

Holland Bloorview Board of Trustees

MINUTES of Meeting

Wednesday, January 15, 2020

6:00-8:00 pm

Executive Boardroom, Room 5E100

<i>Present:</i>	C. Cowan-Levine G. Milo-Manson M. Rappolt B. Cooper	S. Jorisch W. Onuwa P. Rumney M. Johnson	J. Hanigsberg M. Ballantyne J. Lam A. Kaplan	C. Roche A. Whyte Nowak
<i>Sr. Management:</i>	T. Chau T. Millar	B. Rubashewsky D. Savage	E. Dinino S. Wong	M. Sikand S. Hawken
<i>Regrets:</i>	Y. Pavri, D. Ponder, L. Dottori-Attanasio			
<i>Phone:</i>	P. Puri, C. Wood			
<i>Guests:</i>	T. Paus			
<i>Recorder:</i>	P. Harpula			

Call to Order

The Chair called the meeting to order at 6:00 pm.

Board Education Session – Dr. Tomas Paus Population Neuroscience & Developmental Neuroimaging

J. Hanigsberg introduced Dr. Tomas Paus who is a Distinguished Senior Scientist and Director of the Population Neuroscience & Developmental Neuroimaging Program at Holland Bloorview Kids Rehabilitation Hospital and Professor of Psychology and Psychiatry at the University of Toronto. T. Paus joined the Bloorview Research Institute team in July 2018. T. Paus' presentation focused on his work with detailed information about the brain, genes and environment. Most recently, after his move to Holland Bloorview, there have been a number of new findings being generated including the identification of new genes involved in brain development, the role of stress in shaping brain maturation and aging across the lifespan, and the similarities and differences in the cortical architecture across six different brain disorders. J. Hanigsberg asked about the appeal to come to Holland Bloorview and how his work is impacting research here. T. Paus shared that his research has focused mainly on typical developing adults and research at Holland Bloorview opens up a range of possibilities and allows for scientific variability, especially with the building of the new MRI Unit which could lead to new treatments. A. Kaplan commented on the terrific work T. Paus is doing with the Population Neuroscience and Developmental Neuroimaging program. A. Kaplan asked how much of T. Paus' work utilizes structural MRI versus functional MRI. T. Paus shared that 80% of his work utilizes structural MRI which shows the brain structure and composition and 20% of his work is with functional MRI which measures changes in brain activity.

Opening Remarks from the Chair

W. Onuwa thanked the management team for all of the work during December. J. Hanigsberg shared the in-patient census was at 95-105% of our funded capacity during the holiday season with an increase number of infant patients with medical complexity. J. Hanigsberg expressed gratitude to the entire team for positively meeting challenges that have come to Holland Bloorview. W. Onuwa acknowledged J. Hanigsberg heading into her 6th year of leadership and thanked her for the amazing work. W. Onuwa congratulated management on being recognized for the 10th consecutive year as one of Greater Toronto's Top Employers 2020 and one of Canada's Most Admired Corporate Cultures for the third cycle. W. Onuwa reviewed the contents of the folders and reminded Trustees to sign up for Family Advisory and Quality Committee meetings. W. Onuwa shared that beginning in February P. Harpula will be sending a doodle poll link to sign up for the Committee meetings.

Declaration of Conflict of Interest for Meeting

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.

1.0 Consent Agenda

W. Onuwa shared that after the President & CEO Report, we will move to New Business then Business Arising and Reports. The Chair asked for a Motion to approve this change in the Agenda and the Consent Agenda as pre-circulated. M. Rappolt asked for clarification on the Business and Audit Committee report stating that the hospital received an additional 1% in one-time funding from the Ministry of Health. B. Rubashewsky noted that we received this in the fall and E. Dinino shared that the 1% will flow to base funding.

MOTION: It was MOVED by Catherine Roche and SECONDED by Jean Lam that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the change in the Agenda and the remainder of the Consent Agenda of January 15, 2020 as pre-circulated.

- 1.1) Agenda for meeting of the Board of Trustees January 15, 2020(as amended)**
- 1.2) Minutes of the meeting of the Board on November 20, 2019**
- 1.3) Board Standing Committees' Report January 2020**
- 1.4) Credentialing - Dr. Danielle Baribeau**

C. Roche/J. Lam

CARRIED

2.0 President & CEO Report

2.1 President's Report to the Board – January 2020

J. Hanigsberg thanked the Trustees for the helpful feedback on the President and CEO Report provided at the Board Retreat. J. Hanigsberg noted the report will have more of a focus on how strategy is progressing while not losing the opportunity to share the operational work. J. Lam asked for an expanded explanation on the draft future state system model. J. Hanigsberg shared that a number of leaders, including CEO's of Ontario's children's hospitals, have come together to develop advice to provide to the provincial government on the evolution of maternal, newborn, child and youth provincial assets and healthcare in light of the government's healthcare transformation work. J. Hanigsberg shared an example of the Children's Hospital of Eastern Ontario (CHEO) and their proposed regional children's health hub in Ottawa/Eastern Ontario. They brought together 79 child and youth health providers to be a team and the Ministry has funded their proposal but they are not called an Ontario Health Team (since those structures are required to be regional as well as lifespan). J. Hanigsberg shared next steps of finalizing ideas, meeting with the Ministry of Health and broader consultations. C. Wood asked about transitions and access. J. Hanigsberg shared the transitions strategy is moving into its' fourth year (out of five). The strategy is focusing on sustainability and providing social supports, connections and funding opportunities. J. Hanigsberg noted the Transitions team will come present their work at a future Board of Trustees meeting. J. Hanigsberg shared that in regards to access and wait times, most of the wait times are within Ambulatory Services. However, within in-patient the team is providing just in time access where 80% of the clients are from SickKids. J. Hanigsberg noted this may be a case where partnering within the system becomes important.

3.0 New Business

3.1 Strategy Check-in

J. Hanigsberg thanked the Trustees for the focus and attention on the Strategy Check-in portion of the Board Retreat. It allowed for thoughtful guidance to narrow the scope and make choices. J. Hanigsberg walked the Trustees through the No boundaries Strategy Check-In and 2020-2022 Priorities brochure with a focus on the three priorities: Quality, safety, and excellence; research and academic input; thrive together. J. Hanigsberg provided examples of the work that aligns with each of the priorities. Within Quality, safety and excellence Holland Bloorview is launching a "Caring Safely" framework (using the framework of high reliability through the Solutions for Patient Safety network) as well as looking at strategic partnerships for clinical and corporate pathways. Under Research and academic impact, Holland Bloorview is linking academic research to policy and practice. For example, T. Chau's work with Brain Computer Interface, which only took place in a lab, is now being implemented through a clinical program at Holland Bloorview in partnership with Alberta Health Services. Within the third priority, Thrive together, Holland Bloorview is launching its People Plan under a restructured department named people and culture with two main streams: 1) talent, acquisition and engagement and 2) organizational transformation and effectiveness. B. Cooper asked about measuring success and receiving feedback from staff. J. Hanigsberg shared the People Plan is

still in its launch phase and there are plans to send a feedback survey to all staff. A. Kaplan commented on the importance of the third pillar and J. Hanigsberg agreed that the Thrive plan is an enabler to quality, safety and excellence.

3.2 Equity Diversity and Inclusion Policy and People Plan

T. Millar and M. Sikand presented the People Strategy “Thrive Together” which integrates equity, diversity and inclusion and bases its work on the No Boundaries Strategy Check-in 2020-2022 Priorities as well as data collected through employee engagement surveys and outreach to staff. Through the People Plan, Holland Bloorview will advance our organization as a compassionate and healthy workplace; nurture and retain people through enhanced personal and professional development; attract, reward and retain the right people for the job; explore agile staging models to maximize access to services and enhance staff experiences. B. Cooper asked about the Leadership Academy. T. Millar shared the Academy is linked to the emerging talent program and that there are opportunities to look at partnerships with other Toronto Academic Health Science Network (TAHSN) hospitals to encourage potential leaders. J. Hanigsberg asked the Trustees to provide advice on how to make the People Plan live. C. Roche commented that continuing to collaborate with leaders and stakeholders is key to the success of the Plan. S. Jorisch suggested finding ways of recognizing teams and individuals. M. Rappolt asked about the reaction to the structure changes. T. Millar shared the announcement went out on Monday January 13, 2020 and there have been numerous discussions with staff and linking the changes back to the strategy. Staff have mentioned to T. Millar that they are excited for the partnerships that will form with the new structure changes. A. Whyte-Novak asked if there were any immediate changes the staff could see with the People Plan. T. Millar shared that the community of practice is something staff have asked for and she sees it spreading across the hospital fairly quickly. M. Johnson asked how the People Plan will be measured. J. Hanigsberg noted an Employee Engagement survey will be sent out in November 2020. W. Onuwa thanked T. Millar and M. Sikand for their work and look forward to the updates.

MOTION: It was MOVED by Catherine Roche and SECONDED by Carol Cowan-Levine that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Equity Diversity and Inclusion Policy and People Plan.

C. Roche/ C. Cowan-Levine

CARRIED

4.0 Business Arising

4.1 Board Profile

P. Puri asked the Trustees for approval of the Board Profile. The Profile will be utilized for recruitment purposes and sets out the areas of expertise the Governance Committee will focus on in light of the strategic plan and external system changes.

MOTION: It was MOVED by Marg Rappolt and SECONDED by Bruce Cooper that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Board Profile.

M. Rappolt/B. Cooper

CARRIED

4.2 Board Matrix

P. Puri asked the Trustees for approval of the Board Matrix. P. Puri thanked the Board for their feedback at the Board Retreat. The content has been streamlined and the format has changed slightly. The Governance Committee will collect data from the Matrix to see where the gaps are within the hospital Board. C. Roche shared that the Matrix captured the discussion from the Board Retreat and asked about cyber security. J. Hanigsberg noted that cyber security is included within the digital and data category. S. Jorisch shared that the Matrix is now a more useful tool. P. Puri welcomed views from the Board of Trustees on utilization of the Matrix. M. Johnson suggested the Matrix be used to measure for gaps.

MOTION: It was MOVED by Marg Rappolt and SECONDED by Bruce Cooper that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Board Profile.

M. Rappolt/B. Cooper

CARRIED

4.3 Nominations process for Chair and Vice Chair of the Board

J. Lam shared that W. Onuwa will be finishing his term as Chair in June 2020. J. Lam noted the process for nominations of Chair and Vice Chair of the Board is open. Upon approval, the current Vice Chair M. Rappolt will move into the role of Chair. J. Lam shared P. Puri expressed interest in the Vice Chair position. If there are other nominations, please contact J. Lam before February 29, 2020.

5.0 Reports

5.1 Research, Teaching and Learning Committee Report (Research)

Due to time constraints, the report will be deferred to a future meeting.

5.2 Quality Committee Report

C. Cowan presented the Quality Committee report. There were no questions at this time.

5.3 Medical Advisory Committee Report

G. Milo-Manson presented the Medical Advisory Committee report. There were no questions at this time.

5.4 Foundation Report

S. Hawken reported six updates: 1) Capes for Kids will be in its' fourth year and running from March 2-8, 2020. Foundation staff will be in contact with the Trustees to begin the registration process. Sponsorships are still available - thank you to C. Roche and B. Cooper for facilitating the BMO and TD Bank sponsorships; 2) Evening of Possibility fundraised \$1.1 million. 3) Prime Quadrant chose Holland Bloorview as their choice organization which will completely fund the Centres for Leadership grants. 4) Trustee giving is at close to 100%--look forward to finalizing to achieve that target; 4) Upcoming salon is being held with J. Hanigsberg and three researchers. 5) The new Alumni strategy has been launched to reach out to past BRI trainees as leadership giving prospects. T. Chau is matching all gifts up to \$100K; 5) The Dear Everybody Agreement has officially been signed by: BMO, CIBC, TD, Scotiabank, General Mills, Toyota Canada, Capital One, Globe and Mail, Corus; 6) S. Hawken was part of the Leader's Circle for the National Day of Conversation on Sexualized Violence in the Charitable Sector.

7.0 Adjournment

The Board Meeting adjourned at 8:00 p.m.



William Onuwa
Chair, Board of Trustees
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