



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: September 17, 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)
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)
Brynn Boback-Lane, President & CEO (CHFS)
Colin Tennent, Associate VP Fac. Mgt. (UofS)

Advisory Groups:

Guests: Dr. Tanya Holt, Department Head, PICU
Regrets: Karen Lautsch, Assistant Deputy Minister (HEO)
Mike Stensrud, Chairperson (SRHA)
Dan Florizone, President & CEO (SHR)
Dr. Beth Horsburgh, Associate VP Research - Health (UofS)
Rena DeCoursey, Member of the Public
Charmaine Pyakutch, Member of the Public
Carol Gregoryk (PAPHR)
Dr. Juliet Soper (RQHR)
Sharon Garratt (RQHR)
Dr. Roy Chernoff, Dept. Head Family Medicine (SHR)
Dr. Ayaz Ramji (PAPHR)
Michele Bossaer, Communications Consultant (SHR)
Crystal McAra, CHS Program Manager (SHR)

Supports:

Craig Ayers, Director CHS Planning (SHR)
Chris Arnold, Project Lead CHS Project (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)
Julianne Jack, Director Regional Services, Communications Br. (HEO)
David Henselwood, ZW Project Management Inc.
Greg Yuel, Board Chairperson (CHFS)

Pauline Rousseau, Executive Director Strategy & Innovation (HEO)
David Purdy, Health Facility Planner, Strategy & Innovation (HEO)
Michelle Mula, Director eHealth Programs (eHealth SK)
Wilbour Craddock, Vice President Information Technology (eHealth SK)
Shirley Xie, Communications Consultant (HEO)
Lynn Redl-Huntington, Communications and Stewardship Director (CHFS)
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 –April 16, 2015
The minutes of April 16, 2015, were approved as circulated.

2. CHS Project Dashboards

2.1. Planning and Design

- The tender evaluation team was struck in May, 2015, to review the bids with the goal of identifying the most advantageous bid to recommend for approval to the SRHA and the Ministry.

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- Alternative prices were requested at the time of the tender and reviewed by the evaluation team for inclusion in the contract award.
- The mandate of the evaluation team expanded to identify scope adjustments within the building specifications that would reduce the anticipated contract price while delivering the approved project scope. The tender evaluation team dug deeper to reduce anticipated costs and contract price and issued a list of scope adjustments as post-tender addendum items for pricing and also encouraging the bidders to identify innovative ideas that would further reduce project cost and, where possible, the duration.
- Responses from all bidders were received, with a 3% spread between the highest and lowest bids. Upon conclusion of the tender evaluation process this spread was reduced to 2%, but a gap still existed between the construction budget and the anticipated total cost.
- Discussions then took place with the key project stakeholders and through this process the Children's Hospital Foundation of Saskatchewan, consistent with their unwavering support for the CHS and demonstrating their mandate of improving health care for children, pregnant women, mothers and families across the province, committed to raise the additional funds required for construction.
- A special meeting of the Saskatoon Regional Health Authority followed on August 25 to recommend the award of the construction contract to the lowest bidder, Graham Construction and Engineering, at the revised contract price of \$214,221,684, and approval was received. *The SHR submission to the SRHA was distributed with the meeting package.*
- A significant list of additional cost reduction opportunities has been further identified by the design team and together with the construction contractor will work as a team to review and identify potential further reductions to the cost of the building.
- A kick-off meeting was held on September 3, and subsequently Graham Construction took control of the site on September 8 starting site mobilization, securing the site, establishing site facilities and commencing initial phases of work such as footings for two tower cranes scheduled to be in place in October. The second larger crane will be on site for approximately three years. People will be able to visually see and track all progress on site.
- Interior Design and Finishes – work on interior design and finishes has moved forward over the summer, in particular for the play room, theatre and teen lounge, which will result in updated and new renderings, and will be available to CHFS for fundraising purposes. As well the CHS Project Team is pursuing potential animations for the project. October is targeted for further design review meetings with Foundation, clinical and family representatives. A “draft concept” has been received from the child life consultant for consideration in planning the Child Life Space.
- Furniture, Fixtures and Equipment – FF&E procurement schedule will be adjusted to the contractor's schedule once received, and will be an opportune time for discussions with CHFS.
- Craig confirmed provisions related to the access road agreement are contained in the building specifications to address management of this road during building construction to alleviate concerns from Diefenbaker Centre occupants over increased use; the CHS Project Team will work closely with the U of S Facilities Management team throughout CHS facility construction and RUH parkade repairs.

2.2. Project Schedule

- The general contractor is expected to produce a detailed schedule in the next few weeks.

2.3. CHS Project Strategic Workplan Updates

- Five Operational integrated plans with a Red status – PICU in-room Kanban mockup work is on hold as space issues, process and restocking is figured out; three of the five operational plans are red due to the absence of a SHR registration manager; Maternal Services patient flow work will be advanced with a site visit to a leading organization in October.

2.4. CHS Critical Risks Summary

Risk Management Team continues to meet to review all CHS related risks and work through mitigation plans; significant progress has been made on the following critical risks over the summer months:

- IT Funding – key tasks involved forming a joint subcommittee with eHS early in the summer which has advanced the work of securing funding for the IT requirements for CHS; will remain a critical risk due to a lack of commitment beyond the current fiscal year.
- Operations Budget – over the last four months the working group comprised of SHR and Ministry representatives has worked to put a structure and good process in place; budget plans and increasing operational requirements are being reviewed but risk remains critical.

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- Parkade Repairs – considered a dependency risk; approval has now been received from the Ministry to proceed with repairs on the 1984 parking structure; coordination of site construction activities will be a key consideration for the CHS Project Team, SHR Facilities Management and Capital Planning; level of risk is now moving down.
- Emergency Power Generators – three diesel generators are planned to be housed in the sub-basement of the CHS facility; based on the current condition of the RUH generators the recommendations will be going to SLT and Ministry for approval for emergency generation capacity at RUH.
- Heating/Cooling – CHS will rely on RUH and U of S plants for its heating and cooling requirements; SHR Facilities Management/ Capital Planning team is leading a review and will provide final recommendation on the entire RUH site; updates to come to CHS Steering Committee in the coming months.

Action: Critical Risks updated to be included on the Dashboard Report as an effective means of actively monitoring these issues.

2.5. CHS Budget Updated

- The budget and cost report in the Dashboard has been updated with the current forecast, showing the breakdown of the \$285.2 million project total, which is now the baseline that will be tracked and reported against.

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3. CHFS Update

- CHS Tender Budget Variance – The CHFS Board voted unanimously in support of the Ministry of Health and SRHA's request to provide the \$25 million variance in the tender budget in return for an agreement formed to meet the requirements and requests of the CHFS to market, brand, engage donors and be recognized as a separate foundation to fundraise and distribute funds for the CHS, existing and future. This agreement was accepted unanimously by the boards of the SRHA and CHFS, and approval accepted by the CEOs of both SHR and CHFS; a letter of approval was also received from Dustin Duncan, Minister of Health. Brynn thanked all those who assisted in this work, and expressed that the Foundation has believed in moving this Project forward from day one.
- Teammates for Kids – Teammates for Kids recent event with Garth Brooks was a huge success! Back to back events were held in Saskatoon and Regina, raising an additional \$6 million of new money towards the Foundation's goal. Brett Wilson and Mosaic gave above their original commitment.
- Radiothons – Regina Radiothon will be held on November 5 and 6, and the Radiothon in Saskatoon will be in the spring. The Foundation will be engaging SHR Communications, Maternal and Children's Services for interviews, which can be pre-taped.
- Children's Miracle Network – is working on a national level with national pieces of communication like the full-page in Monday's newspaper showing all the children's hospital foundations that work together and coming together as one voice on fundraising priorities. CHFS was recognized as the top market for percent increase in Canada with 27.5%.
- Provincial Engagement – new meetings between John Thiel and Leanne Smith to begin to work out balance for maternal and pediatrics. The Foundation continues to be engaged in all parts of the province with 12 third-party events scheduled outside of SHR.
- National Conference – Brynn will be attending the Canadian Association of Pediatric Hospitals Conference and meeting with all Canadian children's hospital CEOs.
- New Website – The new website for CHFS is up and Brynn encouraged all to take a look at it; it features a link to the SHR website and webcam under "hospital".
- Record-Breaking Year – July was year-end for the CHFS and results show it was a record-breaking year with net revenue over \$19 million. Thanks to the people of Saskatchewan for a productive summer!
- Brynn expressed her thanks for being invited to Wednesday's Phase 2 main building construction start media announcement, adding that this kind of news is what gets people excited.

4. Communications Update

- New release regarding upcoming RUH roadway changes is being prepared to get word out to community partners, the university and SCA. Ads will be run over the weekend to remind people of the roadway changes and the need to allow extra time for parking.

5. Adjournment

5.1. Key Messages

- o Congratulations on the awesome accomplishments of the Children's Hospital Foundation of Saskatchewan for a record-breaking year and all the work being carried out around the Province!
- o A huge thank-you to the Chairs of the CHFS and SRHA, Mr. Greg Yuel and Mr. Mike Stensrud, for developing the memorandum of understanding enabling an increase of the CHFS funding commitment to \$74.9 million. A word of thanks was also expressed from the SHR and the Ministry of Health for the Children's Hospital Foundation of Saskatchewan's support in moving the CHS Project forward!

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Next meeting:

October 22, 2015, 4:15 – 5:30 pm
RUH Telehealth Suite Room 6625 / TCD Staff Development Centre

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