



Board of Trustees Meeting
MINUTES of Meeting
Wednesday, November 20, 2013
6:00-8:00 p.m. Room 5E100
150 Kilgour Road, Toronto, ON

Present: J. Hanigsberg, Chair G. Black R. Carmichael L. Hicks R. Cranston
C. Hopper C. Hunt S. Jarvis M. Kardos Burton J. Kustec
J. Lam R. Laxer R. McLeod G. Milo-Manson J. Morrison
T. Muir W. Onuwa H. Ort L. Torneck

Sr. Management: T. Bailey T. Chau J. Hunter D. Kline J. Schleifer Taylor
B. Sybring

Guests: J. Anderson O. Szabo M. Walkington L. Williams

Recorder: B. Webster

The Chair called the meeting to order. She invited S. Jarvis to introduce our guests for the education session on "Ethical Decision Making at Holland Bloorview". Laura Williams is the Director of Client and Family Integrated Care. She has provided leadership in developing strategic partnerships to ensure the success of organizational client-centredness. James Anderson, Clinical and Research Ethicist joined Holland Bloorview in June 2013. James holds a Masters in Health Administration and a PhD in Philosophy. He reports to L. Williams and works 2 days / week splitting his time between the hospital and the Bloorview Research Institute.

J. Anderson reviewed the Bioethics Service at Holland Bloorview indicating that we currently have 30 Bioethics Facilitators trained throughout the hospital and we conduct an average of 75 consults per year. The Facilitators include frontline staff, managers, youth and parents. Two ethics frameworks are utilized – one geared towards clinical ethics (The IDEA framework) and the other towards organizational ethics (A4R or Accountability for Reasonableness). Case studies were provided to illustrate how issues are resolved in each framework. Having a link with the Research Ethics Board has been very helpful.

J. Hangisberg thanked L. Williams and J. Anderson for their informative presentation.

The Chair called the meeting to order.

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

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 asked for a Motion to approve the Consent Agenda as pre-circulated.

A MOTION for the Board of Trustees to approve:

- 1.1 Agenda – November 20, 2013**
- 1.2 Minutes – October 10, 2013**
- 1.3 Board Standing Committees Report – November 2013**

was made by Harry Ort, and seconded by Christopher Hopper. The MOTION was CARRIED.

2.0 President & CEO Report

S. Jarvis presented the President and CEO Report and asked if there were any questions. She indicated that we are still awaiting the final report from the External Nursing Review and we are also still awaiting a decision on our appeal for a small funding increase from the TC LHIN for 2014/15. In response to a question regarding the recently announced LHIN Review, she indicated that we will be guided by the OHA and take our direction from them.

The 'Inspire Our People' report highlighted the 3 prestigious awards we have received so far this year. Judy Hunter was asked to announce a 4th award of which we just received notification. Holland Bloorview has been recognized as one of Canada's 10 Most Admired Corporate Cultures. We were one of 2 hospitals to receive this award which recognizes best-in-class Canadian organizations for having a culture that has helped them enhance performance and sustain a competitive advantage. S. Jarvis thanked J. Hunter for the outstanding submission on our behalf.

3.0 Business Arising

3.1 Board of Trustees Retreat Evaluation

R. Cranston presented the summary of evaluations from the Board Retreat. The positive comments clearly indicate that the Retreat was a success.

4.0 New Business

4.1 Board Work Plan 2013-2014

R. Cranston presented the 2013-2014 Board Work Plan. This is an exercise that the Governance Committee undertakes annually with each Board Committee. The Work Plan is used as a guide when planning each month's Board agenda.

MOTION: It was MOVED by Tom Muir , and seconded by Mary Kardos Burton , that the Board of Trustees approve the recommendation from the Governance Committee for the 2013/14 Board Work Plan as pre-circulated.

Muir/Kardos Burton

CARRIED

The question was raised regarding how the Board evaluates risk. S. Jarvis explained that today's Quality Committee meeting included a report on HIROC and Enterprise Risk Management. That report will come to the Board in December. After some discussion Trustees requested that we include dedicated time on the next agenda to allow for a more fulsome discussion on risk by the full Board in addition to the Quality Committee report.

4.2 Research, Teaching & Learning Committee (RTL) Terms of Reference (Draft)

J. Kustec referred to the pre-circulated draft Terms of Reference for the new Research, Teaching and Learning Committee. He reported that the Research Advisory Committee is recommending that a new committee with new membership be created integrating the Teaching & Learning Institute with the Bloorview Research Institute.

MOTION: It was MOVED by Robert Cranston, and seconded by Tom Muir, that the Board of Trustees approve the Terms of Reference for the Research, Teaching and Learning Committee as pre-circulated.

Cranston / Muir

CARRIED

4.3 Governance Quality Indicators Monitored by the Board of Trustees Report

R. Cranston referred to the Governance Quality Indicators Report for the period September 1, 2012 – June 30, 2013. He noted that several indicators were below target. The Governance Committee recently discussed strategies on how to get to target on each of these and the reasons for some of the low numbers. For 'Attendance at Board Meetings' he acknowledged that we will be below target if a Trustee misses more than 2 meetings / year. For attendance at some of the committee meetings, the 'n' is very small in some cases so it is easy to get below target quite easily. He indicated that next

Holland Bloorview Kids Rehabilitation Hospital

year's report will include an indicator for 'Attendance at Family Advisory Committee Meetings'. It was suggested to monitor the numbers more frequently and to bring this report back to the Board for review quarterly.

MOTION: It was MOVED by Harry Ort and seconded by John Kustec, that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Governance Quality Indicators Report to the Board as pre-circulated.

Ort / Kustec

CARRIED

There was discussion regarding the trend being seen of hospitals shifting to 6-8 meetings per year as opposed to 10. We will get more information on how often other hospitals boards meet.

4.4 Policy – Meeting without Management (Revised)

R. Cranston referred to Board Policy BG-082 Meeting without Management. He indicated that it is becoming better practice to have meetings without management at the end of each Board meeting. The CEO is present at the beginning of each meeting without management and then leaves the room. The Chair discusses the outcome of the meeting with the CEO. It is not considered a Board meeting and no minutes are taken – it is seen as more of an informational meeting.

Much discussion ensued regarding the purpose of these meetings versus 'In Camera' or Closed meetings and the potential for risk. Many Trustees felt it was not common practice and were unclear of the value-add. It was noted that it is common practice in both the university and corporate sectors.

R. Cranston reminded Trustees that we currently have a policy on 'In Camera' meetings that clearly states its purpose. The Chair tabled the discussion and noted that this item along with a copy of the policy on 'In Camera Meetings' will be discussed at the next Board meeting.

4.5 Financial Statements to September 30, 2013

C. Hunt presented the financial statements to September 30, 2013. Our operating position improved significantly from the last report of the first quarter due to the impact of vacation accruals and efforts across the organization to manage deficits. As well, revenues were received from Plexxus and work done being done in Qatar. The Business & Audit Committee will continue to keep a close eye on the financial statements.

MOTION: It was MOVED by Jean Lam and seconded by Cally Hunt, that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Financial Statements to September 30, 2013 as pre-circulated.

Lam / Hunt

CARRIED

5.0 Reports

5.1 Quality Committee Report

R. Laxer reviewed the Quality Committee Briefing Note. He noted that the discussion at today's meeting focused on indicators and targets. He reported that indicators are chosen based on a number of drivers – Holland Bloorview, HSAA and QIP and that we are always striving for best practice. He explained that there have been times when the Quality Committee questioned the targets as in the case of access and wait times. The target was set at 182 days and it has been kept at that time to ensure sustainability. The hand hygiene target was set at 95%. Although the expectation should be 100% compliance we know that it is not typically achievable. Holland Bloorview has consistently scored very well in this area especially compared to other Toronto hospitals (i.e. Mt. Sinai 81%, Sunnybrook 87%, St. Mikes 65%, SickKids 83%). The Quality Committee feels that the targets are aggressive but achievable and sustainable.

5.2 Performance Scorecard for Q2

S. Jarvis reviewed the Performance Scorecard for Q2. On pg. 2, 'inpatient days' is a red flag. Analysis has revealed that this is due to the summer quarter when it is traditionally a quieter time in the hospital. We currently don't account for this in the Q2 report but will aim to build that in next year. This number is also affected by clients that get discharged temporarily to go home for the weekend for a variety of reasons as we continue to hold the bed until their return. The senior team will do further work to better explain the reason for the low inpatient days.

Outpatient attendances received a yellow flag. Again this is a result lower numbers in the summer months. This seasonal adjustment will be accounted for in next year's report.

5.3 Medical Advisory Committee Report

G. Milo-Manson presented the report from the Medical Advisory Committee. The Quality Committee has suggested that going forward 'Transfers Out' need not be reported on unless there was a significant issue to report.

5.4 Foundation Report

T. Bailey was congratulated by Trustees on the success of The Evening of Possibility event held on November 18th. T. Bailey reported that it was a record breaking night – the gross revenue was \$585,000 with a net of \$500,000. She thanked C. Hunt and BMO for their generous contribution to the event.

She reported on the Change for Kids campaign. They sold as many cards and had the same number of PIN code entries as last year. There was no significant increase in sales from last year. The team will continue to look at ways to improve for next year.

6.0 Fill out Meeting Feedback Form

The Chair asked Trustees to complete the feedback form in their folders.

7.0 Adjournment

The Chair asked for a Motion to adjourn the Board of Trustees meeting of November 20, 2013.

MOTION: It was MOVED by John Kustec, and seconded by Janet Morrison, that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the adjournment of the Board of Trustees meeting held November 20, 2013.

Kustec / Morrison

CARRIED

The In-Camera meeting of the Board began at 8:00 p.m.

8.0 Date of Next Meeting

**Wednesday, January 15, 2014, 6:00- 8:00 pm
Room 5E100, Holland Bloorview, 150 Kilgour Road**

*Julia Hanigsberg, Chair
Board of Trustees*

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