



Steering Committee Meeting Minutes

Respect
Compassion
Excellence
Stewardship
Collaboration

Date: April 24, 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)
Maura Davies, President & CEO (SHR)
Bette Boechler, Director Children's Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Dr. Jocelyn Martel, Physician Dyad/Dept. Head – Maternal Services (SHR)
Colin Tennent, Associate VP Facilities Mgt. (UofS)
Rena DeCoursey, Member of the Public
Sandra Youngchief, Director of Health, Métis Nation – SK

Advisory Groups:

Sharon Garratt (RQHR)

Supports:

Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Michele Bossaer, Communications Consultant (SHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Jenna Mouck, Capital Director (HEO)
David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
David Henselwood, ZW Project Management Inc.
Keith Henry, Prime Architect, HDHA/ZGF
Clint Diener, Architect, ZGF

Regrets:

Tracey Smith, Acting Assistant Deputy Minister (HEO)
Jim Rhode, Chairman (SRHA)
Nilesh Kavia, VP Finance & Corporate Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Dr. Beth Horsburgh, Associate VP Research - Health (UofS)
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Dr. Ayaz Ramji (PAPHR)
Dr. Hafid Essalah (RQHR)

Charmaine Pyakutch, Member of the Public
Chris Bergen, Associate Director of Projects (UofS)
Ken Unger, Manager of Finance, Capital and Corporate Services (SHR)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)
Carol Gregoryk (PAPHR)
Phyllis Goertz, Planning Lead, Kaizen Promotion Office (SHR)
Robert Hawkins, Board Chairperson (CHFS)

1. Call to Order

Chair, Jackie Mann, called the meeting to order and welcomed Sandra Youngchief, Director of Health for Métis Nation Saskatchewan, to the Committee.

1.1. Approval of Agenda

The agenda was adopted as distributed.

1.2. Approval of Minutes – February 20 and January 30, 2014

The minutes of February 20, 2014, were approved as distributed. The minutes of January 30, 2014 were approved as corrected.

2. CHS Project Dashboard

- Jackie Mann opened by recalling the momentous news received yesterday for the CHS Project when the Minister of Health announced approval and support for an expanded facility. Jackie thanked the Ministry colleagues for their incredible work done to support the Project Team during this process.

- Jackie commended Tara Johnson's presentation at the media event where she spoke to the importance of the facility and Deb Jordan reiterated by saying it was very powerful and grounded in why we do the work we do.
- Contract Documents / Budget Validation – Inclusion of an additional 24 beds to the Project scope was approved by the Ministry of Health on April 23, 2014. Design revision work to accommodate additional beds, integrate the Energy Performance Centre, and the additions of EOS imaging room, Pediatric Catheterization Lab, and the Child Life space continues. Design sessions with user groups have been scheduled on the week of April 28<sup>th</sup> for inpatient floors impacted by the expansion. The aim is to obtain detailed feedback on the design adaptations and reach consensus support and direction for the architectural and engineering teams. An additional cost estimate will be carried out once the revised design has again reached 90% contract document stage.
- Medical Equipment Planning – Final medical equipment list and placement drawings have been received and the equipment list has been compared to Standard Ministry Guideline categories for funding; discussions are underway to obtain Ministry endorsement of the current funding assumptions. These lists and drawings will be updated after review by the user groups during expansion design sessions next week.
- Furniture Planning – Furniture and equipment procurement work plan is being developed; and a request for funding for additional equipment and furniture required for the expansion has been made to the CHFS.
- Child Life Program Opportunity – Input from Therapies for optimizing the interior layout has been received and a design session with all stakeholders will be scheduled to further refine the design direction.
- Pediatric Catheterization Lab – Craig Ayers advised that he had the opportunity in March to present the opportunity and rationale for capital equipment specific to a pediatric catheterization lab for the CHS as well as the EOS medical imaging equipment to the CHFS Board of Directors for consideration for inclusion in their capital campaign, and is awaiting word on their decision. As well, an alternate proposal from clinical stakeholders to locate the lab in one of the surgical suites is currently being studied.
- EOS Medical Imaging – EOS medical imaging equipment was not initially considered in the scope of CHS due to space constrictions but is now being incorporated as design option no. 6, as previously endorsed and approved by this committee at the February meeting, into the main floor expansion. Jackie has been following up with people who originally lobbied for its inclusion and asked that other committee members also advise who they can over the coming days, letting people know there is more work to be done and that, as with the Catheterization Lab, funding for these additional pieces of equipment has not been secured.
- Early Works – Completion of the new parkade entrance, CHS Early Works phase 3.5, is scheduled for early May. Demolition of a portion of the parking structure where CHS will be built is scheduled to start later in May or early June with completion this summer. Concurrently, SHR Facilities Management are completing an investigation on the parking structure in order to recommend remedial action.
- Master Schedule – A new master schedule is being developed reflecting a target start date for construction of September, 2014. To meet this challenge, the design team is investigating the feasibility of preparing an advanced piling/excavation construction package; however a careful review on the possible impacts this might have on the main construction package is essential. Completion of the 90% construction drawings milestone will prompt a revised cost estimate and budget verification in approximately the middle of July, followed by submission to the Ministry to request approval to proceed to tender.
- The user group design sessions scheduled in April and work with key stakeholders are critical activities that will enable the architectural and project teams in providing a revised master schedule to be brought to this committee for approval at the next meeting on May 15<sup>th</sup>.

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### 3. CHFS Update

- No updated was available from the CHFS this month; however, Jackie pointed out the importance of supporting the Foundation as they re-engage their donors with news of the approved expansion.

#### 4. Communications Update

- Michele Bossaer apologized for the limited information that was available prior to yesterday's announcement, explaining that circumstances both before and after were exceptional and, therefore, roll-out of information did not occur as usual. Michele thanked Julianne Jack of the Ministry of Health Communications Branch for her support and partnering efforts during this time.
- The new website for the Children's Hospital launched April 1<sup>st</sup> as part of the overall SHR website redesign and Michele has been revising the CHS website with information updated as of yesterday morning.
- Social media has started up again with yesterday's announcement.
- Early Works is continuing and will see more public media activity with the new entrance into RUH main mall scheduled to open mid-May. Demolition will be another opportunity for publicity and, now that activity is ramping up again for the Project, we will need to determine the best approach for utilizing these opportunities. This work will be done in conjunction with the Ministry and it will be important for this to fall into place quickly to demonstrate that the Project is moving forward.
- Publicity coverage for yesterday's media event was good. The intent was to mitigate negative publicity and aim for some positive coverage. Julianne added that the key messages did get out, resulting in neutral to positive coverage and that being more proactive with messaging around the coming milestones will continue to influence coverage overall.
- At the moment the communication plan for the hospital must be refreshed, being considerate of partners' needs such as the Children's Hospital Foundation, now that the path forward has been approved with support from Ministry of Health.
- Committee members were asked to assess their communication needs, as well as those of patient and family advisors and Health Region clinical leaders, and bring these forward for discussion at the next Committee meeting as part of this refresh.

**Action:** Develop a proactive communication strategy for milestones ahead with a stronger maternal services component.

**Action:** Develop strategy to re-engage all design team members with the current message.

#### 5. Adjournment

##### 5.1. Key Messages

- Huge thanks to the Ministry of Health colleagues for support with the projected service requirements review through to determination of an expanded facility. The CHS Project Team will keep Ministry team members updated with progress over these next few weeks regarding revised schedule and work plan.
- Revised CHS project master schedule will be submitted to the Steering Committee for approval at the May 15 meeting.
- Brainstorming on a communication strategy will be another important aspect of the May committee meeting.
- Maura Davies acknowledged and expressed appreciation to everyone involved for their hard work over these past several weeks on projected service changes and the resulting impact on design. The Project Team is doing the right thing, as the Minister put it, to 'measure twice and cut once'!

**Next meeting:**

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

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