

# Senior Management Team Executive Compensation Policies and Practices

April 1, 2021

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 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 and 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 Hospital's key priorities and goals. Each of the components of this program are 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 and 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 and 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.

## **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 [hollandbloorview.ca](http://hollandbloorview.ca)

A teaching hospital fully affiliated with the University of Toronto.

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 take

### **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**

	<b>Explanation</b>	<b>CEO</b>	<b>Vice Presidents</b>
<p><b>Total Compensation</b> <i>(Reported on 2020 Salary Disclosure)</i></p>	<p>Compensation is determined through performance metrics and an external compensation benchmarking review.</p> <p>Executive Committee of the Board of Trustees approves President and CEO compensation each year and the compensation plan of each executive.</p>	<p>Julia Hanigsberg, President &amp; CEO: \$ 416,149.50</p>	<p>Irene Andress, Vice President, Programs and Services and Chief Nursing Executive \$230,000.00</p> <p>Tom Chau, Vice President, Research and Director of the Bloorview Research Institute (BRI): \$239,986.50</p> <p>Golda Milo-Manson, Vice President Medicine &amp; Academic Affairs: \$282,652.00</p> <p>Bohodar Rubashewsky, Vice President, People, Corporate Innovation and Services: \$203,105.00</p> <p>Diane Savage, Vice President, Experience and Transformation \$203,015.00</p> <p>Meenu Sikand, Executive Lead, Equity, Diversity and Inclusion \$120,000.00</p> <p>Stewart Wong, Vice President, Communications, Marketing and Advocacy \$170,001.00</p>

<b>Compensation at Risk</b> ( <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%
<b>Flexible Benefits Allowance</b>	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
<b>Auto Allowance</b>	An annual allowance is provided to off-set the costs of business related transportation.	\$12,000	\$7,200
<b>Severance</b>	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)
<b>Sabbatical Leave</b>	Leave provided for research and education purposes.	Not Applicable	Golda Milo-Manson, Vice President Medicine & Academic Affairs: 3 months for each 5-year contract for a total of 9 months.  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.
<b>Pension</b>	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 12<sup>th</sup>, 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

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**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

A black rectangular redaction box covering the signature of Julia Hanigsberg.  
Julia Hanigsberg

# Holland Bloorview

## Kids Rehabilitation Hospital

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

January 10, 2017

PRIVATE AND CONFIDENTIAL

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



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.

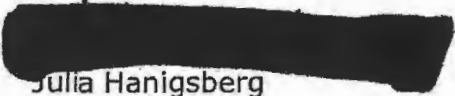
**Termination With Cause:**

- 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

Holland Bloorview  
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150 Kllgour Road  
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January 31, 2017

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Dr. Tom Chau, Ph.D.  
[REDACTED]  
[REDACTED]  
[REDACTED]

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 you 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

Holland Bloorview  
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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 IE 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 2015  
Date

# Holland Bloorview

## Kids Rehabilitation Hospital

Holland Bloorview  
Kids Rehabilitation Hospital  
150 Kilgour Road  
Toronto ON Canada M4G 1R8  
T 416 425 6220  
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March 1, 2019

Bohodar Rubashewsky  
c/o Senior Management Team

A teaching hospital fully affiliated  
with the University of Toronto

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

Date

March 8, 2019

copy: Employee File



A world of possibility

# 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

August 21, 2020

Revised – August 27, 2020

Ms. Irene Andress, RN, MN

Dear Irene:

We are pleased to offer you the full time position of Vice President, Programs and Services and Chief Nursing Executive 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, Programs and Services and Chief Nursing Executive:

1. Total Compensation:
  - Compensation is frozen according to the Broader Public Sector Accountability Act, 2010 and regulations.
    - A salary of **\$117.95 per hour**, which when annualized is equivalent to **\$230,000** 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 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:**

- 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 People and Culture 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 the People and Culture department:

- 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 People and Culture 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 People and Culture 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 IE 201 & IE 200

**Termination Without Cause:**

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 twelve (12) 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 two (2) months 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, Chief People and Culture Officer at 416-422-7048 (work) or 416-953-2534 (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 Tracey Millar by August 31, 2020 indicating your acceptance of this offer.

Irene, I really look forward to working with you in your new capacity as Vice President, Programs and Services and Chief Nursing Executive at Holland Bloorview.

Yours Truly,

A black rectangular redaction box covers the signature area, obscuring the name and any handwritten notes.

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.**



Oct 26 2020  
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:

  
Home Address

Oct 26 2020.  
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](http://www.hollandbloorview.ca)

A teaching hospital affiliated  
with the University of Toronto

November 26, 2018

Ms. Meenu Sikand  
[REDACTED]  
[REDACTED]

Dear Meenu:

We are pleased to offer you the position of Executive Lead, Equity, Diversity and Inclusion 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 January 7, 2019.

As Executive Lead, Equity, Diversity and Inclusion:

1. Total Compensation:
  - Compensation is frozen according to the Broader Public Sector Accountability Act, 2010 and regulations.
    - A salary of **\$61.53 per hour**, which when annualized is equivalent to **\$120,000** 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 current benefit and pension 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.
6. Vacation:
  - Five (5) weeks paid vacation per annum, accrued at the rate of 2.08 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:**

Monday January 7, 2019. The onboarding session is held from 8:45 am – 11:00 am in room OW220. 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 January 8, 2019. General orientation is held on a monthly basis from 8:45 am - 4:15 pm in the conference centre IE 201 & IE 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 any time 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 416-422-7048 (work) or 416-953-2534 (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 Tracey Millar by December 3, 2018 indicating your acceptance of this offer.


Meenu, I really look forward to working with you in your new capacity as Executive Lead, Equity, Diversity and Inclusion at Holland Bloorview.

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.*



Meenu Sikand

December 2, 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 result in immediate discipline up to and possibly including the termination of your employment. 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.

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**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:**

  
Meenu Sikand

December 2, 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

October 2, 2020

Diane Savage  
c/o Programs and Services

**Join a world of possibility.**  
at Holland Bloorview


Dear Diane,

Congratulations! I am pleased to confirm your appointment to the **regular full-time (1.0 FTE) Vice President, Experience and Transformation** position as part of the Senior Management Team effective October 14, 2020. As Vice President, Experience and Transformation, you will take executive leadership for patient experience and systems and community partnership development, creating meaningful pathways to home and community.

Your rate in this position will remain \$104.11 per hour or \$203 015.00 per annum. An external review of this position will be conducted and any increase in salary resulting from the review will be adjusted retroactively to October 14, 2020. There will be no reduction in your salary as a result of the external review. Your vacation and benefit entitlements and all other terms and conditions of employment will remain unchanged.

Diane, I look forward to working with you as our new Vice President, Experience and Transformation. I value your contributions and anticipate your work with us will continue to be rewarding. Please review, sign and return a copy of this letter to the People and Culture department by **October 9, 2020** indicating your acceptance of this offer.

Sincerely,



Julia Hanigsberg  
CEO and President

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





April 21 2021

Diane Savage

Date