

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

OPEN SESSION

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

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. M. Woodhead

Guest: Ms. Celeste Bannon-Waterman, KCI

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 followed by a moment of silence in recognition of the recent death of Dr. Robert Stewart, past President, Catholic Health International.

Approval of the Meeting Agenda

Motion **Moved by:** **Bishop G. Bergie**
 Seconded by: **Ms. N. Medulun Burke**

“That the meeting agenda be approved.”

CARRIED

Declaration of Conflicts

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

Presentation – HDS Foundation Capital Campaign Update

Ms. Celeste Bannon-Waterman, Partner at KCI Consulting, was welcomed to the meeting to provide an update on the HDS Foundation Campaign Planning. Since the last time Celeste presented, the campaign feasibility study has been completed and confidential details of the total campaign goal, including municipal funding, were provided. The Campaign timeline and suggested phases were outlined – Foundational Phase, the current phase (Year 1), Leverage Phase (Year 2 & 3), Active Campaign Phase ((Year 4 & 5), and Campaign Close (Year 6). The focus goals of each phase were detailed and key accomplishments to date were provided.

Volunteer roles and timing were highlighted. The Campaign Steering Committee and the Prospect Identification & Evaluation (PIE) Committee have been formed and membership and mandates were outlined. The Campaign Cabinet and Honourary Council will form in later phases and duties were highlighted. The Volunteer Workplan, a high-level overview of outcomes for 2026 and 2027, was presented noting that all campaign activity will be led by the HDS Foundation staff team, in collaboration with HDS leadership and campaign volunteers.

Over the next six months, the following work will be completed:

- Refine and finalize the case for support
- Recruit and engage campaign leadership
- Support local share strategy and advocacy
- Expand and qualify the donor pipeline
- Develop and secure approval of the comprehensive campaign plan

Group discussion was held and highlights include:

- Community and regional support strategy plan will be developed although early communication with various regional leaders has taken place with seemingly positive responses
- The Federal budget, if passed, contains infrastructure dollars
- Taxpayer levy commitments
- The need to maintain optimism with donor list noting that the good reputation of care provided creates a strong support base
- Input can be shared via Angela (a member of the Campaign Steering Committee)

Appreciation was extended to Ms. Bannon-Waterman and she was 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, October 7, 2025**

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

Motion	Moved by:	Ms. A. Carter
	Seconded by:	Ms. H. Irwin

“That the Consent Agenda items be approved.”

CARRIED

3. Business Arising**-Public Attendance at Open Session Board Meetings**

With regard to previous conversation regarding members of the public who may wish to attend the Open session of a Board meeting, it was shared that the hospital website details the process for the public to confirm attendance. Peer hospitals will be contacted to request policy and process documents related to public attendance at Board meetings, which may assist HDS with developing procedural guidelines in the event of any attendance requests.

4. Correspondence:**Pre-circulated:**

- Daily news
- Letters of thanks/Acknowledgements

5. STRATEGIC AGENDA**Minutes:**

- **Audit Committee minutes, October 21, 2025**
 - Monthly Financial Report, September 2025
 - Balanced Scorecard, August 2025

The minutes dated October 21, 2025, and attachments were presented and reviewed. The Balanced Scorecard results remain positive and patient satisfaction continues to be extremely high.

Motion	Moved by:	Mr. B. Lawler
	Seconded by:	Ms. R. McDonald

“That the Audit Committee minutes dated October 21, 2025, be approved.”

CARRIED**6. Business Arising****-HDS Capital Expansion Update**

Rehab Capital User Group meetings were held to review models of care and staffing models. This is exciting work and staff are well-engaged in these sessions.

Various studies including cultural heritage review, furniture and equipment inventory, and utility locates for upcoming ecological and archeological assessments, are taking place this week. The architect firm continues to work through build options due to challenges with the current utility plant lines.

7. Foundation Report – November 2025

The Foundation recently received a bequest and plans will be completed to recognize this significant donation, gifted toward the Parkinson's Rehab Program.

On November 18th, the Snowflakes and Angels Campaign kickoff will be held with the lighting of the tree. The feature patient story was highlighted. The top strand of lights will be lit in honour of Regional Chair Jim Bradley, who was a longstanding supporter of the Foundation. A garden brick will be placed in the Healing Garden in recognition of Mr. Bradley, with his family, friends, council members and staff from his office, in attendance.

Volunteers are welcome to wrap Christmas gifts at the Seaway Mall in Welland as part of the Foundation's 3rd party events and partnerships.

8. Reports/Other Business

- **Leadership Report – November 2025**

The Leadership and Communications/PR reports, including senior staff professional development activities, were presented for information.

Ms. Hansen provided details of the various nursing initiatives including Nurse Practitioner student involvement at the hospital and with the Nursing Professional Practice Council. Work by students and staff on blood work interpretation was detailed. A recent session on new medications and techniques, facilitated by Dr. Anne Braun, for practitioners and nursing staff was recently held. Recently, staff received in-service education on oxygen and various related therapies.

Hotel Dieu Shaver's support of the CIHR Catalyst Grant application was highlighted.

- **Communications/PR Report – November 2025**

Details were provided on a marketing and social media milestone reached noting that HDS has hit over 100K content impressions on Facebook, Instagram and LinkedIn per month for two consecutive months.

Highlights were provided of the incredible work being done in the Augmentative and Alternative Communications (AAC) Department related to AI-based voice synthesis for patients who will lose their voice due to health conditions such as ALS.