MEETING MINUTES
Board of Trustees
Tuesday, October 7, 2025 – 5:00 p.m.
Saranchuk Ground Floor Boardroom & MS Teams

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, Ms. N. Medulun-Burke, Ms. M. Woodhead, 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

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

Regrets: Bishop G. Bergie, Dr. W. Reimer

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 Chair highlighted the book, The Immigrant from Soprapaludo, authored by Mr. Frank Bagatto and encouraged all to read the book. Mr. Bagatto indicated that the book was penned as a family project but it has broader implications and that additional copies are available if desired.

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 – Privacy & Confidentiality

Janice Latam, Director of Health Data & Patient Relations, was welcomed to the meeting and provided an overview of Privacy and Freedom of Information, our responsibilities as providers of healthcare.

Privacy laws in both the public and health sectors were highlighted - The Freedom of Information and Protection of Privacy Act (FIPPA) and the Personal Health Information Protection Act (PHIPA), as well as the office of the Information and Privacy Commissioner of Ontario. The hospital's obligation to protect the privacy of an individual's personal information and the individuals' right to request access to government-held information were outlined noting, under PHIPA, hospitals are the custodians of personal health information. The process to comply with requests for access, the reporting of the access provided, and annual reports and statistics to the Commissioner of Ontario were outlined. Privacy breach reporting examples and requirements, both immediate and point-in-time breaches, and annual statistical breach reporting were detailed.

Ways to safeguard privacy in minutes, work and personal emails, instant messaging, and mobile devices were outlined noting that the Information Privacy Commissioner prohibits use of instant messaging tools and personal email accounts for doing business unless records are retained and stored automatically. Secure email is in place at Hotel Dieu Shaver for the transfer of patient files for legal purposes by Health Records staff. Retention guidelines for emails and records are followed to reduce risk to the organization. Destruction of digital information was discussed.

Cybersecurity trends and types of attacks were highlighted noting mitigation strategies and best practice plans are in place. Consistent staff training, including phishing simulations, appear in staff inboxes as part of the ongoing response testing.

Ms. Latam was thanked for the informative presentation and 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, September 9, 2025**

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

- **Medical Advisory Committee minutes, September 24, 2025**

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

An upcoming software upgrade to the Health Information System was outlined. It was shared that Dr. Michaels has volunteered and will become involved in the HIS medical leadership meetings representing Hotel Dieu Shaver. An application for medical staff privileges was recently received from a recently graduated physician who undertook a residency rotation at HDS.

Motion	**Moved by:**	**Ms. N. Medulun Burke**
	Seconded by:	**Mr. P. DiPaola**

"That the Consent Agenda items be approved."

CARRIED

3. Business Arising

-Trustee Identification Badges

Trustees who have not yet been provided with an identification badge can connect with the CEO to arrange for photo and badge to be issued by Human Resources staff.

4. Correspondence:

Pre-circulated:

- Daily news
- OHA Publication: written by Dr. David Ceglie and CEO of Holland Bloorview Kids Rehab Hospital
- Letters of thanks/Acknowledgements

As part of the advocacy efforts to bring forward awareness and key messages on the value of rehabilitation and complex care by the Provincial Rehab and CCC Network, co-chaired by Dr. Ceglie, a recent publication was shared. The article was co-authored by Dr. Ceglie and Ms. Julia Hanigsberg, CEO of Holland Bloorview Kids Rehabilitation Hospital.

6. STRATEGIC AGENDA

Monthly Board Package variations

With respect to the preparation and varying material distribution of monthly Board packages, the Executive Assistant provided the following information:

Three versions of the Board package are prepared monthly:
- Package prepared for elected (voting) trustees, the CEO and the COS (who attend all three sessions) includes Open, In-Camera #1, and In-Camera #2 agenda and minutes.
- Package prepared for non-voting trustees, Senior Management and support staff includes Open and In-Camera #1 agenda and minutes, for the sessions they attend
- Open session package prepared for the ED Foundation and for any members of the public attending the Open session Board meeting

Trustees were advised that the Board meeting dates are posted on the hospital website and discussion was held regarding public attendance inquiries. The Foundation advised that there is no opportunity for public attendance at Foundation Board meetings.

Minutes:

- **Audit Committee minutes, September 16, 2025**
  -Monthly Financial Report, July 2025
  -Balanced Scorecard, July 2025

The minutes dated September 16, 2025, and attachments were presented and reviewed. The Balanced Scorecard results, specifically occupancy challenges due to isolation requirements, were discussed. Overall the report is positive and patient satisfaction continues to be extremely high.

Motion	**Moved by:**	**Mr. B. Lawler**
	Seconded by:	**Ms. A. Atkinson**

"That the Audit Committee minutes dated September 16, 2025, be approved."

CARRIED

7. Business Arising

-HDS Capital Expansion Update

Due to physical plant and underground cable feeds, the architects have proposed the new build be completed in two phases and have been requested by Senior Management to come back with options for completing the build in one phase only with parameters provided. Discussion was held regarding the proposed facility space and best practice for private patient rooms funded by the government.

Internal user group meetings continue in order to receive input for the Functional Program, which will be submitted to the Ministry before the end of this fiscal year. RFQ's are in process for the following three components:
- Property Assessment (last done before some buildings were moved)

- Ecological Survey (to meet Niagara Escarpment requirements and identify potential building constraints)
- Archeological and Cultural Heritage Evaluation

Details and renderings can be shared publicly to build momentum at the appropriate occasion.

At this time, the project remains on schedule for 2033.

-Board Portal

The opportunity for a further education session on accessing the Board Portal may be provided and as well, trustees are encouraged to contact Brock Smith for assistance with any issues or concerns.

8. Reports/Other Business

- **Leadership Report – October 2025**
- **Communications/PR Report – October 2025**
- **Foundation Report – October 2025**
- **HDS Employee Recognition Event**

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

Foundation Report - In future, the Foundation Report will be listed under a separate numbered heading allowing ample opportunity for the Foundation to present monthly highlights. The Foundation will plan to provide a Campaign update at the November Board meeting as the Campaign Steering Committee and Prospect Identification and Evaluation (PIE) Committee have met.

Other Foundation highlights include:

- The Canada Post strike has impacted newsletter mailers and may impact the Christmas Campaign despite digital communications
- The HDS Foundation battery recycling fundraising program will end October 31, 2025. Since 2010, the program has raised over $200,000. Recognition of Jack Sinke's efforts and contributions to the program will be planned
- Hope in Motion raised over $68,000 net. The Foundation is proud of the fundraiser growth, including participation, over the past few years
- The Christmas tree lighting will be held on Tuesday, November 18th
- In conjunction with Front Row Sports, HDS Spiritwear and gear is being offered in various styles and price ranges
- The Cat's Caboose fundraiser raised $8,000 in chicken wing sales

The HDS Employee Recognition Event, with meal, music and presentations, will be held on-site in the Courtyard on the evening of Wednesday, November 12th, and sponsored by the Staff Appreciation fund.

-The HDS Board acknowledged the guidance and support of recently departed Regional Chair, Jim Bradley and offered sincere condolences to Jim's family and friends.