



Steering Committee Meeting Minutes

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

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Date: July 7, 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)
Nilesh Kavia, VP Finance & Corporate Services (SHR)
Bette Boechler, Director Children's Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Dr. Jocelyne Martel, Physician Dyad/Department Head – Maternal Services (SHR)
Brynn Boback-Lane, President & CEO (CHFS)

Advisory Groups: Carol Gregoryk (PAPHR)
Sharon Garratt (RQHR)

Regrets: Karen Lautsch, Assistant Deputy Minister (HEO)
Mike Stensrud, Chairperson (SRHA)
Dan Florizone, President & CEO (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Colin Tennent, Associate VP Fac. Mgt. (UofS)
Charmaine Pyakutch, Member of the Public
Dr. Beth Horsburgh, Associate VP Research – Health (UofS)
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Dr. Ayaz Ramji (PAPHR)
Dr. Juliet Soper (RQHR)
Brad Williams, Director Capital Asset Planning (HEO)
Pauline Rousseau, Executive Director Strategy & Innovation (HEO)
David Henselwood, ZW Project Management Inc.

Supports: Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Greg Yuel, Board Chairperson (CHFS)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Jonathan Harris, Senior Policy Analyst, Strategy & Innovation (HEO)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
Simon Branch, Project Manager, 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)
Michele Bossaer, Communications Consultant (SHR)
Sandy Gibson, Director Operational Readiness & Transitions (SHR)
Ken Unger, Interim Director of Financial Planning and Advisory Services (SHR)
Shirley Xie, Communications Consultant (HEO)
Lynn Red-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 – April 21, 2016
The minutes of April 21, 2016, were approved as circulated.

2. CHS Project Dashboard

2.1. Project Status

- There have been no safety issues since last reporting period.
Running electrical duct bank works down Hospital Drive continues.
Installation of electrical duct bank, ventilation ductwork and medical gas lines are on-going within the parkade.
Rough-ins for mechanical and electrical service in the sub-basement have commenced, and rough-ins for some of the drainage for the ground floor has commenced.

- Waterproofing and insulation of the basement exterior foundation continues, and backfilling for the basement slab on grade has commenced.
- Work on the ground floor is complete with the exception of the ambulance bay which is in progress and will have glycol heating in the floor slab.
- Main floor slabs and verticals closest to the SCA are complete and the section closest to Ellis Hall is being poured.
- First pour of concrete for the second floor slabs started today, and the third floor slabs are expected to begin in August.
- Pile caps are getting excavated and columns are being poured in preparation for the overhanging structure; as well walls have been poured for the ramp structure.

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2.2. Interior Design and Equipment Planning

- Building interior design continues for the play room and teen lounge, and additional graphics in some surgical areas. September is planned for another session of the Interiors committee to review and confirm the final graphic details.
- Within Furniture, Fixtures and Equipment procurement plan, review sessions were held recently with all clinical and support service areas to validate medical equipment needs focusing on areas of costs savings and consideration of existing equipment utilization.
- Updated medical equipment lists will be distributed for sign off, and receipt of the overall comprehensive FF& E cost estimate from the medical equipment planners is anticipated for late July.

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2.3. Cost Management

- At the time of tender \$2-3 million in potential additional innovations had been identified and a number of these have been confirmed with current reductions of \$2.7M against the Contract Price. These reductions assist by offsetting additions to Contract Price.
- Additional potential credits of approximately \$600,000 may yet be achieved.
- Forecasted commitments on the contingency are for known items that require pricing, such as the additional costs for changes to the maternal floor that are tabled at today's meeting and potential change to installation of the patient entertainment system.
- The forecasted potential contingency remaining is approximately \$5.5 million, with project budget currently forecast in a comfortable position.

2.4. CHS Strategic Project Workplan Update

- As of June 30th, 79% of the operational and support integrated plans are green, 7 milestones are currently red.
- 13% of the milestones are complete with corrective action A3s in place, as the target was 22%.
- Maternal Services hosted Dr. Celeste Phillips who was at SHR for 3 days training staff and physicians on the core values of family centered maternal care (FCMC).
- Supply Chain is working through recommendations for the in-room Kanban cupboards and cart design.
- All units are in the process of planning unit-specific CHS placemats which outlines total overall progress from initiation to completion, developed by Communications, and is a good tool for staff.

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2.5. Critical Risk Update

- Operational Funding – recent meeting between SHR and the Ministry of Health was held June 29th to review key actions and next steps in the budget review; SHR is responding to their questions.
- RUH Heating and Cooling – the mitigation plan is complete and recommendations will be reviewed at today's meeting.
- IT/eHealth Funding received Ministry approval for 2016/17 and acknowledgement was received for the total CHS IT funding requirement of \$34 million.

3. Change Request #12 – Conversion of 14 Maternal Rooms to SRMC Rooms

- The design of the Maternal floor originally provided for 14 traditional maternal rooms, but using real patient data during improvement work in March, 2015, placement and flow of patients was determined and it was discovered those traditional rooms were impeding patient flow, as well as being contrary to visioning of this hospital.
- Further, it takes a significant amount of time to transfer a patient – time that staff could be providing direct patient care. The maternal team feels this request is integral for Maternal Services as we move forward on the model of care.

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- In February, 2016, this change request received this committee's support to develop the design details for this change. The completed price request reveals: confirmed pricing of \$303,000 for construction costs compared with order of magnitude estimate of \$224-280,000. Design costs will be \$25,000 compared with original target of \$60-70,000. Total price of \$327,968 is well within the range of the order of magnitude cost of \$284-350,000 reported in February.
- It was also reported in February that fit up for similar equipment in the 14 additional SRMC was anticipated to cost just over \$1 million. Since that time the maternal team has brought diligence to this process and has identified an alternate exam light for these rooms resulting in a fairly significant cost savings of \$637,500.
- In addition, diligence around using existing equipment and a number of key changes in equipment needs has helped to close the gap in order that equipment requirements for these rooms will be delivered within the available funding from the Foundations.
- The Ministry of Health has had discussions with Leanne and Craig around key areas of concern and are satisfied that implementation of this change will not drive any increase in the operating budget.
- Jackie reminded the Committee of their role to review changes in scope, budget or construction schedule and this Committee has the authority to recommend matters forward for approval with the final approval ultimately resting with the Ministry.

Recommendation One: Approve Price Request in the amount of \$302,961 and issue Change Order through the construction contract. Design fees of \$25,007 will be expenses to ancillary costs.

Recommendation Two: Approve adjustments to Maternal Services medical equipment listings for the 14 rooms being converted from Traditional to SRMC to appropriately support revised clinical function of these rooms. The equipment fit up of these room and associated costs will be included within the final review of equipment requirements for all Maternal Services areas within the context of the overall CHS FF&E Procurement Plan. Further updates will be provided to the Children's Hospital Foundation of Saskatchewan and the CHS Steering Committee in fall of 2016.

Decision: The Children's Hospital of Saskatchewan Steering Committee gave consensus approval of Change Request recommendation one and two to convert 14 traditional rooms to SRMC rooms.

4. Change Request #13 – Relocation of 4 Assessment Rooms to Maternal Outpatients

- This change request relates to switching location of 4 Assessment Rooms with Maternal Outpatient, moving these rooms closer to the entrance of the Maternal Care Centre where the registration clerk is located, allowing the patient to be triaged at the same time by a registered nurse.
- As a result of improvement work of March, 2015, Maternal Services has implemented Obstetrical Triage Acuity Scale (OTAS) in the current RUH Maternal Care Centre in order that a registered nurse triages every new patient.
- If the design was left as is it would impact operations, locating a registered nurse at the entrance at Maternal Outpatients, far away and down the hall from the labour assessment rooms, and require the addition of one staff at an annual cost of \$275,000.
- In February, 2016, this change request received this committee's support to develop the design details for this change. The completed price request reveals: confirmed pricing of \$84,565 for construction costs compared with order of magnitude cost estimate range of \$140-180,000. Design costs will be \$40,905 compared to original target of \$50-60,000. Total price of \$125,470 is well below the February estimate, and does not require additional equipment costs and will not impact construction schedule.

Recommendation: Approve Price Request in the amount of \$84,565 and issue Change Order through the construction contract. Design fees of \$40,905 will be expensed to ancillary costs.

Decision: The Children's Hospital of Saskatchewan Steering Committee gave consensus approval of Change Request recommendation to change the location of 4 Labour Assessment Rooms with Maternal Outpatient rooms.

Action: Leanne will advise Brynn on impacts to the family alcove space now that a decision has been made.

5. RUH/CHS Heating and Cooling Recommendations

- Based on the CHS construction schedule a permanent heating source for the CHS building is required by September 2017, and a permanent cooling source is required by May 2018.
- Based on direction to CHS Project in 2013, mechanical design was changed to provide heating from the RUH-based Hot Water Plant.

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- Subsequent to this decision, U of S provided a new cost model for steam provision to RUH campus requiring an investment in equipment and required capital funding for net new equipment for RUH.
- Based on direction to CHS Project in 2013, mechanical design was changed to provide cooling through an expansion of the RUH Cooling Plant and required capital funding for net new equipment for RUH.
- Pending decisions regarding heating and cooling infrastructure upgrades required to avoid negative cost and schedule impacts on CHS construction put heating and cooling for CHS at a critical risk.
- An A3 Action Plan for this risk was implemented in April 2016 which identified key areas of activity: study the condition of existing RUH heating and cooling equipment, review existing and projected heating and cooling loads, identify design concepts for meeting CHS needs, evaluate options and provide order of magnitude costing.
- Conceptual Design Options Study was conducted May through June, 2016, by CHS Project stakeholders, the U of S and SCA representatives.
- An evaluation team scored the heating and cooling options identified to meet the evaluation criteria.
- There was consensus support from the evaluation team to recommend the highest-scoring heating and cooling options: Heating Option 1, heat exchangers in the CHS sub-basement. Cooling Option 6, partially combined water-cooler chiller plant in RUH sub-basement combined with cooling towers on parkade to serve CHS.
- In June 2016 the Ministry approved \$8 million for heating and cooling upgrades within the 2016/17 SHR capital budget, providing funding required to cover both projects.
- In reply to Greg Yuel's question on Cooling Option 6 to clarify whether the recommendation is for a water cooling tower and whether it would produce a lot of condensation in the form of steam or fog when the temperature was between +7 and -20C, Craig advised that new equipment specified is a closed loop circuit system that will control evaporation of water and minimize that situation. New equipment is better than the equipment in place today on the top of the parkade, and will be located on the east end of the parkade.
- Deb Jordan complimented the combined team of CHS Project, Facilities Management and Capital Planning for delivering a rapid solution to these critical risks.

Recommendation: Approve the CHS Project team to complete the detailed design and issue a Price Request to the contractor to implement Heating Option 1, heat exchangers in CHS sub-basement. Upon confirmation that Price Request from contractor is within order of magnitude cost estimate, a Change Order will be issued through the construction contract. Total construction and design costs for Heating Option 1 will be funded through the 2016/17 Ministry capital grant received for heating and cooling upgrades. A transfer of required funding amount will be made to the CHS construction budget. Lastly, endorse recommendation to pursue SHR Capital Planning and Project Management completing detailed design and implementation of recommended Cooling Option 6 with specifications and contract documents to include required completion date in spring, 2018, to no impact CHS cost and schedule.

Decision: The Children's Hospital of Saskatchewan Steering Committee gave consensus endorsement to the heating and cooling options and recommended steps.

6. CHFS Update

- Brynn Boback-Lane began her report by congratulating those involved in bringing the Project to 20% completion and expressed appreciation for the public recognition of this milestone, which is also great news for the Foundation as they share it to the province and their donors.
- Brynn advised that they have been approached by a couple of interested parties contracted for work on the Project to look into the possibility of gift-in-kind donation opportunities. Brynn researched this concept with the CRA and found that contractors/suppliers upon approval could supply some major pieces to the Project as long as fair market value is known in order for a receipt from the Foundation to be issued.
- CHFS is undertaking the year-end audit for the Children's Hospital including reviewing all contracts for donor naming. This will have benefit for the Foundation and SHR in ensuring policies are consistent and necessary changes are made.
- In addition significant donors, major corporations and individuals, have requested their own policies, signed and administered within their own companies. CHFS is working this through with legal counsel and will continue discussions with the Region.
- On the Child Life Zone, CHFS, TFK Foundation and Bette Boechler are in on-going discussions. The programing has been underwritten by a major donor, so it does not affect the budget.
- CHFS is considering meeting with a possible new supplier for the donor wall due to changes in the Canadian dollar and to help stay in line with budgeting restrictions to see what they will offer. This supplier was in second place in the RFP competition. Static displays for the main floor columns will be discussed as well.

Proposed concepts will be brought to the CHS Steering Committee and submitted for approved by the Foundation Board.

- Brynn announced a welcome to Dr. Bill Bingham who has been elected to serve as the new representative for Saskatchewan on the Board of Directors of CAPHC, a position fully supported by the Foundation. Brynn also expressed thanks to Bette Boechler for her past representation on the Board of Directors.
- Brynn advised she will be attending in the fall the Executive Foundation meeting for all children's hospitals that will focus on national efforts, the Children's Miracle Network and partnerships across Canada. This involvement is useful in ensuring CHFS is on target nationally with best practices.
- Brynn will also be speaking as key note in Vancouver at the Not for Profit Summit that is held for major financial institutions in Canada. This involvement will help CHFS move forward on sustainable funding.
- A communications piece is being developed that will strengthen the CHFS brand, and address the on-going confusion in the province, specifically in SHR, in order to achieve clarity and distinction in recognition.

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Action: SHR will review the gift-in-kind request and establish an appropriate process.

Action: Craig will provide a drawing and details on the location and infrastructure for a donor wall.

7. Communications Update

- An internal news release and social media updates went out today on the 20% completion milestone of the CHS Project.
- The unit-specific CHS placemat has been design as a tool to engage all staff in the progress of this Project.

8. Adjournment

8.1. Key Messages

- Congratulations to the design team for their diligence in pursuing innovative cost savings for construction of this project.
- Good progress has been recently made on the joint CHS/Corporate critical risks of heating and cooling, moving them from red to green.
- Jackie expressed that she feels the CHFS and SHR teams are working well together, and work hard to try to find a way forward as issues arise. She thanked the Foundation for their partnership.
- Another opportunity for a construction tour of the project was requested and will be investigated in conjunction with a future meeting.

Next meeting:

September 15, 2016, 4:15 – 5:30 pm
RUH Telehealth Suite Room 6625 / TCD Staff Development Centre

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