



Transforming safety together

Caring Safely: Five year report 2020-2025

Land acknowledgement

Holland Bloorview Kids Rehabilitation Hospital acknowledges the land we live, work, and learn on as the land that belongs to the Indigenous peoples of Canada. We are located on the traditional territory of the Haudenosaunee-speaking nations, including the Huron-Wendat, Seneca and Mohawk. It is also the traditional territory of the Mississaugas of the Credit. The City of Toronto is covered by Treaty 13.

We are grateful, honored and humbled to have the opportunity to live and work in this city and this territory we call Turtle Island. We recognize that those of us who are settlers have roles and responsibilities that need to be engaged, to bring about a reconciliatory future. Chi-Miigwetch - Nia:weh - Merci - Thank you.

Holland Bloorview is committed to advancing Truth and Reconciliation by fostering culturally safe spaces, delivering inclusive education and implementing supportive policies to ensure Indigenous, Métis and Inuit clients and families receive the care they deserve.



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Executive summary

For more than five years, Holland Bloorview's Caring Safely program, our local adoption of the Solutions for Patient Safety (SPS) framework, has strengthened client, family and staff safety through a sustained focus on learning, transparency and continuous improvement. By rebranding and embedding SPS principles within Caring Safely, Holland Bloorview has created a shared, organization-wide approach to harm prevention that reflects both international best practices and our unique pediatric rehabilitation and complex continuing care context.

Through SPS-aligned error prevention tools, standardized safety practices and consistent safety behaviours implemented under Caring Safely, we have increased awareness of preventable harm and driven improvements in clinical and workplace safety. Since joining the SPS Network in 2020, this work has been accelerated through the adoption of SPS cause analysis methodologies, the expansion of our safety coach program and the consistent use of high-reliability leadership practices such as Daily Safety Brief, Executive Leadership Safety Rounds, daily safety huddles, error prevention training for staff and a structured top opportunities process. A process to systematically elevate, prioritize, and act on safety concerns identified by staff during Executive Leadership Safety Rounds.

The safest organizations are those that lead consistently, learn from every experience and partner closely with clients, families and staff to prevent harm.

Over the next five years, Holland Bloorview will advance its journey toward high reliability by implementing the SPS modern safety culture strategy through internal Caring Safely structures and processes and deepening collaboration across the SPS network to leverage shared data, benchmarking and collective learning. We will integrate safety with Inclusion, Diversity, Equity, Accessibility and Anti-racism (IDEAA) priorities to address both clinical risks and systemic factors that contribute to inequitable harm. Through continued development of our cause analysis, error prevention, leadership methods and safety coach working groups, we will strengthen leadership behaviours, expand training and reinforce consistent daily safety practices—building a more resilient, inclusive and learning-oriented safety culture.

“

Through the ambitious Caring Safely initiative we've made tangible improvements at Holland Bloorview and I'm grateful for the progress we've made together to keep clients, families and staff safe in everything that we do. We share a responsibility to strengthen our culture of safety and over the past five years that deep commitment has been embedded across the organization. From 90 percent of staff completing error prevention training to strong leadership engagement through Daily Safety Brief, we are building a new era of family-centered safe care. Together, we will drive toward a future where harm is not merely reduced, but prevented—every day, for everyone.”

– Julia Hanisberg, former president and CEO,
Holland Bloorview Kids Rehabilitation Hospital



“

As someone fairly new to Holland Bloorview, I have been genuinely impressed by the ways in which Caring Safely has been embraced and embedded across the entire organization and has become such an integral part of our culture.

Caring Safely is more than an initiative, it is how we lead, learn and care for our clients, families and one another. Having seen its impact drive meaningful changes across children's health care, I am inspired to see that same commitment alive and growing here at Holland Bloorview. We have made great strides in making the safe thing to do, the easy thing to do, and I am excited to support the organization as we continue our journey toward zero harm by embracing modern, proactive safety practices. Thank you to everyone for your commitment to this important work.”

– Bruce Squires, president and CEO, Holland Bloorview Kids
Rehabilitation Hospital





Program overview

Background

At Holland Bloorview, Caring Safely is a core commitment and an organizational priority. The Caring Safely initiative embodies a proactive, culture-driven commitment to safety. Since joining the SPS network in January 2020, the hospital has advanced its journey toward becoming a high-reliability organization. Caring Safely recognizes that client and staff harm can occur despite its best efforts. By anticipating risks before they arise and implementing preventive strategies, Caring Safely strengthens our ability to keep every child and every staff member safe.

Rationale

Safety is advanced through the consistent use of evidence-based practices across clinical and operational areas, strengthened by participation in the SPS network of over 150 pediatric hospitals. These efforts are anchored in three strategic priorities: building a strong safety culture, protecting staff safety and reducing hospital-acquired conditions.



To learn more about the program, [scan the QR code](#)



Caring Safely strengthens our ability to keep every child and every staff member safe.

Vision and mission alignment

At the heart of Holland Bloorview's work is a simple but powerful vision: the most meaningful and healthy futures for all children, youth and families. This vision comes to life through a mission grounded in partnership with children, youth and families and by delivering personalized, interprofessional care; advancing innovation; co-creating research and education; connecting systems; and championing social justice for children and youth with disabilities. Caring Safely is woven into this story as one of five core commitments in the [Transformative Care, Inclusive World: Holland Bloorview 2030](#) strategic plan. More than a program, Caring Safely is a shared way of working that shapes how we design systems, make decisions and care for one another. Through Caring Safely, the pursuit of zero harm becomes a daily expression of our values ensuring that safety, compassion and excellence guide every interaction.

Leadership and project management

The Caring Safely project manager provides the structure and coordination required to embed Caring Safely across the hospital, sustaining momentum, alignment and accountability in support of strong safety outcomes. Executive sponsors, co-leads, Hospital Acquired Conditions (HAC) champions and family leaders are instrumental in advancing the action plans of four Caring Safely working groups – cause analysis, error prevention, leadership methods and the safety coach program – through visible leadership and a shared commitment to a just and learning culture. Together, this collective leadership supports consistent implementation of key safety practices, strengthens collaboration across teams and reinforces Holland Bloorview's commitment to safer, more reliable systems for clients and staff.

“

It has been inspiring to see how deeply the Caring Safely commitment has taken root at Holland Bloorview over the past five years. As chair of the board quality committee, I am continually struck by the dedication of our staff and clinicians, and by the partnership of parents and families who work alongside them to make care safer every day. This shared commitment to learning and improvement is what continues to move us forward on our journey toward the highest standards of safety for the children and families we serve.”

– Sarah Kramer, chair, quality committee, Holland Bloorview Kids Rehabilitation Hospital





Goals and objectives

Holland Bloorview's mission: to deliver personalized, interprofessional care; drive innovation in function and learning; connect systems; and advance social justice – aligns directly with the goals of Caring Safely. This work embeds safety into everyday practice through evidence-based error prevention training that supports consistent, high-quality care. Safety coaches and working groups foster continuous learning,

innovation and team-driven improvement, strengthening a culture where reliability is expected and supported. By reducing preventable harm, Caring Safely also advances equity and dignity in care, reinforcing Holland Bloorview's commitment to social justice. Ultimately, the commitment to making “the safe thing to do the easy thing to do” ensures safety, compassion and excellence are inseparable in every interaction.



Key metrics and results



Percentage of staff completed error prevention training

>90%



Leadership Methods Training

60 leaders

Just Culture ACA Training:

19

(including 100% of Programs and Services Managers/Directors)



49

Error prevention training sessions facilitated by family leaders



Pressure Injury process observations completed

642



Falls process observations completed since implementation in spring 2025

38



Safety Coach program

34 Staff trained

23 Active safety coaches

Behavioural Observation Tools completed

977



Number of safety events coded

2951



Hospital Acquired Conditions (HAC) Reductions:



Since implementation of the PI bundle in July 2021, our pressure injury rate has decreased by

↓ 62.7%

Estimating that **4 pressure injuries have been prevented each year.**



Since PBE interventions were introduced, our staff harm related to patient behavioural events has been reduced by

↓ 45%

with an estimated **59 staff harm events related to patient behavioural events prevented during this time.**



Since implementing the falls bundle in February 2025, our rate of inpatient falls causing harm decreased by

↓ 15.3%



Since implementing the Cause Analysis program in April 2022, our rate of serious safety events has decreased by

↓ 78.5%

Estimating that **5-6 serious safety events have been prevented each year.**



Since implementing the ADE bundle in March 2022, our rate of adverse drug events has decreased by

↓ 67.4%

Estimating that **6 ADE have been prevented each year.**

Safety in action

Modernizing Executive Leadership Safety Rounds

Holland Bloorview re-implemented Executive Leadership Safety Rounds (ELSR) to improve safety dialogue and address previous gaps in reporting and follow-up. In the first year, 34 rounds generated 160 opportunities that were categorized for strategic planning and aligned with the safety event reporting system. The key themes were escalated for action: emergency response, facilities and behaviour. Five process improvement areas were identified, leading to Plan Do Study Act (PDSA) cycles that have already improved scheduling efficiency and increased timely actioning of opportunities. Ongoing metrics include number of rounds, opportunity types, time to resolution and scheduling efficiency. Senior leaders now receive targeted reports to support safety awareness and cross-organizational collaboration.

These frontline conversations helped identify and address emerging risks most often related to emergency response, behaviours and facilities—leading to timely,

tangible improvements such as enhanced education for non-clinical teams supporting clients with complex needs, clearer safe locations identified during Code Silver drills and immediate facility upgrades to improve safety.

ELSRs have also surfaced longer-term opportunities, including technology enhancements now being explored through the organization’s multi-year digital strategy. While not every idea can be implemented immediately, all feedback is reviewed, shared and used to guide improvement priorities. Looking ahead, ELSRs will continue to strengthen connection between leaders and frontline teams, amplify staff voices and drive meaningful improvements for clients, families and staff through transparency and collective learning.

Abstract accepted for display at the Poster Hall during the SPS Spring 2026 learning session.



Irene Andress, vice president, programs & services and chief nursing executive (second from left) meeting with collaborative practice leaders during Executive Leadership Safety Rounds.



All Teach, All Learn: strengthening safety through shared learning.

Designing safer transitions

As part of our Caring Safely initiatives, Holland Bloorview introduced the Walk-Through Talk-Through (WT3) tool, endorsed by SPS, to proactively identify and reduce risks during transitions in ambulatory care for clients with complex behavioural and developmental needs. Using a “work-as-done” approach, WT3 engaged frontline staff, clients and caregivers to observe, map and analyze real-world workflows, revealing safety risks and human factors influenced by environmental factors. The findings informed the co-design of targeted protocols and guided the planning of the new clinical space within the Extensive Needs Service (ENS) program, strengthening both safety and efficiency in care transitions. This work was presented at the 2025 SPS Learning Session in Chicago and the 2025 Ontario Risk Network. It was further recognized through the publication of an SPS abstract in Pediatric Quality & Safety, underscoring the organization’s leadership in advancing safe and innovative care practices.

Family leaders co-design error prevention curriculum

“It has been an honour to collaborate with the Quality Safety Performance (QSP) team, family leaders and staff to tailor the error prevention training to Holland Bloorview’s unique context. Our involvement in redesigning and delivering the training has strengthened our commitment to evolving thoughtfully while staying true to the SPS vision and our Caring Safely goals.”
 – Joanne Downing, family leader



Family leaders help create error prevention curriculum for caregivers

“The Advocating for Safety curriculum provides parents and caregivers with the tools to speak up for safety and reinforces their role as a partner in their child’s health-care team.” –Meredith Sandles, family leader



Family leaders meeting.



Safety stories

Safety stories are a key driver adopted to support and advance our safety culture. Sharing safety stories during committee and staff meetings play a vital role in fostering a learning environment where employees can openly reflect on real experiences, build shared learning and strengthen their understanding of risk. These stories help translate error prevention principles and tools into meaningful, practical insights that resonate with teams. By embedding this practice into regular discussions, the organization continues to build a more transparent, engaged and proactive safety culture. Safety stories are shared monthly at 12 committee meetings, inpatient staff meetings, as well as the quality committee of the board and board of directors meetings.

Embedding safety in daily operations

The daily rehab/CCC safety huddle provides a structured, proactive way for teams to plan each day by identifying risks, aligning priorities and sharing critical updates to support client and staff safety. As Sharin Maknojia, clinical resource leader (CCC), notes, “The daily safety huddle allows us to stay connected across units, better understand daily needs and allocate resources and share expertise more effectively. Reviewing safety events together each day ensures timely follow-up and creates meaningful opportunities for collective learning and improvement.”

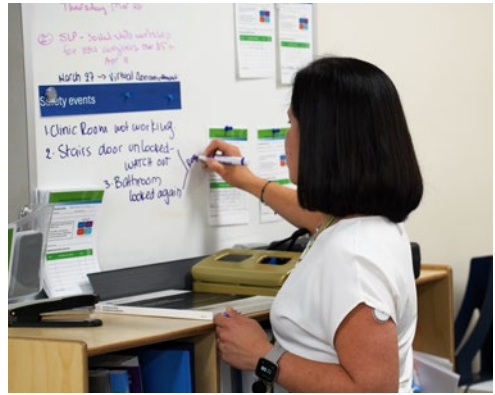
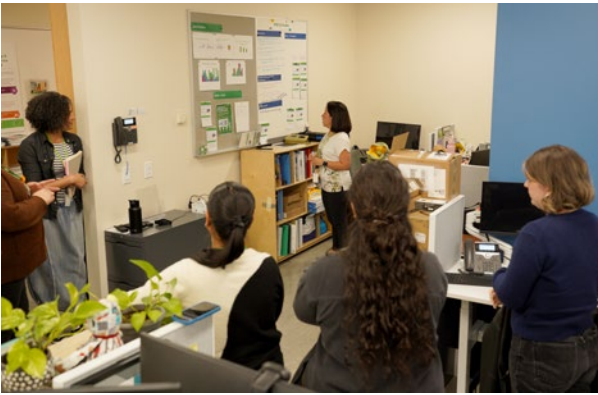
Together, this daily practice strengthens collaboration, anticipates challenges and reinforces a culture where safety is embedded in every decision.

The daily safety huddle allows us to stay connected across units, better understand daily needs, and allocate resources and share expertise more effectively.

Earned five SPS badges

Through the SPS badge challenge, Holland Bloorview earned all five badges by delivering measurable improvements in safety, learning and engagement. Results included reduced safety clutter, proactive management of patient behavioural events through weekly huddles, improved staff safety using the Walk-Through Talk-Through (WT3) tool and learning team to enhance care delivery through a modernized electronic home IV referral process.





Extensive Needs Service team during a safety huddle.

Daily Safety Brief

Over the past two years, the Daily Safety Brief (DSB) has been a key driver in strengthening organizational awareness of emerging and existing safety risks by providing leaders with timely, high-level insights that support early identification and proactive mitigation. As Shrikant Kelkar, senior director of client flow and clinical operational excellence, notes, the DSB has “significantly strengthened cross-team communication and shared situational awareness,” enabling teams to align on mitigation strategies and respond more cohesively to safety concerns. Recent

enhancements have further strengthened its strategic value: a sharper focus on high-level risks, privacy-aligned system discussions streamlined recognition and clearer expectations for cascading information—have further strengthened its strategic value. Michael Craven, director of facilities management, highlights that the DSB keeps “safety, communication and accountability at the forefront of our work each day,” reinforcing a culture of early escalation, team alignment and the safest possible environment for clients, families, staff, volunteers and students.



Staff demonstrating ergonomic assessment.

SPS centerline safety advancements

The SPS Hospital Centerline Shifts report recognizes sustained, system-level improvements in safety performance. Holland Bloorview contributed to a system-wide downward shift in both the Overexertion DART (Days Away Restricted or Transferred) and Severity rates, reflecting meaningful progress in reducing staff overexertion injuries. This result underscores the effectiveness of our prevention strategies, the commitment of our teams to safe work practices and our leadership in advancing staff safety across the SPS network.



Exceeding benchmarks in critical safety

Our performance for stage 3, 4 and unstageable pressure injuries, as well as falls resulting in moderate or greater injury, continues to exceed network benchmarks reflecting strong safety practices, proactive risk prevention and consistent high-quality care. These outcomes are supported by advanced teaching and care practices, including high-fidelity simulation and up-to-date equipment, now embedded as a core component of our education model for staff, clients and caregivers. Pressure injury prevention training has been further strengthened through the use of Seymour Wound Care Models and inclusive simulation tools representing diverse skin tones.

As Felicia Mojica-Lau, advanced practice nurse educator, notes, “These practices further advance our commitment

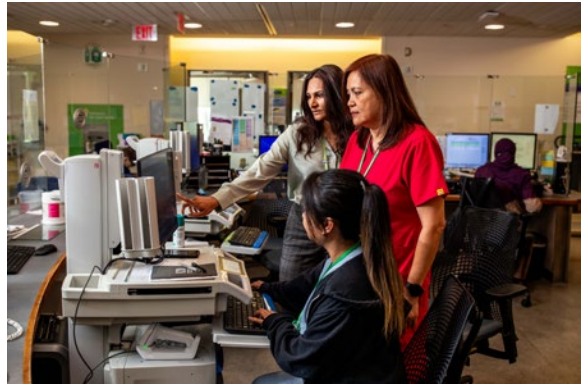
to building equity, diversity and inclusion-informed skills and approaches across the organization.” Ongoing fall-prevention efforts supported by proactive risk identification, family partnership and a new falls prevention process observation tool, continue to reinforce high reliability and sustained performance above network benchmarks.

Visible Leadership Commitment: ELT, Board Quality Chairs, and CEO consistently attend annual board training sessions in-person in the last five years

Sustained participation in CEO/Top Pediatric leader webinars in last five 5 years

Learning health system

Holland Bloorview's Caring Safely program strengthens the hospital's evolution into a learning health system by embedding structured, evidence-based safety processes, training staff widely in error prevention and high-reliability practices and using real-time data tools like the behaviour observation tool to continuously monitor and improve care. Through collaborative structures such as cause analysis, error prevention, leadership methods and safety coaching, the program creates routine opportunities for reflection, learning and system refinement. The hospital's participation in the SPS network further accelerates shared learning with over 150 pediatric hospitals, while Daily Safety Brief,



safety huddles and Executive Leadership Safety Rounds deepen real-time learning between leaders and frontline teams. Together, these practices foster a culture of continuous improvement, making Caring Safely a central driver of Holland Bloorview's development as a responsive, research-informed and learning-oriented health system.



Reflecting on the first five years of our Caring Safely journey reveals how deeply this work has transformed our organizational culture and strengthened our shared commitment to safety. Through ambitious goals and sustained effort, quality and safety are now woven into the fabric of our everyday practice, brought to life through safety huddles, daily briefs, reliable event reporting, meaningful error prevention education, and compassionate approaches to managing behavioural escalation.

Together, we are advancing toward high reliability, guided by the early vision, leadership, and ongoing dedication of our physician quality leads and clinical teams. A hallmark of this journey has been the authentic partnership with our clients and families, whose voices have shaped our work and inspired the creation of a unique error prevention curriculum that empowers families as active partners in safety. While our journey continues, we are proud of how a culture of “all teach, all learn” has taken root across Holland Bloorview, driving continuous improvement and helping ensure the safest possible care for our clients, families and team members.”

– Caring Safely executive co-Leads, Joanne Maxwell, vice president, experience, transformation and social accountability (ETSA) and Golda Milo-Manson, vice president, medicine and academic affairs, Holland Bloorview Kids Rehabilitation Hospital





Safety culture

Prior to the launch of Caring Safely, the 2020 patient safety culture survey revealed that 36 per cent of staff feared disciplinary action from management if they made a serious error. Since implementation, Caring Safely has intentionally shifted our safety culture toward a just culture grounded in learning, transparency and support. This culture change is reinforced by the 2025 employee engagement survey, in which more than 80 per cent of staff reported feeling supported by the organization when errors occur.

This shift is further reflected in sustained increases in safety event reporting each fiscal year, indicating growing psychological safety and trust. Reporting increased by 18 per cent in FY 2023-24 compared to FY 2022-23, followed by a further 16 per cent increase in FY 2024-25.

Through training, practice-sharing and educational opportunities offered by SPS, we have strengthened our understanding of high-reliability leadership principles and best practices that support a safe environment for clients, families, students, trainees and staff. These insights have been thoughtfully adapted for implementation at Holland Bloorview and are advanced through four core working groups: cause analysis, leadership methods, error prevention and the safety coach program. This work is further strengthened by active patient and family engagement and strong oversight, ensuring safety remains embedded at every level of the organization.

Oversight structure

Progress in our Caring Safely journey is driven by four core working groups - cause analysis, error prevention, the safety

coach program and leadership methods - each supported by dedicated co-leads and an executive sponsor. Together, these groups guide the planning and delivery of annual Caring Safely goals and advance high-reliability practices through collaboration, shared learning and continuous improvement. Oversight by the Caring Safely project manager ensures strong coordination and accountability, with regular progress updates provided to executive sponsors, the integrated quality and safety steering committee and the quality committee of the board. This oversight structure keeps Caring Safely aligned, sustainable and deeply embedded across the organization.

Cause analysis

Safety event classification is a foundational driver of effective cause analysis, supporting a just culture by focusing on system design and learning rather than individual blame. Since adopting Healthcare Performance Improvement's Safety Event Classification (SEC) tool in 2022, Holland Bloorview has coded over 2,900 safety events, enabling more targeted analysis, trend identification and system-level improvement. Near-misses and precursor events are reviewed using Apparent Cause Analysis (ACA), while

serious events undergo comprehensive Root Cause Analysis (RCA) to address underlying system and process vulnerabilities. As Irene Andress, vice president programs and services and chief nursing executive, notes, this just-culture approach "has not only deepened our understanding of safety events but has also empowered us to create meaningful, system-level change," strengthened further by 100 per cent of clinical leaders completing ACA training.

Error prevention

Error prevention is a foundational element of Caring Safely, supporting a shared, organization-wide approach to reducing harm. Launched in 2023, mandatory error prevention training equips staff with practical tools and common safety behaviours, adapted to our pediatric rehabilitation context through customized case studies and videos. Delivered through



“

Caring Safely has been a powerful driver of our journey toward zero harm, advancing high-reliability practices and a culture of open learning. This work strengthens how we lead, collaborate, and support one another to deliver the safest possible care for clients and families, shaping not only what we do, but who we are as a safety-driven organization.”

Renee Blomme, director, quality, safety and performance



e-modules and facilitated sessions led by safety coaches and Family as Faculty members, the training builds skills in communication, self-checking and speaking up. As Elena Garisto, safety and risk specialist and error prevention co-lead, notes, "this work equips staff with practical tools and shared behavioural that make safety part of everyday practice," reinforcing our collective responsibility to prevent harm and strengthen reliability across the organization. Over 90 per cent of staff are trained in error prevention.

Safety coach program

The Safety Coach Program continues to strengthen Holland Bloorview's safety culture by reinforcing safe practices and supporting error prevention at the front line. With 23 trained clinical and non-clinical safety coaches completing more than 25 behavioral observation tools each month, the program consistently meets performance targets while enabling meaningful peer-to-peer coaching.



As safety coach Yael Diamond, social worker, shares, she approaches safety coaching "as a way to listen, learn and help our team prevent little issues from becoming bigger ones," reflecting the program's emphasis on early intervention and shared learning. Program visibility and engagement continue to grow through monthly safety coach spotlights



Safety coaches.

Holland Bloorview values families and caregivers as true partners in care and safety, recognizing their essential role in co-creating a safe environment for all.

on the hospital's intranet and regular bi-monthly meetings that foster collaboration. Accreditation Canada surveyors have recognized the safety coach program and the Caught Being Safe initiative as organizational strengths demonstrating a sustained commitment to safe, reliable care.

Leadership methods

Holland Bloorview has strengthened its safety culture by embedding key leadership methods that enhance visibility, accountability and real-time problem solving across the organization. The Daily Safety Brief, rehab/CCC daily safety huddle and Executive Leadership Safety Rounds work together to surface risks early, align teams and drive timely, coordinated action. Insights from these activities are tracked through the top opportunities list, ensuring transparency and follow-through on safety issues raised by frontline teams. As Joanne Maxwell, vice president, experience, transformation and social accountability and Tracey Millar, vice president, people and culture, note,

embedding these leadership methods has been “instrumental in strengthening our safety culture,” enabling leaders to communicate openly, remove barriers quickly and create the conditions for safe, reliable care every day.

Co-designing safety

Holland Bloorview values families and caregivers as true partners in care and safety, recognizing their essential role in co-creating a safe environment for all. Through the active involvement of family leaders in Caring Safely working groups and HAC initiatives, lived experience has been integrated into safety design, education and improvement efforts. Jean Hammond, family partnerships specialist, highlights that “Family as Faculty are embedded in Caring Safely work,” co-designing and co-teaching error prevention education that draws on real-life experiences to make learning relevant, meaningful and memorable. This partnership strengthens our safety practices and reinforces the shared responsibility for advocating for safe care.



Family leaders.



Family leaders and staff at a safety meeting.

Lessons learned

Key successes and strengths

The hospital's progress in advancing its safety culture was driven by the implementation of key evidence-based initiatives, including mandatory error prevention training, the establishment of the safety coach role and specialized working groups that strengthened reliable daily practices across the organization. Participation in SPS initiatives—such as the Daily Safety Brief, rehab/CCC safety huddles and Executive Leadership Safety Rounds—further enhanced collaboration, transparency and frontline problem solving. Our 23 safety coaches reinforced consistent use of core error prevention tools, including STAR (Stop, Think, Act, Review) and SBAR (Situation, Background, Analysis, Recommendation) and achieving 100 per cent completion of staff observations. In addition, more than 90 per cent of staff across clinical, non-clinical, research and support services completed error prevention training, embedding a shared commitment to safe, high-reliability care.

Opportunities for improvement

As we continue our journey toward high reliability, clear opportunities remain to further standardize and strengthen

our safety practices. Expanding safety education to families and caregivers is a key next step, supported by the co-developed 'Advocating for Safety' curriculum and forthcoming e-modules available through Holland Bloorview's Client and Family Integrated Care (CFIC) webpage. Continued focus on consistent application of core practices—such as timely safety event follow-up, closure of Executive Leadership Safety Rounds actions and use of leadership learning conversations will help embed safety behaviours as habits across teams and leaders. These priorities will support greater reliability, reduce variation and ensure safety is consistently anticipated, addressed and sustained across the organization.

Challenges

Several challenges impacted momentum over the past few years, including leadership transitions, the complexity of cultural change and resource capacity pressures. The COVID-19 pandemic further intensified these challenges, creating prolonged operational strain and shifting organizational focus. Competing operational priorities and limited staff capacity to implement new tools also challenged consistent progress.





Future outlook

Safety leadership learning

The goal of the SPS Leadership Learning Conversations (LLC) practice is to help front line leaders integrate proactive safety principles into Holland Bloorview's safety strategy by fostering collaboration, learning from frontline work and strengthening systems that support continuous improvement.

SPS modern safety culture strategy

Through the SPS modern safety strategy, we are strengthening how safety is built into everyday care. By focusing on mindset changes, practical tools and modern leadership behaviours, this approach helps create a proactive, high-reliability

culture. The result is safer care, stronger teamwork and communication and greater accountability—ultimately reducing preventable harm and improving outcomes for the clients we serve.

Advance organizational culture

Continue development within the four working groups (cause analysis, error prevention, leadership methods, safety coaches), evolving their interventions to target ongoing improvements in safety culture and leadership consistency. Expand training pathways and leadership methods to reinforce daily practices and frontline coaching adherence.

Leverage network collaboration

Deepen contributions to and learning from SPS, using shared data and peer benchmarking to drive local improvements and monitor impact.

Precision and equity in safety practices

Build on Holland Bloorview's exploration of Artificial intelligence (AI) and data analytics to personalize safety interventions and better anticipate hazards in real time.

Enhance co-design with clients and families

Expand programs like "Advocating for Safety," transitioning from pilot to full implementation alongside families and youth.



Integrate Caring Safely into broader equity and social justice work

By integrating our Inclusion, Diversity, Equity, Accessibility and Anti-racism (IDEAA) principles into Caring Safely, Holland Bloorview will amplify our efforts toward high reliability by reducing both clinical risk and inequities that contribute to harm. Aligning safety with equity helps ensure consistent, reliable care where every child, family and team member feels safe, respected and supported.



Holland Bloorview Kids Rehabilitation Hospital is Canada's hospital for children with disabilities and developmental differences, and we are daring to create a world where all kids and youth belong, while helping to power their infinite potential and possibility. We are focused on combining world-class care, transformational research and academic leadership in the field of child and youth rehabilitation and disability.

We are a top 40 Canadian research hospital, fully affiliated with the University of Toronto and home to the highest concentration of pediatric disability research in the world. Providing both inpatient and outpatient services, we support more than 9,500 kids and youth with disabilities and complex medical needs each year, delivering safe and inclusive care that focuses on physical and mental well-being.

Together, Holland Bloorview dreams big and dares to shape the future of disability health care for kids. For more information, please visit hollandbloorview.ca or connect on X, Facebook, Instagram, LinkedIn and the parent-blog BLOOM.



This PDF version of this report are accessible for screen readers and other accessible technologies.

caring safely



All Safe. Always.

Holland Bloorview
Kids Rehabilitation Hospital

TOGETHER WE
DARE

A teaching hospital fully affiliated with University of Toronto

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