

Minutes of The Hospital for Sick Children Board of Trustees' meeting that took place on September 18, 2023, at 3:45 p.m. in person in the SickKids' Atrium Board Room and video conference.

Present:

Kathleen Taylor, Chair
Dr. Ronald Cohn
Bharat Masrani
Beth Wilson
Clara Angotti
Kelly LaRoche
Konata Lake
Donald Guloien
Deland Kamanga
Frank Vettese
Michael Medline
Meric Gertler

Present:

Irwin Rotenberg
Janet Davidson
Dr. Jeremy Friedman
Jessica Chutter
Judy Van Cleef
Saad Rafi
Sonia Baxendale
Dr. Suzanne Laughlin
Yongah Kim
Sharon Younker, Corp. Sec.

Regrets:

Meric Gertler
John Sullivan
Rola Dagher
Joe Natale

By Invitation:

Young Lee
Dr. Lennox Huang
Jeff Mainland
Karen Kinnear
Susan O'Dowd
Dr. Meredith Irwin
Leila Kelly (Recorder)

By Invitation:

Jennifer Berard
Peter Goldthorpe
Dr. Stephen Scherer
Dr. James Drake
Megan Evans
Sarah Muttitt

Regrets:

Tina Garnett

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 senior leadership to the meeting. She recognized and thanked management for their work over the busy summer and in preparing for the upcoming fall season.

Ms. Taylor welcomed new Board members Kelly LaRocca, Rola Dagher, Michael Medline. She also welcomed Walid Solomon to his new role as cross appointed member of the Foundation's Board of Trustees.

Ms. Taylor reminded members to ensure individual conflict of interests are declared. She announced that the Patient Support Centre Ribbon cutting is on September 28th followed by the Annual Garden Reception on October 3rd. This week there is also a special gathering dedicated to the Hospital's most ardent supporters spanning over 30 years at a Past Chairs dinner of the Foundation and Hospital Boards.

EXECUTIVE REPORT

President's Report

Dr. Cohn welcomed new Trustees, Kelly LaRocca, Rola Dagher and Michael Medline who participated in the Hospital orientation in mid-August.

Dr. Cohn provided a report on the Hospital's activity over the summer months. Leadership implemented many initiatives to support the advocacy of Make Kids Count, the long-term provincial strategy to address children's health care needs across the sectors. In July, the Ontario government announced an investment of \$330M each year to paediatric hospitals across the province. This will enable the opening of all 16 ORs, reinstate weekend surgeries starting September 2023, and open one additional 17th OR on Wednesdays and potentially a 2nd OR room in January of 2024 at SickKids.

Over 2023/2024, the Make Kids Count funding will increase the volume of surgeries completed at SickKids by approximately 916 per annum, which will stabilize and begin to reduce the number of children on the surgical waitlist. Dr. Cohn acknowledged Dr. James Drake, Judy Van Clieaf, Karen Kinnear, and Jeff Mainland for continuing to develop innovative partnerships to address the 6,600 children in the province on the surgical waitlist. Of these, 1,300 patients are now out-of-window by over 2 years. Dr. Cohn also reported that there are currently 6,000 children on a wait list for an MRI or radiology guided intervention procedure which is up by 33 percent.

Dr. Cohn provided an update on the clinical activity at the hospital. The SickKids' Emergency Department (ED) had a busy summer. The ED virtual urgent care initiative and the launch of the patient-facing Beacon application used to inform patients and families of current wait times in the ED and triaging patients symptoms is working to ensure that the sickest kids are being cared for in our ED. SickKids' leaders are preparing for an early and severe respiratory virus season by working with Ontario Health and community partners to ensure that there is a coordinated approach across regions. In September SickKids onboarded 125 new nurses, which is 96% of the target. A number of these nurses are going to the Intensive Care Unit, which is one of SickKids' pressure points.

Dr. Cohn provided highlights of the numerous initiatives implemented to enhance SickKids attraction and retention strategies. He thanked Susan O'Dowd and her team for design changes to health and dental plans based on staff feedback, and innovative hiring and compensation solutions to address the competitive environment for health human resources. Dr. Cohn updated members on the status of the organization's work to compensate staff following the overturning of the legislative Bill 124 by the provincial courts. SickKids has now implemented the increase to salaries and retro pay calculated based on the ONA arbitration awards.

Dr. Cohn reported that over the next 2 weeks, the new Patient Support Centre will open, and staff will begin moving into the building in early October. We will also be celebrating 10 years since the opening of the Peter Gilgan Centre for Research and Learning (PGCRL), and it is the 25th anniversary of the Toronto Centre for Applied Genomics (TCAG)

supporting research and clinical care globally. Also, the Foundation will be launching The Precision Child Health Campaign this week.

Dr. Cohn concluded with the announcement from Newsweek that for the 3rd year in a row, SickKids has been ranked as one of the top specialized children's hospitals in the world, second to Boston Children's Hospital.

Board Quality & Safety Committee (BQSC)

Ms. Clara Angotti, Chair BQSC, provided a report on the September 14th, 2023, meeting. The BQSC welcomed 3 new members Kelly LaRocca, Rola Dagher and Michael Medline. The BQSC approved the 2023/2024 terms of reference, goals, and objectives and workplan, and received action plans for 13 past due internal audit recommendations from 2022/2023.

Ms. Angotti provided an update on clinical activity focusing on the stabilization and strategies to address surgical and diagnostic imaging waitlists, using Artificial Intelligence (AI) to alleviate wait times in the emergency department, and the coordinated efforts with Ontario Health to prepare for the upcoming fall surge in visits due to respiratory viral season. Ms. Angotti acknowledged the great work being done by the complex care team to facilitate the Transition to Adult Care for Youth with Medical Complexity. The BQSC also reviewed high-exposure risks relating to quality and safety and discussed the enterprise risk management processes and opportunities for improvement.

Finance and Audit Committee (FAC)

Ms. Beth Wilson, Chair FAC, reported on the committee meeting that took place earlier today. The FAC approved the committee terms of reference, goals & objectives, and workplan. Ms. Wilson briefed Trustees on the Hospital's 2024/25 capital planning strategy to adopt a deferred capital cycle approach, while ensuring the monitoring of critical projects, considering limited funding is available for new capital.

Ms. Wilson reported that the FAC reviewed options for funding the unfunded portion of the proposed Project Horizon's Patient Support Centre and confirmed that various opportunities are under review. The committee had a fulsome discussion on the financial planning of Project Horizon. The Finance & Audit Committee has agreed to add a meeting to its schedule in January 2024 to have a preliminary discussion about budget planning for 2024/25.

Facilities & Real Estate Committee (FREC) and Finance and Audit Committee (FAC)

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

Ms. Beth Wilson, on behalf of John Sullivan, Chair FREC reported on the committee meeting that took place earlier today. The Ministry of Health continues to approve incremental funding for Project Horizon and has requested SickKids and other healthcare organizations with development projects to review options for phasing their projects and strategies to reduce overall project costs. SickKids has not been asked to reduce the scope or clinical capacity of the Patient Care Centre. Ms. Wilson reported there was a fulsome discussion on Project Horizon timing, costs, clinical considerations, and the risks associated with those options to ensure the mitigation of patient quality and safety.

Project Horizon – Off-site Distribution and Storage Facility ("ODSF")

Ms. Wilson briefed Trustees on management's request for approval to enter into a lease for industrial warehouse space to house an Off-Site Distribution and Storage Facility ("ODSF"). The ODSF is required since many spaces currently used for storage and distribution of materials will be significantly reduced in terms of both capacity and function during the next phases of Project Horizon.

The FREC and FAC reviewed the terms of the lease and endorsed them for approval by the Board of Trustees.

Project Horizon - Spending Authorization

Ms. Wilson discussed a second motion recommended for approval by the Board of Trustees on Project Horizon spending authorization. The committee reviewed and had a fulsome discussion on the spending authorization and the transfer request.

Mr. Saad Rafi returned to the meeting.

MEDICAL ADVISORY COMMITTEE (MAC) REPORT

Dr. Jeremy Friedman Co-Chair, MAC, reported on the committee meeting that took place on September 6, 2023. Dr. Friedman reported on strategic initiatives in place on behalf of SickKids, the Department of Paediatrics and the Faculty of Medicine to ensure well-being and an optimal learning environment for the learners at SickKids. Dr. Friedman provided an update on respectful communication efforts which will be assessed in an external review and in a consultation with focus groups this fall followed by the establishment of a steering committee. Dr. Friedman referred members to the Consent Agenda motion to approve the August 2023 Medical, Dental, Scientific and Midwifery Staff recommendations of MAC.

SICKKIDS FOUNDATION (SKF)

Ms. Jennifer Bernard, CEO, SickKids Foundation (SKF), reported strong financial results as the Foundation enters its 3rd quarter.

Board Goals & Objectives 2023-2024

Ms. Taylor discussed the Board's goals and objectives for 2023-2024 ensuring excellence in governance and effective oversight of the Hospital's strategies, operations, and affairs are clearly defined. The Board's committees are also aligned to support the year ahead including greater focus on Equity, Diversity, and Inclusion (EDI). Trustees discussed further emphasizing the indigenous health care strategy in the Board's goals and objectives.

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 18, 2023
- Medical, dental & scientific staff appointments as circulated.
- 2023-2024 Board Goals & Objectives
- 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.

IN-CAMERA MEETING

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