

Minutes of The Hospital for Sick Children Board of Trustees' meeting that took place on March 27, 2023, at 3:45 p.m. by video conference due to COVID-19 physical distancing recommendations.

**Present:**

Kathleen Taylor, Chair  
Dr. Ronald Cohn  
Frank Vettese  
Sonia Baxendale  
Beth Wilson  
Janet Davidson  
Clara Angotti  
John Sullivan  
Jessica Chutter  
Sharon Younker, Corp. Sec.

**Present:**

Donald Guloien  
Judy Van Clieaf  
Yongah Kim  
Saad Rafi  
Bharat Masrani  
Joseph Natale  
Dr. Suzanne Laughlin  
Deland Kamanga  
Dr. Jeremy Friedman  
Konata Lake

**Regrets:**

Meric Gertler  
Andrew Sheiner  
Irwin Rotenberg

**By Invitation:**

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

**By Invitation:**

Tina Garnett  
Ted Garrard  
Peter Goldthorpe  
Dr. Stephen Scherer  
Dr. James Drake  
Megan Evans

**Regrets:**

Sarah Muttitt

*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 the senior leadership to the meeting. Ms. Taylor informed the Board that Lisa Lisson has stepped down from the Foundation Board and, as a result, has stepped down from her cross-appointed role to the SickKids Board of Trustees. Ms. Lisson has been promoted to a new role at her firm and is being

transferred to the United State. A new cross appointed member of the Foundation will be set at the Annual Meeting in June.

Ms. Taylor recognized Mr. Ted Garrard who is attending his last Board of Trustees meeting as the Foundation CEO due to his retirement on March 31, 2023. Ms. Taylor thanked Mr. Garrard for his outstanding contributions to the SickKids Foundation and the Hospital.

Ms. Taylor also recognized and thanked Ms. Laurie Harrison, CFO who has postponed her retirement until the new CFO starts in May 2023.

## **EXECUTIVE REPORT**

### **President's Report**

Dr. Cohn also acknowledged Mr. Garrard and Ms. Harrison for their contributions to both organizations.

Dr. Cohn provided an update on the clinical activity in the hospital. He reported that the hospital is extremely busy addressing the extensive waitlists and clinical backlog due to the 3-year COVID-19 pandemic and the heavy viral load the organization experienced in the fall of 2022. The organization continues to work effectively with the healthcare system to create capacity at SickKids and there are numerous initiatives in progress to address the current level of clinical activity and increase capacity to reduce the waitlists.

[REDACTED]. As of February 2023, 6,348 children were on the waitlist with 67% out of the clinically acceptable window for surgery.

Dr. Cohn reported that the Make Kids Count Action Plan, a long-term provincial Children's Health Strategy for the province developed by many cross-sectoral children's health organizations in Ontario, has been presented to several levels of government over the past 18 months. The Ontario government is now working with the coalition on the proposal and has included some funding in the 2023/24 Ontario budget.

### **Appointment Vice President, Finance & Chief Financial Officer**

Following a comprehensive executive search, Dr. Cohn announced that Mr. Young Lee, has accepted the position of Vice President, Finance and Chief Financial Officer, effective May 16th. With over 20 years of health industry experience, Mr. Young is a visionary and collaborative health care executive who brings a wealth of knowledge in business transformation, finance, digital health, strategy, and operations.

### **Motion to Appointment Radiologist-in-Chief**

Dr. Cohn reported that following an extensive international search he was pleased to bring forward a motion to appoint Dr. Birgit Ertl-Wagner as the new Radiologist-in-Chief. Dr. Ertl-Wagner has been a valuable member of SickKids since 2018, serving as the Division Chief of Neuroradiology, Associate Chief of the Department of Diagnostic Imaging, and Derek Harwood-Nash Chair in Medical Imaging.

#### **MOTION:**

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

**THAT Dr. Birgit Ertl-Wagner be approved as Radiologist-in-Chief for a 5-year term effective March 1, 2023**

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

Ms. Clara Angotti, Chair BQSC and Ms. Janet Davidson, on behalf of the BQSC provided reports on two meetings that

took place in February and March. Ms. Davidson reported that at the February 27<sup>th</sup>, 2023, the BQSC was provided with an overview of a Serious Safety Event (SSE) and the corrective actions that were put in place to address the root cause of the event. The BQSC also reviewed the capital equipment and healthcare human resource challenges, as well as the impact of the cybersecurity incident in December, as it related to the quality and safety of patient care.

Ms. Angotti reported that the BQSC also met on March 23, 2023, where the Committee reviewed and approved the annual Quality Improvement Plan for the organization which is also linked to the executive compensation. The BQSC was presented the 2023/24 Operating and Capital Plans through a quality and safety lens to assess any impacts to patient care. Following a fulsome discussion, the BQSC endorsed both plans' recognizing that the 2023-24 Operating Plan is being submitted with a substantial deficit which is required to address SickKids' current volume and waitlist issues in patient care. The BQSC raised concerns over the lack of capital funding to replace and maintain the aging infrastructure in the Atrium which presents a significant safety risk. Ms. Angotti confirmed that capital funding to address these issues is not provided by the Ministry of Health (MOH) but is funded through surplus operating funds which is a challenge for SickKids. Following discussion, Trustees recommended that the capital funding of infrastructure be included in the business case for the external review by the MOH of SickKids structural deficit.



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

Ms. Beth Wilson, Chair, FAC reported on the committee meeting that took place earlier today. She reported that most of the meeting was focused on the 2023/24 Operating and Capital Plan [REDACTED]. The MOH has provided hospitals with a Balance Budget Waiver to allow for the submission of a 2023/24 Operating Plan deficit. She reported that over the past several years SickKids has strived to balance the fiscal budget by finding all possible operational efficiencies and staff reductions. This is no longer sustainable without impacting service delivery. At this time, no mitigation plan has been developed [REDACTED].

The 2023/24 Capital Plan was also reviewed and endorsed by the FAC. [REDACTED]

[REDACTED] Ms. Wilson reported that the Hospital continues to have a considerable shortfall of funds for capital which has led to inadequate spending to maintain the aging building infrastructure in a state of good repair, keeping pace with IMT system upgrades, and investing in newer technology to advance medical care. Due to a consistent funding shortage, only the utmost urgent, immediate end-of-life clinical equipment are funded.

Discussion ensued regarding these risks. Management confirmed that these risks be identified at the highest-level risk on the Enterprise Risk Register (ERM). Trustees recommended that management find opportunities to work with government to fund capital infrastructure and equipment. It was agreed that this would be added to the Business Case for Support for the external review.

#### **MOTION:**

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

THAT the 2023/24 Operating Plan and the five-year Capital Plan be approved as circulated

[REDACTED]

[REDACTED]

**Research Committee Report (RC)**

Ms. Yongah Kim, Chair of the RC, reported on the meeting that took place on March 2, 2023. The RC was presented with an update on the proposed membership of the Scientific Advisory Innovation Board and is bringing forward a motion to the Board for approval. Dr. Scherer continues to seek a member from Europe or Asia, and potentially someone from the Artificial Intelligence community. The RC was presented with the Research Institute’s (RI) 2023/24 Operating Plan which despite the challenges and opportunities of reaching 105 Research Institute paid scientists over the next 5 years the RI was able to submit a balanced budget. The RI Strategic Plan key metrics and performance indicators were also presented and endorsed by the RC. Also, Dr. George Ibrahim, Senior Scientist, and staff Neurosurgeon presented on his research into Modulating Dysfunctional Brain Circuitry in Children using Electrical Stimulation which is a process by which one exerts a controlling influence on brain circuitry.

**MOTION:**

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

THAT, the four proposed members of the Scientific Advisory and Innovation Board be approved by the Board of Trustees.

- Dr. Brenda Andrews
- Mr. Matt Higgins
- Dr. Kathryn North
- Dr. Craig Venter

**Investment & Pension Committee IPC**

Mr. Irwin Rotenberg, Chair, IPC was unable to attend today’s Board meeting therefore Trustees were referred to the IPC’s Committee Report from March 22, 2023.

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

Mr. John Sullivan, Chair, FREC, reported on the committee meeting that took place on January 31<sup>st</sup> and earlier today. He reported that the Patient Support Centre (PSC) construction remains on track to achieve the August 18<sup>th</sup>, 2023, substantial completion date. Several COVID-19-related claims have been made by subcontractors however these claim amounts will likely be absorbed in the project contingency. Occupancy planning for the PSC continues with a view to commencing move-in of various departments starting in October 2023. The Ministry of Health (MOH) continues to carry out its due diligence on the overall campus redevelopment plan but has reiterated its continued

support for maintaining the critical path for Early Works projects and contributing its portion of costs. [REDACTED]

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

Dr. Jeremy Friedman Co-Chair, MAC, reported on the MAC meetings that took place on February 1<sup>st</sup> and March 8<sup>th</sup>, 2023. The MAC was provided an update on mandatory eLearning for physicians which is decided based on requirements in legislation, emergency response, accreditation, SickKids and TAHSN (Toronto Academic Health Science Network) with a goal to standardize and align eLearning for onboarding principles and processes for learners, faculty, and staff. The MAC was provided an update on the Peer Review communication strategies on civility and respect in the workplace to promote the work underway and to demonstrate to staff the serious commitment of the organization on these issues. Physician Staff Engagement Survey results were reviewed by the MAC and potential action plans were discussed to support physician engagement. A presentation on the credential program and process was also reviewed by the MAC with a view to continue to look for ways to improve and streamline the credentialing process and reduce administrative burden on professional staff.

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

Mr. Garrard provided his final update as he is retiring on March 31, 2023. [REDACTED]

Ms. Taylor and Dr. Cohn on behalf of the Board of Trustees and the hospital congratulated and thanked Ted Garrard for his outstanding contribution to SickKids during his tenure.

#### **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 February 6, 2023
- Medical, dental & scientific staff appointments as circulated.

#### **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.