Holland Bloorview
Kids Rehabilitation Hospital

Holland Bloorview Board of Directors Meeting Minutes
Wednesday, September 23, 2026
5:30 p.m. – 8:15 p.m.

Attendance

Present: Irene Andress; Michelle Caturay; Jonathan Davey; Sonya Fraser, Treasurer; Megh Gupta; Helen Hayward, Secretary and Vice Chair; Sarah Kramer; Jean Lam; Golda Milo-Manson; Ivona Novak; Melanie Penner; Lisa Richardson**,** Catherine Roche, Chair; Paul Spafford; Bruce Squires; Heather Watt

Sr. Management: Enza Dininio; Sandra Hawken; Joanne Maxwell; Tracey Millar; Stewart Wong

***Regrets*:** Rhonda McEwen, Evdokia Anagnostou

Guests: Dan Michaluk, James Penafiel, Winnie Jan, Renee Blomme, Marlene Ross

1.0 Call to order

Chair's remarks

The Chair, C. Roche, called the Holland Bloorview Kids Rehabilitation Hospital Board of Directors meeting to order at 5:30 p.m., confirmed quorum, and welcomed all members to the start of the new Board term.

She also highlighted the Board Tabletop Exercise on cybersecurity and a Special Meeting of Members, which was held during this meeting rather than waiting until the November Board meeting so that the selected Board candidates could be formally confirmed and welcomed sooner. Noting that this item extended the regular meeting, the Chair thanked members for their patience.

1.1 Approval of agenda

The Chair then requested approval of the agenda.

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

Spafford/Caturay ***CARRIED***

1.2 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.

1.3 Cybersecurity Ransomware Tabletop Exercise

E. Dininio introduced the presenters: Dan Michaluk, National Co-chair, Privacy & Cyber, Borden Ladner Gervais LLP (BLG); James Penafiel, Senior Underwriting Consultant, and Winnie Jan, Healthcare Insurance Reciprocal of Canada (HIROC). Internal presenters included Renee Blomme, Director, Quality and Safety, and Marlene Ross, Chief Information Officer, Holland Bloorview Kids Rehabilitation Hospital.

E. Dininio reminded members that cybersecurity remains one of the hospital's top enterprise risks; the last cybersecurity Board exercise was conducted in March 2024. The tabletop exercise enabled Board members to gain valuable insights, seek advice, and explore key considerations related to the respective roles and responsibilities of both the Board and Management during a cybersecurity event.

Through three scenario-based briefings, a Day 1 briefing from B. Squires, a simulated insurance coverage call with HIROC, and a Day 10 management briefing led by D. Michaluk, members asked questions on client safety and downtime procedures, communications, insurance coverage and legal exposure. B. Squires linked the exercise to the Organizational Risk Tolerance Statement under Agenda Item 2.3, and the Chair noted that the topic will return to the Board in November.

2.0 Discussion Agenda

Caring Safely Update

2.1 Medical Advisory Committee Report

S. Kramer, Chair, Quality Committee, reported that the Committee had a very good meeting and discussed the new, more proactive approach to safety being taken through modern safety culture. She drew attention to the Solutions for Patient Safety (SPS) 'All Teach, All Learn' (ATAL) Conference that is being hosted by Holland Bloorview on October 26th.

2.1.1 Safety Story

G. Milo-Manson presented a safety story on an event in which a process gap was identified in the communication of a critical lab result. Most of the hospital's lab work is processed at Sunnybrook, and a critical result requires an urgent telephone call to the most responsible physician. When a critical result for an outpatient was processed after 10:00p.m., there was no one at Holland Bloorview reception to answer the call. The Sunnybrook lab technician found the personal cell number of a Holland Bloorview physician who was not on call and reached her at home. She then contacted the physician on call, who reached the family. The right people were contacted, and no harm came to the child. G. Milo-Manson acknowledged the resourcefulness of the lab technician.

This incident shows that labs have direct contact numbers for inpatient units, so an inpatient would have been reached, but the after-hours main reception line directed callers through a voicemail loop. Holland Bloorview's Quality Team reviewed the process and implemented the following improvements:

- After-hours calls to the main number are now directed to the phone carried by the Hospital Charge Nurse (HCN), who is the only HCN on shift and passes the phone to the next HCN.
- Callers now hear a message to press 1 for urgent blood or other results. This also covers urgent x-ray findings, such as a fracture, reported after hours by SickKids' radiologists who read Holland Bloorview's films.

Members were advised that the leadership team has been asked to continue reviewing similar scenarios and processes, and that this event is a good example of using an incident to improve a process.

2.2 Q1 Financial Statements and Variance Report

E. Dininio presented the Q1 Financial Statements and Variance Report for the period ending June 30, 2026. The Business and 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 and Audit Committee Meeting on September 16, 2026.

In providing a funding update, E. Dininio informed members that the hospital's funding letter from the Ministry has been received reflecting a base funding increase higher than projected. The hospital forecast a modest year-end surplus.

MOTION: It was MOVED by P. Spafford, and seconded by J. Lam, that the Board of Directors approve the Financial Statements as of June 30, 2026 as pre-circulated.

Spafford/Lam ***CARRIED***

2.3 Organizational Risk Tolerance Statement

E. Dininio presented the hospital's organizational risk tolerance statement for the Board's approval. Members were informed that the statement has been updated to better align with the hospital's strategy and that risk levels were substantially unchanged. Risk management will be further discussed at the November 18th Board meeting.

MOTION: It was MOVED by S. Kramer, and seconded by S. Fraser, that the Board of Directors approve the Organizational Risk Tolerance Statement, as presented.

Kramer/Fraser ***CARRIED***

2.4 Board Recruitment Update

Supported by B. Squires, H. Hayward provided an overview of the 2026/27 Board recruitment process. Areas of priority for Board selection focused on Artificial Intelligence (AI) Implementation and Technology and Systems Collaboration & Cross-Sector Partnership.

Based on candidates' skills and Board priorities, eight candidates were interviewed by an interview panel which comprised of members of the Governance Committee. Of the eight candidates interviewed, the Governance Committee recommended the following four individuals for members' approval at a Special Meeting of Members held on September 23rd.

- Andrew (Andres) Escobar
- Ene Underwood
- Heather Tulk
- Laura Mattila

In addition, a recommendation was put forward for the number of directors to be fixed at 20 to be presented for approval at the September 23rd Special Meeting of Members.

With this being a time-sensitive matter, members were asked to approve the motion to waive the notice of meeting for a Special Meeting of Members to be held on September 23rd.

MOTION: It was MOVED by H. Hayward, and seconded by M. Caturay, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital recommends that the appointment of Andrew (Andres) Escobar, Ene Underwood, Heather Tulk and Laura Matilla to the Board of Directors be put forward to the Special Meeting of Members for approval, for terms effective November 18, 2026 and ending at the June 2029 meeting of Directors, with eligibility for reappointment for additional three-year terms.

Hayward/Caturay **CARRIED**

MOTION: It was MOVED by H. Hayward, and seconded by M. Caturay, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital recommends that the number of Directors be fixed at 20 and put forward to the Special Meeting of Members for approval.

Hayward/Caturay **CARRIED**

MOTION: It was MOVED by H. Hayward, and seconded by M. Caturay, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital recommends that the waiver of the notice period for the Special Meeting be put forward to the Special Meeting of Members for approval, in accordance with Hospital By-Law No. 2017-1, Section 38.

Hayward/Caturay **CARRIED**

Meeting adjournment to accommodate Special Meeting of Members.

MOTION: It was MOVED by C. Roche, and seconded by H. Hayward, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital adjourn the regular board meeting to convene the scheduled Special Meeting of Members regarding the Election of Directors.

Roche/Hayward **CARRIED**

Regular Board Meeting Reconvened

C. Roche reconvened the regular meeting at 7:30pm. H. Hayward confirmed that a quorum remained present.

2.5 HB 2030 Strategy Update

Management provided a midpoint review of the Holland Bloorview 2030 Strategic Plan with proposed refinements to position the hospital for the remainder of the strategic planning period. The review was launched following the 2026 Board Retreat and incorporates feedback from the Executive Leadership Team (ELT), staff, and Board committees. Significant changes in the healthcare environment and organizational context support the need to refine strategic priorities for the remainder of the plan; the existing strategic pillars will remain unchanged.

Proposed areas of focus for the second half of the strategy include:

- Artificial Intelligence
- Mental Health and Behaviour
- Genetics and Genomics
- Quality Improvement
- Advocacy

Management noted that these priorities reflect emerging opportunities, system needs, and stakeholder feedback, while building on the strong foundation established during the first half of the strategy.

Members supported the proposed direction and emphasized the importance of:

- Defining clear priorities and implementation plans;
- Understanding resource and investment requirements;
- Leveraging partnerships and philanthropy to advance strategic priorities; and
- Strengthening advocacy efforts to influence policy and improve outcomes for children and youth with disabilities.

Management will continue stakeholder engagement and refine the strategic priorities for Board consideration and approval to be presented at the November 18th Board meeting.

2.6 Foundation Update

S. Hawken reported that the *Together We Dare* campaign has reached approximately 75% of its fundraising goal and remains ahead of schedule. Two new Honorary Campaign Chairs, Jean Moroney and John Chayka, will join the campaign leadership team, and a donor matching initiative is planned for the fall.

S. Hawken further highlighted a strong fundraising pipeline, including an upcoming announcement regarding the largest corporate gift in Holland Bloorview's history. She also noted that 76 donors have now contributed more than $1 million to the organization, reflecting significant growth in philanthropic support.

An update was provided on the Foundation's next five-year strategic plan. Key emerging themes include organizational resilience, digital transformation and AI, brand development, and strengthening the Foundation/Hospital partnership.

The Board congratulated S. Hawken and the Foundation on its fundraising success and recognized the organization's strong momentum and growing community support.

2.7 Management Report

B. Squires drew attention to the Management report and conveyed that the organization remains well positioned to achieve its financial, quality, and operational objectives. Updates were provided on strategic partnerships, government engagement efforts, and initiatives that support research, innovation, and system impact. He further shared feedback gathered from discussions with Board members, highlighting opportunities for earlier Board engagement on emerging strategic issues and organizational risks.

Management noted ongoing discussions with Ontario Health regarding efficiency and occupancy measures and will continue to advocate for recognition of Holland Bloorview's unique role and contributions within the healthcare system.

The Board received the report and expressed support for continued dialogue on strategic opportunities, risks, and the evolving healthcare environment.

3.0 Consent Agenda

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

3.1 Minutes of Pre-Annual Board of Directors Meeting – June 17, 2026
3.2 Minutes of Post-Annual Board of Directors Meeting – June 17, 2026
3.3 Appointment of Credentialed Professional Staff
- Dr. Neha Minhas
- Dr. Dylan Bould

3.4 2026/27 Q1 Balanced Scorecard Performance and QIP Update
3.5 Governance Policies Update
- President and CEO Evaluation and Compensation
- Executive Team Evaluation and Compensation

MOTION: It was MOVED by M. Caturay and seconded by J. Lam that the Board of Directors approve the Consent Agenda.

Caturay/Lam ***CARRIED***

The following items were provided as part of the Consent Agenda for information only

3.6 Caring Safely Update Report
3.7 Medical Advisory Committee Report
3.8 Board Education
3.9 Board Standing Committees Meeting Report
3.10 Executive Committee Approval re: 1 West and 2 East Renovation Projects

4.0 Adjournment

In closing, the Chair reminded Directors to complete the post-meeting feedback survey to support continuous improvement of Board meetings.

The Board recognized the contributions of outgoing Director Rhonda McEwen who was unable to attend the September 23rd meeting and expressed appreciation for her more than six years of service and leadership. Members also extended congratulations on her appointment as President and Vice-Chancellor of the University of Victoria.

The Chair thanked management, Board members, and staff for their contributions to the meeting and ongoing support of Board operations.

There being no further items for discussion, the meeting was adjourned at 8:15pm

Catherine Roche
Chair, Board of Directors
:cw