

Holland Bloorview Board of Directors Meeting Minutes
Wednesday, March 25, 2026
5:30 p.m. – 7:45 p.m.

Attendance

Present: Irene Andress; Michelle Caturay; Jonathan Davey; Sonya Fraser; Megh Gupta; Helen Hayward, Secretary and Interim Vice Chair; Sarah Kramer; Jean Lam; Rhonda McEwen; Golda Milo-Manson; Ivona Novak; Melanie Penner; Lisa Richardson; Catherine Roche, Chair; Paul Spafford; Bruce Squires; Michael Wasserman; Heather Watt

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

Regrets: Alycia Calvert, Treasurer

1.0 Call to order

Chair's remarks

The Chair, C. Roche called the meeting of Holland Bloorview Kids Rehabilitation Hospital Board of Directors to order at 5:30 p.m. and extended a warm welcome to those in the room and those online and a special thank you to Board and ELT members who were able to join the 4:30pm social hour with the new President and CEO, Bruce Squires. She further expressed thanks to the coordinators for organizing today's meeting.

E. Anagnostou, Vice President, Research and Director, Bloorview Research Institute (BRI) presented a land acknowledgment with reflection on the importance of the work that Holland Bloorview is doing to address its commitment to partner with indigenous people in determining what is considered a good life to an indigenous child and their family as we move forward in determining how to access and store indigenous data.

On behalf of the Board of Directors, the Chair acknowledged and welcomed Bruce Squires to his first Board of Directors meeting as President and CEO of Holland Bloorview Kids Rehabilitation Hospital.

1.1 Approval of agenda

The Chair then requested approval of the agenda.

MOTION: It was MOVED by M. Caturay, and seconded by M. Gupta, that the Board of Directors approve the agenda as pre-circulated.

Caturay/Gupta

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.

The Chair congratulated H. Watt on her new role as Supervisor of the Peel School Board. While this does not constitute a conflict of interest, the Board will be mindful of any future discussions that may arise for which H. Watt may need to recuse herself.

2.0 Discussion Agenda

2.1 Caring Safely Update

2.1.1 Safety Story

J. Maxwell introduced Laura Nicholson, Manager, Risk and Safety, to present a safety story on a near-miss event in which medication orders from a previous admission were not restored when the client was readmitted to the hospital. The error was caught through a verification process and corrected before reaching the client because of the hospital's continuing effort to support a culture of safety by doing the following:

- Maintaining a questioning attitude
- Taking mental timeouts during critical tasks such as discharging a client or entering medication orders
- Reducing tasks that require manual action and memory and using **force functions or required actions** when possible.

Entering restorable orders on the discharge plan is now a required step – supported through the electronic medical record - before a discharge date/time can be entered to discharge a client.

2.1.2 Medical Advisory Committee Report

G. Milo-Manson provided the Medical Advisory Committee report for December confirming that the Quality Committee has approved this report. There were 15 events in total with 2 of them not being safety events, 4 no-harms and 9 near-misses which meant they were caught before getting to the client. For infection control there were 8 infections for the month and a Norovirus outbreak on Complex Continuing Care (CCC). Members were reminded that inpatient outbreak is normally a reflection of what is happening within the community.

In addition, G. Milo-Manson shared a no-harm incident regarding Holland Bloorview's process for handling unused medication. In preparation for discharge from the hospital, clients will frequently go home on the weekend. When clients return, the nurse is required to confirm what medication was used and what was brought back. Sometimes patient's medication gets left in their weekend bag thereby reducing our control, which means unused medication could end up in the wrong hands. There were four cases one weekend where medication was not returned. As continuous learning, our Education Team was able to provide reminders on the correct process for unused medication to ensure that these medications did not become available to the wrong clients.

2.2.1 2026/27 Quality Improvement Plan

Prior to presenting the Quality Improvement Plan (QIP) and the QIP Executive Compensation for members' approval, S. Kramer, Interim Chair, Quality Committee provided a brief explanation of the difference between the QIP and the Balanced Scorecard and further directed attention to the Caring Safely Update and the Integrated Risk Management report presented under the Consent Agenda.

J. Maxwell reported on the Quality Improvement Plan indicators and targets for 2026/27 seeking the Board of Directors' approval as recommended by the Quality Committee. Members were reminded that the QIP is reported annually, and that some targets have been adjusted based on trends and experience from last year. With respect to safety, J. Maxwell drew attention to the Rate of workplace violence incidents that result in staff harm which portrayed an incident rate/100FTE.

In addition to suggesting that defining 'harm' could be helpful for clarity, members engaged in a discussion on the need to determine what really matters. The discussion revolved around the following:

- What really matters to our clients/families and teams?
- Where do we see areas that require improvement?
- Does each indicator identify a gap and is it something that we can influence or impact?
- Are improvements measurable?
- Are there measurable benchmarks from other hospitals or government that aligns with the 6 indicators that Holland Bloorview Hospital reports on?

MOTION: It was MOVED by S. Kramer, and seconded by P. Spafford, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2026/27 Quality Improvement Plan, as presented.

Kramer/Spafford

CARRIED_

2.2.2 Quality Improvement Plan - Executive Compensation

S. Kramer, Interim Chair, Quality Committee presented on the 2026/27 Quality Improvement Plan (QIP) for Executive Compensation in seeking the Board of Directors approval for the executive compensation targets and payout ranges. She emphasized that the chosen indicators reflected Holland Bloorview's commitment to client and staff safety.

MOTION: It was MOVED by J. Lam, and seconded by H. Hayward, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2026/27 Quality Improvement Plan – Executive Compensation, as presented.

Lam/Hayward

CARRIED_

2.2.3 Balanced Scorecard

J. Maxwell, supported by B. Squires, provided an overview of the rollout process to employees for changes to the Balanced Scorecard before the new measures are implemented. It was agreed that going forward an appendix of definitions for all hospital indicators will be provided with the Balanced Scorecard update.

MOTION: It was MOVED by H. Watt, and seconded by S. Fraser, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2026/27 Balanced Scorecard, as presented.

Watt/Fraser

CARRIED_

2.3 Inclusion, Diversity Equity Accessibility and Anti-Racism

J. Maxwell introduced L. Thomas, Manager, Inclusion Diversity Equity Accessibility and Anti-Racism (IDEAA) and acknowledged the work done in supporting this initiative. L. Thomas provided an update on the work done through the IDEAA office over the past year.

The presentation emphasized the 2025/26 wins as:

- Significant advancement of indigenous health equity
- Continued progress on the Roadmap to Confront Anti-Black Racism
- Continued engagement with community partners
- Launch of in-house Trauma and Violence Informed Toolkit (IDEAA, Collaborative Practice and Teaching and Learning)
- Established staff sociodemographic data collection
- Commitment to Employee Resource Groups

In looking forward, key initiatives for 2026/27 were presented as the need to:

- Formalize Indigenous Health Strategy
- Advance work on sociodemographic data collection
- Continue to advance Holland Bloorview's Anti-Black Racism Strategy

B. Squires commended the Board, the Executive Leadership Team and the IDEAA office for the work that has been done and encouraged members to share their insights and experiences from their individual organizations as valuable support in continuing to move this work forward.

2.4 Board Retreat Themes and Work Plan

B. Squires provided introductory comments on the recommendations put forward for the May 20th Board of Directors Retreat with a focus on what Holland Bloorview Kids Rehabilitation Hospital needs to do to demonstrate value-add and to build capacity.

S. Wong presented a walk-through of the draft agenda and the recommended experiential tours presented and approved at the March 18th Governance Committee meeting.

Members engaged in a discussion with emphasis on:

- System contributions that aligns with our vision
- Need to concentrate on the hospital's core mission
- Understand areas that require improvement
- Recognize areas where more can be done with less
- What areas can be delayed or done by someone else
- Commercialization / Partnership
- Next Steps and how to get there

The draft Board Retreat agenda will be amended based on feedback received from the Board.

2.4.1 Financial Reports Statements as of December 31, 2025

E. Dininio referred directors to the Q3 Financial Statements and Financial Report provided in the meeting materials, briefly highlighting key areas of the financial statements as of December 31, 2025. The Financial Statements and Financial Report were presented at the Business and Audit Committee meeting on December 4, 2025.

For awareness, members were informed that in late 2025 the Ministry of Health (MOH) released funding to targeted Acute Care hospitals, which did not apply to Holland Bloorview. With respect to cash flow, funds flowed in Q4 resulting from the Interest Rate Swap to fund the cash flow differential on the Bloorview Research Institute (BRI) expansion as approved at the January 21st Board of Directors meeting.

MOTION: It was MOVED by P. Spafford and seconded by M. Gupta that the Board of Directors approve the Financial Statements as of December 31, 2025, as presented.

Spafford/Gupta

CARRIED

2.6 2026/27 Operating Plan

In collaboration with I. Andress, E. Dininio presented the 2026/27 Operating Plan. The plan was reviewed, approved, and recommended for Board approval at the Joint Business and Audit (B&A) Committee and Quality Committee meeting held on February 18, 2026. A high-level overview was provided for members. Members were advised that the proposed operating plan reflects a careful balance and continues to advance the hospital's strategic priorities. Due to demand for service, as well as an increase in employment, costs related to employee benefits will increase by 20%, this increase will impact both the employer (Holland Bloorview) and the employees.

In response to a question about the assumption that a 3% Government base funding increase will continue, E. Dininio confirmed that this projection is reflective of previous experience and the current funding structure, but subject to the upcoming provincial budget and subsequent specific allocations.

MOTION: It was MOVED by S. Fraser, and seconded by S. Kramer, that the Board of Directors of Holland Bloorview Kids Rehabilitation Hospital approve the 2026/27 Operating Plan, as presented.

Fraser/Kramer

CARRIED

2.7 Foundation Update

S. Hawken presented a summary update of the Foundation's fundraising efforts to date. Members were informed that the Foundation will close out this year as its strongest fundraising year in its history. Highlights to date included:

- The \$100M Campaign is expected to reach its goal earlier than anticipated
- Together We Dare Campaign currently at \$70M (of the outstanding \$30M, \$24.5M are already commitments for future pledges)
- Food security program is now fully funded
- Ad in Globe and Mail and National Post in April to show milestones of \$20M campaign donors
- \$1.7M raised in one night at Together at the Table dinner

S. Hawken stressed the importance of leaders' involvement in fundraising efforts and acknowledged the Hospital Board's support for the annual Capes for Kids campaign with recognition for the top 5 Hospital Board fundraisers, M. Gupta, A. Calvert, S. Fraser, M. Caturay

and H. Hayward. J. Lam and P. Spafford were also acknowledged for their outstanding donation efforts. Capes for Kids participation included 92 schools, 50 businesses and significant engagement Holland Bloorview employees. S. Hawken thanked the corporate teams and extended a special thank you to the Bank of Montreal (BMO) for once again being Holland Bloorview's Capes for Kids presenting sponsor.

Members were reminded of the following upcoming events:

- April 22nd Breakfast with the Hospital's President and CEO, Bruce Squires
- June 8th Evening in the Garden
- November 2nd An Evening of Possibility

Board members were asked to complete a 2-minute survey to provide S. Hawken with their feedback. In addition, S. Hawken's office will contact Board members to allow for individual feedback.

The Board Chair applauded S. Hawken for her leadership and the outstanding work done by the Foundation and the fundraising team and for her hard work in once again achieving the Foundation's fundraising goals.

2.8 President and CEO Report

B. Squires, President and CEO drew attention to the March 2026 President and CEO Report included in the meeting materials. He further expressed his appreciation to the Board and ELT for the support and the work dedicated to the comprehensive value-add orientation process for his onboarding here at Holland Bloorview.

In developing and maintaining strong relationships, the President and CEO has been invited to join the Minister of Finance for the presentation of the 2026 Ontario Budget, scheduled for March 26, 2026.

B. Squires acknowledged the current financial situation in the province and recognized the need for the Board to consider the impact on hospitals in general, and as a result the strategic challenges/opportunities facing Holland Bloorview. This will be a strategic focus at the upcoming Board retreat.

3.0 Consent Agenda

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

- 3.1 Minutes of Board of Directors Meeting – January 21, 2026
- 3.2 Confirmation of Board and Officers 2025/26
- 3.3 HSAA/MSAA Amendment Approval

MOTION: It was MOVED J. Lam and seconded by M. Caturay that the Board of Directors approve the Consent Agenda.

Lam/Caturay

CARRIED

The following items were provided as part of the Consent Agenda for information only

- 3.4 Board Standing Committees Meeting Report
- 3.5 Caring Safely Progress Report
- 3.6 Integrated Risk Management

4.0 Adjournment

In closing the Chair reminded members of their obligation to attend at least one Family Advisory Committee (FAC) meeting and one Quality Committee meeting for the year if they have not already done so.

There being no further items for discussion, the meeting was adjourned at 7:45pm

Catherine Roche
Chair, Board of Directors
:cw