



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.

Date: April 21, 2016
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)
Mike Stensrud, Chairperson (SRHA)
Nilesh Kavia, VP Finance & Corporate Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Dr. Beth Horsburgh, Associate VP Research - Health (UofS)
Charmaine Pyakutch, Member of the Public

Advisory Groups: Sharon Garratt (RQHR)

Regrets: Karen Lautsch, Assistant Deputy Minister (HEO)
Andrew Will, Interim President & CEO (SHR)
Bette Boechler, Director Children's Services (SHR)
Dr. Jocelyne Martel, Physician Dyad/Department Head - Maternal Services (SHR)
Colin Tennent, Associate VP Fac. Mgt. (UofS)
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Dr. Ayaz Ramji (PAPHR)
Carol Gregoryk (PAPHR)
Dr. Juliet Soper (RQHR)
Pauline Rousseau, Executive Director Strategy & Innovation (HEO)

Supports: Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Michele Bossaer, Communications Consultant (SHR)
Sandy Gibson, KOT-CHS Lead (SHR)
Ken Unger, Interim Director of Financial Planning and Advisory Services (SHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Brad Williams, Director Capital Asset Planning (HEO)
Jonathan Harris, Senior Policy Analyst, Strategy & Innovation (HEO)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
Greg Yuel, Board Chairperson (CHFS)
David Henselwood, ZW Project Management Inc.

David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Michelle Mula, Director eHealth Programs (eHealth SK)
Wilbour Craddock, Vice President Information Technology (eHealth SK)
Shirley Xie, Communications Consultant (HEO)
Lynn Redl-Huntington, Communications and Stewardship Director (CHFS)
Keith Henry, Prime Architect, HDHA/ZGF
Clint Diener, Architect, ZGF

1. Call to Order

1.1. Approval of Agenda

Agenda was adopted as circulated.

1.2. Approval of Minutes – February 25, 2016

The minutes of February 25, 2016, were approved as circulated.

2. CHS Hoshin A3

- Jackie gave an update on the CHS strategic direction as one piece of the two-year strategic plan for the Region that Senior Leadership Team has been working on. The Hoshin A3 becomes a method of thinking and viewing a problem, identifying the root cause along with the future state and implementation plans that will be the key areas of focus over the coming year.
Operational readiness, or being ready for opening day, is a large component of this strategic plan, in addition to continuing areas of construction, furniture, fixtures and equipment. A project management framework for operational readiness is being adapted from the work researched, developed, and tested by Ontario Halton Healthcare that was presented in January by their director of project management. Efforts were already underway, but their planning framework provides a thorough cross-check along with project management tools that can be applied.
The other pieces of the CHS Hoshin strategic plan are the future state model of care, or service, for each unit and area and the physician future state model of care. In conjunction with that, a key milestone is to work

with Ministry colleagues in establishing approved operating budgets for physician/eHealth/ITS and arrive at a common understanding and a solid plan for what CHS will look like on opening day.

- The last key item is the outstanding risk of heating and cooling because of its critical timing for CHS, which will be addressed in the Dashboard update.
- Execution of deliverables for these specific plans are monitored regularly and mitigation plans implemented wherever deliverables cannot be met.
- Transition will be another important piece of planning to address “must do, can’t fail” items in each area and unit before move-in.

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3. CHS Project Dashboard

3.1. Project Status

- Construction – The project has 100 people working on site performing concrete work and forming and it is quite exciting to see the project emerge out of the ground. The final stage in phase 2 of piling that started with 61 piles is down to 13 remaining; this phase will be wrapped up by the end of April. With that finished, the excavation of the site will take the project footprint to the edge of the roadway, closing off access for the contractor into the site. At that point, the primary route for materials will be over the parkade, lifted and transported by crane, with the protective parkade covering for safe use of this route now complete.
- Parkade/RUH – Work is starting on constructing the openings in the basement and other levels of RUH for connections with CHS, including installation of new masonry firewalls to separate the parkade from CHS.
- Structural – The ground floor concrete slabs are 75% complete and work has started in the north east corner of the main floor with the first concrete slab to be poured before the end of April, accompanied by the construction of vertical structures such as stairwells.
- Issues – Misplaced phase 1 piles had resulted in approximately three weeks of lost working days, and are being made up by the expedited methodology in the construction of the floors, allowing one week each month to be picked up in order that about this time next year all the concrete work will be back to the anticipated schedule.
- Interior Design – A meeting was held with the SHR First Nations representative to review animal iconography and a few adjustments will be made in respect of First Nations’ symbology; meetings will be on-going.
- FF&E – The CHS Project Team will be working diligently over the next two months to update and validate budget estimates by holding in-depth reviews with clinical and support areas in order to finalize and refine inventories for what is needed and what can be re-used, with the lens of transparency and common principles. Recommendations from FF&E consultants on cost reduction opportunities are also being reviewed, along with an expansion of Canadian sources for substitution of products in order to by-pass the currency issues, and re-use of existing purchasing agreements along with efficient bundling of procurement strategies. Concurrently, the actual procurement strategy is being addressed with on-going meetings with Supply Chain Management and GRAHAM in order to refine schedules for procurement and delivery, and refine RFP strategy and bundling methodologies. Further, additional resources to support these strategies have been identified and are being addressed. A final refresh of the budget cost estimates and an overlay of the refined procurement schedule, together with Canadian dollar currency forecast, will be reported on in June.

Action: Provide Children’s Hospital of Saskatchewan an updated commitment schedule of installments in June, shortly after cost estimates, FF&E lists and procurement schedule have been finalized.

3.2. Cost Management

- This segment of the Dashboard provides a snapshot of the contingency fund cost management.
- The current contract price of \$214.5 million is tracking very close to the original price.
- The post-contract contingency of 4.5% of contract price was set at \$9.4 million. Innovative ideas from GRAHAM and the design team, 7 months into construction, have contributed to putting the project in a favourable position, with further innovation credits anticipated to be in the region of \$500,000.
- Reserve commitments for items we know we will need to deal with, as reported in the Dashboard, are forecast to be \$3.1 million, leaving a remaining contingency at this time of \$6.6 million.

3.3. CHS Strategic Project Workplan Update

- CHS Planning Day was held in March, 2016, which was an opportunity for collaboration and alignment of schedules and resulted in strong unit plans for clinical and support areas as well as identification of decisions that could challenge progress, establishing 2016/17 milestones. A major focus over the next two to three years will be operational readiness planning with a target of completing this work for September, 2018.

- Two milestones have a “red” status and are pending a decision. The ED consultant plan will be confirmed in the next two weeks; Maternal Services patient flow is pending a decision for change request approval.
- In upcoming events, single room maternal care trial will be held next week; Supply Chain Management will launch a new, revised process for in-room Kanban trials starting in May.
- IT and eHealth milestones are being refined and will be on the next dashboard; scanning integration testing is complete and is getting good feedback from physicians on how it should appear. Two milestones, SCM Upgrade Testing and the SCM Upgrade Go-live, have been impacted by hardware deployment delays and have just recently turned “red”; the team is working to mitigate this.

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3.4. Critical Risks

- CHS Operational funding and CHS physician recruitment and funding is being addressed with on-going meetings between Directors and the Ministry.
- Specific solutions for heating and cooling of CHS have been identified, and are awaiting decision from the Ministry; this is rolled into the budget decision. Brad Williams advised that approved funding from the Ministry will be known in June.
- Work continues on Capital Funding for Information Technology with on-going meetings between eHS team and IT/eHealth leaders.

4. CHFS Update

- Brynn Boback-Lane expressed appreciation for involvement in this morning’s media conference and construction update.
- The Foundation has had a number of media calls in relation to reaching \$50 million, which is two thirds of the campaign goal, with invitations to do a couple of radio shows tomorrow.
- Work is underway on the CHFS 2016/17 budget as they are looking at another \$1 million for disbursements in the next year. Once approved, Brynn can provide specific numbers.
- Strategy planning session will take place shortly as the Foundation revisits its current strategy plan due to the change in the final goal of the campaign.
- Approximately 750 people are expected tomorrow, April 22, at the Annual Jeans and Jewels Gala at TCU Place.
- The Foundation is putting together a new Recognition plan with respect to the recognition wall in the main area of CHS.
- Brynn advised there are interesting challenges with new contracts coming forward as major organizations feel they need their own contract agreement, which seems to be a new industry standard.
- A welcome spin-off from today’s media conference was a donation of \$250,000. Brynn met with the donor this afternoon and is pleased if this is an indication of what will happen over the next couple of years.

5. Communications Update

- The latest news release went out this afternoon updating physicians and staff on the construction status and the milestones that were shared with media earlier that day.
- Public service announcements have been Michele’s focus over the past few months.

6. Adjournment

6.1. Key Messages

- Congratulations to the Children’s Hospital Foundation of Saskatchewan for continued success and reaching two thirds fundraising in their campaign, and on today’s major donation.
- Deborah Jordan expressed congratulations to the CHS Project Team for achieving 10% construction completion.
- Leanne Smith expressed that Maternal Services is very pleased to be able to bring Dr. Celeste Phillips to be on site for a period of several days in early June, with the help of a Children’s Hospital Foundation of Saskatchewan grant. Dr. Phillips is a specialist in the area of family-centered maternal care and has helped over 500 hospitals around the world convert to single room maternity care.

Next meeting:

May 19, 2016, 4:15 – 5:30 pm

RUH Telehealth Suite 6625 / TCD Staff Development Centre