

Board of Trustees Meeting

MINUTES of Meeting

Wednesday, April 20, 2016

6:00-8:00 pm

Holland Bloorview, Executive Boardroom, Room 5E100

Present: E. Anagnostou M. Ballantyne B. Cooper L. Hicks C. Hopper
C. Hunt J. Lam R. Laxer R. McLeod G. Milo-Manson
T. Muir W. Onuwa H. Ort M. Rappolt L. Torneck

Sr. Management: J. Hanigsberg S. Hawken J. Hunter D. Savage B. Sybring
L. Ward S. Wong

Guests: V. Tsang

Regrets: T. Chau A. Maharaj J. Morrison

Recorder: B. Webster

Opening Remarks by Chair

C. Hunt chaired the meeting in J. Morrison's absence. She called the meeting to order at 6:00 pm.

Education Session - "Foundation Business Plan: Our Next Chapter"

C. Hunt introduced S. Hawken, President & CEO of the Foundation who would present on the Foundation's new business plan.

S. Hawken indicated that this is a very exciting time for the Foundation. Over the past few months she met with each Foundation staff, Board members, Leadership donors, Hospital staff and SMT, Hospital Foundation CEOs, and experts outside of our sector to help inform the new business plan.

She indicated that we are very underdeveloped in monthly gifts and annual gifts. These gifts are so important as they often lead to leadership gifts. We are the only hospital in Toronto that does not have a staff giving program or a monthly giving program. Holland Bloorview currently has 3,640 donors; SickKids has 232,000 donors. We have 88 monthly donors and only 0.3% of staff are giving through payroll deductions.

She outlined some of the priorities for the coming year which include:

1. Fuel strategic pipeline growth
 - Decrease dependence on leadership gifts
 - Focus on scalable acquisition campaign
 - Replace Change for Kids with a peer to peer program
 - Run only high ROI events – Evening of Possibilities will be only signature event
2. Build leadership giving
 - Support Board to focus on engaging new philanthropists
 - work with hospital to attract transformational gifts
 - have more senior, entrepreneurial staff actively fundraising
3. Improve operational effectiveness
 - restructure and redeploy team in clarified roles
 - Introduce new processes for increased efficiency
 - Integrate volunteers into operations to support with administrative tasks
4. Create a culture of philanthropy
 - all Foundation staff to see themselves as fundraisers, donors and hospital partners
 - Engage Family Advisory Committee to help develop a grateful family program
 - develop culture and program to inspire employees to give where they work
5. Increase public awareness

- working with Hospital to form hybrid team and co-create strategy to amplify brand and reduce duplication
- expand partnerships
- 6. Develop impactful messaging
 - focus on Holland Bloorview Brand with new strong messaging
- 7. Support Board effectiveness
 - Board to focus on strategic oversight and fundraising not operational tactics
 - Expand membership to 30 influential members
 - reduce number of Board meetings and committee meetings

The Foundation's goals for 2016-17 –

- Increase net income by 63% (to \$7,586,090)
- Increase donor base by 103% (to 7,115)
- Recruit 7-9 new Board Directors
- Cost of Fundraising below GTA Hospital Foundation Sector Average (\$0.30 vs. \$0.32)
- Increase revenue per FTE by 60% (to \$388,540)
- Increase ad Media donations by 50% (to \$750,000)

This is a 3-year plan with the goal to have 15,000+ donors by 2018/19.

C. Hunt thanked S. Hawken for her excellent presentation.

Declaration of Conflict of Interest for Meeting

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.

1.0 Consent Agenda

The Chair asked for a Motion to approve the Consent Agenda as pre-circulated.

MOTION: It was MOVED by Tom Muir and SECONDED by Jean Lam that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Consent Agenda of April 20, 2016 as pre-circulated.

1.1 Agenda – April 20, 2016

1.2 Minutes – March 23, 2016

1.3 Board Standing Committee Reports – April 2016

Muir / Lam

CARRIED

2.0 President and CEO Report

J. Hanigsberg mentioned that Accreditation launched at Holland Bloorview yesterday. The theme is "Inspired by Kids. Led by You." Each Trustee was provided with an Accreditation pin for their lanyard. Trustee involvement with Accreditation will begin with an education session at the next Governance Committee meeting followed by a session for the full Board in the Fall.

J. Hanigsberg asked G. Milo-Manson to provide updates on two items:

Firstly, G. Milo-Manson indicated that 30 of our clients along with 60 staff spent a magical day at Disney World on April 19th. The Sunshine Dream Lift was funded through the Sunshine Foundation.

Secondly, she reported on the issue of physician-assisted dying. She indicated that the current legislation does not include children and youth but nevertheless she is attending numerous discussions to ensure Holland Bloorview stays well-informed.

D. Savage provided an update on our inpatient census. She reported that we are currently at or above census in inpatient rehabilitation. Unlike this time last year the hospital has been better prepared to address the volumes and have put many new strategies in place. They continue to flex staff, have added a range of services for families and have a better on going planning with SickKids.

J. Hanigsberg reported on a recent announcement of \$2 billion in funding available from the federal government through the Strategy Investment Fund for Post-secondary Institutions. We recently learned that teaching hospitals were also eligible to apply for this funding. There is a very short window to get applications completed by so the team is working very hard to get all the paperwork together. We are looking for a maximum of \$5 million to increase capacity in the Bloorview Research Institute. The funding is a 1:1 match. Our portion would come from donor dollars and capital dollars.

She asked if there were any questions regarding any items in her written report. A comment was made regarding the recent provincial announcement regarding funding changes to children with autism. She indicated that the policy decision was based on sound evidence and we are following the issue and will do our best to support and share information with families.

3.0 Business Arising

3.1 Board Recruitment

J. Lam indicated that the Governance Committee has been working very hard this year to recruit new candidates to fill our upcoming vacancies. They recommend 3 outstanding candidates for appointment to the Holland Bloorview Kids Rehabilitation Hospital Board of Trustees at the Annual General Meeting on June 22, 2016 – Carol Cowan-Levine, Poonam Puri and Dr. Allan Kaplan (Designate of the Dean, Faculty of Medicine, University of Toronto). Each candidate has an impressive depth and breadth of experience. Trustees were reminded that R. Laxer and R. McLeod will be finishing their terms in June.

MOTION: It was MOVED by William Onuwa, and seconded by Marg Rappolt, that the Board of Trustees approve the recommendation from the Governance Committee to appoint Ms. Poonam Puri, Ms. Carol Cowan-Levine and Dr. Allan Kaplan to the Holland Bloorview Kids Rehabilitation Hospital Board of Trustees at the Annual General Meeting in June 2016.

Onuwa / Rappolt

CARRIED

3.2 President and CEO Performance and Compensation Committee Update

C. Hunt reminded the Board of the membership of the Performance and Compensation Committee which was approved at the March 23, 2016 meeting. The members include:

Janet Morrison, Board Chair

Cally Hunt, Vice Chair/Treasurer

Jean Lam, Secretary

Ron Laxer, Chair, Quality Committee

William Onuwa, Chair, Research, Teaching & Learning Committee

The Performance Evaluation questionnaire (populated by the President & CEO) will be distributed electronically to: all Trustees, members of the senior management team, Chair of the Holland Bloorview Kids Rehabilitation Hospital Foundation Board, and Co-Chairs of the Family Advisory Committee on April 21, 2016. Respondents will be asked to complete the survey and return, in confidence, to Judy Hunter, Vice President of Human Resources, Organizational Development and Business Affairs (VP, HR) by April 29, 2016. The responses will be collated and a summary report prepared by the VP, HR for the Performance and Compensation Committee outlining ratings, comments and QIP compensation recommendations. The Committee will meet to discuss the recommendations and review the findings with the President and CEO. A final report will be brought to the Board on May 18, 2016.

4.0 New Business

4.1 Governance Policies

J. Lam indicated that the Governance Committee is conducting a thorough review of Governance policies. The committee would like to recommend that the Board of Trustees approve the recommended changes to the Governance policies as pre-circulated.

There is a recommendation to delete two policies #00026, #00080. The content in #00080 (Compensation Policy for the President and CEO) is duplicated in #00082 (President and CEO Evaluation and Compensation).

A question was raised regarding the difference between the senior management team and the executive team. J. Hanigsberg clarified that the Executive team refers to the individuals who report directly to the President and CEO whereas the Senior Management Team includes the President and CEO of the Foundation and the Principal of the Bloorview School Authority.

MOTION: It was MOVED by Laurie Hicks, and seconded by Tom Muir, that the Board of Trustees approve the recommendation from the Governance Committee to approve the Governance Policies as pre-circulated.

Hicks / Muir

CARRIED

5.0 Reports

5.1 Medical Advisory Committee Report

Dr. G. Milo-Manson presented the Medical Advisory Committee report. There were no questions at this time.

5.2 Foundation Report

S. Hawken presented the Foundation Report. She indicated that she will be changing the format of her report in the coming months.

6.0 Adjournment

The regular Board meeting adjourned at 7:30 pm.

C. Hunt asked Trustees and to stay on for the Closed Board Meeting.

*Cally Hunt, Vice-Chair
Board of Trustees
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