



Steering Committee Meeting Minutes

Respect
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Collaboration

Date: June 19, 2014
Time: 4:15 – 5:30 pm
Location: RUH Telehealth Suite Room 6625
Chair: Jackie Mann, VP Integrated Health Services (SHR)

Strategic Directions

Transform the care and service experience

Transform the work experience

Partner to improve health of the community

Build a sustainable integrated system

Our Mission

We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.

Attendees: Members: Jackie Mann, VP Integrated Health Services (SHR)
Jim Rhode, Chairman (SRHA)
Leanne Smith, Director Maternal Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Dr. Jocelyn Martel, Physician Dyad/Department Head – Maternal Services (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Colin Tennent, Associate VP Fac. Mgt. (UoFS)

Advisory Groups: Sharon Garratt (RQHR)

Regrets: Tracey Smith, Assistant Deputy Minister (HEO)
Maura Davies, President & CEO (SHR)
Nilesh Kavia, VP Finance & Corporate Services (SHR)
Bette Boechler, Director Children's Services (SHR)
Dr. Beth Horsburgh, Associate VP Research - Health (UoFS)
Rena DeCoursey, Member of the Public
Charmaine Pyakutch, Member of the Public
Sandra Youngchief, Director of Health, Métis Nation – SK
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Dr. Ayaz Ramji (PAPHR)
Dr. Hafid Essalah (RQHR)

Supports: Craig Ayers, Director CHS Planning (SHR)
Michele Bossaer, Communications Consultant (SHR)
Crystal McAra, CHS Program Manager (SHR)
Ken Unger, Manager of Finance, Capital and Corporate Services (SHR)
Brad Williams, Director Capital Asset Planning (HEO)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
Leanna Korevaar, Communications Consultant (HEO)
David Henselwood, ZW Project Management Inc.
Keith Henry, Prime Architect, HDHA/ZGF

Carol Gregoryk (PAPHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Pauline Rousseau, Executive Director Strategy & Innovation (HEO)
David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Chris Arnold, Project Lead CHS Project (SHR)
Phyllis Goertz, Planning Lead, Kaizen Promotion Office (SHR)
Robert Hawkins, Board Chairperson (CHFS)
Clint Diener, Architect, ZGF

1. Call to Order

Chair, Jackie Mann, called the meeting to order and welcomed new members Brad Williams, Director Capital Asset Planning, Saskatchewan Ministry of Health, and Crystal McAra, CHS Program Manager, SHR.

1.1. Approval of Agenda
The agenda was adopted as distributed.

1.2. Approval of Minutes – April 24, 2014
The minutes of April 24, 2014, were approved as distributed.

2. CHS Project Dashboard (inform)

- Contract Documents/ Budget Validation – Final Design Development sessions held the first part of June resulted in consensus among stakeholders for the design adaptations to accommodate additional inpatient beds on levels two, three, and four. Space for the EOS imaging room incorporated on level

M, and Pediatric Catheterization Lab reconfirmed for level G Special Procedure Room, has been incorporated into the construction documentation. Requirement for a negative pressure procedure room will be confirmed by convening a relevant stakeholder group for a session once an optimal date has been reached.

- Child Life Program – provision for shell space on the main floor is planned, and Craig Ayers will connect with Bette Boechler for information and details to confirm requirements for this space, based on the three-month study conducted for Children’s Services. In the meantime, there is no impact to the Project.
- Request for Qualification – a pre-qualification process has been completed for the purpose of identifying general contractors to compete for the main project construction RFP/Tender.
- Medical Equipment – the equipment planning consultant is updating the equipment inventory lists and equipment placement drawings according to the approved new floor plans. This work is critical to the finalization of the mechanical and electrical infrastructure design revisions.
- IT Planning and Furniture – issues related to procurement and installation resources for IT continue to be reviewed, and work continues on developing a furniture and equipment procurement work plan.
- CHS Early Works – Site Preparation – Phase 3.5 for the new RUH parkade entrance was operational on June 2; Phase 4 demolition of the structure in preparation for the CHS site has commenced.

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2.1. CHS Master Schedule (decision)

- The new schedule for the completion of construction documents for both the main project and the advanced piling/foundation have been reviewed and a new master schedule prepared. The high level ambition is to tender the main project and identify the CHS general contractor by the end of 2014.
- The advanced piling/foundation schedule milestones is for construction documents to be finished towards the end of July, the tender process to take until mid-August, piling construction to begin by September 15 and completion expected to take until the end of March, 2015.
- Main project schedule milestones –
 - ~ Design Development sessions for levels undergoing expansion with stakeholder groups from Pediatric Inpatients/PICU/Obs, Maternal, and NICU are complete.
 - ~ 90% construction document completion to occur through early September with a budget validation by the cost consultant completed for late September.
 - ~ The aggressive work plan of the new master schedule will be re-assessed at this stage to confirm feasibility of target dates.
 - ~ 100% completion of construction documents with a review by the Ministry of Health and Saskatoon Health Region scheduled for October 31, 2014.
 - ~ Tender for general contractor will be issued for November 18, closing on December 17, with review by the Ministry of Health starting the first week of January, 2015.
 - ~ This schedule will allow the main building construction to start approximately January 20, 2015.
 - ~ Estimated completion of the project is targeted for mid-2017, dependent on general contractor validation at the time of tender.
- Consensus support was confirmed for the new Master Schedule from Steering Committee members including Ministry representatives.

2.2 CHS Program (inform)

- The CHS Project was primarily a construction-focused project but now holds several ‘buckets’ of work representing different aspects of the program layout. Crystal McAra has started the dedicated work of overseeing the entire program through planning, resourcing and rigor around the key pieces of work required to prepare for the new facility, including ensuring that Kaizen Promotion Office activities are focusing on how we will operate within the new facility.
- Specifically, Crystal will bring cohesiveness to the CHS realm and help to define key metrics and targets needed to move into CHS with a focus on the question: is our work achieving what we need it to?
- Identification of where the Region needs to be on move-in day is integral to this process and by working backwards from that point until now, the milestones and deliverables can be determined.
- Finalizing the Governance Structure, updating the Project Charter, and introducing processes such as a CHS visibility wall where operational directors, key project managers as well as KPO representatives hold their huddle every 2 weeks are some of Crystal’s current work items. The visibility wall, used for tracking milestones and deliverables, is a great communication tool and stakeholders get a broader awareness as they pick up on items that pertains to them.

- Status of program work will be brought back to the CHSSC by inclusion of these other “buckets” into the dashboard report.
- Dr. Givelichian recommended a “bucket” for physician and program human resource planning. Crystal replied that Ken Unger will head up resource requirements planning for clinical and support services, and Jackie Mann added that specific planning needs to be incorporated for physician human resources. Dr. Givelichian advised that he is willing to assist in developing these processes.
- Dr. Givelichian suggested another potential component of the project would involve developing a strategy for the CHS to be a future academic research hospital.

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Action: Approval of an updated CHS Governance Structure and Project Charter Addendum at next meeting.

3. CHFS Update (inform)

- Brynn Boback-Lane thanked Craig Ayers for his presentation to the CHFS Board of Directors at their March meeting where he provided more specific details for including EOS medical imaging system and Pediatric Catheterization Lab within the Children’s Hospital.
- Specific actions from this meeting are that the Foundation is very pleased to announce their approval and support for these two added components to the original functional plan with the approval of over \$3 million of support towards these two items. Staff are in the process of undertaking opportunities with new donors to secure these funds.
- In consideration of other additional needs for CHS, the Foundation is also pleased to announce an increase to their Capital Campaign, bringing the total fundraising goal from \$25 million to \$45 million. They are very pleased to continue their support and feel confident with an increasing to this goal in order to make these items a reality.
- The Grants Committee is pleased to announce that over and above the capital campaign dollars that are being raised, approximately \$800,000 has been dispersed for Children’s and Pediatric needs this year, of that, \$61,000 was dispersed towards professional development. CHFS has agreed, further to a recent meeting of Canadian Children’s Hospital Foundation CEO’s, to fund a participant to attend Innovation in Children’s and Family Health Conference in Ottawa in the fall. Once details are confirmed the Foundation will invite people within Maternal and Children’s Services to apply for this professional development conference.
- The Foundation is very excited to be part of planning for the ground breaking event in December, and Brynn looks forward to being involved in the working group.
- The CHFS Board is embarking on a new long-term strategic plan to be underway in 2014/15 to look beyond the build stage and capital campaign to other opportunities for the Foundation such as research arms, endowments and operational funding.
- Brandt Industries has recently contributed \$250,000 towards the capital campaign, and the Foundation is planning for other significant announcements in fall of 2014. Between now and then there are a number of special events over the summer.
- Dr. Givelichian commented that the Pediatric Catheterization Lab is a prime example of equipment that will facilitate research. Brynn added that the Foundation had the opportunity through the Department of Pediatrics to meet with Dr. Shoo Lee, pediatric research lead from CIHR.

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4. Communications Update (inform)

- Social media can again be more transparent and is talking about recent design work plus operational elements.
- Michele is focusing her time on the 3P for Care Delivery Review and Design that is underway right now at the warehouse, ending with a report-out tomorrow, June 20th. This has been a breakthrough priority item for CHS planning. There has been significant work by about 60 people looking at how teams communicate plus admission, discharge, and care planning.
- Photo shoots with the Foundation and the Department of Pediatrics was another endeavor through April and May for their materials and the CHS website. Michele has also completed a number of supporting documents for the CHFS.
- Early Works project, with the focus on demolition start, had excellent media pick up. The construction camera was launched at the same time and can be accessed through the CHS website. It is not ‘live’ but is a time lapse camera that goes back to October, 2013.

- Start of construction will be the next major media event and a working group has been assembled to approach event planning with a coordinated effort, involving the Ministry of Health, SHR, and CHFS. Their first meeting will focus on brainstorming on Tuesday, June 24th. Michele welcomes any ideas from clinical staff around their hopes and wishes for this event.
- After the start of construction milestone, communications will face another type of challenge and will morph into where we are heading operationally, and all that will make this hospital different.

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5. Adjournment

5.1. Summer Meeting Schedule

The Committee was polled for preference for the summer meeting schedule. The decision was made to cancel the July meeting but hold the meeting in August.

5.2. Key Messages

- CHS Steering Committee gave consensus agreement to the revised CHS Project Master Schedule.
- A huge thanks to the Children's Hospital Foundation of Saskatchewan for their decision to fully support the inclusion of Pediatric Catheterization Lab and EOS medical imaging equipment for the Children's Hospital of Saskatchewan.
- The Program Management piece has been put into place for the CHS Project.

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Next meeting:

August 21, 2014, 4:15-5:30 pm
RUH Telehealth Suite Room 6625 / TC Douglas Staff Development Centre

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