

**Holland Bloorview Board of Trustees**  
**Wednesday, March 24<sup>th</sup>, 2021**  
**6:00 p.m. to 8:00 p.m.**  
**ZOOM**

### ***Attendance***

***Present:*** Marg Rappolt, Chair; Poonam Puri, Vice Chair, Catherine Wood, Secretary; Bruce Cooper, Treasurer; Irene Andress; Alycia Calvert; Carol Cowan-Levine; Laura Dottori-Attanasio; Julia Hanigsberg; Mark Johnson, Suzanne Jorisch; Alice Keung; Jean Lam; Golda Milo-Manson; Dale Ponder; Jennifer Quaglietta; Lisa Robinson; Catherine Roche; Peter Rumney; Michael Wasserman; Allyson Whyte Nowak

***Sr. Management:*** Tom Chau; Enza Dininio; Tracey Millar, Bohodar Rubashewsky; Diane Savage; Meenu Sikand; Stewart Wong

***Guests:*** Melody Hicks, Project Manager, Solutions for Patient Safety, Quality, Safety and Performance; Margot Follett Rowe, Interim Director, Quality, Safety and Performance

***Regrets:*** Sandra Hawken

***Recorder:*** Adwoa Rascanu

### ***1. Call to order***

M. Rappolt, Chair, noting a quorum present, called the virtual meeting of the Holland Bloorview Kids Rehabilitation Hospital Board of Trustees to order at 6:00 p.m.

#### Chair's remarks

M. Rappolt welcomed Trustees and leadership attendees to the meeting and began the meeting with a Land Acknowledgment. She respectfully acknowledged that the Board Meeting was taking place on the treaty and traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River.

#### Announcement

M. Rappolt announced that Capes for Kids had successfully raised \$845,000 to date.

She congratulated P. Puri for being selected by the Law Society of Ontario as a recipient of a 2021 Law Society Medal. M. Rappolt also congratulated Dr. Lisa Robinson for being the new President-elect of the American Pediatric Society.

M. Rappolt announced the Slight Family Gift, and congratulated Sandra and her colleagues for negotiating the hospital's \$1M gift which will support vital mental health programs and services for children with disabilities.

#### Approval of agenda

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

**A MOTION to approve: It was MOVED by Alycia Calvert, and seconded by Catherine Roche, that the Board of Trustees approve the agenda.**

**A. Calvert / C. Roche**

**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. Discussion Agenda**

### **2.1 Board Education Session with Melody Hicks, Project Manager, Solutions for Patient Safety, Quality, Safety and Performance**

G. Milo-Manson introduced M. Hicks, Project Manager, Solutions for Patient Safety, Quality, Safety and Performance who gave an overview of Caring Safely, an adopted Hospital for Sick Children's (SickKids) strategic initiative focused on keeping paediatric patients safe from preventable events like drug errors and hospital-acquired infections. Caring safely is the hospital's journey to becoming a high reliability organization.

Holland Bloorview is focused on improving safety culture by implementing the principles and practices of high reliability organizations. In January 2020, Holland Bloorview joined Children's Hospitals Solutions for Patient Safety (SPS), a North American collaborative of over 140 paediatric hospitals working together to improve patient safety. The Caring Safely initiative aligns seamlessly with Holland Bloorviews' No Boundaries strategic plan and its quality framework.

In its alignment with Caring Safely, the hospital is driven to achieve better performance outcomes and is better prepared for the upcoming accreditation site visit.

M. Hicks highlighted the acquired conditions and activities that Holland Bloorview has chosen to focus its improvement efforts on. Safety stories, point of care unit based huddles and culture wave training are the activities and education of focus. For the hospital acquired condition (HAC) work, the hospital will continue to focus on the advancement of its pressure injuries improvement work.

M. Hicks also provided an overview of Holland Bloorview's SPS governance model and highlighted the board's role in monitoring and evaluating the quality of patient care and services provided for continuous improvement.

There was a discussion on the choice of HAC, M. Hicks explained that the Caring Safely Committee examined data indicating that pressure injuries was among the top 3 areas where harm was occurring the most apart from adverse drug events and falls. The committee saw opportunity to synergize improvement efforts with existing work and with new work. Pressure injuries were selected for the goal to strengthen the hospital's required organizational practices

(ROP) for Accreditation Canada's upcoming site visit as well as adopt a more advanced risk assessment tool that has been proven to effectively reduce pressure injuries.

A question about cultural safety training was posed, M. Hicks responded that the SPS Network teaches its member hospitals how to prevent patient harm through cultural transformation strategies called the Culture Wave. The trainings help break down barriers by grouping physician and frontline staff together and they also support a questioning attitude, and reminds participants of their accountability and commitment to safety.

## 2.2 Caring Safely:

### 2.2.1 2021/2022 Quality improvement Plan

D. Savage introduced the 2021/2022 Quality Improvement Plan, which was being presented for approval. The plan has been approved by the Senior Management Team and recommended for approval by the Quality Committee of the Board. Also recommended by the Quality Committee for approval are the 3 QIP indicators linked to the executive performance-based compensation, however the actual quarters and decision making, will happen at a future board meeting.

M. Follett Rowe, reported that the plan carries forward the same six measures that were in the 2020-2021 plan, keeps targets unchanged for four of the indicators, and recommends quarterly targets for the ambulatory access measures for autism and neuromotor to gradually bring performance back to pre-pandemic levels by the end of the year.

**It was MOVED by Carol Cowen-Levin, and seconded by Jennifer Quaglietta, that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the 2021/2022 Quality Improvement Plan as recommended by the Quality Committee.**

***C. Cowan-Levin / S. Jorisch***

***CARRIED***

### 2.1.1 Quality Committee Report

C. Cowan-Levine gave a report of the Quality Committee for the month of February. She drew attention to an update on the Orthotics and Prosthetics 3D Scanning and Printing program, and commended the hospital for its continuous efforts in making advancements in healthcare technology that improve quality of care and experience for clients even during the pandemic.

### 2.2.3 Medical Advisory Committee Report

G. Milo-Manson presented the March Medical Advisory Committee report. She reported that the number of administered doses of medication has increased indicating that more clients are benefiting from services that were impacted due to COVID-19 restrictions. She announced that there was one mild incident, which gave an opportunity for safety improvement.

### 2.3 2021/2022 Operating Plan

J. Hanigsberg explained that the 2021/2022 Operating Plan has been thoroughly reviewed and approved at a joint meeting of both the Business & Audit and Quality Committees on February 24<sup>th</sup>. She noted that the briefing note captured the highlights of the plan. Trustees appreciated the clarity and transparency of the plan and the comprehensive risk analysis.

**It was MOVED by Alycia Calvert, and seconded by Suzanne Jorisch, that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the 2021/2022 Operating Plan as recommended by the Business & Audit Committee.**

**A. Calvert/ S. Jorisch**

**CARRIED**

#### 2.4 Financial Statements as of December 31, 2020

E. Dininio presented the financial statements as of December 31, 2020. She indicated that the current ratio has steadily improved from the prior year-end, and now stands at 1.18. E. Dininio noted that the timing of cash flows from the Ministry related to the additional funding earmarked to support the hospital's response to and related impacts from COVID-19 remains unknown. She is however, confident that the hospital is going to end the year with a strong working capital position.

E. Dininio announced that the operating position for the year ended December 31 reflects a surplus of \$1,166,395 or \$858,306 better than budget excluding net building depreciation.

She reported that the government has announced additional investments in the hospital sector including funding to help cover historic working fund deficits for qualifying hospitals, with a focus on small, medium and specialty rehab hospitals. Holland Bloorview is eligible to receive up to 1.6 million in one-time funding to offset its working capital deficit. The hospital has received funding letters committed to funding all of its COVID-19 incremental expenses through to the end of the fiscal.

E. Dininio explained that the net impact from revenue generating programs has improved steadily over the last quarter, with some programs unexpectedly mitigating losses from early in the year. Current lockdown directives continue to negatively impact revenues from aquatics, accommodations and from parking.

The bottom line impact from lost revenues is 1.1 million, however the hospital has benefited from a number of recoveries from its energy audit, Canada Emergency Wage Subsidy and uninsured client revenues. As well, investment returns have allowed the hospital to fully mitigate its revenue losses and is the main contributor to the hospital's positive bottom line.

**It was MOVED by Bruce Cooper, and seconded by Suzanne Jorisch, that the Board of Trustees approve the Preliminary Financial Statements for the period ended December 31 2020 for Holland Bloorview Kids Rehabilitation Hospital, as recommended by the Business & Audit Committee.**

**B. Cooper / S. Jorisch**

**CARRIED**

#### 2.5 2020 Employee Engagement Survey Update

T. Millar provided an overview of the Holland Bloorview employment engagement survey (ESS). She reported that the response rate was 73% compared to the benchmark, which was 55%. The overall engagement level is at 84% favourable and that is up from the 2018 survey.

T. Millar noted that for the first time, the ESS captured information around quality and safety, demographic data, mental health and inclusion, diversity, equity and accessibility (IDEA). She reported that demographic data is being stratified by gender, race, and sexual identity to allow the People and Culture team, the (Inclusion Diversity, Equity and Accessibility (IDEA) Task Force and subcommittees to inform future program development and education initiatives.

T. Millar reported that the People and Culture team is developing various implementation and communication strategies. A meeting in a box is being developed to help leaders communicate survey results. She noted that the identified strategic plan to address the results are all in

alignment with a number of the hospital's bigger initiatives such as the Thrive Together People Plan, and Caring Safely.

There was a discussion about the unfavourable responses as it relates to diversity and inclusion and how leadership was being supported to address and have these challenging conversations. T. Millar mentioned that the IDEA Task Force is supporting and informing the activities needed to address areas of concern.

## 2.6 President & CEO Report

J. Hanigsberg reported that the March CEO Report was included in the Board package. She indicated that she would be happy to address any questions coming out of the report.

She gave an announcement on advancements at the hospital:

- Holland Bloorview celebrated its 10<sup>th</sup> Teaching and Learning Day virtually on March 22
- Four of Holland Bloorview researchers including T. Chau were recipients of the Canadian Institutes of Health Research (CIHR) Grants. Dr. T. Ross, who presented to the Board at its February Board meeting, received his first Social Sciences and Humanities Research Council of Canada (SSHRC) Partnership Engage grant to support research in accessible taxi transportation.
- The second phase of the Bloorview Research Institute expansion began on Monday March 22 with demolition.

### 2.6.1 Update on COVID-19 Current Status and planning

J. Hanigsberg invited T. Millar to provide an update on the status of vaccination for Holland Bloorview staff. T. Millar reported that as of March 23, 76% of all eligible Holland Bloorview employees have been offered to have the vaccine. Of that 76%, 60% have received the first dose and 45% have received this second dose. The remaining employees who have not yet been offered a vaccine will be getting the opportunity to do so in the next few days.

There was a brief discussion on vaccine hesitancy and J. Hanigsberg stated that uptake of the seasonal influenza vaccination was very high at Holland Bloorview, at 30% higher than most hospitals. Staff at Holland Bloorview may reasonably similarly be responsive to the opportunity for the COVID-19 vaccination.

## **3.0 Consent Agenda**

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

- 3.1 Minutes of Board Meeting February 17 2021
- 3.2 Credentialing Dr. Amy Glicksman

**A MOTION to approve: It was MOVED by Allyson Whyte Nowak and seconded by Catherine Wood, that the Board of Trustees approve the Consent Agenda.**

**A. Nowak /C. Wood**

**CARRIED**

## **Adjournment**

There being no further business for discussion, the meeting was adjourned at 8:00 p.m.

Marg Rappolt  
Chair, Board of Trustees  
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