



Children's Hospital of Saskatchewan 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

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

Date: May 16, 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)
Maura Davies, President & CEO (SHR)
Leanne Smith, Director Maternal Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Brynn Boback-Lane, President & CEO (CHFS)
Rena DeCoursey, Member of the Public

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

Supports:
Craig Ayers, Project Director CHS Project (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Michele Bossaer, Communications Consultant (SHR)
Ken Unger, Manager of Finance, Capital and Corporate Services (SHR)
Shirley Xie, Communications Branch (HEO)
Jenna Mouck, Capital Director (HEO)
Kent Coleman, Health Facilities Planner (HEO)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)
Louis Guilbeault, Exec. VP, ZW Project Management Inc.
Keith Henry, Prime Architect, HDHA/ZGF
Clint Diener, Architect, ZGF

Regrets:
Max Hendricks, Assistant Deputy Minister (HEO)
Jim Rhode, Chairman (SRHA)
Nilesh Kavia, VP Finance & Corporate Services
Bette Boechler, Director Children's Services (SHR)
Dr. Tom Mainprize, Dept. Head, Obs. & Gyne. (SHR)
Colin Tennent, Associate VP Fac.Mgt. (UofS)
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Geraldine Arcand, Vice Chief – Saskatoon Tribal Council
Dr. Jim Thornhill, Acting Associate VP Research - Health (UofS)
Charmaine Pyakutch, Member of the Public
Chris Bergen, Associate Director of Projects (UofS)
Robert Hawkins, Board Chairperson (CHFS)
Dr. Ayaz Ramji (PAPHR)
Dr. Hafid Essalah (RQHR)
Phyllis Goertz, Planning Lead, Kaizen Promotion Office (SHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Pauline Rousseau, Executive Director, Policy & Planning (HEO)

1. Call to Order

Chair, Jackie Mann, called the meeting to order. Leanne Smith, SHR Director of Maternal Services, was welcomed to the Committee.

1.1. Approval of Agenda

The agenda was approved with the addition of Item 5, Branding and Identity of New Facility.

1.2. Approval of Minutes – April 18, 2013

The minutes of April 18, 2013, Steering Committee meeting were accepted as circulated.

2. CHS Project Work (Update)

2.1. CHS Project Dashboard/Schedule

- The CHS Project is well into Contract Documents phase. Cost consultant BTY have issued a 33% cost estimate report that is currently being reviewed and consolidated and the team expects that will be finalized next week.
- Interior design by the architectural team is also underway and will engage the Interiors Committee for an initial session in June.



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- The Project Team received the draft U of S Land and Facilities Committee submission for review and will provide comments to assist in finalizing their submission. Jackie Mann and Craig Ayers have been invited to attend the Land and Facilities' June 24th meeting when a decision will be made on recommendation for Board 2 approval by the Board of Governors at their June 25th meeting.
- The Senior Leadership Team has agreed with the CHS Project Team to not proceed with the STARS temporary heliport site proposal and Maura Davies has followed up with the Ministry.
- Medical equipment planning is proceeding well with new placement drawings anticipated by the end of May. This piece continues through 66% working drawings and is on schedule.
- Furniture planning is becoming more detailed and initial presentations will be part of the June Interiors Committee session.
- The procurement team has established a strategy that includes establishing roles and responsibilities of individuals, enabling the group to actually do the procurement of FF&E items as the lists are finalized.
- The commissioning consultant is reviewing 33% working drawings and will submit their final report by the end of May.
- Wayfinding and signage consultant has initiated their work plan that continues through contract document phase.
- There are no changes in the project budget and construction escalation rate is also unchanged.
- The Project is at 68% complete compared to 79% planned completion based on the December 2012 master schedule. The Project team is collecting data to assess potential schedule impacts and will analyze and report at future steering committee meeting.
- The electronic health records issue poses a slight risk to the Project until actual process improvements are determined. Additional equipment needs to support paper charting activities will be reviewed and determined through the planned Information flow mock up activities.
- In response to a question from Jenna Mouck on whether there has been resolution on Saskatchewan Cancer Agency's need for equipment transfers within the existing parkade, Craig advised that analysis is underway on the two options provided by the Cancer Agency. The issue revolves around the utilization of the RUH parking structure by the Cancer Agency to transfer equipment in and out of their facility, but introduction of a second ramp to get up to Level 2 is outside the current scope and planning of the CHS Project, as access to Level 2 of the parking structure is not an operational or functional requirement. This could be a significant additional cost in the order of magnitude of \$900,000 and, therefore, due diligence will be required to determine the most reasonable route while considering the long-term needs of the Cancer Agency. A more feasible and cost effective solution may involve upgrading the existing freight elevator in RUH Loading Dock area. Results of this analysis are anticipated by the June Steering Committee meeting.

2.2. CHS Strategic Project Plans for 2013-14 – Hoshins (Inform)

2.2.1. Construction Planning, Models of Care (Operational Planning), Supply Chain, IT, EHR

- Construction planning is a key piece of the Hoshin Kanri work for this year, but along with that, key plans are underway to develop and finalize the model of care for each service area of the Children's Hospital.
- Fiscal year end is the target for these models to be developed, including financial and human resource impacts through to 2016.
- In addition there is an overall physician human resource plan, and Dr. Givelichian and Jackie Mann are working together to prioritize and develop time lines around recruitment.
- Dr. Givelichian pointed out that the Provincial Pediatric Initiative is a parallel process that has been put in place in recognition of the need for immediate recruitment and has been tasked with shortlisting the physician number for urgent and immediate needs, including those for the Children's Hospital of Saskatchewan. He sees an overlap in these initiatives and would like to see the two processes come together.
- The other key areas of Hoshin planning this year relate to the particular method of delivering supplies to the new facility (supply chain), and how the information structure and EHR will need to advance this year. A new executive team will be assembled for oversight on these major work plans, and will report up to this Committee. Overall operational planning will be added to the Dashboard and reported on each month.



- Action:** Equipment list updated cash flow will be issued to the CHFS for the first week of June, ahead of the June 11 CHFS Board of Directors meeting.
- Action:** Report back on the resolution of parking structure access for Saskatchewan Cancer Agency equipment transfers.
- Action:** Initiate an executive team to oversee and report on strategic Hoshin Kanri work plans that impact the Children's Hospital.

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3. CHFS Update

- The Foundation is prepared to review the financial commitment schedule when it is received and will then make submission to their Board of Directors to ensure funding is available when required.
- The Foundation has deemed that recruitment, retention and research components are priorities they will assist with where possible. To this end, the Foundation has determined to set aside significant dollars from gifts and disbursements for seed money to start creating Pediatric Chairs, in consultation with the Department of Pediatrics and Dr. Givelichian, and have made the first installment of \$100,000.
- Brynn and her staff have had very productive meetings with the CHS Project Team on levels of donor opportunities and tiered opportunities available to provincial donors. The Foundation now has a good start in how to proceed with coupling financial needs with desires of donors.
- At the Board's request, Brynn addressed the importance of a clear provincial brand, as branding will be an instrumental tool in provincial presentations and funding requests, which ultimately flow back to the Children's Hospital.
- In consult with a re-engaged 40-person capital campaign cabinet, the Foundation has developed a provincial campaign strategy that lays out the next steps for proceeding with some very major funding requests needed to cover the increased needs. This plan will be received by the Board of Directors for approval at their June meeting.
- Brynn reported she had a very positive meeting with Craig Ayers and Bette Boechler around the major donor opportunity and the possibility of a new space in the CHS. The Foundation is getting more information and will provide more a detailed update, and request for approval, at the Steering Committee meeting in June.
- Jackie Mann congratulated the Foundation on their successful gala event on April 19th.

4. Communications Update (Inform)

- The Design Development media announcement on April 30th was a major event, and Michele Bossaer thanked those who assisted and participated. Besides provincial and national coverage, there was also interesting coverage by a health care design magazine in the States.
- Since that time, Michele has focused on expanding social media presence on the CHS website and getting drawings and floor plans out to clinical areas, as well as ongoing work on Early Works operational issues.
- Chair, Jackie Mann, added that she received a note from Mr. Paul Merriman, MLA for Saskatoon-Sutherland, that will be circulated with the minutes, thanking the CHS Project Team for their work, and he also sent proceedings from the Legislative Assembly.

5. Branding and Identity

- The CEO's and Chairs of the SHR and the CHFS met about a month ago to begin the discussion of how to proceed in the area of branding and identity. These two organizations will continue to work together under the lead of Darby Semeniuk, Director of Communications.
- The first step will be developing a Request for Proposal in order to get market support and advice with this process.
- Maura Davies emphasized the importance of keeping the enormous gift of information received from the children and families of the north and other communities in mind during this process. After seeking external experts in the area of branding, and consulting with key constituents, Maura is hopeful a recommendation can be made to these two Boards.



6. Adjournment

6.1. Key Messages

- o Contract Document phase will parallel a Region-wide emphasis on operational planning and related key areas of Hoshin Kanri.
- o First steps have been made in creating provincial branding and identity for the new Children’s Hospital of Saskatchewan facility.

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Next meeting:

**June 20, 2013, 4:15-5:30 pm
RUH Telehealth Suite Room 6625**

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