

Holland Bloorview Board of Trustees

MINUTES of Meeting

Wednesday, January 17, 2018

6:00-8:00 pm

Holland Bloorview, Room 5E100

Present:	M. Ballantyne C. Hunt G. Milo-Manson M. Rappolt	B. Cooper M. Johnson W. Onuwa S. Smile	C. Cowan-Levine A. Kaplan H. Ort L. Torneck	J. Hanigsberg J. Lam P. Puri (via teleconference) C. Wood	L. Hicks A. Maharaj
Sr. Management:	T. Chau	S. Hawken	D. Savage	B. Sybring	S. Wong
Regrets:	T. Millar	T. Muir			
Guests:	E. Anagnostou N. Tanel	D. Beal S. Wong	E. Berezovskaia	K. Dewhirst	S. Pagura
Recorder:	B. Webster				

Call to Order

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

Opening Remarks by Chair

C. Hunt welcomed everyone to the meeting. She announced that the Capes for Kids campaign will run from March 5-11, 2018 and the hope is for all trustees to participate. Foundation staff are available to support in any way to help us reach our goal.

She reminded trustees to complete their feedback forms after each meeting. The summary of evaluations from last month's meeting was reviewed at the last Governance Committee meeting and it was noted that not everyone completed their form. Going forward, feedback forms will be emailed to any Trustee joining by phone.

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

MOTION: It was **MOVED** by Jean Lam and **SECONDED** by Mark Johnson that the Board of Trustees of Holland Bloorview Kids Rehabilitation Hospital approve the Consent Agenda of January 17, 2018.

- 1.1) *the Agenda for meeting of the Board of Trustees January 17, 2018*
- 1.2) *the Minutes of the meeting of the Board on December 13, 2017*
- 1.3) *the Board Standing Committee Report for January 2018*
- 1.4) *Credentialing – Dr. Lucia Capano and Dr. Yili Wang*

Lam / Johnson

CARRIED

2.0 President & CEO Report

J. Hanigsberg reviewed her report. She indicated that she recently attended a Kids Health Alliance (KHA) strategy session to identify priorities for the coming year. She will provide an update to Trustees at a meeting in the coming months. KHA has hired a new Executive Director who visited Holland Bloorview today to meet with the senior management team.

Last Friday was the 3rd year anniversary in her role as President & CEO. She thanked the Board for this incredible opportunity and for all of their support.

A question was raised regarding the new mental health “Wellness Hubs” and whether leads have yet been identified. D. Savage explained that we have put our name forward. More information will be shared with the Board as it becomes available.

With regards to the changes for age of referral for children with cerebral palsy, the question was asked if there will be an impact on workload volume. G. Milo-Manson responded that although we don't anticipate a significant impact, we will be monitoring volumes.

3.0 New Business

3.1 Revised Corporate and Credentialed Professional Staff By-laws – By-law NO. 2017 1

Last spring the Governance Committee undertook the review of the Hospital By-laws. Counsel were retained to advise the Hospital. As required, the Medical Advisory Committee approved the revised Credentialed Professional Staff By-laws at their January meeting. The Governance Committee recommended by the Administrative and the Credentialed Professional Staff By-Laws to the Board for approval.

J. Hanigsberg explained that we are required to bring the revised by-laws to the Board for approval first and then to a Special Meeting of Members. The changes are predominantly modernization of language and consistency of practice in alignment with the other Toronto Academic Health Science Network (TAHSN) hospitals.

MOTION: It was MOVED by Jean Lam and seconded by Bruce Cooper that the Holland Bloorview Board of Trustees approve the revised Administrative and Credentialed Professional Staff by-laws, as recommended by the Medical Advisory Committee and the Governance Committee.

Lam / Cooper

CARRIED

3.2 Commercialization Strategy

T. Chau introduced Sharon Wong, Holland Bloorview's new Director of Commercialization. He explained that an internal review of commercialization was conducted in early 2017 which determined that internal capacity was required to support commercialization at Holland Bloorview. The Director's role will be responsible for integrating technology transfer across the hospital, providing commercialization consultation, and business development expertise.

S. Wong explained that the commercialization mandate is to get Holland Bloorview's innovations into the hands of the people who need them. The mandate closely aligns with strategic domains of impact Discover for Action and Connect the System and with strategic enabler Mobilize People and Teams. Her role consists of 2 parts:

- Support day to day – logistics, education and relationship/industry partnership
- Lay the groundwork/foundation for a Commercialization Zone

One of her priorities is to find balance between revenue/sustainability and providing the best service to the Bloorview Research Institute.

A Commercialization Advisory Council has been created that will provide vision and guidance and promote and connect with industry and community at large. The Council will meet quarterly and its membership includes 2 Family Leaders. A mission and vision have been drafted and their next meeting will focus on building out a strategic roadmap of long and short term goals.

Discussion included how to strike the balance between providing access to Holland Bloorview innovations and generating revenue. The Chair thanked S. Wong for her presentation and indicated that the Board looked forward to future reports and updates on progress.

3.3 Plan for Investment and Implementation of a Research MRI

P. Puri explained that the Research, Teaching & Learning Committee had an excellent discussion at their recent meeting. The Committee reviewed the risks, costs and recovery and unanimously agreed to bring this item forward to the Board for approval. M. Rappolt explained that the Business & Audit Committee also had a fulsome discussion at their last meeting and unanimously endorsed the proposal for recommendation to the Board.

T. Chau, Senior Clinician Scientist, Dr. Evdokia Anagnostou, and Clinician Scientist Dr. Deryk Beal explained the importance of MRI in academic health sciences, for the Bloorview Research Institute's priority fields of study, as well as for retention and recruitment of scientists.

N. Tanel, Business Operations Manager, reviewed the proposal from the perspective of physical space, cost and risk. The initial capital investment and operating deficit until the MRI achieves full utilization/cost recovery will be funded through the Foundation's current BRI Growth plan fundraising campaign. Once full utilization has been achieved (expected in year 4), the majority of the operating costs will be covered through the research grant funding. The remainder will be covered through industry partnerships. The facility requires approximately 1800 sq. ft. Two spaces in the lower level of the hospital have been identified as optimal as they are easily accessible for all users and able to accommodate all functional requirements of the equipment. The team is confident that the initial investment cost including construction, equipment and upgrades would not exceed \$8.2M. The current analysis is to have the MRI suite operational by April 2020.

MOTION: It was MOVED by Bruce Cooper, and seconded by Carol Cowan, that the Holland Bloorview Board of Trustees approve the recommendation from the Research, Teaching & Learning Committee for the plan for investment and implementation of a Research MRI.

Cooper / Cowan

CARRIED

3.4 2018-2019 Quality Improvement Plan

S. Pagura explained this is one of three discussions at the Board before approval is required in March. Health Quality Ontario (HQQ) recommends many indicators for consideration. There is one new mandatory indicator this year – number of workplace violence incidents. HQO also recommends that each organization's quality improvement initiatives are driven by and aligned with the priorities of the hospital's strategic plan.

She highlighted a new feature in our process this year. Our Family Leader Accreditation Group has evolved into the Quality and Safety Family Leader Specialists who will lead engagement conversations with other families and youth and be seen as full partners in all change plans. They will also participate in 'Inpatient Walkabouts' along with staff from Quality, Safety & Performance. Family Leaders along with a Youth Leader will be involved in exploring new access measures using design thinking methodology in concert with our Centre for Leadership in Innovation. Cross functional groups will be created with clinical and non-clinical staff to think in different ways to co-design change initiatives, and develop better metrics.

S. Pagura reviewed the upcoming timelines. On February 7th, a joint meeting of the Quality Committee and the Business & Audit Committee will meet to review the proposed indicators including those tied to pay at risk for executives. Trustees who are looking for a more detailed discussion than will be possible at the Board are encouraged to attend this meeting.

Final review of indicators, targets and compensation will take place at the March 21st Board meeting.

4.0 Reports

4.1 Quality Committee Report

L. Hicks presented the Quality Committee Report. She highlighted the excellent patient story that was brought to the committee. It focused on the impact of a clinician going above and beyond to help a family dealing with significant stresses and the huge difference it made in their lives.

4.2 Medical Advisory Committee Report

G. Milo-Manson reviewed the Medical Advisory Committee report. She noted that it was reviewed in detail at the Quality Committee meeting today.

She noted one incident that resulted in a good catch – expired formula was found on one of the units. Fortunately it did not reach a client. It resulted in more frequent audits on these types of items.

4.3 Foundation Report

S. Hawken updated the Board on a number of highlights related to the Capes for Kids campaign. This year we have 2 sizes of capes – Adult and a small size for children and wheelchair users. On March

5th, the CN Tower will be lit up in red; Eaton Centre is helping with the launch; more community partners this year with over \$100,000 already raised. Foundation staff is available to visit schools, teams or workplaces to help grow participation.

5.0 Adjournment

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

*Cally Hunt, Chair
Board of Trustees
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