



Our Values

Respect
Compassion
Excellence
Stewardship
Collaboration

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.

Steering Committee Meeting Minutes

Date: October 16, 2014
Time: 4:15 – 5:30 pm
Location: RUH Telehealth Suite Room 6625
Chair: Jackie Mann, VP Integrated Health Services (SHR)

Attendees: Members: Jackie Mann, VP Integrated Health Services (SHR)
Jim Rhode, Chairman (SRHA)
Bette Boechler, Director Children's Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Colin Tennent, Associate VP Fac. Mgt. (UofS)

Advisory Groups: Carol Gregoryk (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)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Brad Williams, Director Capital Asset Planning (HEO)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
Shirley Xie, Communications Consultant (HEO)
David Henselwood, ZW Project Management Inc.
Keith Henry, Prime Architect, HDHA/ZGF

Regrets: Tracey Smith, Assistant Deputy Minister (HEO)
Maura Davies, President & CEO (SHR)
Nilesh Kavia, VP Finance & Corporate Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Dr. Jocelyne Martel, Physician Dyad/Department Head - Maternal 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. Juliet Soper (RQHR)
Sharon Garratt (RQHR)
Pauline Rousseau, Executive Director Strategy & Innovation (HEO)
David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)
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 those in attendance.

1.1. Approval of Agenda
The agenda was approved as circulated.

1.2. Approval of Minutes - September 18, 2014
The minutes of September 18, 2014, were approved as circulated.

2. CHS Project Updates

- 2.1. CHS Construction Budget (decision)
• The 2012 approved CHS construction budget required review and revision when updated population projection information impacted the scope of the facility and an increase in inpatients beds was approved.
• Based on the approval of additional inpatient beds to be included in CHS, the Provincial Government increased their funding contribution to the Project in 2014 by \$20 million resulting in a total funding commitment of \$235.5 million to support CHS design and construction.

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- Through a generous donation to CHFS, approval in principle has been received for \$3M in funding, \$2M for developing space and \$1M for on-going operational funding (over 10 years) to support the development of a child-life program area. The \$2M funding contribution to support Child Life Program area construction costs is in addition to the earlier approved \$1.4 million in funding provide through CHFS to support construction for enhancements to the Family Theatre/Teaching area.
- A review by SHR Finance of the projected interest earned from the investment of the \$200M provincial grant received in 2010 to support CHS design and construction indicates the projected investment interest earned to be \$20M. on Provincial Government funding is anticipated to total \$20 million, bringing the available funding for construction up to \$258.9 million.
- In order to finalize preparations for tender on CHS main building, including completion of construction working drawings and anticipated cost estimates, a revised construction budget is required to be approved by Steering Committee.
- Based on the review of available funding sources to support CHs design and construction it is recommended the revised budget of \$258.9M be established to support CHS construction.
- Brad Williams confirmed the Ministry will work towards providing the \$15.5 million funding commitment in the first quarter of fiscal 2016/17.
- The CHS Steering Committee provided consensus approval for the recommended revised budget of \$258.9 million for the construction of the Children's Hospital of Saskatchewan.

2.2. CHS Schedule Update (decision)

- Advanced piling work package was designed, tendered and awarded over the summer of 2014 to ensure a CHS construction start of mid-September, 2014. To date, approximately 40 of the planned 300 reinforced concrete piles have been drilled and completed with substantial completion targeted for mid-February, 2015.
- Concurrently, design work to accommodate the additional approved 24 inpatient beds was achieved with working drawings brought to 90% completion by early September.
- Re-assessment of the aggressive targets of the master schedule approved in June, 2014, proved the mid-November target for the main building tender was not realistic. Further, additional time is requested by the architectural and engineering teams to ensure an accurate set of 100% construction drawings with inclusion of complete technical specifications and, therefore, a completion target date for the tender bidding package of mid-December 2014, is suggested.
- The revised tender period is proposed for early January, 2015, coinciding with a typically good time for bidding within the industry, and avoiding the Christmas season. The entire tender period is estimated at six weeks, with approval process through the Ministry and the SRHA targeted for March, 2015.
- Substantial completion of piling works in February 2015 lines up well with the revised targeted mobilization date for CHS main building construction of March, 2015.
- Slight adjustment of one month to the main building substantial completion schedule puts it at early fall, 2017, based on an estimated construction duration. Construction duration will be confirmed through bids received in early 2015.
- David Henselwood addressed Jim Rhode's question regarding an approximate 2 week addition to the tender process in the revised schedule compared with the previous, saying it is more realistic to extend the tender period from 4 weeks to 6 weeks in anticipation that the general contractor will ask for that.
- The CHS Project Team believes these schedule milestone adjustments to be prudent given the scale and complexity of the Project and recommends these adjustments to the master schedule be endorsed by Steering Committee.
- Brad Williams confirmed that the Ministry of Health would expedite the approval required for proceeding to tender, and Craig Ayers advised the Project Team will be in consultation with the Ministry ahead of that time for assistance with this process.
- The CHS Steering Committee gave consensus approval for the recommended revised Master Schedule.

2.3. CHS Dashboard Report (inform)

Planning & Design:

- The cost consultant completed a comprehensive project cost estimate based on the 90% construction documentation. The cost estimate reported, within 1% variance of revised construction budget, remains acceptable by industry standards and the Project Team will continue to work to manage anticipated costs by identifying acceptable alternate prices and minimizing draw downs on the design contingency. Any balance in the design contingency will be reduced to zero at the time of tender.

- A summary of mitigation plan will be presented at the November CHSSC meeting outlining the items identified as alternate prices at time of tender to reduce construction cost to maintain budget if required.
- Three general contractors have been prequalified to bid on the project. A shortlist of prequalified major electrical and mechanical sub-trades will also be pre-qualified to bid by the end of October.
- The strategy to minimize additional costs of the piling work with regard to the sand seam recently encountered will be by having sufficient reinforcement cages in place and avoiding down time of the machines. It is expected the costs associated with the extension to the piles will likely fall within the piling contingency.

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CHS Strategic Project Workplan Updates:

- Information Flow: once SCM Mobile MD pilot is finished the go forward steps will be determined; PIEM and ADT replacement strategy is being aligned to provincial work and will now be removed from the Dashboard; scanning requirements will be complete next week and there is an opportunity to align provincially with the FHHR RFP for a scanning solution.
- Information Technology: unable to finalize the application list for the end of September but is now on track to be reviewed at the November CHS Project Executive Team meeting along with a scoring matrix to assess applications.
- Operations: good progress made in quantifying process improvements for CHS and that information will be coming to the CHS Project Executive Team for the November meeting; will be engaging Seattle's Childrens for input on best practice for mockups and for working groups; sign-off will be achieved next week for full implementation for Care Delivery Review Design in AC Peds and 6200; recommendation to move forward with Automated Drug Cabinets will be presented to SLT this fall.
- Supply Flow: challenges due to a shift in resources will set in-room Kanban trials behind but the 2015 targets will likely still be met, better determination will be made once resources are in place. Bette Boechler flagged that she is concerned with the impact rescheduling of these activities has on model of care work in Pediatric as units only have a few resources assigned to this.

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3. CHFS Update (inform)

- Brynn Boback-Lane expressed her appreciation to the Ministry of Health and SRHA for the amazing groundbreaking media event that was well received, adding the live stream was great assistance to the Foundation in reaching out to the province. Brynn informally announced that less than one hour ago a Kindersley family, who attended the groundbreaking luncheon, met with her and made the decision to double their earlier commitment to \$500,000! Brynn and her staff are busy following up on other calls and will be travelling throughout the province to meet with donors. CHFS will report on statistical information as data is compiled.
- Brynn also announced the Foundation is pleased to partner on the CIHR Child and Youth Health Research Initiative, together with other national children's hospital foundations, on the new conference, Innovation in Children's and Family Health, being organized by Dr. Shoo Lee.
- Brynn is looking forward to discussing opportunities for collaboration with the other children's hospital foundation CEO's at their national CCHFE conference next week.
- Lastly, Brynn reported that independent external fundraising breakdown shows the provincial impact of this Project: from May to August, 2014, 35% of financial support came from within the Saskatoon and region area and 65% were from provincial fundraising initiatives.
- Jackie Mann congratulated the efforts of Brynn and her staff with today's donation as well as the October 7th announcement of a \$250,000 contribution from the Latrace family, proving the recent shift in momentum.

4. Communications Update (inform)

- Michele Bossaer offered a big thanks to her Ministry colleagues and to Brynn Boback-Lane and her team for the success of the groundbreaking event on September 25th. Since then Michele has posted the high resolution video of the event on the CHS website for anyone who missed this event to watch it there. CHFS and the Ministry have received their copies for promotional materials.
- Media were invited back last week for an update and opportunity for visuals on the actual piling construction and road work underway.
- Michele's focus over the next month will be determining the strategy for getting the current message out on operational planning and recruitment, and revising materials and tools to support that.

5. Adjournment

5.1. Key Messages

- Consensus agreement reached by the Committee on an adjustment to the construction budget and available funding.
- Consensus agreement reached by the Committee on the adjustments to the schedule, with the caveat that every effort will be made to avoid further extensions and to work hard to achieve dates where possible.
- A great message from the CHFS about progress in increased donor interest province wide.
- Congratulations to everyone involved in the significant milestone event on September 25th – the Project is heading into a busy fall.

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Next meeting:

November 20, 2014, 4:15 – 5:30 pm
RUH Telehealth Suite 6625 / TCD Staff Development Centre

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