

**Holland Bloorview Board of Directors Meeting Minutes**  
**Wednesday, September 17, 2025**  
**5:40 p.m. – 7:40 p.m.**  
**150 Holland Bloorview, Toronto ON**  
**Microsoft Teams**

**Attendance**

**Present:** Irene Address; Alycia Calvert, Treasurer; Michelle Caturay; Jonathan Davey; Julia Hanigsberg; Heather Watt, Helen Hayward, Secretary and Interim Vice-Chair; Sarah Kramer; Jean Lam; Rhonda McEwen; Golda Milo-Manson; Ivona Novak; Melanie Penner; Catherine Roche, Chair; Lisa Richardson; Paul Spafford, Michael Wasserman

**Sr. Management:** Evdokia Anagnostou; Enza Dininio; Sandra Hawken, Joanne Maxwell; Tracey Millar, Stewart Wong

**Regrets:** Sonya Fraser; Megh Gupta

**1.0 Call to order**

**Chair's remarks**

The Chair, C. Roche, called the open meeting of the Holland Bloorview Kids Rehabilitation Hospital Board of Directors to order at 5:40pm. In her opening remarks she reminded members of the upcoming hospital accreditation scheduled for October 20-22.

Members were asked to be mindful of their obligation to attend a meeting of the Family Advisory Committee Meeting and for those who are non-committee members for Quality to attend one Quality Committee Meeting for 2025/26 Governance year.

In keeping with the Ministry's mandate, members were reminded to provide a current Vulnerable Sector Check (VSC) to the President's Office. If a VSC has not been completed within the last 12 months, a new VSC should be done with the associated cost to be reimbursed by the hospital.

**1.1 Approval of agenda**

The Chair then requested approval of the agenda.

**MOTION: It was MOVED by J. Lam, and seconded by M. Caturay, that the Board of Directors approve the agenda as pre-circulated.**

***Lam/Caturay***

***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.

## **1.2 Board Education**

L. Richardson expressed her gratitude for being elected to the Board of Directors. She further introduced C. Prince, Lead Indigenous Health Strategy, Toronto Academic Health Science Network (TAHSN) and Co-chair, TAHSN's Indigenous Health Action Network (IHAN). In her introduction Lisa provided background information on the need for and the creation of IHAN.

C. Prince presented on TAHSN's Commitment to Indigenous Rights-Based Health Care. The presentation focused on the Truth and Reconciliation Commission of Canada (TRC) calls to action in relation to healthcare, reinforced indigenous rights to health and TAHSN's role in operationalizing these rights through the strategic framework and highlighted a need for the following:

- acknowledge the history of indigenous people
- determine public accountability
- establish relevant accountability structures
- establish ways to create a reconciliation space where like-minded people can envision a path forward
- find a middle ground to come together and,
- recognize and implement healthcare rights of indigenous people as identified in international law, constitutional law and under Treaties.

The Chair thanked C. Prince.

## **2.0 Discussion Agenda**

### **2.1 Caring Safely**

This year's Solutions for Patient Safety (SPS) conference took place in New Orleans, Louisiana on September 10-11, 2025. Canadian representation included one Sick Kids Board member and Holland Bloorview Board member I. Novak and J. Maxwell, Vice President, Experience, Transformation and Social Accountability (ETSA).

Members were informed that this year's conference emphasized higher structured reliability processes that can be sustained. These structures are built around high risk and repeated activities in healthcare as preventative/proactive processes moving from standardization to innovation to minimize potential harm or curtail the consequences of harm (e.g. a move from safety bundles to more innovative standardized procedures). I. Novak and J. Maxwell highlighted opportunity for SPS as a network to be more inclusive of the family/caregiver/patient voice.

Quality Committee Chair S. Kramer applauded management's work on reviewing all aspects of emergency preparedness and for implementing a new incident management system.

#### **2.1.1 Medical Advisory Committee Report**

G. Milo-Manson provided the Medical Advisory Committee report for April – July 2025 and confirmed that the April report has been approved by the Quality Committee at the September 10<sup>th</sup> meeting with the reports for May, June and July to be discussed at the next Board meeting.

An incident report was shared with members regarding a code being called on a parent. The code happened at the front entrance of the hospital during an extremely busy time of the day which attracted onlookers, making it difficult for attending staff to do their job. We were able to move the parent away from the front entrance and dissipate the crowd but recognized the need to implement a process for security and other staff on how to quickly divert gathering when a code is called.

## **2.2 Accreditation Update**

J. Maxwell provided an update on the hospital's preparation to date. The governance discussion with Accreditation Canada's surveyors and Holland Bloorview's Governance Committee has been confirmed for October 20, 10:00am – 11:00am. J. Maxwell answered questions put forward by members and advised that a post-accreditation update will be provided at the upcoming November 19, Board of Directors meeting.

C. Roche and J. Hanigsberg acknowledged and commended the Governance Accreditation Team for the work done in preparing for the accreditation and highlighted the accreditation process as an opportunity to showcase the work that is already being done here at Holland Bloorview.

## **2.3 Q1 Financial Statements and Variance Report**

In seeking Board approval, E. Dininio, presented the Q1 Financial Statements and Variance Report for the period ending June 30, 2025. The Business & Audit Committee reviews the Financial Statements and Variance Report and recommends it to the Board on a quarterly basis for their approval; the Q1 financial statements were approved at the Business & Audit Committee Meeting on August 26, 2025.

In providing a funding update, members were informed that the initial funding allocation received in August contained a material error and that the hospital is still awaiting its revised letter from Ontario Health. Base funding continues to flow in the absence of a signed funding letter but one-time funding (annual funding), so \$11M in Extensive Needs Services (ENS) funding while expected, has not yet flowed to the hospital. This is the latest the hospital has ever gone without an approved funding allocation. Holland Bloorview is not alone in that many Ontario hospitals also had incorrect initial funding and are awaiting corrections.

**MOTION: It was MOVED by A. Calvert and seconded by P. Spafford, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the Financial Statement and Variance Report as of June 30, 2025, as presented.**

***Calvert/Spafford***

***CARRIED***

## **2.4 Ministry of Health Hospital Sector Stabilization Planning**

E. Dininio, in collaboration with J. Hanigsberg, provided an overview of the Hospital Sector Stabilization Plan (HHSP) introduced by the Ministry of Health (MOH). Considering the hospital's current financial position and forecast, Holland Bloorview's approach is fully aligned with the Planning and Performance pillar of the HHSP with emphasis on maintaining access to care, implementing low-risk initiatives, participating in regional planning and maintaining on-going service.

Members were advised that Holland Bloorview remains committed to responsible financial management and transparent governance. The hospital's current forecast strategy positions it to meet provincial expectations while safeguarding service delivery and organizational stability.

J. Hanigsberg reminded the group of the importance of continuing collaboration with the Ministry of Health, Ontario Health and sector partners in continuing to navigate this landscape.

## **2.5 Foundation Update**

S. Hawken provided an overview of the \$100M 'Together We Dare' campaign. The campaign soft-launched to donors at the September 9, 2025 Spiral Garden event. The goal of this campaign is to establish and reinforce Holland Bloorview Kids Rehabilitation Hospital as a Global Centre for Excellence in Childhood Disability with a focus on excellence, access and inclusion.

The presentation highlighted the campaign strategy which focused on Leadership Giving; Partnerships and Corporate Engagement; Public Campaign; and Cross-Campaign Integrations.

S. Hawken extended a thank you to members for supporting the Foundation in reaching its 100 percent giving goal for 2024-25. In closing she reminded members of the various ways of staying involved as we continue to engage donors e.g. by hosting private events within our individual networks.

## **2.6 President and CEO Report**

J. Hanigsberg, drew members attention to the President and CEO Report and invited questions from the Board; there were no questions raised.

## **3.0 Consent Agenda**

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

**3.1** Minutes of Board of Directors Meeting – June 11, 2025

**3.2** Revised 2025-26 Board Workplan

**3.3** Appointment of Credentialed Professional Staff

- Dr. Madison Links
- Dr. Luckshman Bavan

**3.4** Terms of Reference and Workplan

- Business and Audit Committee Terms of Reference
- Business and Audit Committee 2025-26 Workplan

**3.5** Bloorview Research Institute Data Sharing Policy

**MOTION: It was MOVED by S. Kramer and seconded by H. Watt that the Board of Directors approve the Consent Agenda as presented.**

***Kramer/Watt***

***CARRIED***

The following consent items were presented for information only.

- 3.6** Board Standing Committees Meeting Report
- 3.7** Executive Committee Credentialling Approval

#### **4.0 Adjournment**

There being no further items for discussion, the meeting was adjourned at 7:40pm

*Catherine Roche*  
*Chair, Board of Directors*  
:cw