



Steering Committee Meeting Minutes

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Date: November 21, 2013
Time: 4:15 – 5:30 pm
Location: RUH Telehealth Suite Room 6625
Chair: Craig Ayers, Director CHS Planning (SHR)

Attendees: Members:
Maura Davies, President & CEO (SHR)
Bette Boechler, Director Children's Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Colin Tennent, Associate VP Fac.Mgt. (UofS)
Brynn Boback-Lane, President & CEO (CHFS)
Dr. Beth Horsburgh, Associate VP Research - Health (UofS)
Rena DeCoursey, Member of the Public

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)
Jenna Mouck, Director Capital Asset Planning(HEO)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
David Henselwood, ZW Project Management Inc.
Keith Henry, Prime Architect, HDHA/ZGF
Clint Diener, Architect, ZGF

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

Regrets:
Max Hendricks, Assistant Deputy Minister (HEO)
Jackie Mann, VP Integrated Health Services (SHR)
Jim Rhode, Chair (SRHA)
Nilesh Kavia, VP Finance & Corporate Services
Dr. Tom Mainprize, Dept. Head, Obs. & Gyne. (SHR)
Charmaine Pyakutch, Member of the Public
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Leanne Korevaar, Communications Branch (HEO)

David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Andy Davalos, Senior Policy Analyst, Strategy & Innovation (HEO)
Chris Bergen, Associate Director of Projects (UofS)
Dr. Ayaz Ramji (PAPHR)
Dr. Hafid Essalah (RQHR)
Phyllis Goertz, Planning Lead, Kaizen Promotion Office (SHR)
Robert Hawkins, Board Chairperson (CHFS)

Guests: Marcel Nobert, Director Facilities Management (SHR)

1. Call to Order
Craig Ayers, CHS Project Director, chaired the meeting in the absence of Jackie Mann, VP Executive Project Sponsor, and called the meeting to order.

1.1. Approval of Agenda
Dr. Givelichian requested an addition of the Co-Chair from the Maternal and Children's Patient and Family Advisory Council. The agenda was adopted with the inclusion of this Item (2.7).

1.2. Approval of Minutes – October 24, 2013
The meeting minutes of October 24, 2013, were approved with amendments to action items.

2. CHS Project Work

2.1. CHS Project Dashboard (Update)

- Contract Documents/Budget Validation – the Design Team is on track to reach the 90% contract documents milestone this week. Budget validation by BTY will commence December 5th with expected completion on January 7, 2014.

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- Design – Presentation of the pediatric and adult emergency department interiors was given on November 12 at the ED Patient and Family Advisory Council, with additional representatives including Bette Boechler, Director Children’s Services, ED clinical staff and Brynn Boback-Lane with CHFS. Favourable feedback was received from the group on good progress being made and response of architectural/interior design to feedback received at the Interior session in September 2013. A further presentation will be made to the ED physicians on December 4. Lighting mock-ups have been completed and design implemented in the contract documents.
- Medical Equipment Planning – planning continues and updated medical equipment lists and placement drawings are anticipated by the end of this month. OR and equipment integration levels are being considered by the CHS surgery team with direction anticipated by the end of this month.
- IT Planning – The Project Team and ITS representative held a design review meeting on October 22 and are currently resolving identified infrastructure and equipment items. SHR is developing resourcing and procurement plans.
- Furniture Inventory – The process for tracking inventory is being defined and a process will be reviewed with service areas in early December.
- Wayfinding and Signage – The concept design budget estimate is expected by the end of this month.
- Commissioning – Stantec has completed their review of the 66% contract document package and their comments will be incorporated into the next issue of the CD package.
- SCA Equipment Transfer – Representatives from SCA, SHR Facilities and the Ministry are continuing their investigation to confirm the feasibility of an alternate route to transfer SCA equipment when it is upgraded and changed out. A workplan has been developed and an initial stakeholder meeting is planned for November 29. A recommendation along with total anticipated costs once completed will be forwarded through CHS Steering Committee, SCA and Ministry.
- Operational Planning – Strategic planning session held November 14 with vice-president sponsors and operational leads of all strategic areas related to the CHS Project for the purpose of better understanding the key deliverables and milestones in these work plans for 2013 through to 2015. A follow-up session is planned for December 6.
- Early Works – A portion of the project has been delayed due to façade issues with the RUH 1978 building. This will have a knock-on effect on subsequent phases including parkade demolition and targeted construction start for CHS and will be discussed more fully in this meeting.

2.2. Overview of Significant Developments (Inform)

Overview of a number of significant items happening concurrently that have the potential for a large impact on the schedule, budget and scope of work of the CHS were brought to the Steering Committee for discussion and direction.

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- RUH Façade Work – securing the RUH facade has had direct impact on the schedule for construction of the first entrance and stairway that needs to be in place prior to bringing down the Cameco skywalk. This is a critical path schedule item with a knock-on effect on the demolition works and site preparations for the start of CHS construction. The Project Team is working with the contractor to mitigate this issue and are considering accelerating the work by putting additional resources on site and possibly having occupancy without finishes being completed. This extra work will have a 6-week delay on Early Works.
- Pediatric Cardiac Catheterization Lab – will have only a minimal impact on the overall CHS schedule.
- Child Life Opportunity – Discussions continuing with the Foundation regarding capital construction costs and operational funding, but schedule impacts are being mitigated.
- RUH Parkade Restoration – The structural engineer has just completed their investigation report on the status of all repairs needed on the 1984 parkade. The recommendation made is for further testing, addressing urgent repairs and scheduling on-going remediation work that will impact parking operations on site. The Project Team is working with Marcel Nobert and his team to prepare a briefing that will be provided to the SLT and the Ministry in the next 10 days to 2 weeks.
- STARS – The Ministry has initiated review of several potential locations for the temporary landing base for STARS. One location is within the CHS construction zone adjacent to the RUH parkade and two of the other five are locations on the U of S campus. The consultant’s report will be available in mid-December but it is not expected to fully address the risks associated with operating within a construction zone and, therefore, the Project Team anticipates it will have opportunity to provide input and feedback on the draft report provided by Ministry.

- Population Projections for Saskatchewan and Energy Performance Contract will be discussed in more detail as separate agenda items.

2.3. Confidential - Updated Population, Service Projections (Update and Decision)

- Recent population projections from the Ministry were analyzed by the HayGroup for CHS service lines to update projected CHS service volumes. The projected service volumes were then input into the CHS 3P bed number methodology utilized in 2011.
- On direction given at the October 24th Steering Committee meeting, Dyad leaders in each service line have been closely involved in reviewing these service projections, with exploration of surge capacity options and alternative options for services.
- The summary table and one-page narrative from each service line director included opportunities which were reviewed and discussed at length.
- Brynn Boback-Lane advised that from the Foundation's perspective, there is concern over re-planning of rooms and spaces in particular for areas that have donor funding secured.
- Ministry advised that the methodology utilized for the population projections is heavily weighted for recent years and continued assumptions on economic factors and provincial in-migration are key in the modeling. It was suggested that further discussion on these model assumptions occur.
- There was consensus within the Committee to further advance the analysis of service projections in a two staged approach as contained in the briefing note recommendation. Stage one is to be completed on a priority basis by creating a special stakeholder group comprised of CHS Dyad leaders, CHS Design team and Project team members along with SLT and Ministry representatives, and the use of consistent messaging that population projections have been recently updated and the team is working on getting a better understanding of the impacts on all service lines for CHS.
- An update on recommendations proposed from the stakeholder group will be brought to the December Steering Committee meeting for further direction.

Action: A stakeholder meeting will be organized to further study the impact of updated service projections and bring recommendation to the Steering Committee meeting in December.

2.4 Energy Performance Contracting (Inform)

- Heating and cooling system for CHS has been planned to receive heat from the U of S boiler plant and cooling from the CHS roof-top chillers, with expectations that at some point in the future all would be provided from the RUH site.
- A Cost Benefit Analysis recently completed for SHR reveals substantive capital cost avoidance for the CHS Project could be achieved by establishing a hot water boiler plant in RUH which would provide heating to both RUH and CHS. Further capital cost avoidance could be achieved with the expansion of the RUH cooling plant capacity. The total capital cost avoidance amounts to \$3.5 million.
- As a stand-alone item, this total capital cost avoidance is off-set by the estimated price escalation of approximately \$1.5 million for projected 8 week delay to revise mechanical design.
- Therefore the targeted net estimated CHS capital cost avoidance is in the range of \$2 million. It was recognized that the impact of this item on the master schedule could be effectively minimized by other potential issues that may move CHS schedule milestone dates.
- Future operational cost avoidance savings of \$200,000 per year on a life-cycle basis was also identified as a positive factor to this scenario.
- Proposed changes to CHS mechanical systems have been approved in principle by the SLT and a final decision will be reached by SLT with additional consultation with Ministry.

Action: The recent business case analysis on the Energy Performance Contract will be brought to the SLT for a decision made in consultation with the Ministry.

2.5 Pediatric Catheterization Lab (Update)

- A third stakeholder meeting was held on November 15 focusing on operational coordination and determining capital equipment costs and schedule impacts for the recommended option of incorporating a pediatric cardiac catheterization lab within the ground floor Pediatric Surgery special procedures room.
- Consensus was reached at this meeting for maintaining one procedure room for all procedures requiring a negative pressure environment, as one room cannot operate in both positive and negative pressure, with the PICU Special Procedure Room identified for that.
- Process for decontamination, sterilization and scope cleaning was discussed.

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- Updated incremental Project costs are estimated at approximately \$500,000, with incremental capital equipment costs of \$1.75 to \$2.5 million.
- Further to this stakeholder meeting, Ken Unger and Bette Boechler met on November 20th around the operational aspects and determined that catheterization lab staff will work in the pediatric lab as required by shutting down one of the three labs being operated in RUH; therefore, not incurring additional operating costs.
- Brynn Boback-Lane confirmed that she would contact her Board to advise on these developments and gauge support for funding of the additional capital equipment costs, cautioning that a realistic timeframe for a solid answer will not be provided until after the next Foundation Board meeting in January, 2014.

Action: Integration of a Pediatric Cardiac Catheterization lab is further developed with identification of space, clarification of variables and confirmation that funding for additional capital equipment costs will be considered by the CHFS Board of Directors at their January meeting.

2.6 CHFS Potential Donor Opportunity

- The creation of space for a potential child-life program is planned adjacent to Pediatric Outpatients on the main floor, over the Emergency ambulance garage. It is recommended to be included in tender documents as shell space to minimize schedule impacts.
- A planning session involving Pediatric Outpatients design team, Therapies, the CHFS, and Architectural and Project team members to discuss proposed conceptual design and understand how to best coordinate flow through these areas is scheduled for December 3.
- Brynn Boback-Lane was pleased to announce that the CHFS Board of Directors has approved in principle, along with the donor, support of \$3 million comprised of \$2 million of capital costs for complete build and fit-up with \$1 million set aside for operating costs over a 10-year time frame.
- Next steps will be to further define this program and staffing needs.

2.7 Request from Maternal and Children's Patient Family Advisory Council

- Dr. Givelichian presented a request from the Co-Chair of the Patient Family Advisory Council for Children's and Maternal services to sit on this Committee.

Action: Craig Ayers will review this request with the CHS Steering Committee Chair.

3. CHFS Update

- Brynn Boback-Lane thanked Craig Ayers, Susan Major of ZW Project Management, and the SHR Procurement team led by George Dellezay for their assistance in developing the RFP for the CHS donor wall and for donor recognition, stating that this is progressing on time.
- Brynn announced confirmation of a new \$1 million donation that has been secured within the last week from a donor that resides outside of the Saskatoon Health Region. She added that large donations coming forward indicate the public appetite is still very high.

4. Communication Update

- Michele Bossaer is focusing her work on intensive communication around Early Works.

5. Adjournment

5.1. Key Messages

- The Committee received an overview of the status of the service projections in order to understand the issues and how to best move forward.
- Thanks to the Dyad leads for their contributions on this review.
- Thanks to the Committee for their support on the next steps and the sense of urgency to develop recommendations in all service lines.
- Confirmation of the CHFS's commitment to a Pediatric child life program opportunity is welcome news.

Next meeting:

December 19, 2013, 4:15 to 5:30 pm
RUH Telehealth Suite Room 6625

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