



Steering Committee Meeting Minutes

Respect
Compassion
Excellence
Stewardship
Collaboration

Date: December 19, 2013
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)
Maura Davies, President & CEO (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Dr. Tom Mainprize, Dept. Head, Obs. & Gyne. (SHR)
Bette Boechler, Director Children's Services (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Rena DeCoursey, Member of the Public
Charmaine Pyakutch, Member of the Public
Colin Tennent, Associate VP Fac. Mgt. (UofS)
Dr. Beth Horsburgh, Associate VP Research - Health (UofS)

Supports:

Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Michele Bossaer, Communications Consultant (SHR)
Ken Unger, Manager of Finance, Capital and Corporate Services (SHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Jenna Mouck, Capital Director (HEO)
Leanna Korevaar, Communications Branch (HEO)
Keith Henry, Prime Architect, HDHA/ZGF
Jennifer Mountain, Architect, ZGF

Strategic Directions

Transform the care and service experience

Transform the work experience

Partner to improve health of the community

Build a sustainable integrated system

Advisory Groups:

Carol Gregoryk (PAPHR)
Sharon Garratt (RQHR)

Regrets:

Max Hendricks, Assistant Deputy Minister (HEO)
Nilesh Kavia, VP Finance & Corporate Services
Leanne Smith, Director Maternal Services (SHR)
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Chris Bergen, Associate Director of Projects (UofS)
Phyllis Goertz, Planning Lead, Kaizen Promotion Office (SHR)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)

David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Robert Hawkins, Board Chairperson (CHFS)
David Henselwood, ZW Project Management Inc.
Clint Diener, Architect, ZGF
Dr. Ayaz Ramji (PAPHR)
Dr. Hafid Essalah (RQHR)

Our Mission

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

1. Call to Order

1.1. Approval of Agenda

The agenda was adopted as distributed.

1.2. Approval of Minutes – November 21, 2013

The minutes of the November 21 meeting were approved as distributed.

2. CHS Project Work

2.1. CHS Project Dashboard (Update)

- Contract Documents – 90% contract documents were turned over to the cost consultant, BTY, in late November for a comprehensive cost estimate update expected for January 7, 2014. Alternative design revisions will be incorporated to reduce resulting estimate.

- Medical Equipment Planning – Updated medical equipment list and layout drawings for every area of the facility have been received. Equipment inventory is being updated in a process that engages clinical users.
- Information Technology Planning – Work is continuing in order to understand resourcing and procurement issues for systems, design, software and hardware IT infrastructure. IT Services has identified June 30, 2014, for a deliverable for their equipment operational work plan.
- Furniture Planning – A review of all existing furniture has been undertaken, and the projected inventory listing and furniture budget is being updated.
- Commissioning – Stantec has completed their review of the 66% Construction Document and recommendations and comments have been shared with the architectural and engineering design teams to be adopted as required. Details will be shared with David Purdy for review by the Ministry.
- Energy Performance Contract – SHR Senior Leadership Team endorsed redesign of the CHS mechanical systems to accommodate a new RUH Energy Plant providing both heating and cooling and the architectural team is proceeding on this design direction. Net capital avoidance to the Project is potentially in the range of \$2 million, including off-setting price escalation due to schedule delay. With the impact of other issues on the schedule even more net capital cost savings may be realized on the Energy Contract Performance contract.
- Operational Planning – Key sessions were held in November and December with Jackie Mann, Vice Presidents and the Director leaders of project areas related to the CHS Hoshin strategic priority. Work will continue to understand key deliverables for the coming fiscal year.
- Early Works – Findings of the most recent structural engineering investigation on the 1984 parkade identifying the need to pursue parkade structure remediation works was received at the November meeting of the SLT. Further work is on hold while the Project Team and the SHR Facilities Management group review different structural options in order to make the best life-cycle costing decision.
- SCA Equipment Transfer – The Project Team has had several meetings with representatives of the Saskatchewan Cancer Agency and the scope of work has been defined for an upgrade to the existing RUH freight elevator. A feasibility study is being done in consultation with the SHR Supply Chain Director and her team on the operational impacts on the supply chain and whether a contingency plan can be put in place providing the window of time needed to upgrade the elevator. A recommendation is expected in near future to Steering Committee.
- Schedule Milestones – Next schedule milestone is receipt of the updated cost estimate in early January. Current target date for potential tender is in February, 2014, tempered by important discussions and direction from the Steering Committee and the Ministry on project scope and schedule issues. January is flagged as the key point in time to determine whether to proceed with the current design working drawings, or whether another course of action should be advanced.
- Budget Update – This report confirms our commitments, anticipated cost to complete and invoiced to date against the approved budget of \$229.9 million.
- Risk Summary – Since last month, both the budget and schedule have moved into ‘red’ on the risk register due to their potential impact on the Project.

## 2.2. Population/Service Projections Review – *Confidential* – (Decision)

- The steps to review population and service projections endorsed by this Committee at the November, 2013, meeting:
  - ~ Step 1 – Stakeholder group of CHS Dyad leaders, representative CHS design team members, CHS Project Team members, representation from SHR Senior Leadership Team and the Ministry of Health convene to further review the data collected to date, review and discuss Dyad recommendations and achieve consensus support for final recommended service changes, providing the foundation for the Step 2.
  - ~ Step 2 – Members of the CHS design teams, Project Team, Architects, SLT and Ministry representatives to review and identify alternative facility design options that will support the changes in service needs identified by the stakeholder group for submission to the CHS Steering Committee.
  - ~ Step 3 – SLT and the Ministry to complete appropriate review of identified options in order to provide support in principal of recommended options and to re-confirm CHS scope, schedule and budget and any other required adjustments to the Project work plan.

### 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.

- Step 1 was undertaken on December 9, 2013. Results from that stakeholder session were distributed in the meeting package to the Steering Committee in the table “Summary of Consensus Recommendations” with attached updated service area narratives.
- Analysis of service projections and proposed recommended bed numbers for each service line were discussed by the Committee.
- It was confirmed for the Committee that the proposed increase to the Children’s Services bed number would accommodate the expected influx of patients from Regina, and further analysis of Children’s Services data confirmed the average length of stay to be in the top quartile.
- Brynn Boback-Lane reminded the Project Team that the Foundation must be immediately informed of potential changes to future named donor spaces in order to accurately represent the Project.
- A vote was taken of the consensus recommended bed numbers for CHS service lines.

**Our Values**

Respect  
Compassion  
Excellence  
Stewardship  
Collaboration

**Motion:**

That the CHS Steering Committee endorses the consensus recommendations from the December 9<sup>th</sup> stakeholder session on changed CHS service/bed requirements based on a review and analysis of impacts of the increased provincial population projections on planned CHS services and endorses the recommended next step of identifying alternative facility options to support recommended service changes for review by this Committee.

**Strategic Directions**

Moved by: Maura Davies  
Seconded by: Bette Boechler  
Ministry of Health support members abstained.  
All voting members were in favour. **CARRIED.**

Transform the care and service experience

Transform the work experience

Partner to improve health of the community

Build a sustainable integrated system

- The Committee was reminded that confidentiality must be maintained while this matter is developing.

**2.3. Pediatric Catheterization Lab – (Update)**

- The Project Team continues to work with the Children’s Hospital Foundation of SK in preparation of a funding proposal to the CHFS Board of Directors at their January meeting for additional capital equipment to support incorporation of a pediatric cardiac catheterization lab, identified to be located in the ground floor Pediatric Surgery special procedures room. This addition is envisioned to have a minimal operational impact and will be brought to the Steering Committee for a decision when this final piece is confirmed.

**Our Mission**

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

**3. CHFS Update**

- RFPs for the CHS Donor wall and donor recognition signage were reviewed by the evaluation committee on December 11. The final top three proponents were chosen and notified. The CHFS Board of Directors requires final approval on this major item. The donor wall is expected to have meaningful impact and be an inspiration for new donations.
- The CHFS Gratitude Report will be released in January, 2014, and reports that the Foundation raised \$6.3 million provincially. Brynn Boback-Lane expressed thanks to the Minister of Health and Jackie Mann for their contributing comments.
- The Foundation is working, together with the Region, towards making very significant announcements in the New Year. The CHFS expects this news to precipitate ground breaking for the Children’s Hospital.
- Brynn appreciates involvement in sessions with SHR Therapies, Pediatric Outpatients and architects regarding the potential child life space. She reported that the new donor is keeping in touch regularly and she has requested they participate in a conference call in the New Year with the Project and Design Teams to better understand the complexity of the space.
- The CHFS naming policy on donor spaces is coming along well. They have flagged significant pieces of equipment on the list and are working with the Project Team in obtaining clarification on recognition for those major pieces.

#### 4. Communications Update

- Michele Bossaer reported her continuing focus is on the Early Works component of the Project, specifically the parkade and the freight elevator.

#### Our Values

Respect  
Compassion  
Excellence  
Stewardship  
Collaboration

#### 5. Adjournment

##### 5.1. Key Messages

- Thanks to the Project Team and Dyad leaders for their work in identifying recommendations that will address the service and population projections for the Children's Hospital. Full support for these recommendations has been reached by the CHS Steering Committee.
- Congratulations to the Children's Hospital Foundation of Saskatchewan on their great fundraising year; the Foundation's support is much appreciated.
- Capital medical equipment required for the Pediatric Cardiac Catheterization Lab will be brought to the Steering Committee as a decision item pending CHFS Board of Directors' confirmation of support.

#### Strategic Directions

Transform the care and service experience

Transform the work experience

Partner to improve health of the community

Build a sustainable integrated system

#### Next meeting:

January 23, 2014, 4:15 – 5:30 pm  
RUH Telehealth Suite Room 6625

#### Our Mission

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