

# Holland Bloorview

## Kids Rehabilitation Hospital

### Holland Bloorview Board of Directors Meeting Minutes

Wednesday, May 25, 2022  
6:00 p.m. to 8:00 p.m.  
ZOOM

#### Attendance

**Present:** Marg Rappolt, Chair; Poonam Puri, Vice Chair; Catherine Wood, Secretary; Allyson Whyte Nowak, Treasurer; Irene Andress; Alycia Calvert; Carol Cowan-Levine; Laura Dottori-Attanasio; Julia Hanigsberg; Suzanne Jorisch; Alice Keung; Jean Lam; Golda Milo-Manson; Andrea Hoffman; Jennifer Quaglietta; Lisa Robinson; Catherine Roche; Michael Wasserman

**Sr. Management:** Tom Chau; Enza Dinino; Sandra Hawken, Tracey Millar, Bohodar Rubashewsky; Diane Savage; Stewart Wong

**Guests:** Aman Sium; Notisha Massaquoi; Marya Bangash; Dolly Menna-Dack; Clara Ho

**Regrets:** Neil Selfe

**Recorder:** Kaitlyn Davis

#### 1.0 Call to order

M. Rappolt, Chair, called the meeting of the Holland Bloorview Kids Rehabilitation Hospital Board of Directors to order at 6:00 p.m.

#### Chair's remarks

J. Hanigsberg began the meeting with a Land Acknowledgment. M. Rappolt recognized and congratulated J. Hanigsberg on winning the Healthcare IT Trailblazer of the Year Medigy Award.

M. Rappolt recognized that this is C. Cowan-Levine's last Board of Directors meeting. She shared her tremendous appreciation to C. Cowan-Levine for her expertise and passion over the years.

#### Approval of agenda

The Chair requested approval of the agenda as pre-circulated.

**MOTION: It was MOVED by Jennifer Quaglietta, and seconded by Catherine Wood that the Board of Directors approve the agenda.**

**Quaglietta/Wood**

**CARRIED**

#### Disclosure of Conflicts of Interest

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.

#### 2.0 Discussion Agenda

##### 2.1 Anti-Black Racism Consultation

J. Hanigsberg introduced Dr. Notisha Massaquoi and welcomed her to the meeting. Dr. Massaquoi provided an overview of the process that she would be engaging in with Holland Bloorview's Black community members. This work will help inform the organizational strategy to address anti-Black racism by providing a better understanding of the current culture. She highlighted the importance of having

policies in place that specifically address anti-Black racism and the responsibility of the Board to support the senior leadership team to address the goal of anti-Black racism. Dr. Massaquoi will invite Black employees to come to focus groups, one on one interviews, etc. to share their experiences as a Black person at Holland Bloorview. She will then develop a report which will be sent to J. Hanigsberg and shared with the senior leadership team. Her goal is to pull out recommendations from people and not just complaints. The report can then be used to develop a strategy that is evidence-based and based on a collaborative effort with the Holland Bloorview Black community.

The Directors discussed how to ensure that the organization is ready to hear the results and Dr. Massaquoi shared that she will spend time with senior leadership to prepare in advance of her sharing the report. The Directors thanked Dr. Massaquoi for the discussion and remarked that the process is a critical step in making much needed change.

## 2.2 Patient Story

D. Menna-Dack introduced M. Bangash, one of Holland Bloorview's youth leaders and co-chair of the youth advisory council. She is a first year York University student and an education outreach coordinator for Smile Canada. M. Bangash shared her story as a racialized young woman with a physical disability. She highlighted intersectionality and how important it is to be culturally responsive and culturally relevant. She reminded the Directors to consider all layers and identities of a person when creating programs, events, etc. and to look for the barriers in what might be preventing someone from attending. The Directors thanked M. Bangash for her very moving and insightful presentation.

## 2.3 Caring Safely

### 2.3.1 Q3/Q4 Performance Report

D. Savage directed the Directors to the pre-circulated Q3/Q4 performance report, which offered a detailed analysis of strategic performance targets and an overview of successes and opportunities. She recognized the outstanding work of the Quality, Safety and Performance team for their efforts in pulling the report together. D. Savage highlighted that in Q4, the hospital saw the highest rate of COVID positivity in staff, clients, and families throughout the entire pandemic. It was also the highest rate of staff absences across all programs. She shared that despite the challenges, the second half of the year saw continued improvement in both the ambulatory and inpatient attendances indicators.

### 2.3.2 Quality Committee Report

C. Cowan-Levine presented a report of the Quality Committee May meeting. She highlighted the work being done to review and refresh the quarterly performance report to optimize use and the information that is presented.

### 2.3.3 Medical Advisory Report

G. Milo-Manson presented the Medical Advisory Committee report. She drew attention to a medication incident of mild harm involving a teenager trying to be more independent with their medication administration that resulted in a double dose.

## 2.4 Bloorview Research Institute (BRI) & Research, Teaching & Learning Committee Report

T. Chau provided an update on current work within Bloorview Research Institute (BRI) including key infrastructural advancements such as cloud storage. BRI scientists will be able to access and deposit data from anywhere in the world and meet all privacy and health protection regulations in Canada. He shared that the MRI facility has been growing quarter over quarter in terms of both revenue and usage. He highlighted new funding for projects by Dr. Sally Lindsay and Dr. Tim Ross.

# Holland Bloorview

## Kids Rehabilitation Hospital

G. Milo-Manson provided an update on the Teaching & Learning Institute, particularly on the impact of COVID-19 on students, student presence at the hospital, student wellness and support, and some notable accomplishments. She highlighted that we have had an increase in the number of students by 38% over the previous year. She shared two new knowledge translation products from Evidence to Care (EtC) including a new weight related conversation guide for parents and a guide for clinicians on residential immersive life skills programs for youth with disabilities.

The group discussed whether the new BRI space has made work different or whether there have been any challenges. T. Chau shared that there were initial challenges as people adjusted but all have been resolved. He noted that they have seen an increase in staff coming onsite more often and with the new design philosophy, they have had no trouble accommodating the dynamic growth.

### 2.5 Working Well Pulse Survey

I. Andress and T. Millar shared highlights from the recent Wellness survey and the actions planned to address priority areas of opportunity. The survey was sent to all staff the week of March 15-31, 2022 and included questions addressing burnout and psychological safety. The survey garnered a 58% return rate for those who worked during the March time period. Key findings included strong support for a flexible schedule and working from home, that staff value and appreciate seeing and being seen by leaders, 38% of the respondents are experiencing one or more symptoms of burnout and being provided the opportunity to talk openly and honestly about mental health in the workplace. The Working Well committee is establishing leadership accountabilities and area specific recommendations to address the highest priority opportunities.

The Board discussed that the results are reflective of the Canadian population and there is a push pull between working from home and team cohesiveness.

### 2.6 Trustee Recruitment

C. Wood shared that one candidate has been interviewed for the Board and the Governance Committee is recommending that R. McEwen be appointed to the Board of Directors at the Annual General Meeting in June 2022.

**MOTION: It was MOVED by Carol Cowan-Levine, and seconded by Michael Wasserman, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the Trustee candidate as recommended by the Governance Committee.**

*Cowan-Levine/Wasserman*

**CARRIED**

### 2.7 Foundation Report

S. Hawken highlighted that despite the challenges of the ongoing pandemic, the foundation is still seeing incredible growth in the number of supporters, multi-year gifts and 2021-2022 was the highest fundraising year ever. She shared her thanks to the collaborative leadership team and partnership with all of the Directors.

### 2.8 2022-23 Strategic Planning

J. Hanigsberg provided an update on the planning and preparation underway for the development of Holland Bloorview's next strategic plan. A. Whyte Nowak will be the co-chair of the strategic planning taskforce. The recruitment of the external strategic consultants is underway and the first launch activity will be a senior management retreat the first week of July. Strategic engagement activities will be held

# Holland Bloorview

## Kids Rehabilitation Hospital

from September 2022 to February 2023 with frequent touchpoints at regular board meetings and a full day board strategy retreat.

### 2.9 President & CEO Report - May 2022

J. Hanigsberg referred Directors to the pre-circulated May CEO report in the package. T. Chau shared an update on the labour action by both the Carpenters Union and the Crane Operators Union and how it will affect the construction progress of the research addition. He is cautiously optimistic that things might not take as long as initially expected. Holland Bloorview will not need to pay for any costs related to the delay.

J. Hanigsberg directed Directors to the editorial from three previous health ministers that was quite impactful and supportive of the Make Kids Count plan. She also highlighted the funding received for a new transitional care program for children with medical complexity and the announcement of an investment of \$32.3 million annually for a new program that will support families of children with the most exceptional needs that frequently fall through the cracks.

### **3.0 Consent Agenda**

The Chair noted the following items under the Consent Agenda requiring Board approval.

3.1 Minutes of Board Meeting March 30, 2022

3.2 Ontario's *Not-for-Profit Corporations Act, 2010* By-Law and Article Changes\*

3.3 Board of Directors Relationship Management Declaration Form\*

3.4 Policies\*

1. Policy 00815 President and CEO Succession Plan

2. Policy 00016 Appointment of the HBKRH Foundation Representative

**A MOTION to approve: It was MOVED by Catherine Roche and seconded by Suzanne Jorisch that the Board of Directors approve the Consent Agenda.**

*Roche/Jorisch*

**CARRIED**

### **Adjournment**

There being no further business for discussion, the meeting was adjourned at 8:00 p.m.

*Marg Rappolt  
Chair, Board of  
Directors  
:kd*