

Minutes of The Hospital for Sick Children Board of Trustees' Annual Meeting held on September 12, 2022, at 3:45 p.m. in person and by video conference due to COVID-19 physical distancing recommendations.

**Present:**

Kathleen Taylor, Chair  
Dr. Ronald Cohn  
Frank Vettese  
John Sullivan  
Dr. Suzanne Laughlin  
Beth Wilson  
Andrew Sheiner  
Clara Angotti  
Sharon Younker, Corp. Sec.

**Present:**

Donald Guloien  
Judy Van Clieaf  
Irwin Rotenberg  
Yongah Kim  
Dr. Trey Coffey  
Meric Gertler  
Bharat Masrani  
Saad Rafi  
Deland Kamanga

**Regrets:**

Janet Davidson  
Sonia Baxendale  
Jessica Chutter  
Joseph Natale

**By Invitation:**

Laurie Harrison  
Dr. Lennox Huang  
Jeff Mainland  
Karen Kinnear  
Susan O'Dowd  
Dr. Meredith Irwin

**By Invitation:**

Megan Evans  
Sarah Muttitt  
Ted Garrard  
Peter Goldthorpe  
Dr. James Drake  
Dr. Stephen Scherer

**Regrets:**

Tina Garnett

*All members attended via video conference*

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Ms. Sharon Younker, Corporate Secretary, confirmed that notice of the Regular Board Meeting had been duly sent to all Trustees and that a quorum was present by both in-person and video conference or phone, all in accordance with the Hospital's by-laws. Accordingly, Ms. Kathleen (Katie) Taylor, Chair of the Board, declared that the meeting was properly constituted and called the meeting to order. Ms. Taylor confirmed conflicts of interest that have been declared by Trustees.

**LAND ACKNOWLEDGEMENT**

Ms. Taylor acknowledged the land on which SickKids operates.

For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River.

Today, Toronto is home to Indigenous Peoples from across Turtle Island.

SickKids is committed to working toward new relationships that include First Nations, Inuit, and Métis peoples, and are grateful for the opportunity to share this land in caring for children and their families.

**CHAIR'S REMARKS**

Ms. Taylor welcomed Trustees and leadership attendees to the meeting. She outlined the meeting structure over the next year and explained that Board and Committee meetings will be held through a hybrid model barring any change in the status of the pandemic. Ms. Taylor thanked Trustees for completing the Board survey which the

Governance and Nominating Committee will be reviewing in October. Preliminary results indicate that Trustees are highly engaged and that members are looking for opportunities to get back to meeting and working together in person.

## **EXECUTIVE REPORT**

Dr. Ronald Cohn, President & CEO welcome Katie Taylor to her first meeting as Chair of the Board.

Dr. Cohn provided an update on hospital activity and highlighted the challenges currently faced within the organization. The hospital has and continues to be extremely busy with higher-than-normal patient volumes and acuity, increasing wait lists, and human healthcare resource challenges due to illness, vacations, resignations, and staff burnout. He reported that constrained Health Human Resources (HHR) is a significant challenge throughout the health sector and SickKids is feeling the impact. Management has been working diligently to recruit and retain its employees in an environment where competition for limited HHR in the sector is intense. The SickKids' Nursing Workforce Optimization Strategy remains focused on recruitment and retention efforts to stabilize its nursing workforce. Other clinical/healthcare professions along with corporate functions are also dealing with the retention and recruitment challenges due to compensation pressures and market conditions.

Dr. Cohn reported that the staff engagement survey results from the May 2022 survey are lower than previous results which is not a surprise considering the challenges staff have dealt with during the two and a half year COVID-19 pandemic. Senior management has been examining opportunities to address staff concerns and will be working with leaders in the organization to identify initiatives that will improve staff engagement. Dr. Cohn noted that compensation in the healthcare sector is a major pressure. This has been exacerbated by Bill 124, the "Protecting a Sustainable Public Sector for Future Generations Act, 2019" which came into effect in November 7, 2019, just prior to the start of the pandemic.

Dr. Cohn reported that the CEO's of several hospitals met with the Federal Minister of Health, taking the opportunity to outline the challenges facing our institutions.

## **LEADERSHIP APPOINTMENTS**

Dr. Cohn announced two leadership appointments for approval by the Board of Trustees. Dr. Louise Gallagher, PhD. Is to be appointed as the Chief, Child and Youth Mental Health Collaborative between SickKids, CAMH and the University of Toronto and the Chief of the Department of Psychiatry. Dr. Gallagher will also be a Senior Scientist in the Neurosciences & Mental Health Program as of August 1, 2022, with a cross-appointment in the Genetics & Genome Biology Program. Dr. Gallagher is joining SickKids from Trinity College Dublin where they were Chair in Child and Adolescent Psychiatry, the Director of Research for the Trinity College School of Medicine and a Consultant Child and Adolescent Psychiatrist in the HSE/ National Children's Hospital, Tallaght.

Dr. Kasper Wang is to be appointed as the Head, General and Thoracic Surgery and the Robert M. Filler Chair. Dr. Wang has practiced the full breadth of general, neonatal, thoracic, chest wall, and surgical oncology, a practice which he will continue in Toronto. Dr. Wang headed a research program focused on congenital liver diseases and liver fibrosis with a particular focus on biliary atresia, the leading cause of end-stage liver failure in children.

## **MOTION:**

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

That Dr. Louise Gallagher be appointed as Chief, Child and Youth Mental Health Collaborative for a 5-year term effective immediately

That Dr. Kasper Wang be appointed as Head, Division of General and Thoracic Surgery for a 5-year term effective December 1, 2022

Dr. Cohn thank Dr. Lennox Huang for his leadership of the Division of General and Thoracic Surgery over the past several years during the search for a new Head of the Division.

Dr. Cohn concluded his remarks. Trustees discussed the opportunities and challenges of the operating and financial pressures. Trustees acknowledged and thanked the SickKids staff and leadership for their tremendous work through a very challenging period.

## **BOARD COMMITTEE REPORTS**

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

Ms. Clara Angotti, Chair BQSC, reported on the committee meeting that took place earlier today. The BQSC was presented with results of the Governance of Quality Assessment Survey which was issued in June 2022. An opportunity identified for further information sharing with Trustees was that the Board review metrics related to access to care at all points in the health system to ensure that access is equitable and timely for all patients.

The BQSC was provided with an update on the activity in the organization focusing on the surgical backlog, IGT/MRI wait lists, pressures in the emergency department/wait times, and the human health resource challenges including the nursing workforce. Ms. Angotti provided the statistics related to the wait lists and back logs in these areas and reported on a number of initiatives that have been implemented to reduce pressures noting that these areas will continue to be an issue for some time due to staffing challenges. Ms. Angotti emphasized for Trustees that while these pressures are unprecedented, the organization has been able to maintain a high standard of patient care and staff are to be commended for this. The BQSC also reviewed three serious safety events as part of their mandate to ensure that actions are being taken to resolve any issues that contributed to these events.

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

Ms. Beth Wilson, Chair, FAC reported on the committee meeting that took place earlier today. The FAC approved the consent agenda including the committee work plan and the financial sustainability for the organization; the RFP process and appointment of auditors.

The FAC was provided an update on the Request for Proposal (RFP) for the selection of an external audit services for SickKids and related pension plan, SickKids Foundation, Centre for Community Mental Health (CCMH), the Learning Institute, Department of Paediatrics, and the Kids Health Alliance. The chosen proponent will be able to start planning work in November 2022 for the March 31, 2023, Audit.

The 2022/23 P4 financial results and the 10-year plan were also presented to the FAC which demonstrated the significant structural deficit facing the organization over this period.

The FAC reviewed and approved for recommendation to the Board the audited financial statements of the Hospital's Employee Pension Plan for the year ending March 31, 2022.

## **MOTION:**

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

THAT the audited DRAFT Financial Statements of The Hospital for Sick Children Employee Pension Plan

for the year ended March 31, 2022, be approved by the Board of Trustees and that management be authorized to make such necessary immaterial changes as may be required.

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

*A Conflict of Interest was declared by Mr. Saad Rafi, and he stepped out of the meeting for the FREC report.*

Mr. John Sullivan, Chair FREC, reported on the committee meeting that took place today. The FREC was provided an update on the Peter Gilgan Family Patient Care Tower (PCC) phasing and cost reduction options.

The RFP process to select a Construction Manager for the Early Works projects has been completed and negotiations with the preferred proponent are now substantially complete. The FREC and the FAC reviewed the details of the proposed contract and are bringing forward a recommendation for approval by the Board of Trustees to enter into a Pre-Construction Service and Construction Management contract.

*Mr. Saad Rafi returned to the meeting.*

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

Dr. Trey Coffey, Co-Chair MAC, reported on the July and August 2022 MAC meetings. Dr. Coffey highlighted the initiative for out of province virtual care which has been enhanced with the improvements in virtual care technology and availability outside of Ontario. In the absence of a national licensure model there are different rules depending on the profession and location of the patient. Many of the provincial regulatory bodies require a provider to be registered in the jurisdiction where the patient is located at the time of care (not where the patient is a resident). The MAC agreed that SickKids should engage the Canadian Medical Protective Association (CMPA) on updated guidance on this topic. It was decided for more work to be done internally and externally on policy and advocacy. The MAC discussed short-, medium-, and long-term goals for physician wellness. Significant progress has been made over the last year with support from the CopeWell group and the Department of the Medical and Academic Affairs.

### **SICKKIDS FOUNDATION (SKF)**

Mr. Ted Garrard provided an update on the activities of the SickKids Foundation and philanthropy challenges as we emerge from the pandemic.

Ms. Taylor thanked Mr. Garrard and the SKF staff for their continued success through a challenging period.

### **CONSENT AGENDA**

A motion was brought forward to approve the Consent Agenda.

### **MOTION:**

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

- Approval of Minutes June 13, 2022
- Medical, dental & scientific staff appointments as circulated
- Terms of Reference
  - BQSC
  - FAC
  - FREC

### **ADJOURNMENT**

Ms. Taylor thanked everyone for their attendance. There being no further business for discussion, the meeting was

adjourned.

The staff left the meeting and the Board of Trustees proceeded with an in-camera session.