

## Holland Bloorview Board of Directors Meeting Minutes

Wednesday, March 27, 2024

5:30 p.m. – 8:20 p.m.

150 Holland Bloorview, Toronto ON

5<sup>th</sup> Floor Executive Boardroom – Room: 5E100

### Attendance

**Present:** Irene Andress; Alycia Calvert, Treasurer; Megh Gupta; Julia Hanigsberg; Helen Hayward; Mark Johnson; Suzanne Jorisch; Sarah Kramer; Alysha Ladha; Rhonda McEwen; Dale Ponder, Secretary; Poonam Puri, Chair; Jennifer Quaglietta; Lisa Robinson; Catherine Roche, Vice Chair; Michael Wasserman; Heather Watt

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

**Regrets:** Jean Lam; Golda Milo-Manson

### 1.0 Call to order

The Chair, P. Puri called the meeting of the Holland Bloorview Kids Rehabilitation Hospital Board of Directors to order at 5:30 p.m.

#### Approval of agenda

The Chair then requested approval of the agenda as pre-circulated.

**MOTION: It was MOVED by Jennifer Quaglietta, and seconded by Mark Johnson that the Board of Directors approve the agenda.**

*Quaglietta/Johnson*

**CARRIED**

#### Disclosure of Conflicts of Interest

The Chair asked whether anyone wished to declare a conflict of interest on any of the items slated for discussion at this Board meeting, and there were none.

### 2.0 Discussion Agenda

#### 2.1 Cybersecurity Governance Tabletop Exercise

The Chair welcomed Pakizah Kozak, Chief Information Officer and Daniel Michaluk, Partner and National Co-Leader, Cyber Security, Borden Ladner Gervais (BLG).

The tabletop exercise is in response to a question relating to cybersecurity raised at the January 24, 2024, Board of Directors meeting during the President and CEO Report Update.

The presenters emphasized the need for board members to understand their role before, during and after a cybersecurity incident and to distinguish between the role of Senior Management Team (SMT), hospital operations and Board. D. Michaluk walked the board through the cybersecurity exercise.

### **2.2.1 Safety Story**

Stewart Wong provided a safety story related to errors in the preparation of specialized diets and formulas. Food service has evolved, as the hospital sees the need for more specialized diets, which require additional time and sometimes specialized skills for preparation. Following several no-harm events the Quality Safety and Performance team review indicated that most food incidents were related to weekend pass returns, specialized formulas and diets (e.g. ketogenic), allergies or during the preparation of complex diet orders. Recognizing that there is always room to enhance our service the hospital took immediate action to improve safety by implementing the following:

- A new tracking system – formula is logged when created and checked out when it is removed
- Improved weekend-pass communication
- Increased check points of meal tray accuracy (during preparation, before leaving servery, on unit before serving client)
- Hiring of director, Sodexo and enhanced staff coverage

To support the caring safety commitment at Holland Bloorview, we will continue to

- Report safety incidents and support system improvements where possible to address root causes
- Use error prevention tools like S.T.A.R (Stop, Think, Act, Review) during busy preparation times
- Verify when unsure

### **2.2.2 2024/25 Quality Improvement Plan**

The 2024/25 Quality Improvement Plan (QIP) has been refined based on performance, priorities and direction to the system from Ontario Health (OH).

J. Maxwell presented the 2024/25 QIP on recommendation of the Quality Committee. The plan will be submitted to Ontario Health on March 31, 2024. The QIP components (Progress Report, Narrative and Indicators) were highlighted for the board's information. For the proposed QIP Indicators and Targets for 2024-25, most indicators are unchanged with one new indicator, 'percentage of new clients who completed the Sociodemographic Survey' with a 70% target as a new initiative of the hospital. The seventy-two-hour discharge indicator was removed to allow for a better use of resources to capture this information.

**It was MOVED by Catherine Roche, and seconded by Rhonda McEwen, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2024/25 Quality Improvement Plan as pre-circulated.**

*Roche/McEwen*

**CARRIED**

### **2.2.3 Quality Improvement Plan – Executive Compensation**

Indicators for the Quality Improvement Plan (QIP) – Executive Compensation were presented to the Board for approval as recommended by the Quality Committee. T. Millar and J. Maxwell provided an overview of the QIP – Executive Compensation.

For the benefit of new board members, T. Millar provided a brief synopsis of the QIP Executive Compensation process which is reviewed and approved on an annual basis. In response to a question raised, T. Millar advised the board that the executive compensation payout has not always been 100%.

**It was MOVED by Jennifer Quaglietta and seconded by Michael Wasserman that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the Quality Improvement Plan – Executive Compensation, as pre-circulated.**

*Quaglietta/Wasserman*

**CARRIED**

## **2.2.4 Medical Advisory Committee Report**

Dr. Ladha provided the Medical Advisory Committee report on behalf of Dr. Milo-Manson. The report was approved at the Quality Committee of the Board.

Dr. Ladha drew attention to an incident in which a feeding tube had been accidentally pulled out during a client transfer. The client had to be transferred to acute care for re-insertion of the tube. Review of the incident reinforced proper transfer protocols for clients with feeding tubes.

## **2.3 Financial Statements and Operating Plan**

### **2.3.1 Financial Statements**

E. Dininio provided a funding update and referred directors to the financial statements and variance report as of December 31, 2023. Holland Bloorview has received the funding letter for the Make Kids Count (MKC) initiative. Operating position for Q3 was a deficit of \$2.1M but the hospital has received a funding letter for Bill 124 retroactive compensation. Revenue will be recognized this year with an anticipated surplus of \$2.5M by the end of the fiscal year.

**MOTION: It was MOVED by Catherine Roche and seconded by Heather Watt that the Board of Directors approve the Financial Statements as of December 31, 2023, as presented.**

*Roche/Watt*

**CARRIED**

### **2.3.2 2024/25 Operating Plan**

E. Dininio presented the 2024/2025 Operating Plan for the Board's approval on recommendation of the Business & Audit Committee and Quality Committee.

**MOTION: It was MOVED by Helen Hayward and seconded by Suzanne Jorisch that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2024/25 Operating Plan.**

*Hayward/Jorisch*

**CARRIED**

## **2.4 Foundation Update**

S. Hawken provided an update on Capes for Kids: donations exceeded public facing goal of \$1M; exceeded funding goal for sponsorship, community and corporate fundraising; and hospital board fundraising of over \$52,000. Sandra extended appreciation to all fundraisers for Capes for Kids, but special recognition went to Catherine Roche (sponsorship from Bank of Montreal) and Rhonda McEwen (individual fundraising).

The Chair congratulated Sandra and thanked everyone for their contributions.

## **2.5 President and CEO Report**

J. Hanigsberg drew attention to the President and CEO report and invited questions from the Board.

Board members attention was directed to the benefits improvement for staff mentioned in the report in which management was able to enhance employee benefits with no increase to staff contributions because of participation in the new Collaborative Benefits Program (sponsored by the Ontario Hospital Association and HIROC). These benefit enhancements are in areas that staff have highlighted as meaningful to them (e.g. mental health).

J. Hanigsberg also highlighted the accomplishment of Holland Bloorview in EMRAM and AMAM digital technology scoring putting Holland Bloorview in a group of only a few hospitals in the province.

### 3.0 Consent Agenda

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

**3.1** Minutes of Board of Directors Meeting – January 24, 2024.

**MOTION: It was MOVED by Suzanne Jorisch and seconded by Catherine Roche that the Board of Directors approve the Consent Agenda.**

*Jorisch/Roche*

**CARRIED**

### Adjournment

There being no further business for discussion, the meeting was adjourned at 8:20p.m.

*Poonam Puri*  
*Chair, Board of Directors*  
:cw