



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.

Steering Committee Meeting Minutes

Date: October 22, 2015
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)
Brynn Boback-Lane, President & CEO (CHFS)
Advisory Groups: Sharon Garratt (RQHR)

Supports: Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (SHR)
Crystal McAra, CHS Program Manager (SHR)
Ken Unger, Interim Director of Financial Planning and Advisory Services (SHR)
Deborah Jordan, Exec. Director Acute & Emerg (HEO)
Brad Williams, Director Capital Asset Planning (HEO)

Jonathan Harris, Senior Policy Analyst, Strategy & Innovation (HEO)
Michelle Mula, Director eHealth Programs (eHealth SK)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
David Henselwood, ZW Project Management Inc.
Greg Yuel, Board Chairperson (CHFS)

Regrets: Karen Lautsch, Assistant Deputy Minister (HEO)
Mike Stensrud, Chairperson (SRHA)
Dan Florizone, President & CEO (SHR)
Nilesh Kavia, VP Finance & Corporate Services (SHR)
Adele Riehl, Acting Director Children's Services (SHR)
Leanne Smith, Director Maternal Services (SHR)
Dr. Laurentiu Givelichian, Department Head Pediatrics (SHR)
Dr. Jocelyne Martel, Physician Dyad/Department Head – Maternal Services (SHR)
Colin Tennent, Associate VP Fac. Mgt. (UoFS)
Dr. Beth Horsburgh, Associate VP Research - Health (UoFS)
Rena DeCoursey, Member of the Public
Charmaine Pyakutch, Member of the Public
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Dr. Ayaz Ramji (PAPHR)
Michele Bossaer, Communications Consultant (SHR)
Pauline Rousseau, Executive Director Strategy & Innovation (HEO)
David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Wilbour Craddock, Vice President Information Technology (eHealth SK)
Shirley Xie, Communications Consultant (HEO)
Lynn Redl-Huntington, Communications and Stewardship Director (CHFS)
Carol Gregoryk (PAPHR)
Dr. Juliet Soper (RQHR)
Keith Henry, Prime Architect, HDHA/ZGF
Clint Diener, Architect, ZGF

1. Call to Order
Jackie Mann, Executive Sponsor, called the meeting to order.

1.1. Approval of Agenda
Agenda was adopted as circulated.

1.2. Approval of Minutes – September 17, 2015
The minutes of September 17, 2015, were approved as circulated.

2. CHS Project Dashboard

2.1. Project Status

- Phase 1 work for underground utility connections is complete, and Phase 2 work started yesterday to reroute sanitary sewer and water lines that would interfere with additional piling required for the facility and must be complete before the tower cranes arrive.

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- Significant coordination for traffic management is taking place to allow Graham Construction to proceed with their work while safely handling the intricate mix of vehicular and pedestrian traffic being intersected with construction traffic. A proactive team consisting of SHR Facilities, Parking, Operations, Communications staff together with Project team and Site Leader meet regularly to bring understanding and awareness to upcoming work.
- Structural work has commenced with exposing existing piles installed last February in order to pour a substantial amount of concrete to create pile caps which form the foundation for the structural walls and columns; this work is starting in the northeast corner of the site and progressing outward.
- Another piece of work is construction of very large concrete bases for each of the two tower cranes. These cranes are scheduled to be installed about November 12, and will involve 12 semi loads of crane components arriving on site.
- Work continues by the design team to confirm the values of innovative cost reduction ideas from the general contractor, clarity is being put to this and price requests are being issued for estimates that will finalize total construction value. Construction contract documents are nearly completed and are expected to be signed and executed by the end of October.
- Interior design and finishes work is ongoing as the architects are in the process of providing updated design concepts for newly proposed designs. Additional Interior Design graphics review sessions are being organized for early November.
- Final detailed coordination is underway for medical equipment, furniture and fittings, IT and A/V equipment planning.
- Ongoing efforts are underway to put in place planning for the FF&E procurement strategy and workplan as it relates to cash flows and coordination of procurement schedule with the project construction schedule as it evolves, ensuring significant pieces of equipment arrive on time.
- Building room numbering system is being finalized at the moment and tender-ready documents are expected from the Wayfinding and Signage consultant in the next four to five weeks.

2.2. Strategic Workplan Updates

- The process has started to develop integrated planning with respective operational departments for the next fiscal year's milestones.
- Three of the seven schedule milestones in red are related to absence of a regional registration services manager. Corrective action A3 is expected tomorrow from the operational director on how to move forward on those tasks associated with registration.
- Maternal Services patient flow will be firmed up over the next two to three months as a result of this week's site visit to a leading organization and their upcoming single room maternal care design event.
- Value stream map and flow developments: a lead resource is being identified for Housekeeping and a KOP support has been solidified for Diagnostic Imaging; this will result in revised dates for those milestones.

2.3. Project Schedule

- The key strategic Project construction milestones have been identified and the schedule summary on the Dashboard report has been updated to reflect those dates.

2.4. Critical Risk Update

- Project risks evaluated as critical by the Risk Management Team are elevated to the Project Executive Team and updated to the Steering Committee through the Dashboard report, starting with today's report.
- Critical risks on the October Dashboard are operational funding, repair work to RUH parkade, RUH heating and cooling contract, capital funding for IT, emergency power generation, and approval delays.
- Critical risks are assigned a CHS risk number and for those that are a dependent risk with an impact on the Project, a corporate risk number is also assigned. Tracking and working on focused action plans over the last three to four months, including identification of owners and leads, has resulted in good mitigation of these risks.
- Greg Yuel raised questions pertaining to the IT project for CHS, the engagement of eHealth Saskatchewan and the Ministry, and the ownership of IT infrastructure. Deb Jordan explained that eHS is a treasury board crown with a separate board, and supports and manages IT/IM infrastructure. Any funding the Ministry has or allocates to health regions is voted on in the legislature as part of that year's budget on an annual basis. Generally speaking, the hardware is owned by individual health regions and acquisition of software applications and licensing is handed through eHS, depending on the specific application, while SHR owns the IT project for CHS. Jackie Mann pointed out that the SHR agreement with eHS is extremely rigorous and directive. Furthermore, an internal working group made up of SHR stakeholders and eHS members is in place

working closely with eHS to bring proposals forward. IT funding remains a critical risk due to the challenge of securing funding for the remaining years of the IT project – what are the implications and how will SHR manage them?

- The critical risk update is considered an important addition to the Dashboard report and will be useful to the Steering Committee in understanding other aspects of the Project and their associated risks.

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Action: Michelle Mula suggested she sit down with Alex Morgun, Lori Chartier, Jackie Mann, and Marcel Nobert to develop a presentation providing an in-depth understanding and background context on eHS and IT planning for the next Steering Committee meeting.

2.5. Budget and Cost Report Update

- The October budget and cost report on the last page has been revised based on approvals on the main building and updated to a total budget of \$285.2 million.
- Moving forward, our focus is on the post-contract contingency of \$9.4 million. A rigorous change management process supporting changes on the project is in place; changes recommended to be advanced will be reported back to the Steering Committee.

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3. CHFS Update

- SHR and CHFS continue to meet and discuss with management teams on the development of CHS branding and CHFS logo use, naming and recognition, projects and media communications, and annual capital requirements.
- The development of a new financial commitment schedule is required for CHFS Board evaluation, as well as the creation of an appropriate new timetable that meets the needs for cash flow requirements for the new CHS.
- CHFS internal audit has just been completed and still requires Board approval. Highlights are:
 - Funding disbursements over \$1.05 million
 - Gross Revenue of \$21.7 million
 - Net Revenue over \$19.1 million, with administrative costs of only 6%
- Creation of these new councils will assist the CHFS in achieving the new \$25.0M goal: Scientific Advisory Council, Business Advisory Council, and Capital Campaign Advisory Council to re-engage provincially. In the past, the Capital Campaign Advisory Council has had up to 60 members, but has now been made smaller and more manageable with direct involvement of 8 – 10 core representatives.
- Recognition and Information/Gratitude Report to the provincial stakeholders has just been finished, and includes messages from SHR and the Ministry. Brynn Boback-Lane expressed thanks to Jackie Mann and Minister Dustin Duncan for their submissions.
- Radiothon is taking place in Regina on November 4 to 5 at the Hill Tower on Harvard Broadcasting Radio Stations. Over \$540K was raised in 2014 from this one-day event. A total of \$3.3M has been raised in the southern part of the province from the onset of this event.
- Joint Foundations meeting of the SHR and RQHR hospital foundations CEOs took place on October 19, 2015. Brynn was able to meet Mr. Dino Sophocleous, the new CEO of the Hospitals of Regina Foundation, and invite him to meet in the future for more discussion as to how the CHFS and RHF might work in partnership on provincial priorities with the RQHR and the province's/SHR's work.
- Brynn queried the committee as to future provincial plans for a pediatric centre or programming in the Regina Qu'Appelle Health Region. Sharon Garratt responded that refurbishing pediatric services at the Regina General Hospital has been on their radar for several years but is not at the approved stage. Services in Regina and Saskatoon are being studied from a provincial perspective. Brynn requested to be included in future conversations.
- Canadian Association of Pediatric Hospital Conference took place on October 18 through 20. All CEO's from Canadian Children's Hospital Foundations were in attendance, as well as hundreds of pediatric and maternal healthcare professionals. As the only Saskatchewan delegate in attendance at this conference, Brynn raised awareness of the need for more clinically-minded representation.
- Brynn accepted a position of Children's Miracle Network Co-Chair of New National Partnerships, with the mandate to create a more robust Canadian Children's Hospital Foundation identity and new funding mechanisms to support children's hospitals, pediatric and maternal programming throughout Canada.

Action: Brynn Boback-Lane and Ken Unger to meet to re-establish financial commitment schedule and cash flow timetable.

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4. Communications Update

- Communications activity over last month have involved work to support RUH site operations relative to road changes and site impacts due to CHS construction. This has included updates to RUH staff and physicians, printable updates to units and sharing information to media for public service announcements. The PSAs have been utilized by media - particularly are being used within traffic reports.
- Communications have facilitated meetings with RUH operational leaders (facilities, parking etc.) and CHFS to support CHFS current and future operations and campaign goals. This has included introducing CHFS to key personnel they will work with now and once the hospital opens. We have also been working with CHFS and RUH stakeholders regarding site promotional signage including location of signage to support CHFS's important work while working with SHR daily operations. We are also looking at how to get CHFS staff registered as official SHR foundation staff members including ID badges, SHR email addresses, confidentiality agreements, and HIPA (privacy) education.
- Communications and CHFS are working closely together to develop interim branding approach for all public documentation to reinforce the partnership of the Region and the Foundation. This includes creating a boiler plate message and joint news release template.
- A representative from SHR Communications and CHFS communications are starting weekly huddles to walk through public advertisement of internal events and plans, including pending donor announcements and SHR announcements with a 'nothing about us without us' approach to both organizations communication activities. There has been a lot of great work being done here by Keri with SHR communications and Lynn with CHFS communications on this front.
- SHR and CHFS are working on developing a joint process to arrive a permanent brand for the hospital. A proposal has been developed and is being reviewed - and will involve key relevant stakeholders for the hospital.

5. Adjournment

5.1. Key Messages

- Very exciting to see great progress on site with the construction work.
- Good discussion around critical risks – a new addition to the monthly Dashboard report.
- Congratulations to the Foundation on great work being undertaken and a very successful year.
- An education session around the IT plan and process will be developed for next meeting.

Next meeting:

November 19, 2015, 4:15 – 5:30 pm
RUH Telehealth Suite Room 6625 / TCD Staff Development Centre