

## Holland Bloorview Board of Trustees

### MINUTES of Meeting

Wednesday, February 21, 2018

6:00-8:00 pm

Holland Bloorview, Room 5E100

<i>Present:</i>	M. Ballantyne C. Hunt H. Ort C. Wood (via teleconference)	B. Cooper M. Johnson P. Puri (via teleconference)	C. Cowan-Levine J. Lam	J. Hanigsberg G. Milo-Manson M. Rappolt	L. Hicks W. Onuwa L. Torneck
<i>Sr. Management:</i>	T. Chau S. Wong	S. Hawken	T. Millar	D. Savage	B. Sybring
<i>Regrets:</i>	A. Kaplan	A. Maharaj	T. Muir	S. Smile	
<i>Guests:</i>	E. Berezovskaia	A. Dale	L. Lee	S. Pagura	S. Wilson
<i>Recorder:</i>	B. Webster				

### Call to Order

The Chair called the meeting to order at 6:00 p.m.

### Board Education – “An Update from the Ontario Hospital Association”

J. Hanigsberg introduced Anthony Dale - President and CEO of the Ontario Hospital Association (OHA).

A. Dale indicated that we are in a time of unprecedented uncertainty. There are currently 4 waves of change affecting hospitals:

Accountability – HSAAs, wait times and public reporting

Quality and Safety – ECFAA, QIPs and heightened Board role

Trust & Transparency – BPSAA, lobbyist ban, Freedom of Information, executive compensation scrutiny

Efficiency – Long-term austerity & Health System Funding Reform

He indicated that Ontario is the most efficient in terms of government spending, has the lowest length of stay in the country and the lowest acute care admission rate.

Hospitals have reached a turning point – January saw the highest ALC rate, 20% increase in ALC rates over 2 years and occupancy at 100% at many hospitals with emergency department wait times growing. Capacity pressures are now spreading to specialty hospitals.

In the short term the OHA is focusing on the occupancy crisis as well as a more appropriate long-term planning cycle to help hospitals plan for the future. In the OHA's new strategic plan which was launched in September 2017, their priority areas include:

1. Advocacy
2. Learning and engagement
3. Labour relations and benefits plan
4. Data and analytics

Their post-election areas of focus are:

1. Cross-sector collaboration
2. Advancing ongoing initiatives
3. New policy ideas

C. Hunt thanked A. Dale for his informative and insightful presentation. It was excellent information to share with the Board.

### Opening Remarks by Chair

C. Hunt welcomed everyone to the meeting. On behalf of the Board, she congratulated T. Chau on his recent receipt of the Order of Ontario award. The Board is so pleased that he has been recognized for all his dedication to advancing research in childhood disability.

She reviewed the contents of Trustees' folders and asked everyone to complete their evaluation forms.

### **Declaration of Conflict of Interest for Meeting**

The Chair asked whether anyone wished to declare a conflict of interest on any of the items slated for discussion at this Board meeting, and there were none.

### **1.0 Consent Agenda**

The Chair asked for a Motion to approve the Consent Agenda as pre-circulated.

**MOTION:** It was **MOVED** by Jean Lam and **SECONDED** by Marg Rappolt that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Consent Agenda of February 21, 2018.

- 1.1) *the Agenda for meeting of the Board of Trustees February 21, 2018*
- 1.2) *the Minutes of the meeting of the Board on January 17, 2018*
- 1.3) *the Board Standing Committee Report for February 2018*
- 1.4) *Foundation Report*
- 1.5) *Credentialing – Dr. Dana Frisch*
- 1.6) *President & CEO Performance & Compensation Committee – Proposed Membership*

*Lam / Rappolt*

**CARRIED**

### **2.0 President & CEO Report - February**

J. Hanigsberg reviewed her report. We received a funding letter yesterday from the TC LHIN indicating that we were successful in securing \$500,000 in one-time funding. The Senior Management Team has created a considerable list of ideas on how to spend the money.

A question was raised regarding the proposed changes to the License and Service Agreement with the Bloorview School Authority. J. Hanigsberg indicated that we are in the early stages of discussions and will update the Board in due course.

### **3.0 New Business**

#### **3.1 Digital Health Strategy**

B. Sybring introduced L. Lee, partner at KPMG and S. Wilson, new Interim Senior Director of Information Technology and Management (replacing L. Davenport who recently retired). He reported that an extensive consultation process was undertaken over the past 4 months involving over 100 internal and external stakeholders. The plan was recently presented in detail to the Business & Audit Committee. It is a 5-year plan closely aligned with the No Boundaries strategic plan - divided into 3 phases with a 100 day ready period. The digital tools outlined in the plan will be increasingly utilized in serving clients, equipping staff and enriching the client experience. Many of the elements in the first phase are in the 2018-19 operating and capital budgets. The largest costs (\$10-12 M) are under Discover for Action and Strengthening the Foundation which includes a significant upgrade of our Meditech system. The plan will be assessed on a year by year basis and modified as appropriate.

M. Rappolt indicated that the Business & Audit Committee received a fulsome presentation and strongly recommends approval of the strategy. The Committee probed the consultants on the health information system (HIS) item and saw a full risk assessment that recommended we wait to switch to the Epic system that the other KHA partners are currently implementing.

**MOTION:** It was **MOVED** by Marg Rappolt, and **seconded** by Harry Ort, that the Board of Trustees approve the Digital Health Strategy for Holland Bloorview Kids Rehabilitation Hospital, as recommended by the Business & Audit Committee.

*Rappolt / Ort*

**CARRIED**

### **3.2 Financial Statements ending December 31, 2017**

B. Sybring presented the variance report for the year ended December 31, 2017. We expect to break even on hospital operations with the investment income and \$500,000 from the TC LHIN. The hospital will have a year-end surplus of \$600,000 from self-funded operations.

**MOTION: It was MOVED by Marg Rappolt, and seconded by Bruce Cooper, that the Board of Trustees approve the Preliminary Financial Statements for the period ended December 31, 2017 for Holland Bloorview Kids Rehabilitation Hospital, as recommended by the Business & Audit Committee.**

**Rappolt / Cooper**

**CARRIED**

#### **4.0 Business Arising**

##### **4.1 2018-2019 Quality Improvement Plan**

S. Pagura reminded the Board that this will be the second conversation on this topic that will provide highlights of discussions at the Quality Committee and an opportunity to request further information for consideration. The presentation highlighted the progress of last year's plan, engagement process, proposed measures/targets and information on the 'pay at risk' framework (which will be discussed in more detail at the March meeting).

The Quality Committee supported the sunseting of several current measures with the assurance that those measures would continue to be monitored by the Quality Committee.

The new measures in the 'access' category are still in progress and will continue to be refined by the Quality Committee for presentation to the Board in March.

#### **5.0 Reports**

##### **5.1 Quality Committee Report**

L. Hicks presented the Quality Committee Report. She reported on the presentation on the new structure for Ambulatory Care Services.

C. Cowan chaired the Meeting of the Quality Committee after the joint meeting of the Quality and Business & Audit Committees. She reported that they had a robust dialogue focused entirely on the Quality Improvement Plan.

##### **5.2 Medical Advisory Committee Report**

G. Milo-Manson reviewed the Medical Advisory Committee report. She reported on a moderate incident that resulted in a client being transferred out. A child was left unattended close to the nursing station and was within reach of a bottle of rubbing alcohol. The child tried to drink the bottle. The child was transferred as a precaution as staff were uncertain as to how much the child drank.

She also reported that we are currently in Outbreak on both our Brain injury and Complex Continuing Care units.

#### **5.0 Adjournment**

The Board Meeting adjourned at 7:45 p.m.

*Cally Hunt, Chair  
Board of Trustees  
:bw*