

Holland Bloorview Board of Directors Meeting Minutes
Wednesday, September 25, 2024
5:30 p.m. – 8:00 p.m.

Attendance

Present: Irene Andress; Alycia Calvert, Treasurer; Michelle Caturay; Jonathan Davey; Megh Gupta; Julia Hanigsberg; Helen Hayward, Secretary; Sarah Kramer; Alysha Ladha; Jean Lam; Rhonda McEwen; Ivona Novak; Jennifer Quaglietta, Vice Chair; Catherine Roche, Chair; Suzan Schneeweiss; Paul Spafford; Michael Wasserman; Heather Watt

Sr. Management: Evdokia Anagnostou; Enza Dininio; Joanne Maxwell; Laura McAdam (interim vice president, medicine), Tracey Millar; Stewart Wong

Regrets: Sandra Hawken; Golda Milo-Manson

1.0 Call to order

The Chair, C. Roche called the meeting of the Holland Bloorview Kids Rehabilitation Hospital Board of Directors to order at 5:30 p.m. She welcomed and acknowledged everyone in person and those online.

In addition to presenting the land acknowledgement, J. Hanigsberg provided an update on Holland Bloorview's upcoming events in recognition of the National Day for Truth and Reconciliation on September 30th. The hospital recognition events included the following:

- Raising of the 'Every Child Matters' flag – September 30th
- Screening of the film 'The Unforgotten' – September 30th (resource provided by Canadian Medical Association (CMA) when it issued an apology on September 18th for harms on physicians of Indigenous people)
- Land acknowledgement workshop offered by Aleshia Johnson, Holland Bloorview's Indigenous Health Specialist – October 3rd

The Unforgotten film and the land acknowledgement workshop slides can be accessed virtually and are available to members of the Board if needed.

Approval of agenda

The Chair then requested approval of the agenda with an amendment to defer item **2.6 Foundation Update** to a subsequent meeting.

MOTION: It was MOVED by Megh Gupta, and seconded by Suzan Schneeweiss, that the Board of Directors approve the agenda as amended.

Gupta/Schneeweiss

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

E. Anagnostou, Vice President, Research and Director, Bloorview Research Institute (BRI) provided an update relating to next steps for BRI. The presentation focused on the 2023-30 research priorities which are organized in the following four buckets.

- Advance research practices through inclusion, diversity, equity, accessibility and anti-racism (IDEAA)
- Fuel precision health for kids with disability
- Enable transformation impact – move discovery and knowledge from HB to communities that need them (nationally and globally)
- Empower a thriving research community

2.0 Discussion Agenda

2.1 Caring Safely Update

J. Quaglietta provided an update on the Solutions for Patients Safety (SPS) conference she attended in Chicago on September 12th. Her update focused on the cultural change aspect of getting to zero harm. The five key takeaways shared with the group were:

1. To err is human
2. Focus on predicting and managing error-likely situations
3. Context influences behaviour
4. Blame fixes nothing, only learning yields improvement
5. Your response matters

She applauded Holland Bloorview for the hospital's work as an exemplary leader among its peers in providing a psychologically safe environment that supports and allows staff, clients and their families to feel safe to learn and to speak up without fear.

2.1.1 Safety Story

Zinnia Batliwalla, Manager, Client Access and Flow and Shrikant Kelkar, Senior Director, Client Flow and Clinical Operations Excellence presented a safety story which involved a choking incident. A client's sibling attended an appointment with the client. After the client had their weight/height measured, the clinic coordinator offered the client a sticker. The client refused the sticker, however a family member requested one for the sibling. The sibling subsequently put the sticker in their mouth which resulted in a choking event.

Even though this was a no-harm incident, a number of actions were immediately taken: the Clinic Coordinator removed stickers from all clinic measurement rooms; an email communication was sent to stop sticker distribution from the Clinic Coordinator and Registration teams: Quality and Safety team members were consulted to determine next steps with respect to risk mitigation and to confirm that there was no harm resulting from this incident.

To prevent this incident going forward the following steps /recommendations were initiated:

- Apply clinical judgement to evaluate choking risk
- For children at risk of choking, switch to the use of larger stickers
- Ensure stickers are made of paper, which would dissolve more readily in the mouth
- Review resources such as [AboutKidsHealth](#) for more information about choking prevention

J. Maxwell informed the group that in the event of a safety issue, the Manager of the Quality and Safety team as well as other members would normally reach out to ensure that everyone feels supported whether the incident involved an individual in a clinician or non-clinician role.

In closing, J. Hanigsberg emphasized the importance of sharing safety stories from various parts of the hospital thereby recognizing the safety culture which demonstrates equal importance of learning from all areas of the hospital. The Quality, Safety and Performance team is responsible for tracking all safety stories in our safety management program.

2.1.2 Medical Advisory Committee Report

In the absence of Dr. Milo-Manson currently on an academic leave from September 11th – October 16th, the Chair welcomed Dr. Laura McAdam, acting vice-president, medical affairs.

Dr. McAdam referred Directors to the Medical Advisory Committee (MAC) Report which the Quality Committee reviewed and approved prior to circulation as part of the board meeting package.

Dr. McAdam provided an overview of the number of medications administered, infection rates and outbreaks for the months of May, June, and July. She drew attention to one moderate medication incident that resulted in an inpatient client transferred back to acute care due to a medication error. The medication was not entered as a typical medication would be entered as it was accessed through a special access program in which the medication was acquired specifically for the client and brought to the hospital by the family. The child received a lower dose of the medication which resulted in seizures.

An analysis was done to determine how errors involving special access medications can be prevented in the future and the following steps were put in place to support the hospital's medication verification process:

- new improved procedures put in place with the Pharmacy
- new verification/sticker process for clients bringing medication into the hospital to validate that the medication has been verified
- nursing focused error-prevention campaign
- changes of medication orders in the system goes back to the most responsible physician for final review

2.2 Health System Update

J. Hanigsberg provided a Health System Update which focused on Ontario's provincial landscape and how Holland Bloorview fits into, not only the government's priorities but also the larger priorities of the system. Recognizing that healthcare funding will always be a juggling act for the government and as the focus remains on the aging population, Holland Bloorview and other children's health organizations continue to draw government's attention to the importance to Ontarians of the full range of activities within the healthcare system including speciality children's care. In looking at the bigger picture for longevity and healthy living, the overall message conveyed was that an investment in kids' health today is an investment in population health across a lifetime.

2.3 Financial Statement and Variance Report as of March 31, 2024

E. Dininio presented the Q1 Financial Statements and Variance Report for the period ending June 30, 2024. The Business & Audit Committee reviewed the financial statements and variance report and recommended to the Board for approval on September 4, 2024.

In addition, E. Dininio provided a financial position update and she and J. Hanigsberg shared information about the overall financial uncertainty being experienced by the hospital sector largely due to gaps in compensation funding created by the reversal of the Bill 124 wage restraint.

MOTION: It was MOVED by Alycia Calvert and seconded by Michael Wasserman, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the Financial Statements and Variance Report as of June 30, 2024.

Calvert/Wasserman

CARRIED

2.4 KidSights Data Consortium

E. Dininio, joined by guests Mark Walinske, Executive Director, KidSights and Patrick Nolan, Chief Financial Officer, Gillette's Children's Hospital provided an overview of the KidsSights Data Consortium which Holland Bloorview proposes to join. Gillette Children's Hospital, an American speciality children's hospital with a patient population similar to Holland Bloorview's has created a wholly-owned subsidiary called KidSights, LLC to develop a data consortium of which 6 – 8 specialized pediatric hospitals will be members. Holland Bloorview is the second hospital, after Gillette, to sign the member agreement with KidSights.

The objective of the consortium is to pool deidentified data related to healthcare needs of children with disabilities and developmental differences in order to give this underrepresented population access to research and development and innovation spurred by industry.

Some of the proposed benefits include:

- Improved healthcare quality
- Improved care outcomes and quality of life
- Inform innovative, data driven interventions, treatments and technologies
- Foster a more collaborative and efficient healthcare environment
- Informed operational efficiency
- Advance equity in helping to identify system gaps for this patient population

The hospital conducted its due diligence by performing a review of alignment to strategy and the learning health system objective, feasibility study, privacy impact assessment, legal review, ethics review, cost and resource utilization review and business case. The Executive Leadership Team approved entering into membership of the data consortium and signed a 3-year membership agreement with KidSights. Integration activities are currently underway. Management will return to the Board in January with further information.

2.5 2024 Anti-Stigma Campaign

N. Lise Tanel, Senior Director, Communications and Strategy (Hospital) and A. Saith, Vice President, Strategy and Public Engagement (Foundation) provided an overview of the 2024 Anti-Stigma Campaign which focuses on transition for clients from paediatric to adult care. The campaign is scheduled to launch on October 15, 2024. The hospital is committed to demanding more support for transitioning children to youth group.

Recognizing Holland Bloorview as a catalyst for change and thought leaders leading this charge, A. Saith provided some highlights of the Dear Everybody Anti-Stigma campaign which ran for 5 years, emphasizing the challenges of growing up with a disability, as kids with disabilities are more likely to be bullied than kids without disabilities.

In addition to the marketing campaign, the presenters highlighted the intent to raise public awareness by continuing to develop programs and partnerships, ensure that this conversation starts at an earlier age,

build capacity, and expand training opportunities for generation of healthcare providers while leveraging adult partners to spread the word.

2.6 Foundation Update

In S. Hawken's absence, the Chair deferred this item to a subsequent meeting.

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 19, 2024
- 3.2 Board of Directors Annual Work Plan 2024-25
- 3.3 Annual General Meeting Revised Schedule
- 3.4 Appointment of Credentialed Professional Staff – Dr. Suraj Chavda
- 3.5 Governance Policy Update
 - 3.5.1 Whistle Blower Policy

Directors asked several questions about the Whistleblower Policy. Management committed to review and return to the Board for approval.

MOTION: It was MOVED by Helen Hayward and seconded by Jennifer Quaglietta that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve all items under the Consent Agenda except for the Whistle Blower Policy.

Hayward/Quaglietta

CARRIED

Adjournment

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

Catherine Roche
Chair, Board of Directors
:cw