

December 12, 2018

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with the University of Toronto

SENIOR MANAGEMENT TEAM

EXECUTIVE COMPENSATION POLICIES AND PRACTICES

Holland Bloorview has a comprehensive and rigorous executive performance management and compensation program. Each year, members of the Senior Management Team (Executive Team) have their performance measured through a large number of metrics that are tied directly to the annual compensation of the executive. The Performance Appraisal and Compensation Committee of the Board of Trustees (Board) review the compensation of the President & CEO and makes an assessment of whether or not the Board approved annual goals and objectives have been achieved. This yearly evaluation is tied to compensation. The Board approves the compensation policy for the Executive Team.

Annual Cash Compensation

The Compensation program is designed to ensure that the Hospital is able to attract and retain high performing executives who are focused on the achievement of the Hospitals key priorities and goals. Each of the components of this program is outlined in the following table.

The compensation program is designed to ensure that total cash compensation is appropriately competitive. The total compensation for the President& CEO and the Executive Team is reviewed periodically to ensure that compensation levels are competitive recognizing the complexity of the Hospital, the provincial mandate, academic intensity and the functional accountabilities of each executive role. Comparative markets include; the Toronto Academic Health Science Network, the Ontario Hospital Association Region 3 (Toronto) senior positions, and all OHA hospitals with a similar budget. It is the President & CEO's responsibility to manage the compensation system for Executive Team according to the compensation policy.

A key element of this program is the Hospitals Performance Incentive Plan. This plan ensures that 10% of Vice President and 15% of the CEO's annual compensation is "at risk" for the achievement of both the Hospitals and Executives key priorities and objectives.

Annually the Board approves the Performance Goals of the Hospital relating to both the Strategic Plan (5 to 8 goals) and the goals in the Hospitals Quality Improvement Plan (QIP). In addition, the CEO will approve up to two portfolio objectives and one development objective for each executive.

Performance against both the Hospital and Individual goals is assessed annually and forms the basis for determining what Performance Incentive award is appropriate. In addition, legislative requirements, market competitiveness and other fiscal conditions are considered when determining the appropriateness of Base Salary increases.

The Board approves all changes to the CEO's compensation. The CEO approves changes to the Executive Team and reports to the Board on the actions taken.

Benefits

Hospital executives participate in the Hospital's Benefit program which provides comparable benefits to all participating employees. These benefits provide comprehensive coverage to meet the needs of employees and their families. Benefits may include, medical, vision, dental, life and income protection benefits.

Each executive is entitled to participate in the Hospitals Flexible Benefits Allowance and Auto Allowance programs. These programs are summarized in the attached table.

In addition, sabbatical leave is provided for research and education purposes to the Vice President Medicine and Academic Affairs and the Vice President Research and Director of the Bloorview Research Institute (BRI). Leave is 3 months for each five years of service.

Pension

All executives participate in HOOPP which provides comparable pension benefits to other participating Hospitals. Each executive contributes 11% of annual compensation to the plan.

Termination

Each executive is entitled to appropriate termination protection which is consistent with market practice. On termination of employment without cause, the CEO is entitled to 12 to 18 months severance and Vice Presidents 12 to 24 months depending on the unique circumstances. If an executive is terminated for just cause, no severance is paid.

COMPONENTS OF COMPENSATION PROGRAM

	Explanation	CEO	Vice Presidents
Total Compensation <i>(Reported on 2018 Salary Disclosure)</i>	Compensation is determined through performance metrics and an external compensation benchmarking review. Executive Committee of the Board of Trustees approves President & CEO compensation each year and the compensation plan of each executive.	Julia Hanigsberg, President & CEO: \$416,149.50	Golda Milo-Manson, Vice President Medicine & Academic Affairs: \$282,652.00 Bohodar Rubashevsky, Vice President, People, Corporate Innovation and Services: \$203,105.00 Tom Chau, Vice President, Research and Director of the Bloorview Research Institute (BRI): \$239,986.50 Diane Savage, Vice President, Programs and Services \$203,014.50 Stewart Wong, Vice President, Communications, Marketing and Advocacy: \$170,001.00 Marilyn Ballantyne, Chief Nursing Executive \$134,998.50 (.6 FTE), and Compensation at Risk Component only
Compensation at Risk <i>(Variable Compensation)</i>	Each year 10% to 15% of the Executive's compensation is considered to be at risk and is held and measured against achievement of goals and objectives.	15%	10%
Flexible Benefits Allowance	An annual flexible benefit allowance is provided on a pro-rated basis to cover benefits outside of the current plan and per Canadian Revenue Agency guidelines (e.g. Eye Glasses, Physiotherapy, Chiropractor, etc.).	\$4,500	\$2,000
Auto Allowance	An annual allowance is provided to off-set the costs of business related transportation.	\$12,000	\$7,200
Severance	A one-time payment that is provided in the event of a need to terminate employment without cause.	12 - 18 months (base salary)	12 - 24 months (base salary)

Sabbatical Leave	Leave provided for research and education purposes.	Not Applicable	<p>Golda Milo-Manson, Vice President Medicine & Academic Affairs: 3 months for each 5-year contract for a total of 9 months.</p> <p>Tom Chau, Vice President Research and Director of the Bloorview Research Institute: 3 months for each 5-year contract for a total of 6 months.</p>
Pension	The Hospital participates in HOOPP	Based on Service and Compensation (Contributory)	Based on Service and Compensation (Contributory)

Holland Bloorview

Kids Rehabilitation Hospital

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September 30, 2014

PRIVATE AND CONFIDENTIAL

Julia Hanigsberg
[REDACTED]

Dear Julia:

We are pleased to offer you employment in the position of President and Chief Executive Officer of Holland Bloorview Kids Rehabilitation Hospital ("Holland Bloorview") effective January 12th, 2015.

This is an Agreement of indefinite hire, subject to the termination provisions set out below.

Conditions of Employment

This offer of employment is conditional upon:

- a. Your signature and acceptance of the attached Terms and Conditions of Employment and Confidentiality Agreement. Please sign and return a copy of these documents with the signed copy of this Offer of Employment.
- b. Receipt of a Vulnerable Sector Police Criminal Reference Check that is satisfactory to Holland Bloorview. If you reside outside of the City of Toronto, the Vulnerable Sector Police Criminal Reference Check must be completed at your local police service. Please be advised that you will be responsible for all costs (including taxes) associated with carrying out the Vulnerable Sector Police Criminal Reference Check. As confirmation that the check was completed, please return the receipt to the Human Resources department on your first day of employment.

You may be required to provide updated information in relation to the above during the term of your employment as requested by Holland Bloorview. You agree to execute any necessary documentation to obtain these updates and cover the costs associated therewith.

Compensation

Due to the implementation of the compensation restraint measures in Part II.1 of the Broader Public Sector Accountability Act (the **BPSAA**) (effective March 31, 2012), the compensation structure currently in place for this position must continue without any increase. You will receive a base annual salary of \$416,150 and an additional performance incentive available to you in the form of an annual lump sum payment of up to 15% of your base salary, at the discretion of the Board. This incentive will be linked to the achievement of annual performance objectives pursuant to Bill 46, The Excellent Care For All Act, 2010. The performance objectives will be agreed between the Board and you as part of the annual performance review process. In accordance with and as permissible by law, your compensation will be subject to annual salary reviews using current market comparator information of the Ontario Hospital Association (OHA), Region 3 (Three) and Toronto Academic Health Sciences Network (TAHSN) hospitals compensation for Chief Executive Officers.

Benefits

You will receive all regular benefits provided to full time staff at Holland Bloorview. In addition, you will receive:

1. A monthly automobile lease to a maximum of \$1,000, plus operating costs.
2. An annual vacation of six (6) weeks with vacation accrual as per the Holland Bloorview policy.
3. Short-term sickness income benefits at one hundred percent (100%) of your base salary for six (6) months plus long-term disability coverage as per coverage provided to full time employees at Holland Bloorview.
4. Participation in the Healthcare of Ontario Pension Plan (HOOPP).
5. An annual wellness allowance benefit of \$4,500 will be provided in order to supplement your regular full time benefits package.
6. An annual education allowance of \$2, 500 will be made available to you in addition to support for other relevant educational programs approved by the Chair of the Board.
7. A personal laptop will be provided to you for home use.
8. A smartphone will be provided.
9. Reimbursement for professional membership fees as approved by the Chair of the Board.

Termination

The Agreement and your employment may be terminated in the following manner:

1. You may terminate this agreement at any time, for any reason upon giving no less than 180 days written notice (the "Notice Period") to the Board, unless otherwise agreed to by the parties. If you present an effective transition plan to the Board and it is agreed to by the Board, it shall not unreasonably withhold agreement to shorten the Notice Period. The Board in its sole discretion may waive the Notice Period, in whole or in part, in which case the resignation could be effective immediately, and provided that Holland Bloorview continues to pay your salary and continue your benefits for the Notice Period, or for such a shorter period as mutually agreed. In the event the insurer(s) will not continue any of the short-term sickness, long term disability or other benefits for all or part of the Notice Period, Holland Bloorview shall pay you the equivalent of the monthly benefits premiums (as paid by Holland Bloorview at the time of termination) for each month of benefit discontinuation by the insurer(s) to the end of the Notice Period, or for such a shorter period as mutually agreed.
2. The Board may terminate this agreement at its absolute discretion, without any notice or payment if there is just cause for the termination. A decision to terminate for just cause requires a minimum seventy-five per cent (75%) vote of the entire Board. In such case, there shall be no compensation, payment or continuation of benefits, save for any remuneration earned prior to the date of termination.
3. The Board may terminate this agreement where there is no just cause; such action shall require a minimum seventy-five per cent (75%) vote of the entire Board. In such event, Holland Bloorview will provide you with twelve (12) months' notice of termination for the first year of employment plus an additional one (1) months' notice of termination for each completed year of employment to a maximum of (18) months (the "Notice Period").
 - 3.1 You will be entitled to your regular base salary during the Notice Period. Holland Bloorview may in its sole discretion pay the regular base salary as salary continuance or as a lump sum payment or a combination thereof.
 - 3.2 You shall also be entitled to continuation of all benefits during the Notice Period. In the event the insurer(s) will not continue any or part of the Benefits defined herein for all or part of the Notice Period, Holland Bloorview shall pay you the equivalent of the monthly benefits premiums (as paid by Holland Bloorview at the time of termination) for each month of benefit discontinuation by the insurer(s) to the end of the Notice Period.

- 3.3. You will only be entitled to payment of the performance incentive if it becomes due and owing during your minimum notice period under the Ontario *Employment Standards Act, 2000* as amended.
- 3.4 You will be provided with all accrued vacation to the end of your minimum notice period under the Ontario *Employment Standards Act, 2000*.
- 3.5 The termination provisions set out in section 3 above are inclusive of any entitlements to notice and/or severance pay under the Employment Standards Act.
- 3.6 You agree that the termination provisions provided for herein preclude any claim for Common Law Notice. If these termination provisions are deemed by a court of competent jurisdiction to provide for less than the minimum entitlements upon termination as provided for under the Ontario *Employment Standards Act, 2000*, as amended, then the Ontario *Employment Standards Act, 2000* as amended shall govern and you will be entitled to the minimum entitlements under that legislation.

If the foregoing terms of employment are acceptable to you, please indicate your acceptance by signing a copy of this letter in the space provided below and returning a signed copy of this letter to me on or before October 3, 2014.

You will be required to visit our Occupational Health department for a health review within 14 days of your start date. Please contact the Occupational Health office at 416-425-6220, extension 3455 to arrange an appointment. Please complete the attached Occupational Health Review prior to your meeting with Occupational Health and bring it to your appointment.

On your first day, if you will be parking in our main lot at 150 Kilgour Road, you will be responsible for covering the cost of the visitor parking rate. As a Holland Bloorview employee, you have the option to park your vehicle in the appropriate designated parking areas. Information on employee parking rates and locations will be provided to you during your New Employee Onboarding session.

Holland Bloorview is committed to providing inclusive and accessible employment practices. Once employed with Holland Bloorview, you can access our policies on workplace accommodation on the Holland Bloorview intranet site, under Organizational Policies.

Please contact me if you have any questions about any aspects of this offer, or if you wish to discuss this offer in further detail.

The Board of Trustees and I are delighted to offer you this contract of employment.

Sincerely,



Janet K. Morrison, Ph.D.
Vice Chair, Board of Trustees
Holland Bloorview Kids Rehabilitation Hospital

Acknowledgement

I have read the contents of this letter and hereby accept employment with Holland Bloorview Kids Rehabilitation Hospital based on the terms and conditions outlined herein.

Sept 30, 2014

Date



Julia Hanigsberg

Holland Bloorview

Kids Rehabilitation Hospital

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150 Kilgour Road
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January 10, 2017

PRIVATE AND CONFIDENTIAL

Dr. Golda Milo-Manson
Vice President, Medicine & Academic Affairs



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Dear Golda,

It is with great pleasure that I renew your contract for the position of Vice President, Medicine & Academic Affairs with Holland Bloorview Kids Rehabilitation Hospital (Holland Bloorview). This permanent full-time position will be effective February 5, 2017.

As Vice President, Medicine & Academic Affairs:

1. Total Compensation:
 - a. Your salary will remain at \$127.90 per hour, which when annualized is equivalent to \$282,652.50 based on a 42.5 hour work week.
2. Compensation at Risk:
 - a. You will continue your participation in the Variable Compensation plan to a maximum of 10% of your annual salary during the fiscal year, 7.5% which will be based on the achievement of annual goals and objectives approved by the President & CEO of Holland Bloorview. The remaining 2.5% payment is based on the successful achievement of the Executive Quality Improvement Plan initiatives that are approved by the Board of Trustees.
3. Benefits and Pension:
 - a. You will continue your participation in Holland Bloorview's current Pension and Benefit programs.
4. Flexible Benefit Allowance:
 - a. You will continue to receive an annual flexible benefit allowance of \$2,000 to cover benefits outside of the current plan and per the Canadian Revenue Agency guidelines.
5. Auto Allowance:
 - a. You will continue to receive an annual allowance of \$7,200 to off-set the costs of business related travel.
6. Vacation:
 - a. You will continue to receive six (6) weeks paid vacation per annum, accrues at the rate of 2.50 days per month.
7. Sabbatical:
 - a. You will continue to receive three (3) months sabbatical leave after five years of employment for research and education purposes. This will be in

addition to the six (6) months sabbatical leave that that was specified in your previous contracts (ending February 4, 2012 and February 4, 2007) and was accumulated and not taken. All accumulated, unused sabbatical leave will be forfeited on the date of your departure from Holland Bloorview.

8. An external review of the Medicine & Academic Affairs portfolio is to be completed in the 2017/18 fiscal year including the development of a plan for implementation of the recommendations from the external review.

Termination Without Cause:

- Holland Bloorview may terminate your employment at any time without cause, upon providing you with the following:
 - If your employment is terminated without cause, you are entitled to a severance allowance of eighteen (18) months base salary at the rate on the day of termination, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.
- For clarity, in no event shall you receive less than this entitlement under employment or labour standards legislation, including any entitlement to termination or severance pay.
- Holland Bloorview will continue all employee and group insurance benefits for only that period, in any, required by the applicable employment or labour standards legislation and as permitted under the terms of the group insurance policy.

Termination With Cause:

- Holland Bloorview may, by notice in writing, forthwith terminate your employment at any time for just cause in law, without notice or payment in lieu of notice. In such event, Holland Bloorview shall only be obligated to pay any salary and other statutory entitlements earned to the effective termination date.

You may terminate this agreement at any time, for any reason upon giving no less than 180 days written notice to Holland Bloorview, unless otherwise agreed to by the parties. If you present an effective transition plan and it is agreed to, it shall not unreasonably withhold agreement to shorten the notice period. Holland Bloorview in its sole discretion may waive such notice, in whole or in part, in which case the resignation could be effective immediately, and provided that Holland Bloorview continues to pay your salary and benefits for the period stipulated in your notice, or for such a shorter period as mutually agreed.

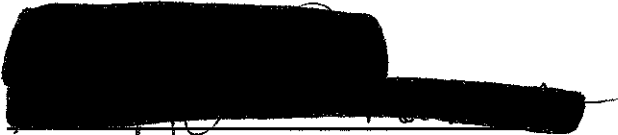
Please indicate your agreement to the Amendment and by signing a copy below and returning it to Judy Hunter, Vice President, Human Resources, Organization Development and Business Affairs at your earliest opportunity.

Sincerely,



Julia Hanigsberg
President & CEO
Holland Bloorview Kids Rehabilitation Hospital

Acknowledgement and Acceptance



Dr. Golda Milo-Manson



Date

Holland Bloorview

Kids Rehabilitation Hospital

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January 31, 2017

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Dr. Tom Chau, Ph.D.

Dear Tom:

It is with great pleasure that I renew your contract for the position of Vice President of Research, Director of the Bloorview Research Institute (BRI) at Holland Bloorview Kids Rehabilitation Hospital (Holland Bloorview), a fully affiliated Academic Health Science Centre with the University of Toronto. This employment is on a full-time basis effective April 1, 2017 and will be for a term of five years renewable following a successful external review.

As Vice-President, Research and Director of the Bloorview Research Institute:

1. Total Compensation:
 - Your salary will remain at \$123.07 per hour, which when annualized is equivalent to \$240,000.00 based on a 37.5-hour workweek.
2. Compensation at Risk:
 - You will continue your participation in the Variable Compensation plan, to a maximum of 103 of your annual salary during the fiscal year 7.53 of which will be based on the achievement of annual goals and objectives approved by the President, Holland Bloorview Kids Rehabilitation Hospital. The remaining 2.53 payment is based on the successful achievement of the Executive Quality Improvement Plan initiatives that are approved by the Board.
3. Benefits & Pension:
 - You will continue your participation in Holland Bloorview's current Pension and Benefit programs.
4. Flexible Benefit Allowance:
 - You will continue to receive an annual flexible benefit allowance of \$2,000 to cover benefits outside of the current plan and per the Canadian revenue Agency guidelines.
5. Academic Allowance:
 - You will continue to receive an annual academic allowance of \$7,500 for professional development to include professional membership costs, and conference travel.
6. Auto Allowance:
 - You will continue to receive an annual allowance of \$7,200 to off-set the costs of business related travel.
7. Vacation & Sabbatical Leave:
 - You will continue to receive six (6) weeks paid vacation per annum, accrued at the rate of 2.5 days per month.
 - You will continue to receive three (3) months sabbatical leave after five-years of employment for research and education purposes. This will be in addition to the three (3) months sabbatical leave that was specified in your previous contract (ending April 1, 2017) and was accumulated and not taken. All accumulated, unused sabbatical leave will be forfeited on the date of your departure from Holland Bloorview.

Termination Without Cause:

Holland Bloorview may terminate your employment at any time following the Probationary period, without cause, upon providing you with the following:

- If your employment is terminated without cause, you are entitled to a severance allowance of eighteen (18) months base salary at the rate on the date of termination, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.
- For clarity, in no event shall you receive less than this entitlement under employment or labour standards legislation, including any entitlement to termination or severance pay.
- Holland Bloorview will continue all employee and group insurance benefits for only that period, in any, required by the applicable employment or labour standards legislation and as permitted under the terms of the group insurance policy.

Termination with Cause:

Holland Bloorview may, by notice in writing, forthwith terminate your employment at any time for just cause in law, without notice or payment in lieu of notice. In such event, Holland Bloorview shall only be obligated to pay any salary and other statutory entitlements earned to the effective termination date.

You may terminate this agreement at any time, for any reason upon giving no less than 180 days written notice to Holland Bloorview, unless otherwise agreed to by the parties. If you present an effective transition plan and it is agreed to, it shall not unreasonably withhold agreement to shorten the notice period. Holland Bloorview in its sole discretion may waive such notice, in whole or in part, in which case the resignation could be effective immediately, and provided that Holland Bloorview continues to pay your salary and benefits for the period stipulated in your notice, or for such a shorter period as mutually agreed.

Ownership of Intellectual Property:

All intellectual property you create while working for Holland Bloorview (on your own or with others), through work, study or research & development activities, will be the property of Holland Bloorview. You agree to transfer to the hospital all of your rights, title and interest in intellectual property, and to provide agreements, assurances, undertakings, acknowledgements or other documents relating to the intellectual property.

Please indicate your agreement by signing a copy below and returning it to Judy Hunter, Vice President, Human Resources, Organization Development and Business Affairs at your earliest convenience.

Sincerely,



Julia Hanigsberg
President and CEO

Please sign below to indicate that you have read, understood, and agree to the terms and conditions as outlined above.



Dr. Tom Chau

Feb. 16, 2017
Date

Holland Bloorview

Kids Rehabilitation Hospital

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June 16, 2015

Diane Savage
Programs and Services

Dear Diane:

Congratulations! I am pleased to confirm your appointment to the permanent regular full-time (1.0 FTE) position of Vice President, Programs and Services. As discussed, you will commence as the hospital's Vice President on a permanent basis July 1, 2015.

With the implementation of Bill 55, the Strong Action for Ontario Act, 2012 it is not possible to increase your compensation until a provincial balanced budget is laid before the Legislative Assembly and the Lieutenant Governor proclaims that the restraint measures have expired, however the compensation structure already in place can continue. As outlined in detail below you are eligible to receive a maximum lump sum payment of 10% of your annual salary per fiscal year. This incentive will be linked to the achievement of annual performance objectives pursuant to Bill 46, The Excellent Care For All Act, 2010. The performance objectives will be agreed between you, I and the Board, as part of the annual performance review process. Subsequent to the expiration of the restraint measures and as permissible by law, your compensation will be subject to annual salary reviews using market comparator information, as per the compensation policy for the executive team.

As Vice President Programs & Services:

1. Total Compensation:
 - Compensation is determined through performance metrics and an external compensation benchmarking review. The Executive Committee of the Board of Trustees approves the compensation plan of the Vice-Presidents.
 - A salary of \$104.11 per hour, which when annualized is equivalent to \$203,014.50 based on a 37.5-hour workweek.
2. Compensation at Risk:
 - Participation in the Variable Compensation plan, to a maximum of 10% of your annual salary during the fiscal year, 7.5% of which will be based on the achievement of annual goals and objectives approved by the President and CEO of Holland Bloorview Kids Rehabilitation Hospital. The remaining 2.5% payment is based on the successful achievement of the Executive Quality Improvement Plan initiatives that are approved by the Board.
3. Benefits & Pension:
 - Participation in Holland Bloorview's current Pension and Benefit programs.
 - Flexible Benefit Allowance:
 - An annual flexible benefit allowance of \$2,000 to cover benefits outside of the current plan and per the Canadian Revenue Agency guidelines.
4. Auto Allowance:

- An annual allowance of \$7,200 to off-set the costs of business related travel.
- 5. Vacation:
 - Five (5) weeks paid vacation per annum, accrued at the rate of 2.08 days per month.

6. Termination Without Cause:

If your employment is terminated at anytime, you are entitled to a severance allowance of ~~12 months base salary at the rate on the date of termination, plus you shall receive an additional month per year of completed service up to a maximum of 18 months pay, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.~~ *OW DS*

For clarity, in no event shall you receive less than this entitlement under employment or labour standards legislation, including any entitlement to termination or severance pay.

Holland Bloorview will continue all employee and group insurance benefits for only that period, in any, required by the applicable employment or labour standards legislation and as permitted under the terms of the group insurance policy.


Termination with Cause:

Holland Bloorview may, by notice in writing, forthwith terminate your employment at any time for just cause in law, without notice or payment in lieu of notice. In such event, Holland Bloorview shall only be obligated to pay any salary and other statutory entitlements earned to the effective termination date.

You may terminate this agreement at any time, for any reason upon giving no less than 180 days written notice to Holland Bloorview, unless otherwise agreed to by the parties. If you present an effective transition plan and it is agreed to, it shall not unreasonably withhold agreement to shorten the notice period. Holland Bloorview in its sole discretion may waive such notice, in whole or in part, in which case the resignation could be effective immediately, and provided that Holland Bloorview continues to pay your salary and benefits for the period stipulated in your notice, or for such a shorter period as mutually agreed.

Please review, sign and return a copy of this letter to Judy Hunter, Vice President, Human Resources and Organization Development, by June 19, 2015 confirming the details described above.

Yours Truly,


Julia Hanigsberg
President and CEO
Holland Bloorview Kids Rehabilitation Hospital

Please sign below to indicate that you have read, understood, and agree to the terms and conditions as outlined above.


Diane Savage

June 17 2015
Date

Holland Bloorview

Kids Rehabilitation Hospital

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December 18, 2015

Stewart Wong

Dear Stewart:

We are pleased to offer you the full time position of Vice President, Communications, Marketing and Advocacy at Holland Bloorview Kids Rehabilitation Hospital (Holland Bloorview), a fully affiliated Academic Health Science Centre with the University of Toronto. This employment is on a full-time basis effective January 25, 2016.

As Vice-President, Communications, Marketing and Advocacy:

1. Total Compensation:
 - Compensation is determined through performance metrics and an external compensation benchmarking review. The Executive Committee of the Board of Trustees approves the compensation plan of the Vice-President on an annual basis.
 - A salary of **\$87.18 per hour**, which when annualized is equivalent to **\$170,000.00** based on a 37.5-hour workweek.
2. Compensation at Risk:
 - Participation in the Variable Compensation plan, to a maximum of 10% of your annual salary during the fiscal year 7.5% of which will be based on the achievement of annual goals and objectives approved by the President, Holland Bloorview Kids Rehabilitation Hospital. The remaining 2.5% payment is based on the successful achievement of the Executive Quality Improvement Plan initiatives that are approved by the Board.
3. Benefits & Pension:
 - Participation in Holland Bloorview's current Pension and Benefit programs.
4. Flexible Benefit Allowance:
 - An annual flexible benefit allowance of \$2,000 to cover benefits outside of the current plan and per the Canadian revenue Agency guidelines.
5. Auto Allowance:
 - An annual allowance of \$7,200 to off-set the costs of business related travel.

Vacation:

- Five (5) weeks paid vacation per annum, accrued at the rate of 2.08 days per month.

As outlined in detail above, you are eligible to receive a maximum lump sum payment of 10% of your annual salary per fiscal year. This incentive will be linked to the achievement of annual performance objectives pursuant to Bill 46, The Excellent Care For All Act, 2010. The performance objectives will be agreed between the Board and me as part of the annual performance review process. Your compensation will be subject to annual salary reviews using market comparator information.

Please complete the attached information packages (i.e. General Administration, Payroll Documentation Package, and the Benefits Package) and return it, in person, to the Human Resources Department before 4:00pm on your first day of employment. The receipt of your information package is imperative in order to ensure the timely processing of your pay.

Also on your first day of employment, please ensure that the following documents (or photocopy of) are included with the package you will submit to Human Resources:

- Social Insurance Card
- Banking information or a void pre-printed cheque
- Proof of age (birth certificate, baptismal certificate or other legal government document)
- Credentials (e.g. CPR, professional registration/memberships, licenses), if applicable

As a condition of employment, you will also be required to sign the following documents: Terms and Conditions of Employment Agreement, Confidentiality Agreement and complete a Vulnerable Sector Police Criminal Reference Check. **If you reside outside of the City of Toronto**, the Vulnerable Sector Police Criminal Reference Check must be completed at your local police service. Please be advised that you will be responsible for all costs (including taxes) associated with carrying out the check for both Toronto and non-Toronto residents. As confirmation that the check was completed, please return the receipt to the Human Resources department on your first day of employment.

You will be required to visit our Occupational Health department for a health review within 14 days of hire. Please contact the Occupational Health office at 416-425-6220, extension 3455 to arrange an appointment. Please complete the attached Occupational Health Review prior to your meeting with Occupational Health and bring it to your appointment.

Holland Bloorview is committed to providing inclusive and accessible employment practices. Once employed with Holland Bloorview, you can access our policies on workplace accommodation on the Holland Bloorview intranet site, under Organizational Policies.

You will participate in an orientation process as follows:

Part 1A: New Employee Onboarding:

Monday, January 25, 2016 from 8:45 am – 11:00 am in the board room 5E100.

The agenda will include a variety of informational sessions conducted by members of the HR and Occupational Health and Safety teams

Part 2: General Orientation:

Tuesday, February 2, 2016 from 8:45 am - 4:15 pm in the conference centre 1E 201 & 1E 200

Termination Without Cause:

Holland Bloorview may terminate your employment at any time following the Probationary period, without cause, upon providing you with the following:

If your employment is terminated within the first 12 calendar months of the date you commence in this role, you will receive a lump sum payment equal to six (6) months pay, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.

If your employment is terminated at anytime after the first 12 calendar months, you shall receive an additional month per year of completed service up to a maximum of 12 months pay, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.

For clarity, in no event shall you receive less than this entitlement under employment or labour standards legislation, including any entitlement to termination or severance pay.

Holland Bloorview will continue all employee and group insurance benefits for only that period, in any, required by the applicable employment or labour standards legislation and as permitted under the terms of the group insurance policy.

Termination with Cause:

Holland Bloorview may, by notice in writing, forthwith terminate your employment at any time for just cause in law, without notice or payment in lieu of notice. In such event, Holland Bloorview shall only be obligated to pay any salary and other statutory entitlements earned to the effective termination date.

You may terminate this agreement at any time, for any reason upon giving no less than 180 days written notice to Holland Bloorview, unless otherwise agreed to by the parties. If you present an effective transition plan and it is agreed to, it shall not unreasonably withhold agreement to shorten the notice period. Holland Bloorview in its sole discretion may waive such notice, in whole or in part, in which case the resignation could be effective immediately, and provided that Holland Bloorview continues to pay your salary and benefits for the period stipulated in your notice, or for such a shorter period as mutually agreed.

Conflict of Interest

You will comply with all conflict of interest policies of Holland Bloorview, current versions attached to this letter.

Please contact Judy Hunter, Vice President, Human Resources, Organization Development and Business Affairs at 416-424-3858 (work) or 416-389-4865 (mobile) if you have any questions about any aspect of this offer, or if wish to discuss this offer in further detail. Please review, sign and return a copy of this letter to Judy Hunter by December 24, 2015 indicating your acceptance of this offer. I really look forward to working with you in your new capacity as Vice President, Communications, Marketing and Advocacy at Holland Bloorview.

Yours Truly,



Judy Hunter, on behalf of
Julia Hanigsberg
President and CEO
Holland Bloorview Kids Rehabilitation Hospital

Please sign below to indicate that you have read, understood, and agree to the terms and conditions as outlined above.



Stewart Wong

Dec 19/15
Date

Holland Bloorview

Kids Rehabilitation Hospital

Holland Bloorview
Kids Rehabilitation Hospital
150 Kipling Road
Toronto ON Canada M4G 1R8
T 416 425 6220
T 800 363 2440
F 416 425 6591
www.hollandbloorview.ca

August 28, 2014

A teaching hospital fully affiliated
with the University of Toronto

Marilyn Ballantyne, RN(EC), BScN, MHSc, PhD



Dear Marilyn,

We are pleased to offer you a full time position of **Chief Nurse Executive & Clinician Investigator** at Holland Bloorview Kids Rehabilitation Hospital (Holland Bloorview), a fully affiliated Academic Health Sciences Centre with the University of Toronto.

Holland Bloorview is proud to offer employees opportunities for professional development, a friendly, caring and supportive work environment and a competitive salary and benefit package. Your position will be classified as **regular full-time (1.0 FTE)**. The Chief Nurse Executive role reports to the President & CEO and represents 60% (0.6 FTE) of your role and the Clinician Investigator reports to the Vice President of Research and Director of the Bloorview Research Institute (BRI) and represents 40% (0.4 FTE) of your role.

As agreed, your start date will be effective October 6, 2014. Your salary will be \$69.23 per hour, which when annualized is equivalent to \$135,000 based on a 37.5 hour workweek. You will begin your employment on a casual basis effective September 15, 2014, two (2) days per week until October 6, 2014.

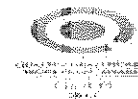
You will be entitled to four (4) weeks vacation per annum, accrued at the rate of 1.67 days per month. In addition, you are eligible to participate in Holland Bloorview's current Pension & Benefit program effective on your start date, including enrollment in benefits such as health and dental, long term disability, short term disability and HOOPP (Healthcare of Ontario Pension Plan).

To assist you as you establish your research program at the BRI, you will be provided with \$45,000 in start-up funds, over three (3) years. These funds are to be used at your discretion for clinical research activities.

All intellectual property you create while working for Holland Bloorview (on your own or with others), through work, study or research & development activities, will be the property of Holland Bloorview. You agree to transfer to the hospital all of your rights, title and interest in intellectual property, and to provide agreements, assurances, undertakings, acknowledgements or other documents relating to the intellectual property.

You will comply with all conflict of interest policies of Holland Bloorview and BRI.

Holland Bloorview will facilitate a cross appointment for you at the University of Toronto, School of Nursing.



The following represent key performance expectations of the role. Performance indicators and metrics aligned with these expectations will be developed with both of us within the first 90 days of this contract.

- Develop, implement and evaluate a new vision and strategic direction for nursing aligned with the hospital's strategic plan including evaluation and implementation of the external nursing review recommendations;
- Develop new performance measures and metrics to evaluate the impact and effectiveness of nursing at Holland Bloorview;
- Lead a nursing environment in which collaborative practice and client and family centred care is valued;
- Promote the development of nurses as faculty in the Teaching and Learning Institute at Holland Bloorview;
- Lead an interdisciplinary research program which meets the research standards of the BRI ensuring a consistent level of productivity commensurate with a Clinician Investigator role;
- Secure extramural grants as a Principal Investigator, with a minimum of one grant within one year;
- Publish peer-reviewed articles based on your research at Holland Bloorview; and
- Contribute to graduate student training.

Please note that continued appointment to the BRI remains contingent on a satisfactory performance review on an annual basis as per the hospital's Performance Appraisal process as well as a satisfactory external review every 3 or 6 years (depending on your scientific/professorial rank) according to the BRI's periodic review policy for scientists and investigators.

Please complete the information packages that will be sent to your home (i.e. General Administration, Payroll Documentation Package, and the Benefits Package) and return it, in person, to the Human Resources Department before 4:00pm on your first day of employment. The receipt of your information package is imperative in order to ensure the timely processing of your pay.

Also on your first day of employment, please ensure that the following documents (or photocopy of) are included with the package you will submit to Human Resources:

- Social Insurance Card
- Banking information or a void pre-printed cheque
- Proof of age (birth certificate, baptismal certificate or other legal government document)
- Credentials (e.g., CPR, professional registration/memberships, licenses), if applicable

As a condition of employment, you will also be required to sign the following documents: Terms and Conditions of Employment Agreement, Confidentiality Agreement and complete a Vulnerable Sector Police Criminal Reference Check. **If you reside outside of the City of Toronto, the Vulnerable Sector Police Criminal Reference Check must be completed at your local police service.** Please be advised that you will be responsible for all costs (including taxes) associated with carrying out the check for both Toronto and non-Toronto residents. As confirmation that the check was completed, please return the receipt to the Human Resources department on your first day of employment.

You will be required to visit our Occupational Health department for a health review within 14 days of hire. Please contact the Occupational Health office at 416-425-6220, extension 3455 to arrange an appointment. Please complete the attached Occupational Health Review prior to your meeting with Occupational Health and bring it to your appointment.

Holland Bloorview is committed to providing inclusive and accessible employment practices. Once employed with Holland Bloorview, you can access our policies on workplace accommodation on the Holland Bloorview intranet site, under Organizational Policies.

On your first day, if you will be parking in our main lot at 150 Kilgour Road, you will be responsible for covering the cost of the visitor parking rate. As a Holland Bloorview employee, you have the option to park your vehicle in the appropriate designated parking areas. Information on employee parking rates and locations will be provided to you during your New Employee Onboarding session. New employee orientation has been scheduled for you, and will take place on the following dates:

Part 1A: New Employee Onboarding:

Monday October 6, 2014 from 8:45 am – 11:00 am in the board room 5E100.
The agenda will include a variety of informational sessions conducted by members of the HR and Occupational Health and Safety teams

Part 2: General Orientation:

Tuesday October 7, 2014 from 8:45 am - 4:15 pm in the conference centre IE 201 & 1E 200

Part 3: Interprofessional Practice: Teaching & Learning/Collaborative Practice

Wednesday October 8, 2014 from 8:45 am – 3:30 pm in Rm 3E160

Please contact Judy Hunter, Vice President, Human Resources, Organizational Development and Business Affairs at 416 424-3858 (office) or 647-289-4865 (cell) if you have any questions about any aspects of this offer, or if you wish to discuss this offer in further detail. **Please review, sign and return a copy of this letter to Judy Hunter by September 2, 2014** indicating your acceptance of this offer. A copy of the offer letter (5 pages) can be faxed to (416) 424-3868 or a scanned and emailed to jhunter@hollandbloorview.ca.

Welcome to Holland Bloorview Kids Rehabilitation Hospital! We are Canada's leading pediatric rehabilitation hospital providing specialized programs and clinical care for children and youth with rehabilitation and complex care needs to enable them to participate in life to the fullest. We value your contribution and anticipate that your work with us will be rewarding. We look forward to your joining our organization and becoming a member of our team.

Yours truly,



Sheila Jarvis
President & CEO



Dr. Tom Chau
Vice President of Research, Director of
the Bloorview Research Institute

I confirm that I have read, understood, and agree to the terms and conditions of this Offer Letter as outlined above. I further understand that this Offer Letter outlines the full and final offer of employment from Holland Bloorview.

Offer accepted:



Marilyn Ballantyne
(Note: You may keep the second copy of this letter for your records)
Copy: Human Resources file

Sept. 2 / 2014
Date

APPENDIX A – TERMS AND CONDITIONS OF EMPLOYMENT

1. As an employee of Holland Bloorview, you are expected to follow company policies and procedures. Once employed, please review the Human Resources Policy and Procedures Manual found on-line [E-common drive / Human Resources folder / Policies].
2. It is a condition of employment that all employees of Holland Bloorview have a criminal reference check conducted. This offer of employment is contingent upon receiving a criminal reference check that is free from indication of any criminal activity that would represent a risk to our clients, families, staff or volunteers.
3. As an employee of Holland Bloorview, you are required to provide proof of immunity to: rubella, measles, mumps and chicken pox and documentation of a 2 step Tuberculosis screening. You are required to provide this information to the Occupational Health Nurse at the time of your Health Review. Please find the Health Review Form enclosed in your new hire package. **Please Note**, it is your sole responsibility to pay any costs incurred to meet the immunization requirements.
4. As a condition of employment, you are required to get your annual influenza vaccination during flu season. Annual immunization is required because the vaccine is updated each year in response to changes in the influenza virus. As employees working within a hospital, we have a duty to actively promote, implement, and comply with influenza immunization recommendations to decrease the risk of infection and complications in vulnerable populations for which we provide care. Medical documentation from your physician will be required, if you cannot receive your annual influenza vaccination due to medical reasons.
5. Employees serve the first three months of employment as probation. If your performance is not satisfactory, your employment may be terminated without cause and without notice. In the event that your employment is terminated after the probationary period you will receive notice, or payment in lieu of notice, as stipulated by the *Employment Standards Act of Ontario*, or any succeeding Act.
6. In accepting employment with Holland Bloorview, you confirm that you have voluntarily left any previous employment and have not been induced or enticed to leave any previous employment.
7. Where it is required that you are a member of a professional association, you must maintain current registrations with your College and are obliged to provide Holland Bloorview with your updated registration documentation on an annual basis.
8. Holland Bloorview strives to provide excellent care to its clients and as such, due to the nature of the services we provide, your regular hours of work, responsibilities, duties, and your work location may be subject to change with limited notice to you. You may also, from time to time, be required to work some evenings and weekends and statutory holidays.
9. All employees contribute to the Social Committee fund. An automatic payroll deduction of \$1.50 per month will be collected.

Please sign below to indicate that you have read, understood, and agree to the terms and conditions as outlined above.

I accept the Terms and Conditions of Employment:

Marilyn Ballantyne

Date

Sept. 2 / 2014

Holland Bloorview

Kids Rehabilitation Hospital

**Holland Bloorview
Kids Rehabilitation Hospital**
150 Kilgour Road
Toronto ON Canada M4G 1R8
T 416 425 6220
T 800 363 2440
F 416 425 6591
www.hollandbloorview.ca

June 10, 2016

PRIVATE AND CONFIDENTIAL

A teaching hospital fully affiliated
with the University of Toronto

Marilyn Ballantyne
Chief Nurse Executive & Clinician Investigator
Holland Bloorview Kids Rehabilitation Hospital
150 Kilgour Road
Toronto, ON M4G 1R8

Dear Marilyn,

I am pleased to amend the employment agreement previously executed between you and Holland Bloorview Kids Rehabilitation Hospital dated August 28th, 2014, to include participation in the Variable Compensation Plan for the Chief Nurse Executive (CNE) component of your position representing 60% (.6 FTE) of your role.

Participation in the Variable Compensation Plan, to a maximum of 10% of your annual CNE salary during the fiscal year, 7.5% of which will be based on the achievement of annual goals and objectives approved by the President & CEO. The remaining 2.5% payment is based on the successful achievement of the Executive Quality Improvement Plan initiatives that are approved by the Board.

This change to your compensation plan is in recognition of your annual goals that represent the following:

- Successful implementation of measures to reduce costs while protecting front-line service;
- Achievement of articulated government priorities; and
- Achievement of performance improvement targets set out in an annual quality improvement plan developed under the Excellent Care for All Act, 2010.

This amendment is retroactive to April 1st, 2015.

Please indicate your agreement to the Amendment and the terms of the Variable Compensation Plan by signing a copy below and returning it to Judy Hunter, Vice President, Human Resources, Organization Development & Business Affairs at your earliest opportunity.

Sincerely,


Julia Hanigsberg
President & CEO
Holland Bloorview Kids Rehabilitation Hospital

Acknowledgement and Acceptance


Marilyn Ballantyne


Date

Holland Bloorview

Kids Rehabilitation Hospital

Holland Bloorview
Kids Rehabilitation Hospital
150 Kilgour Road
Toronto ON Canada M4G 1R8
T 416 425 6220
T 800 363 2440
F 416 425 6591
www.hollandbloorview.ca

A teaching hospital affiliated
with the University of Toronto

September 26, 2018

Bohodar Rubashewsky
[REDACTED]
[REDACTED]
[REDACTED]

Dear Bohodar:

We are pleased to offer you the full time position of Vice President, Corporate Innovation and Services at Holland Bloorview Kids Rehabilitation Hospital (Holland Bloorview), a fully affiliated Academic Health Science Centre with the University of Toronto. This employment is on a full-time basis. Your start date will be as soon as possible as mutually agreed upon between yourself and Holland Bloorview.

As Vice-President, Corporate Innovation and Services:

1. Total Compensation:
 - Compensation is frozen according to the Broader Public Sector Accountability Act, 2010 and regulations.
 - A salary of **\$95.03 per hour**, which when annualized is equivalent to **\$185,308.50** based on a 37.5-hour workweek.
2. Compensation at Risk:
 - Participation in the Variable Compensation plan, to a maximum of 10% of your annual salary during the fiscal year 7.5% of which will be based on the achievement of annual goals and objectives approved by the President and CEO, Holland Bloorview Kids Rehabilitation Hospital. The remaining 2.5% payment is based on the successful achievement of the Executive Quality Improvement Plan initiatives pursuant to The Excellent Care For All Act, 2010 that are approved by the Board.
3. Benefits & Pension:
 - Participation in Holland Bloorview's Pension and Benefit programs, with the opportunity to waive coverage for benefits offered by Blue Cross i.e. health, dental, vision.
4. Flexible Benefit Allowance:
 - An annual flexible benefit allowance of \$2,000 to cover benefits outside of the current plan and per the Canadian revenue Agency guidelines.
5. Auto Allowance:
 - An annual allowance of \$7,200 to off-set the costs of business related travel.
6. Vacation:
 - Six (6) weeks paid vacation per annum, accrued at the rate of 2 ½ days per month.

Please complete the attached information packages (i.e. General Administration, Payroll Documentation Package, and the Benefits Package) and return it, in person, to the Human Resources Department before 4:00pm on your first day of employment. The receipt of your information package is imperative in order to ensure the timely processing of your pay.

Also on your first day of employment, please ensure that the following documents (or photocopy of) are included with the package you will submit to Human Resources:

- Social Insurance Card
- Banking information or a void pre-printed cheque
- Proof of age (birth certificate, baptismal certificate or other legal government document)

As a condition of employment, you will also be required to sign the following documents: Terms and Conditions of Employment Agreement, Confidentiality Agreement and complete a Vulnerable Sector Police Criminal Reference Check. Please be advised that you will be responsible for all costs (including taxes) associated with carrying out the check. As confirmation that the check was completed, please return the receipt to the Human Resources department on your first day of employment.

You will be required to visit our Occupational Health department for a health review within 14 days of hire. Please contact the Occupational Health office at 416-425-6220, extension 3455 to arrange an appointment. Please complete the attached Occupational Health Review prior to your meeting with Occupational Health and bring it to your appointment.

Holland Bloorview is committed to providing inclusive and accessible employment practices. Once employed with Holland Bloorview, you can access our policies on workplace accommodation on the Holland Bloorview intranet site, under Organizational Policies.

You will participate in an orientation process as follows:

Part 1A: New Employee Onboarding:

Attendance to be confirmed based on date of hire. The onboarding session is held from 8:45 am – 11:00 am in the board room 5E100.

The agenda will include a variety of informational sessions conducted by members of the HR and Occupational Health and Safety teams

Part 2: General Orientation:

Attendance to be confirmed based on date of hire. General orientation is held on a monthly basis from 8:45 am - 4:15 pm in the conference centre 1E 201 & 1E 200

Termination Without Cause:

Employees serve the first three months of employment as probation. Holland Bloorview may terminate your employment at any time following the Probationary period, without cause, upon providing you with the following:

If your employment is terminated within the first 12 calendar months of the date you commence in this role, you will receive a lump sum payment equal to six (6) months pay, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.

If your employment is terminated at anytime after the first 12 calendar months, you shall receive an additional month per year of completed service up to a maximum of 12 months pay, less all applicable deductions, in satisfaction of all contractual, statutory and common law notice requirements.

For clarity, in no event shall you receive less than this entitlement under employment or labour standards legislation, including any entitlement to termination or severance pay.

Holland Bloorview will continue all employee and group insurance benefits for only that period, in any, required by the applicable employment or labour standards legislation and as permitted under the terms of the group insurance policy.

Termination with Cause:

Holland Bloorview may, by notice in writing, forthwith terminate your employment at any time for just cause in law, without notice or payment in lieu of notice. In such event, Holland Bloorview shall only be obligated to pay any salary and other statutory entitlements earned to the effective termination date.

You may terminate this agreement at any time, for any reason upon giving no less than 180 days written notice to Holland Bloorview, unless otherwise agreed to by the parties. If you present an effective transition plan and it is agreed to, it shall not unreasonably withhold agreement to shorten the notice period. Holland Bloorview in its sole discretion may waive such notice, in whole or in part, in which case the resignation could be effective immediately, and provided that Holland Bloorview continues to pay your salary and benefits for the period stipulated in your notice, or for such a shorter period as mutually agreed.

Conflict of Interest

You will comply with all conflict of interest policies of Holland Bloorview, current versions attached to this letter.

Please contact Tracey Millar, Interim Vice President, Human Resources, at [redacted] or [redacted] if you have any questions about any aspect of this offer, or if wish to discuss this offer in further detail. Please review, sign and return a copy of this letter to Tracey Millar by October 3, 2018 indicating your acceptance of this offer.

Bohodar, I really look forward to working with you in your new capacity as Vice President, Corporate Innovation and Services at Holland Bloorview.

Yours Truly,

[redacted signature]

Julia Hanigsberg
President and CEO
Holland Bloorview Kids Rehabilitation Hospital

Please sign below to indicate that you have read, understood, and agree to the terms and conditions as outlined above.

[redacted signature]
Bohodar Rubashevsky
[redacted signature]

October 9, 2018
Date

APPENDIX A – TERMS AND CONDITIONS OF EMPLOYMENT

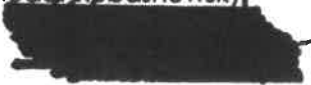
1. Holland Bloorview' policies, procedures and standards have been established to ensure appropriate behavior, ethical conduct, and a safe, enjoyable working environment. During the period of your employment, you are expected to adhere to all current and future policies, procedures and standards, and any revisions that may be made from time-to-time. You are required to keep yourself informed of all policies, procedures and standards. Any breach of the policies, procedures or standards will be result in immediate discipline up to and possibly including the termination of your employment. All policies all policies, procedures and standards are accessible via the intranet, ViewFinder.
2. It is a condition of employment that all employees of Holland Bloorview complete a vulnerable sector police reference check. This offer of employment is contingent upon receiving a vulnerable sector police reference check that is free from indication of any criminal activity that would represent a risk to our clients, families, staff or volunteers.
3. As an employee of Holland Bloorview, you are required to provide proof of immunity to: rubella, measles, mumps, and chicken pox and documentation of a 2 step Tuberculosis screening. Hepatitis B immunity is required for all employees who may have contact with human blood and body fluids. You are required to provide this information to the Occupational Health Nurse at the time of your Health Review. Please find the Health Review Form enclosed in your new hire package. **Please Note**, it is your sole responsibility to pay any costs incurred to meet the immunization requirements.
4. As a condition of employment, you are required to get your annual influenza vaccination during flu season. Annual immunization is mandatory because the vaccine is updated each year in response to changes in the influenza virus. As employees working within a hospital, we have a duty to actively promote, implement, and comply with influenza immunization recommendations to decrease the risk of infection and complications in vulnerable populations for which we provide care. Medical documentation from your physician will be required, if you cannot receive your annual influenza vaccination due to medical reasons.
5. In accepting employment with Holland Bloorview, you confirm that you have voluntarily left any previous employment and have not been induced or enticed to leave any previous employment.
6. Newly hired and current employees, in regulated and non-regulated healthcare professions, are required to maintain their current registration with their college as a condition of employment. Any employee who does not hold valid credentials will not be permitted to work, be oriented or paid until credentials are updated by the employee and verified by Holland Bloorview.
7. Holland Bloorview strives to provide excellent care to its clients. Due to the nature of the services we provide, your regular hours of work, responsibilities and location may be subject to change. You may also be required to work evenings, weekends and statutory holidays. All changes will adhere to employment standards requirements.
8. All employees contribute to the Social Committee fund. An automatic payroll deduction of \$1.50 per month will be collected.

Please sign below to indicate that you have read, understood, and agree to the terms and conditions as outlined above.

I accept the Terms and Conditions of Employment:



Bohdan Kibashewski



October 9, 2018
Date

Holland Bloorview

Kids Rehabilitation Hospital

Holland Bloorview
Kids Rehabilitation Hospital
150 Kilgour Road
Toronto ON Canada M4G 1R8
T 416 425 6220
T 800 363 2440
F 416 425 6591
www.hollandbloorview.ca

A teaching hospital fully affiliated
with the University of Toronto

March 1, 2019

Bohodar Rubashewsky
c/o Senior Management Team

Join a world of possibility.
at Holland Bloorview


Dear Bohodar,

Congratulations! I am pleased to confirm your promotion to the position of vice president, people, corporate innovation and services as part of the Senior Management Team effective February 1, 2019. In this role, reporting to me, you will have oversight over the human resources, organizational development and learning, occupational health and wellness, and volunteer resources departments along with the corporate innovation and services team.

Your rate will be increased to \$104.11 per hour. Your benefit entitlements and all other terms and conditions of employment will remain unchanged.

Bohodar, I look forward to working with you in this new position. Please review, sign and return a copy of this letter to Tracey Millar **by March 8, 2019** indicating your acceptance of this offer.

Sincerely,


Julia Hanigsberg
President and CEO

I have read and agree to the terms of my employment stated in this letter.


Bohodar Rubashewsky

March 8, 2019
Date

copy: Employee File



QUALITY IMPROVEMENT
WORKLIFE AWARDS
2018



A world of possibility