occupancy schedule with committee members and explained the rationale. The impact on the timeline is not significant.

#### *Project Horizon: Budget*

100% of the construction drawings for the core and shell of the PSC as well as design development drawings for the interior have now been completed. Based on these drawings, revised cost estimates will be developed and discussed at the June FREC meeting.

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

Dr. Terry Sullivan, Chair, BQSC reported on the meeting that took place earlier in the day.

#### *External Reviews*

Dr. Sullivan reported that four external reviews on the Department of Neurosurgery, Urology, Otolaryngology, Ophthalmology, Dermatology and Rheumatology were distributed as written reports. The reviews highlighted the strengths of each area alongside potential future challenges that may arise. The BQSC requested that all external reviews be presented to the Committee for review and discussion.

#### *Quality and Safety Performance*

The performance results for the 2019/20 QIP (Quality Improvement Plan) were presented as well as the 2020/21 QIP for approval. The indicators for the 2020/21 plan have been chosen to align with key quality and safety priorities and have been set with extensive stakeholder input including patients and families. Targets have been selected following data analysis and using external benchmarks. As required by legislation, one indicator has been identified that will directly link to executive compensation.

#### *2020/21 Operating Plan*

The BQSC reviewed the 2020/21 consolidated Operating Plan with a view of any impacts on patient care. While there are risks to patient care if some of the assumed revenues are not realized, as well as unknown risks due to COVID-19, the BQSC endorsed the 2020/21 Consolidated Operating Plan from a quality perspective. Members requested that leadership keep the board apprised of the impacts and risks as the COVID-19 situation evolves.

The BQSC agreed that a meeting would be added to the Committee Schedule in the future that will focus on familiarizing members with issues related to quality assessment in the Hospital.

### **EXECUTIVE REPORT**

Dr. Ronni Cohn referred Trustees to his written report and provided an update on several topics.

Prior to the COVID-19 pandemic, the launch of the Strategic Plan was very well received by the organization. It was an exciting launch with a great deal of support throughout the organization.

#### *Government Relations*

Dr. Cohn confirmed that meetings took place over the last month with various levels of government who are all supportive and recognized SickKids financial position. The pension issue is being deferred to later in the year.

#### *Leadership Appointment*

Dr. Cohn brought forward a motion to appoint Dr. Steven Schwartz as interim Chief of the Department of Critical Care Medicine

MOTION:

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

**THAT** Dr. Steven Schwartz be appointed as interim Chief of the Department of Critical Care Medicine

#### *COVID-19 Global Pandemic*

Dr. Cohn provided a status report on the COVID-19 global pandemic which continues to expand with increasing numbers of cases in Ontario. Areas of concern with secondary transmission continue to grow. Dr. Cohn acknowledged the senior team and their commitment in support of the organization is to ensure we are being as proactive and adaptive as possible.

SickKids continues to align screening and patient management strategies influenced by Ministry guidelines, TAHSN hospital practices and evidence from other expert sources. The province continues to put measures in place to contain the outbreak as much as possible and keep the numbers of newly diagnosed patients manageable. A number of learnings from other countries such as Italy, Singapore and South Korea in particular, help to inform decisions that have been made. While the WHO has declared COVID-19 a global pandemic, locally (and nationally), we are seeing 80% related to travel and 20% community spread, and it is our hope that the containment measures that have been put in place will be successful to keep this at a minimum.

SickKids' management are evaluating inventories of essential supplies and planning for a possible supply chain interruption. SickKids' Infection Prevention and Control and Microbiology team members continue to participate in and influence provincial decision-making regarding screening, testing and management of cases, and people under investigation. Communication of accurate information to employees, patients and families continues to be a priority. Starting March 16<sup>th</sup>, the number of hospital entry points and enhanced screening at hospital entrances were in place.

On March 4<sup>th</sup>, SickKids issued a notice to all staff cancelling all SickKids-sponsored business outside Canada until further notice. Personal or non-essential travel outside Canada is being discouraged. To help mitigate the COVID-19 spread, all staff who return from travel outside of Canada, even without symptoms of respiratory illness, must complete a survey that will be reviewed by Occupational Health who will provide instructions as to whether the staff member needs to self-quarantine at home for 14 days. Any staff demonstrating symptoms are now being tested to ensure they are able to return to work.

Physical distancing and hand hygiene continues to be the best way to control the spread of this disease. Therefore, governments at all levels are implementing measures to contain the disease. As of Wednesday, March 25<sup>th</sup>, only essential businesses in Ontario will be allowed to remain open and people returning from travel must self-quarantine for 14 days.

Dr. Cohn reported that the capacity of the Ontario health care system is significantly stretched already and the added pressure from COVID could overwhelm the system if we can't contain the spread of the virus.

SickKids is focused on how we are protecting patients, families and our staff through a safe environment. The communications team has developed an outstanding website which is updated several times a day to ensure it contains the most recent information for our staff and the external website for the public. Dr. Cohn reported that he has received very positive feedback on two town halls he hosted with 1,500 and 2,200 staff attending virtually.

Dr. Cohn outlined several changes implemented to support staff, workflows including virtual ambulatory visits and physical access to the building to try and limit contact and potential spread of the disease within SickKids campus including the Research Institute. The SickKids Foundation continues to support the organization and has offered support where needed.

Dr. Cohn concluded his report by saying that it will be very important that people take care of each other as it is anticipated that this situation could go on for an extended period of time.

Discussion ensued. Dr. Cohn confirmed that staff are being tested if they show any symptoms before they come back to work following travel or if they are ill. Protection of supplies and inventory levels were discussed, and Dr. Cohn confirmed that plans are being developed to ensure that sufficient supplies are secured.

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

Dr. Jeremy Friedman, Chair MAC, supplied a written report on the MAC meeting that took place in March 2020.

## **FOUNDATION REPORT**

Mr. Ted Garrard, CEO, SickKids Foundation, provided Trustees with a written report on Foundation activities. Mr. Garrard confirmed that the Foundation is still on track to achieve its budget for 2019-20. He highlighted the numerous events that have been cancelled due to the COVID-19 pandemic. The Foundation is being mindful of the current climate and pulling back on activities.

## **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
- Medical, dental & scientific staff appointments
- Woman's Auxiliary By-Laws

**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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J. Robert S. Prichard  
Chair of the Board

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Sharon Younker  
Corporate Secretary