



Steering Committee Meeting Minutes

Respect
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Stewardship
Collaboration

Date: August 21, 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: Nilesh Kavia, VP Finance & Corporate Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Rena DeCoursey, Member of the Public
Advisory Groups: Tracey Smith, Assistant Deputy Minister (HEO)
Jackie Mann, VP Integrated Health Services (SHR)
Jim Rhode, Chairman (SRHA)
Maura Davies, President & CEO (SHR)
Bette Boechler, Director Children's Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Dr. Jocelyne Martel, Physician Dyad/Department Head - Maternal Services (SHR)
Colin Tennent, Associate VP Fac. Mgt. (UofS)
Dr. Beth Horsburgh, Associate VP Research - Health (UofS)
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)
Supports: Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Michele Bossaer, Communications Consultant (SHR)
Crystal McAra, CHS Program Manager (SHR)
Ken Unger, Manager of Finance, Capital and Corporate Services (SHR)
Robert Hawkins, Board Chairperson (CHFS)
Brad Williams, Director Capital Asset Planning (HEO)
David Henselwood, ZW Project Management Inc.
Keith Henry, Prime Architect, HDHA/ZGF
Dr. Hafid Essalah (RQHR)
Carol Gregoryk (PAPHR)
Sharon Garratt (RQHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Pauline Rousseau, Executive Director Strategy & Innovation (HEO)
David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
Phyllis Goertz, Planning Lead, Kaizen Promotion Office (SHR)
Clint Diener, Architect, ZGF

1. Call to Order

Craig Ayers, CHS Project Director, chaired on behalf of Jackie Mann, and welcomed the members in attendance.

1.1. Approval of Agenda

The agenda was adopted as circulated. Without quorum, the Project Charter Addendum decision item will be brought back to the next meeting for final endorsement.

1.2. Approval of Minutes - June 19, 2014

The minutes of June 19, 2014, were approved as distributed.

2. CHS Project Dashboard (inform)

- Changes to the content and format of the Dashboard report reflect incorporation of status updates of all program stream work by inclusion in both the narrative and the composite milestone schedule. By

expanding the scope of the Dashboard, the status of all critical deliverables of significant activities is included and the associated risk indicated with colours red to green.

- Most activities in the August report have a green status, and those in red have a corrective action plan in place for how to get deliverables back on track.

#### Planning & Design:

- 90% construction drawings have been provided by the design team on August 15<sup>th</sup>, three weeks ahead of schedule thanks to Keith Henry and his architectural team.
- Work will continue through September with the cost consultant to complete a comprehensive cost estimate.
- In October the cost estimate will be validated against the budget, and the schedule to tender confirmed.
- Final construction drawings and tender documents for the main building is targeted for completion in late fall.
- A RFP for pre-qualification of mechanical and electrical contractors to participate in the CHS construction Tender/RFP is being issued. Mechanical and electrical design coordination is continuing for the new RUH central utility plant but the design approvals and construction schedule for the plant remains a risk item until heating for winter 2016 is resolved.
- A meeting on July 11 with procedure stakeholders identified that procedures requiring negative pressure would occur in CHS inpatient isolation rooms, and to pursue the option of access to purpose-built negative pressure facilities in RUH.
- Research into a Child Life Program is complete and is being reviewed by Bette Boechler and Children's Services and will inform the operational planning as well as the physical design. It is hoped that by October there will be sufficient information on what the main level operational area would look like, including Pediatric Outpatients. If it is not possible to incorporate details of the planned shell space into the tender documents, they will be fit in as soon as they are available. Further to this there will be a review by the Ministry of the entire CHS operational plan including this program.
- Medical Equipment inventory requirements are being revised by the equipment planners to reflect the additional rooms. Documents and budgets are expected in September, with validation of equipment lists by clinical users anticipated by the end of October.
- Wayfinding and Signage design continues with new floor plans and a combined meeting for Wayfinding, Furniture and Interiors is planned for September.
- Phase 4 demolition of the 1971/78 parking structure was completed this month with the removal of the skywalk and elevator tower. Final grading and site preparation is underway in anticipation of awarding the piling/foundation tender for commencement of construction in approximately mid-September.

#### CHS Strategic Project Workplan Updates:

- Information Flow – Work is planned in the ED around clinical documentation and gearing up for design sessions in September and October with the focus around automating work flow; hardware for SCM Mobile MD has been built and 10 physicians have self-identified to trial the pilot application; strategy work is underway towards a scanning solution and a Patient Identification and Encounter Management (PIEM) solution; OMS replacement strategy work is complete but implementation is awaiting budget approval.
- Information Technology – Review of current and future state 7-flow process maps from service lines is underway to develop list of applications needed for moving into CHS, and paring through the high volume of applications identified to determine which require interfacing and integration of CHS.
- Operations – There have been resource challenges affecting the milestones and deliverables of this program stream; good progress has been made in the key activity of process mapping for respective service lines to identify process improvements; a PM was recruited in mid-August to move the clinical and supporting operations work to completion; another key deliverable is the redesign of our care process: Care Delivery & Review Design (CDRD/ model of care) project, starting within the CHS units, kicking off with Acute Care Pediatrics and then becoming a Region-wide initiative, is utilizing lean tools that began with a June 3P event to develop an implementation plan. Finalization of the plan is expected next month.
- Supply Flow – Prototyping of an in-room Kanban is underway for testing in the ED this September but may be deferred due to the large amount of work already planned for this department (Kanban is a lean term referring to the equipment that will assist staff to deliver what supplies are needed, when, and in the amount needed).

#### Budget & Cost Report:

- The report shows the current approved Project budget of \$229 million, along with actual spending to date. Once the new cost estimate is validated against the budget, this part of the report will be updated and reconciled and presented to the Steering Committee for the October meeting.

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- A suggested cash flow projection for long-delivery equipment will be part of the final validated list of FF&E requirements to be updated along with the budget, and is targeted for November, 2014. Another review of FF&E will precede actual procurement.

### 3. CHS Governance Structure and Project Charter Addendum

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- Project Scope of the Addendum incorporates the four additional streams: information flow, information technology, operations and supply flow.
- The Project Schedule of the Addendum details the 2014/15 major milestones and deliverables for all respective streams within the CHS Program. An updated addendum will be brought back on a yearly basis capturing this information for the respective year.
- Appendix A through C illustrates the Governance Structure of the CHS Project. Appendix D shows all five main streams of work and the personnel involved. Project Governance now incorporates lean principles such as a CHS visibility wall and huddles, and Quarterly Planning Days.

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### 4. CHFS Update (written report submitted by Brynn Boback-Lane)

- Currently, the five main focus areas for the Children’s Hospital Foundation of Saskatchewan are the following:
  1. Strong support and participation on the CHS Construction Start Working Group in preparation of the media event and official “ground breaking” for the new CHS. With the working group, the Foundation is supporting this event with the potential of creating a second event that would allow for additional CHFS supporters/donors and volunteers to be a part of this monumental occasion via streaming media located at a different venue. The Foundation wants to ensure that donors are welcomed from across the province and have the opportunity to be recognized in a significant and celebratory way for their recent and past contributions toward this project. Those who have participated in fundraising our first \$25.0M will be key in helping the CHFS achieve the next \$20.0M toward the new Children’s Hospital of Saskatchewan and the ongoing dollars that will sustain future enhancements within the CHS.
  2. CHFS year-end has just been compiled and completed. We are pleased to report another record-breaking fundraising year and will release the final results after the CHFS Board has approved the financial statements.
  3. Long-term strategic planning with the Board will take place this fall. Preparations to ensure that the CHFS has priorities in the appropriate places will enable the Foundation to build on today’s achievements and be prepared for future development. While the success of the Foundation’s current fundraising is evident, we will be incorporating new concepts, so to maintain a steady stream of ongoing funding for the CHS.
  4. The CHFS will be keeping the SHR Communications team and Ministry of Health apprised of future funding/donor announcements. The Foundation anticipates several over the next 12 -16 months.
  5. Naming, recognition and allocation of donor spaces within the CHS. Working with the SHR and the CHS Steering Committee, the CHFS is currently reviewing the spaces that have been allocated for naming within the CHS. We will continue to work with Craig Ayres, Chris Arnold and the team to ensure that all aspects of naming is within the approved guidelines that have been set forward by the SHR.
- Further to the Canadian Children’s Hospital Foundation CEO’s decision to participate and provide funding for attendance at the “National Innovation in Children’s and Family Health Conference to be held in Ottawa, October 2014, the Foundations have been informed that this conference is being rescheduled. All Canadian Children’s Hospital Foundation’s remain supportive of this initiative and will update as details are made available.
- Event Information: Graham DeLaet Tournament Raised \$400K for the Capital Campaign. CN is matching up to \$300K on all 3rd party events over the next 6 months.
- Capital Campaign Re-Fresh - Given the recent approval of the CHFS Board of Director’s, the CHFS is in re-design of the capital campaign so to achieve a total of \$45.0 million dollars for the new Children’s Hospital of Saskatchewan.
- Recognition within the Children’s Hospital of Saskatchewan will be vital to donors and for ongoing funding in the future. We are pleased that the Foundation is receiving such great provincial financial support and therefore may have to revisit how we recognize these gifts within the main floor of this

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hospital. The CHFS is completing a recognition reassessment and will bring this back to the Steering Committee at the next meeting with possible recommendations.

## 5. Communications Update (inform)

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- There was a lot of activity in July, as evidenced by the very large hole next to RUH. Last week saw good media coverage for the removal of the final piece of the Cameco skywalk. Michele Bossaer issued lots of social media updates on each pieces of demolition activity done on the site over the summer.
- She is turning her attention to the media photo opportunity associated with ground breaking scheduled in September. The working group is working with Graham Construction to determine the number of people that can be safely housed on the construction site for this event.
- The working group is discussing the possibility of having, in addition to an on-ground site, another off-site location for live streaming in expectation of a large representation of patients and families, and in consideration of the many donors, staff and physicians who have been part of this journey.

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## 6. Adjournment

### 6.1. Key Messages

- A more comprehensive Dashboard report will inform the Steering Committee of significant work underway on the Project on a monthly basis.
- Project Charter Addendum will capture the key areas of work and deliverables and will be brought to the next meeting for final review and endorsement.
- CHSSC acknowledges the success of the Childrens Hospital Foundation of Saskatchewan in their past fundraising year and appreciates plans to embark on long-term strategic planning this fall in support of their increased commitment, and recognizes that key areas need to be communicated back through the Project Executive Team.
- Acknowledgement of the significant work and Project milestones achieved over the summer, and recognizing completion of 90% working drawings ahead of target, positioning the Project for the cost estimate work in September.
- The construction start on-site media event will focus on patients and families and will include provincial access through the addition of live streaming – a feature will have a huge impact for the people of the province.

Next meeting:

September 18, 2014, 4:15 – 5:30 pm  
RUH Telehealth Suite Room 6625 / TCD Staff Development Centre

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