

Minutes of The Hospital for Sick Children (SickKids) Board of Trustees' Special Meeting held on March 28, 2022, at 3:45 p.m. by video conference due to COVID-19 physical distancing recommendations.

Present:

Robert Prichard, Chair
Dr. Ronald Cohn
Frank Vettese
Dr. Suzanne Laughlin
Lisa Lisson
Beth Wilson
Clara Angotti
Janet Davidson
Deland Kamanga
Jessica Chutter
John Sullivan
Judy Van Clieaf
Sharon Younker, Corp. Sec.

Present:

Kathleen Taylor
Donald Guloien
Claire Duboc
Irwin Rotenberg
Yongah Kim
Dr. Trey Coffey
Cheryl Reicin
Sonia Baxendale
Tim Penner
Andrew Sheiner
Saad Rafi

Regrets:

Meric Gertler
Bharat Masrani
Joseph Natale
Dr. Terry Sullivan

By Invitation:

Dr. Lennox Huang
Jeff Mainland
Megan Evans
Susan O'Dowd
Laurie Harrison
Tee Garnett
Pam Hubley

By Invitation:

Karen Kinnear
Dr. Sarah Muttitt
Judy Van Clieaf
Dr. Meredith Irwin
Dr. Stephen Scherer
Peter Goldthorpe
Dr. James Drake

Guest(s):

Scott Currie

All members attended via video conference

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 (Rob) 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, reviewed the agenda and confirmed that there were no changes.

CYBER SECURITY

Dr. Sarah Muttitt, CIO and Scott Currie, CISO presented an update on Cyber Security, the impacts to patient safety, and SickKids approach to mitigate risk. Mr. Currie reported that SickKids has built a robust and mature security program that continues to adapt and grow to support its mitigation efforts. He outlined the threats and risks that SickKids is addressing and provided an assessment of SickKids Cyber Security maturity in 2022. Mr. Currie provided an overview of the backup and disaster recovery systems in place for both Epic and non-Epic systems in the event of a cyber-attack on the organization. He reported that the Ministry of Health and Ontario Health implemented a Regional Security Operations Centre to improve Cyber Security maturity in Healthcare in November 2021. The goal is to improve the overall Cyber Security maturity in healthcare by creating a funding model to allow for the enhancements of security capabilities and to allow for the sharing of resources and expertise, threat information, cost optimization, and standardization of security tools, standards, and policies. Discussion ensued. Trustee recommended that SickKids partner with external organizations that can keep SickKids abreast

of current threats. Mr. Currie confirmed that SickKids is working with several threat intelligent organizations. Trustees also suggested that SickKids ensure that they have a collective view of all the work being done across the enterprise including research and have a continuous cloud strategy in place. Also, SickKids should start to prepare for potential security threats using quantum computing in the near future.

Mr. Prichard congratulated Dr. Muttitt and Mr. Currie on the status of the Cyber Security at SickKids and thanked them for the presentation. Dr. Muttitt thanked the Board of Trustees for their support in investing in this initiative which began with the hiring of Mr. Currie in 2016.

EXECUTIVE REPORT

President's Update

Dr. Cohn thanked Trustees for their attendance at today's meeting and provided an overview of the activity and challenges over the past few months.

COVID-19 Update

The province is now in a 6th wave of the COVID-19 Pandemic with the B2 variant being the most common currently in the community. It is expected that due to vaccinations of the majority of citizens, this wave will see less hospitalizations. SickKids is working to determine what infection control practices will remain in place over the next several months.

Dr. Cohn reported that the Children's Health Coalition consisting of Ontario Children's hospitals, mental health, and rehab organizations, has submitted its 'Make Children Count Program' to the government. The proposal includes the necessary resources and funding to support the recovery of children following the pandemic. The proposal addresses the waitlist for the care for children that existed prior to COVID-19 which has increased to unprecedented levels during the pandemic.

Ukraine Patients Update

Dr. Cohn and Mr. Jeff Mainland provided details of SickKids' intake of Ukraine cancer patients due to the war in Ukraine. Mr. Mainland provided an update on the number of patients that have been transported to SickKids, the process, logistics, medical staff supports, and the critically important collaborations that took place to support these Ukrainian patients and families. Mr. Mainland noted that the transfer of these patients was funded through philanthropy. SickKids has now created a 'playbook' for other children's hospitals in Canada that have indicated a desire and have the capacity to take in more Ukrainian patients.

Dr. Cohn thanked Mr. Mainland and colleagues for their work on this initiative. Dr. Cohn reported that this situation has identified the need for SickKids to develop a strategy to deal with these types of world crises in the future.

SickKids' Funding Update

Dr. Cohn provided an update on discussions with the both the Ministry of Health (MOH) and the Ministry of Finance (MOF) regarding SickKids' structural funding deficit. SickKids has received a response to its request which Dr. Cohn shared with Trustees. Trustees discussed the opportunities and implications of the response. Trustee recommended that an Adhoc Committee be created with Trustee membership to support management through next steps.

Precision Child Health – Realtime Example

Dr. Cohn provided Trustees with an example of the development of a gene therapy for a patient with SPG50. This is the only child in Canada with this disease and with philanthropic support, SickKids collaborated with international partners to develop a gene therapy for this patient who was provided this treatment at SickKids last week. The outcome of the therapy is yet to be determined; however, the patient is doing well and was released from the hospital. Dr. Cohn explained that this is an example of how Precision Child Health can make a difference.

DRIVE FINANCIAL SUSTAINABILITY

Operating Plan 2022-23

Ms. Laurie Harrison presented the 2022-23 Operation Plan.

Ms. Harrison presented the key clinical indicators which are planned to return to pre-pandemic levels.

Ms. Harrison reported that it will be extremely challenging for management to identify further cost reductions without impacting service delivery. It is more critical than ever that the Hospital receives support from the Ministry to address the existing structural funding gap and to provide a long-term strategy for the Hospital's financial health, to allow SickKids to continue to provide quality care to the paediatric population in Ontario.

Discussion ensued regarding the Federal Government \$2B announcement to support provinces with healthcare funding and what SickKids strategy should be in requesting a share of these funds to support funding for physicians, nursing and the national role SickKids plays.

Capital Plan 2022-23

Ms. Harrison presented the 2022-23 Capital Plan for the Hospital which excludes Project Horizon and Research. Ms. Harrison explained that clinical equipment and facilities are facing end of life pressures therefore a contingency has been added to the Capital Budget to address critical needs that may have a material impact on patient/staff safety and business continuity.

BOARD COMMITTEE REPORTS

Board Quality & Safety Committee (BQSC)

Ms. Clara Angotti, Chair BQSC, reported on the meeting that took place earlier today. The BQSC reviewed the 22/23 Operating and Capital Plans and approved both plans from a patient care and safety perspective. The BQSC also approved the 22/23 Quality Improvement Plan and supported the virtual care metric linked to executive compensation.

The Enterprise Risk Register was presented with 2 new risks added to the register: the diagnostic imaging and surgical wait lists, which have increased substantially during the pandemic.

There was a patient experience provided by the mother of a SickKids' patient who shared their experiences navigating various aspects of care at SickKids through a quality and safety lens. An overview of two Serious Safety Events (SSE) and the corrective actions were presented. An update on the Caring Safely Program was provided by Dr. Trey Coffey and Mr. Rick Wray. The program was launched six years ago and has had significant impact on patient and staff safety.

The BQSC was also provided with an update on SickKids Mental Health Program where SickKids has seen significant increases in mental health and eating disorder patient volumes across all service lines (Emergency, Urgent Care, Inpatient, Consults across the hospital, and outpatient referrals). New integrated care models continue to be developed which now include eating disorders (Psychiatry and Adolescent Medicine), Somatization and General Pediatrics with Psychiatry. New clinical resources are also addressing longstanding gaps in capacity at SickKids, the first being the Department of Psychiatry treatment waiting list.

Finance & Audit Committee (FAC)

Ms. Beth Wilson, Chair FAC, reported on the FAC meeting that took place earlier today. The FAC spent most of the meeting focused on the Hospitals 22-23 Operating and Capital Plans. The FAC were also provided with an update on discussions with the MOH and made recommendations on next steps. A motion to approve the 2022-23 Operating and Capital Plans were unanimously approved.

Two additional items for Project Horizon were presented and motions brought forward for approval.

MOTIONS:

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

THAT the 2022/23 Operating Plan, including an additional \$5M in expenses for strategic investments, be approved as recommended by the Finance & Audit Committee.

THAT the 2022/23 Capital Plan as recommended by the Finance & Audit Committee, be approved.

Facilities Real Estate Committee (FREC)

Mr. John Sullivan, Chair FREC, reported on the FREC meeting that took place earlier today. The Patient Support Centre (PSC) is progressing on budget and slightly behind schedule of approximately 4 to 8 weeks. The early works project for the Patient Care Centre (PCC) is also progressing on schedule. The PCC Stage 2 Functional Program was submitted in October 2021 and there have been multiple meetings held with the MOH over the past several months. The MOH have now indicated they have all the information they require to complete their internal, senior-level briefings.

Investment & Pension Committee (IPC)

Mr. Irwin Rotenberg, Chair IPC, reported on the IPC meeting that took place on March 23, 2022. Mr. Rotenberg highlighted the current investment returns for all of the funds and described the impact of current world events on the equity and bond markets. The IPC had a presentation on the Defined Contribution (DC) Plan and recommended a review be undertaken to address the need for more diverse investment options for members and to ensure that the Plan aligns with competitive practices and is compliant.

Two motions were brought forward regarding the approval of a response to the Financial Service Regulatory Authority of Ontario (FSRA) and that the Statement of Investment Policies and Procedures (SIPP) for the Pension and Trust Fund.

MOTIONS:

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

- THAT the draft response to FSRA be recommended for approval by the Board of Trustees
- THAT the SIPP for the Pension Plan and Trust Fund be recommended for approval by the Board of Trustees.

Research Committee (RC)

Ms. Yongah Kim, Chair RC, reported on two RC meeting that took place on November 30, 2021, and March 5, 2022. Dr. Stephen Scherer provided updates on the work he has been focused on in his first 8 months as the Chief of the Research Institute. Recruitment of scientists, the RI Operating and Capital Budgets, and the strategic planning process have been a major focus.

Ms. Kim reported that at each meeting a couple of RI scientists have presented their work including some that have been through the commercialization process which has been very informative to the RC. The RC was provided with an update from the Industry Partnership and Commercialization Committee, where there have been significant enhancements to the staffing and licensing team. Dr. Scherer also provided members with an update on his plans for the Scientific Advisory Board which will be brought back to the RC in May.

Governance & Nominating Committee (GNC)

Donald Guloien, Chair GNC reported on the GNC meeting that took place on January 31, 2022. The focus of the meeting was on recruiting new Trustees. The GNC continues to work to meet the diversity targets and has made significant progress. Mr. Guloien reported that the GNC is bringing forward Tanya Talaga and outlined the diversity and skills/knowledges she will bring to the Board of Trustees.

MOTION:

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

THAT Tanya Talaga be approved for appointment to the Board of Trustees at the June 13, 2022 Annual Meeting.

MEDICAL ADVISORY COMMITTEE (MAC) REPORT

Dr. Trey Coffey, Interim Chair MAC reported on MAC meetings held on March 3, 2022. Dr. Coffey referred Trustees to the MAC report and highlighted the MAC's discussion and approval of the Medical Assistance in Dying Policy (MAID) policy and guideline. She stated that this policy is a paradigm shift for SickKids, so it was important for the organization to work through

the development of the policy and clinical guideline to ensure that we are prepared in the event there is a patient request for MAID.

SICKKIDS FOUNDATION REPORT

Mr. Ted Garrard provided an update on the Foundation's activities and the status of fundraising to the end of March 2022.

CONSENT AGENDA

Rob Prichard referred members to the Consent Agenda items.

MOTIONS:

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

THAT the following items be approved

Minutes February 7, 2022

Medical, dental & scientific staff appointments

Rob Prichard thanked Trustees for their attendance today and their commitment to the success of SickKids.

Adjourned

The Board of Trustee meeting was adjourned, and Trustees moved to an in-camera session of the Board.