

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

### OPEN SESSION

**Voting Trustees:** Ms. B.L. Souter, Mr. B. Lawler, Mr. P. DiPaola, Ms. A. Carter, Mr. J. Rollo, Ms. R. McDonald, Mr. F. Bagatto, Ms. N. Medulun-Burke, Bishop G. Bergie

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

**Also Present:** Sister L. Dillon, Ms. K. Manzi, Mr. R. Mauro

**Regrets:** Ms. A. Atkinson, Ms. H. Irwin, Ms. M. Woodhead, Mr. Z. Ismail, Mr. B. Smith

**Guests:** Mr. Mark Reynolds, Director of Planning, Capital Expansion Project  
Mr. Donald Chong, Design Principal & Associate VP, HDR

#### 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. Bishop Bergie 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. A. Carter**  
                         **Seconded by:**        **Mr. J. Rollo**

**“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 Mr. Donald Chong were welcomed to the meeting. Dr. David Ceglie introduced Mr. Donald Chong, Design Principal & Associate VP of HDR, noting his illustrious bio and wealth of experience. He expressed his pleasure in working with Mr. Chong and spoke of Mr. Chong’s innovative concepts and his innate understanding of the HDS culture.

An informative presentation was provided in preparation for Board endorsement of the submission of the Stage 1.3 Functional Program to the Ministry of Health by March 16, 2026 and the request for the Stage 2 Grant. Actions completed were reviewed, including well-attended user group sessions, an ecological and environmental survey, a Stage 1 archeological survey and a design workshop. Meetings related to local share regional engagement are ongoing. The design workshop facilitated by the Capital Planning Team and HDR was attended by staff and Patient Advisors who were able to review proposed floor plans, which were designed taking into account feedback from the user group sessions. Throughout the process, staff involvement has been a key component in the project.

The project timeline was reviewed, with Stage 2 targeted for 2026 to 2028, construction 2028 to 2032 and move-in in 2033. The project budget, based on the Functional Program, was presented noting capital costs of \$790,222,758, Ministry share of \$674,842,645 and Hospital Local Share of \$115,380,113.

A summary of the design process was presented by Mr. Chong, sharing aerial views of the location, parameters of the early test fits in the location and a mock-up of the innovative proposed structure. He spoke enthusiastically of the advantages and opportunities of the location, including the unique site elevation and being able to connect with nature in that regard, the importance of being a good neighbour to surrounding facilities, and strategies to create a facility which would not only provide enhanced clinical and rehab services but also be uplifting for patients and staff alike.

The design will incorporate common spaces to offer social interaction and a two storey gym. There will be a loading dock and parking access on lower level. Placement of the building on the site will be a key factor in looking towards the possibility of future expansion.

The PowerPoint presentation and additional capital build documentation will be uploaded to the Board portal. It was suggested and agreed that a sign-off sheet be included to ensure that the information is reviewed by all, leading to endorsement by the Board of Trustees at the February meeting.

In response to a query regarding impact of the design(s) on the overall cost, it was stated that it would be closely monitored and design modifications could ensue as warranted.

Kudos were expressed for the work to date in development of a facility which will represent what the Hotel Dieu Shaver is, its significance in the community and a legacy embracing exemplary patient care and the culture of HDS. Mr. Mark Reynolds and Mr. Donald Chong 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, December 2, 2025**

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

- **Medical Advisory meeting minutes, November 26, 2025**

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

<b>Motion</b>	<b>Moved by:</b>	<b>Bishop G. Bergie</b>
	<b>Seconded by:</b>	<b>Ms. N. Medulun-Burke</b>

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

**CARRIED**

### **3. Business Arising**

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

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

- Daily news
- Letters of thanks/Acknowledgements

A letter of thanks was distributed in the agenda package.

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

##### **Minutes:**

- **Quality Improvement Committee minutes, November 25, 2025**
  - 2<sup>nd</sup> Q 2025/2026 Quality Improvement Plan
  - 2<sup>nd</sup> Q 2025/2026 Inpatient Incident Report
  - 2<sup>nd</sup> Q 2025/2026 Patient Relations Log
  - Inpatient Satisfaction Survey Report April 1, 2025 to October 27, 2025

The minutes dated November 25, 2025 and attachments were presented and reviewed.

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

**“That the Quality Improvement Committee minutes dated November 25, 2025, be approved.”**

##### **CARRIED**

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

- **2026 Trustee Recruitment Update**

A memo regarding Trustee recruitment and the 2025/2026 skill matrix summary were included in the agenda package. Recruitment tools will be launched in early March with a goal to recruit two to three Trustees by the June Annual Meeting. Information on applying to the Board of Trustees will be shared on social media, the HDS website and via the Greater Niagara Chamber of Commerce. Trustees are asked to spread the word if they are aware of suitable candidates who may be interested.

Trustees were encouraged to review the skills matrix as it pertains to themselves and let Ms. Chris Wignall know if any updates are warranted.

#### **7. Foundation Report – January 2026**

It was reported that the Snowflakes & Angels Campaign was extremely successful, resulting in a record outcome of \$155,000. The gift wrapping at Seaway Mall brought in \$6,000 and generated positive

community awareness that Hotel Dieu Shaver provides services for the Region. HDS has been invited to participate in the gift wrapping at Seaway Mall again next year.

The Foundation will be recruiting an Executive Assistant and has received over 200 applications. Four interviews are scheduled for next week.

The Celebrity Cup is scheduled for February 26 and 27 and will incorporate a new Hall of Fame and a raffle. Former Leafs player, Curtis Joseph, will be playing for the first time.

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

### **○ Leadership Report – January 2026**

The report was presented and highlights provided. Efforts are ongoing to increase revenue of the Audiology & Hearing Aid Clinic. Marketing strategies are being explored and exterior signage will be added to the front of the Outpatient Building. Additional signage will be installed to denote five no-charge reserved parking spots for clients of the clinic.

The Ontario College of Pharmacists will be attending HDS on January 30, 2026 for a site visit to assess hospital operational and clinical practices. Mr. Subuddhi Kulkarni, Director of Pharmacy & Quality Improvement, is leading a team of managers and staff in preparation for the visit.

Looking ahead to the next QIP submission to Ontario Health, work is underway on the 2026/2027 Quality Improvement Plan, reviewing past performance and assessing indicators going forward.

The Wound & Skin Audit reflected the exemplary work of the nursing staff. Of note, HDS has not caused a new pressure ulcer in 6 years and the Wound Care Team makes great strides in treating wounds of admitted patients. It was commented that 90% of patients admitted to HDS have pressure ulcers.

The Nurse Scheduling staff went above and beyond before Christmas to share their love of the Grinch theme with a patient who also loves the Grinch, welcoming her to their Grinch-decorated offices and presenting her with related gifts.

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

It was noted that HDS recently received very positive press when an article in The Standard highlighted an inpatient, admitted for rehabilitation, who could not express enough how happy she was to be at HDS, speaking of the cleanliness, friendly staff and excellent patient care.

Ms. Betty-Lou Souter expressed thanks to the staff who worked over the holidays. Christmas paintings on the windows and an overall festive spirit in the hospital were enjoyed by all. Dr. David Ceglie voiced his gratitude to Sister Louise Dillon for ensuring the holiday spirit was evident and to Ms. Wendy Luce for her beautiful decorating in the Chapel. Kudos were also expressed by Dr. Arvinte regarding the inspirational and much appreciated Christmas Day Mass.

- **Communications/PR Report – January 2026**

Highlights of the report included the launching of the Snowflakes & Angels Campaign and remembrance of the late Regional Chair Jim Bradley.

HDS received positive media coverage in the Catholic Health International's The Torch. There have been record-breaking gains in viewership on the website and through social media, i.e. Facebook, Instagram and LinkedIn. Appreciation was noted for the efforts of Mr. Brock Smith, Ms. Katie Stranges and the Foundation Team in promoting media coverage and community awareness.

- **AODA Status Report 2026**

The 2026 Accessibility Plan Status Report was distributed in the agenda package for information. Submission of the report is an annual requirement in conjunction with the provincial initiative to improve opportunities for people with disabilities and to provide for their involvement in the identification, removal, and prevention of barriers that would otherwise prevent their full participation in the life of the province.

The report lists potential barriers that have been identified at HDS and strategies for removal and/or proactive prevention. Once the report is compiled and before submission, HDS Patient Advisors are given the opportunity to review the report and provide feedback.