

<b>Chair / Acting Chair:</b>	Ms. Betty-Lou Souter
<b>Minutes taken by:</b>	Christine Wignall
<b>Appointed record custodian:</b>	Christine Wignall

**OPEN SESSION**

**Voting Trustees:** Ms. B.L. Souter, Mr. B. Lawler, Mr. P. DiPaola, Ms. A. Atkinson, Ms. A. Carter, Mr. J. Rollo, Ms. R. McDonald, Ms. H. Irwin, Mr. F. Bagatto, Ms. M. Woodhead

**Non- Voting Trustees:** Dr. D. Ceglie, Ms. J. Hansen, Dr. G. Arvinte, Dr. W. Reimer

**Also Present:** Dr. Z. Ismail, Mr. B. Smith, Sister L. Dillon, Ms. K. Stranges, Ms. K. Manzi, Mr. R. Mauro

**Regrets:** Ms. N. Medulun-Burke, Bishop G. Bergie

**Guests:** Mr. Mark Reynolds, Director of Planning, Capital Expansion Project  
Ms. Saleemeh Abdolzahraei, Strategic Initiatives Associate, Capital Planning & Redevelopment

Land Acknowledgement Statement:

*Let us take a moment to recognize and show our respect for the Indigenous Peoples on whose land we live and work. Hotel Dieu Shaver Hospital is situated on treaty land in Niagara. This land is steeped in the rich, traditional history and is the territory of Anishinaabeg (ah-ni-shi-nah-bay), Haudenosaunee (hoe-D-no-show-knee), and Attawandaron (atta-wan-da-ron) peoples. This territory is covered by the Upper Canada Treaties and the Dish with One Spoon Wampum Agreement. We recognize and deeply appreciate their historic connection to this territory and the contributions of Métis, Inuit, and other Indigenous peoples, in both shaping and strengthening the community in which we all live. May we continue to reconcile and flourish collectively.*

**Decision Making Matrix / Reserved Powers**

The Corporate Decision Making Matrix and Reserved Powers of the Members of the Corporation are included in the package for information and reference.

**1. Call to Order & Opening Prayer**

The meeting was called to order. Quorum was achieved. Sister Louise opened the meeting with a prayer.

The meeting is held virtually this month due to an influx of communicable viruses.

### **Approval of the Meeting Agenda**

**Motion**            **Moved by:**            **Ms. R. McDonald**  
                         **Seconded by:**        **Ms. A. Atkinson**

**“That the meeting agenda be approved.”**

**CARRIED**

### **Declaration of Conflicts**

This item allows trustees the opportunity, based on the approved agenda, to express conflict of interest with any items. No conflicts were expressed at this time.

### **Presentation – HDS Rehab Capital Update**

Mr. Mark Reynolds and Ms. Sal Abdolzahraei were introduced and welcomed to the meeting. In preparation for Board endorsement for the submission of the Stage 1.3 Functional Program to the Ministry of Health in March 2026 and to request the Stage 2 Grant, a presentation of upcoming tasks and updates was completed. The draft Functional Program will be shared with the Board for review and feedback in January and a motion to approve will be presented in February. It is anticipated that the Ministry will review the submission over a 6-month period.

User group space planning sessions, including site visits to other facilities, have taken place. Future bed numbers for the expansion total 190 beds.

Early test fits for location of the new hospital on HDS land were presented. With regard to planning for required approvals, the hospital is building strong relationships with the City of St. Catharines, Niagara Region, and Niagara Escarpment Commission and pre-meetings for preliminary discussion are being planned.

The last full property survey was done in 2007, and a new map is needed for accurate placement and cost estimates. Archeological and Cultural Heritage assessments are underway and Indigenous Nations with Treaty Rights are monitoring in case of early findings.

Environment and Ecological reviews to study the escarpment stability for a large building and study the wooded areas and wildlife habitat are required for Niagara Region approval. The Geological & Hydrogeological study conducted in November revealed that the topsoil is shallower than anticipated, with only 5-15 feet of topsoil before hitting dolomite – this is positive news for the foundation of the new facility.

The Municipal Engagement Strategy involves meeting with elected officials to strengthen relationships and increase awareness of the project while demonstrating the benefits for all 12 Niagara municipalities.

The Community Engagement Strategy includes numerous components including building trust and confidence, engagement, and building a strong brand.

The total capital cost is \$790,222,758 -- the budget forecast breakdown by Ministry (\$674,842,000) and Hospital Local shares was provided including the approximate estimates for the Foundation Campaign (\$40M), the municipalities (\$54.3M), and Niagara Region (\$20.7M).

The Project timeline was presented, highlighting the target of 2033 for opening date of the new hospital.

The local share plan will be included as part of the 2026 Functional Program submission. As stated, further presentations are planned for January and February 2026 in preparation for required endorsements by the Board of Trustees.

Appreciation was extended to Mark and Sal for the informative presentation, and they were excused from the meeting.

## **POLICY REVIEW**

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### **2. CONSENT AGENDA (includes Minutes, Reports & Information)**

No items within the Consent Agenda were identified to be moved to the Strategic Agenda.

*On a move forward basis, questions that may arise during pre-meeting review of the materials are requested to be submitted to allow staff the opportunity to prepare responses.*

- **Board of Trustees meeting minutes, November 4, 2025**

The minutes were presented, reviewed, and approved through the Consent agenda motion.

<b>Motion</b>	<b>Moved by:</b>	<b>Mr. B. Lawler</b>
	<b>Seconded by:</b>	<b>Mr. F. Bagatto</b>

**“That the Consent Agenda items be approved.”**

**CARRIED**

### **3. Business Arising**

**-CHI Correspondence, October 31, 2025**

Included in the meeting package for information is correspondence from Catholic Health International regarding decisions for committee appointments in accordance with the bylaws and a routine term extension for an at-large trustee.

#### **4. Correspondence:**

##### **Pre-circulated:**

- Daily news
- Letters of thanks/Acknowledgements

There were no letters of appreciation to share at this time.

#### **5. STRATEGIC AGENDA**

##### **Minutes:**

- **Audit Committee minutes, November 18, 2025**
  - Monthly Financial Report, October 2025
  - Balanced Scorecard, September 2025
  - HIRF Update

The minutes dated November 18, 2025, and attachments were presented and reviewed. The Audit Planning Report was presented to the committee by KPMG representatives at the November meeting.

**Motion**            **Moved by:**            **Mr. B. Lawler**  
                         **Seconded by:**        **Mr. J. Rollo**

**“That the Audit Committee minutes dated November 18, 2025, be approved.”**

**CARRIED**

#### **6. Business Arising**

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#### **7. Foundation Report – December 2025**

Giving Tuesday is recognized today, December 2, 2025.

The annual tree lighting was a successful event and appreciation was extended for attending. Photos of the event have been shared with Jim Bradley’s family.

The Snowflakes and Angels Campaign has reached 20% of the goal in the first two weeks. There has been significant media coverage and details were provided of extremely encouraging social media milestone achievements. Attention will focus on the ability for the Hospital and Foundation to sustain

the positive media as the capital expansion excitement increases. Further discussion was held regarding the various social media platforms and the value they each bring, and kudos were extended to Hospital and Foundation PR/Comms team members for their valuable contributions.

HDS Foundation has partnered with the Seaway Mall and will receive all funds from Christmas gift wrapping. Volunteer shifts are available. Many shoppers have stopped by the booth to share positive stories and experiences while at HDS. Ye Old Squire restaurant at the mall will donate \$1 from every item sold from their holiday menu to the HDS Foundation.

The Campaign Steering Committee continues to meet and has developed a short list for leadership roles and cabinet positions and will connect with individuals to obtain commitments. The work is fast-paced and KCI has been complimentary of the committees and the volunteers.

Appreciation was extended by Mr. Rick Mauro to Mr. John Rollo for his time served as liaison between the Foundation and the Hospital Board and he welcomed Mr. Peter DiPaola as the new representative to the role.

## **8. Reports/Other Business**

### **o Leadership Report – December 2025**

The report was presented and highlights provided. The Gentle Persuasive Approach (GPA) training course for staff continues and provides techniques to assist with de-escalation of negative behaviours to ensure a safe environment for patients and staff.

The first major upgrade to the HIS (Millenium) is planned for February 2026. The upgrade will have no adverse visual impacts and will provide enhancements to the system.

Research updates were provided including the ASKmeGOC initiative related to goals of care. The contract is currently under review and a stipend of \$20,000 will be provided to HDS for participation in the initiative with Royal Victoria Regional Health Centre.

HDS Nurse Practitioner, Janice Wright, was recognized for her work as part of a writing and review group in the development and publication of a 3-chapter article on the Canadian Best Practice Recommendations for Recovery and Community Participation following Stroke.

Senior staff participation in professional development activities was provided for information.

### **o Communications/PR Report – December 2025**

Highlights of the report include the Employee, Physician and Retiree Recognition evening held in the Courtyard, and the awarding of the SPIRIT Award noting that it was a wonderful celebration.

A calendar of Christmas activities was provided, and all are encouraged to attend if available. Christmas carols will be sung in the in-patient front lobby tomorrow at 1:30 p.m.