

**Holland Bloorview Board of Directors Meeting Minutes**  
**Wednesday, January 24, 2024**  
**5:30 p.m. – 8:30 p.m.**  
**Holland Bloorview, 150 Kilgour Rd., Toronto ON**  
**5<sup>th</sup> Floor Executive Boardroom – Room: 5E100**

**Attendance**

**Present:** Alycia Calvert, Treasurer; Megh Gupta; Julia Hanigsberg; Helen Hayward; Mark Johnson; Suzanne Jorisch; Sarah Kramer; Alysha Ladha; Jean Lam; Rhonda McEwen; Dale Ponder, Secretary; Poonam Puri, Chair; Jennifer Quaglietta; Lisa Robinson; Catherine Roche, Vice Chair; Michael Wasserman; Heather Watt; Allyson Whyte Nowak

**Sr. Management:** Evdokia Anagnostou; Irene Andress; Enza Dininio; Sandra Hawken; Tracey Millar; Golda Milo-Manson; Stewart Wong

**Regrets:** Laura Dottori-Attanasio

**1.0 Call to order**

The Chair, P. Puri called the meeting of the Holland Bloorview Kids Rehabilitation Hospital Board of Directors to order at 5:55 p.m.

**Board Education: CEO Succession Best Practices for All Hospital Boards**

A warm welcome was extended to Proximity guests, Annie Tobias, CEO and Andrea Nameth Lead, Strategic Communications.

A. Tobias presented on Best Practices for CEO Succession for hospital boards. The presenter focused on the importance of getting succession 'right' by constructing a CEO profile to ensure that the Board of Directors have the appropriate pool of candidates from which to choose. By determining the criteria and skills needed in a hospital CEO, internal development was seen as an option to support hospital boards in building from scratch.

**Chair's remarks**

The Chair welcomed everyone to the first meeting of 2024 and expressed thanks to the coordinators for organizing today's meeting.

In addition to completing the post meeting survey, the Chair informed the Board that a new leadership survey approved at the January 8, 2024, Governance Committee meeting will be circulated following the meeting. Links for both surveys will be sent by the Senior Executive and Governance Lead.

**Approval of agenda**

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

**MOTION: It was MOVED by Dale Ponder, and seconded by Michael Wasserman that the Board of Directors approve the agenda.**

**Ponder/Wasserman**

**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 Caring Safely Update**

#### **2.1.1 Safety Story**

The Chair extended congratulations to Joanne Maxwell, Interim Lead for the Vice President, experience, transformation and social accountability (ETSA) role.

J. Maxwell provided a safety story that related to a complex feeding incident for an in-patient client. A Holland Bloorview nurse went into a client's room while a parent was transferring their child back to her bed. Without realizing it, the patient's feeding port had been misconnected which resulted in a single episode of emesis of feed.

The nurse was able to quickly flush and switch both feeding tubes. The feed was kept on hold for 40 minutes to ensure that there would be no further emesis, after which the feed was restarted with no further incident. This resulted in a no-harm incident but to prevent a repeat of this going forward we need to:

- Ensure that the client specific administration details listed in the Collaborative Care Plan are clear
- Tubes are colour coded and labelled at ports
- Follow personal reminder strategies and checks such as:
  - “following lines” from site to source to ensure that the tube is connected to the right port
  - labeling syringes/supplies with route e.g., G vs. J port
- Verify that line connections are correct during hand over
- Using Error Prevention Tools such as STAR (stop, think, act, review), It is a mental “time-out” designed to focus your attention on the critical aspects of a task and client considerations.
- Do not proceed in the face of uncertainty; if unsure use error prevention tools like QVV (qualify, validate, verify) or Stop and Resolve.

#### **2.1.2 Quarterly Performance Report**

J. Maxwell presented the quarterly performance report for Q1/Q2 highlighting the Team Experience quadrant in which 87.5% of students would recommend Holland Bloorview to a peer. Operational Excellence increased in ambulatory services.

Of those who supported the Transition to Adult Services program 92.86 percentage of adult clients were very satisfied with the services in transitioning from Holland Bloorview as a pediatric hospital service to adult services.

#### **2.1.3 Quality Improvement Plan**

J. Maxwell provided an overview of the Quality Improvement Plan (QIP). Continuous monitoring of performance relative to targets for 2023/24 is on-going.

Engagement and planning for QIP 2024/25 has started with indicators proposed to be presented at the March 27, 2024, Board of Directors Meeting following approval and recommendation by the Quality Committee.



#### **2.1.4 Medical Advisory Committee Report**

G. Milo-Manson provided the Medical Advisory Committee report and confirmed that this report was approved at the Quality Committee of the Board. One client incident of admission was highlighted in which a child arrived at Holland Bloorview with a bag of medication that was not labelled. Staff was able to go through paperwork to confirm the correct dosage, enter information into chart, then call up the medication pharmacy which meant that the child received the medication late; fortunately, the child was fine.

Lesson learned from this incident is the importance of communicating that medication be given prior to transporting patients to Holland Bloorview.

#### **2.2 Holland Bloorview Autism Services & the Ontario Autism Program**

The Chair welcomed D. Cooper, Senior Director, Ambulatory Services, Holland Bloorview (HB) and J. Churchill, CEO, Empowered Kids of Ontario (EKO).

This presentation is in response to a question raised by one of our directors regarding wait times and wait lists associated with autism diagnostic services at Holland Bloorview.

D. Cooper walked through HB's diagnostic autism program from assessment to appointment of service. Over the years there has been an increase in the average age of diagnosis from 1 – 5 years. The presenter emphasized how critical it is for children to be diagnosed early as late assessment could result in missed treatment when assessed at a later age. Other services provided by HB to autistic children includes program such as Extension of Community Healthcare Outcomes (ECHO), the Autism Research Centre

In closing, J. Churchill emphasised the importance of early diagnosis to get kids into program earlier.

J. Hanigsberg assured the Board of Directors that Holland Bloorview's autism program is neither associated with core service nor fee for service delivery.

#### **2.3 Financial Report**

##### **2.3.1 Provincial Financial Context**

E. Dininio provided an overview of the significant financial pressures across Ontario hospitals. It is estimated that 50% of Chief Financial Officer (CFO) hospitals will be in financial deficit in the next year if adequate funding is not received for Bill 124 retroactive salary adjustments.

Holland Bloorview has managed some of the cash flow timing issues and has been able to offset some expenses because of investments received through Make Kids Count (MKC) and Extensive Needs Services (ENS).

J. Hanigsberg reminded the Board that although funding for MKC and ENS allows some flexibility this year, funding for both is for 'new programs' and not for current services.

##### **2.3.2 Hospital Services Accountability Agreement and Balanced Waiver**

The 2023/2024 Hospital Services Accountability Agreement (HSAA) and Balanced Budget Waiver was presented for approval.

**MOTION: It was MOVED by Catherine Roche and seconded by Jennifer Quaglietta that the Board of Directors of Holland Bloorview Kids Rehab Hospital approve the Hospital Services Accountability Agreement 2023-2024 and Balanced Waiver.**

***Roche/Quaglietta***

***CARRIED***



### **2.3.3 Financial Statements as of September 30, 2023**

E. Dininio provided a funding update and referred directors to the financial statements and variance report as of September 30, 2023.

Operating position for Q2 ended in a deficit position mainly due to timing of funding letters. Some funding letters were received during the fall and as a result will have a positive impact on our bottom line putting the hospital in a balanced position by fiscal year-end. Ministry has committed to flow funding late February – early March.

In response to a question on the risk going into the next year, E. Dininio forecast that we will be balanced and expects Q3 will be in a strong working capital and cash flow position due to previous year funding letters that have now been received.

**MOTION: It was MOVED by Alycia Calvert and seconded by Suzanne Jorisch that the Board of Directors approve the Financial Statements as of September 30, 2023, as presented.**

***Calvert/Jorisch***

***CARRIED***

### **2.4.1 Board Recruitment and Board Matrix**

D. Ponder presented the 2024 – 2025 Board Matrix for approval as recommended by the Governance Committee and invited questions from the group; there were no questions raised.

**MOTION: It was MOVED by Jean Lam, and seconded by Jennifer Quaglietta, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2024 – 2025 Board of Directors recruitment priorities and matrix as recommended by the Governance Committee.**

***Lam/Quaglietta***

***CARRIED***

### **Board Leadership Survey**

D. Ponder introduced the Board Leadership Survey approved at the January 8, 2024, Governance Committee meeting. It was recommended as good practice to canvass Board members in advance to determine areas of interest with respect to leadership and participation on different Board committees. As there were no objections, the survey link will be circulated by the Senior Executive Assistant and Governance Lead following the Board meeting.

## **2.5 Foundation Update**

S. Hawken provided an update on the Foundation's fundraising campaign for 2023 and an overview of campaign events for 2024. Foundation efforts are currently on target to meet goals by year end with anticipation of an increase next year. Board members were reminded of and encouraged to participate in the upcoming Capes for Kids campaign. Capes week is March 1 – 8 with an official launch on Thursday, February 1, 2024.

## **2.6 President and CEO Report**

J. Hanigsberg drew attention to the President and CEO report and invited questions from the Board.

In response to a question raised on cybersecurity at Holland Bloorview J. Hanigsberg responded that it is more about when and not if, but advised the Board that the hospital has a very responsive team with a high level of expertise. There are ongoing phishing emails randomly sent to all staff. A cyber security tabletop exercise has been completed at the senior management level. The plan is to come to the Board with a Governance cyber tabletop exercise to understand what type of questions may come to you in the event of a cyber attack.



Due to the current financial environment, J. Hanigsberg advised that the 2024 operating plan will be a slim down, scenario planning strategy. The aim will be to try and stabilize for a year to keep things moving forward into the next year. There may be a need to draw down on cash, but the plan is not to decrease services unless there is an urgent need to do so.

### 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 – November 22, 2023
- 3.2 2024 President and CEO Performance and Compensation Committee Membership
- 3.3 Board of Directors Meeting Schedule 2024-2026
- 3.4 Board Committee Membership 2023-2024 (Revised)
- 3.5 Appointment of Credentialed Professional Staff – Dr. Ronik Kanani
- 3.6.1 Business and Audit Committee Terms of Reference
- 3.6.2 Executive Committee Terms of Reference
- 3.6.3 Governance Committee Terms of Reference
- 3.6.4 Research, Teaching and Learning Committee Terms of Reference
- 3.6 Board Standing Committees Meeting Report: October / November 2023
- 3.7 Governance Policies
  - 3.7.1 Appointment and Role Description of Chair of the Board
  - 3.7.2 Board and Director Evaluation
  - 3.7.3 Board of Directors Standing Committees
  - 3.7.4 Board Qualifications, Duties and Conduct
  - 3.7.5 Chair of the Board of Directors Role Description
  - 3.7.6 Directors Signing Authority
  - 3.7.7 Financial Reporting
  - 3.7.8 Members of the Corporation
  - 3.7.9 Operating and Capital Plans Budgets
  - 3.7.10 Procurement
  - 3.7.11 Receipt and Expenditure of Donations
  - 3.7.12 Recruitment of Board of Directors
  - 3.7.13 Regulatory Filings and Payments
  - 3.7.14 Reimbursement of Board of Directors Expenses
  - 3.7.15 Risk Management
  - 3.7.16 Secretary Duties, Expectations and Conduct
  - 3.7.17 Segregation of Funds (*Holland Bloorview does not have Trust Funds and propose to delete this policy*)
  - 3.7.18 Selection Process for the Chair or Vice Chair, Board of Directors
  - 3.7.19 Treasurer Duties, Expectations and Conduct
  - 3.7.20 Vice-Chair Duties, Expectations and Conduct

**MOTION: It was MOVED by Sarah Kramer and seconded by Mark Johnson that the Board of Directors approve the Consent Agenda.**

**Kramer/Johnson**

**CARRIED**



## Adjournment

There being no further business for discussion, the meeting was adjourned at 8:20p.m.

*Poonam Puri*  
*Chair, Board of Directors*  
:cw