

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. P. DiPaola, Ms. A. Carter, Bishop G. Bergie, Ms. R. McDonald, Ms. N. Medulun Burke, Ms. M. Woodhead, Mr. F. Bagatto, Ms. H. Irwin

Non- Voting Trustees: Dr. D. Ceglie, Ms. J. Hansen

Also Present: Sister L. Dillon, Ms. K. Manzi, Ms. M. Hatfield, Dr. Z. Ismail, Ms. A. Vander Wier, Mr. B. Smith

Regrets: Ms. A. Atkinson, Dr. G. Arvinte, Dr. W. Reimer

Guests: Ms. Sonali Kohli, EVP, Digital Transformation, Niagara Health
Dr. Ben Tam, Chief Health Information Officer

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.

1. Call to Order & Opening Prayer

The meeting was called to order. Quorum was achieved. Bishop Bergie opened the meeting with a prayer.

A roundtable of introductions was completed with welcome messages extended to Ms. Hatfield, the newly elected Foundation Board Chairperson.

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.

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

Ms. Kohli and Dr. Tam were introduced and welcomed to the meeting. Presentation slides will be available on the Board Portal for future reference.

-Cyber Security

Ms. Kohli briefed the Board on continuous 24/7 cybersecurity monitoring, phishing defenses, access controls, incident response, insurance coverage and exposure, and the need to formalize governance documentation.

-Artificial Intelligence in Healthcare

Dr. Tam described Niagara Health's approach to adopting artificial intelligence through low-risk, high-impact use cases, human oversight, formal governance, continuous validation, and a staged implementation plan, capabilities from a workflow perspective, with MS Co-Pilot established as the hospital's standard general purpose AI tool.

A brief Q&A session was held prior to Ms. Kohli and Dr. Tam being 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, June 9, 2026**

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

- **Medical Advisory Committee minutes, June 24, 2026**

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

Motion **Moved by:** **Ms. N. Medulun Burke**
 Seconded by: **Ms. A. Carter**

“That the Consent Agenda items be approved.”

CARRIED

3. Business Arising

-Catholic Health International annual requirements response letter

The response letter from Catholic Health International regarding annual requirements submitted was received for information.

4. Correspondence:

Pre-circulated:

- Daily news
- Letters of thanks/Acknowledgements

Daily news continues to be circulated and one letter of appreciation was shared.

5. STRATEGIC AGENDA

Minutes:

- **Nominating, Board Membership, Evaluation Committee minutes, August 12, 2026**

The minutes dated August 12, 2026, were presented and reviewed. Recommendations for trustees requiring term extensions were presented.

Motion **Moved by:** **Ms. N. Medulun Burke**
 Seconded by: **Ms. A. Carter**

“That the Nominating, Board Membership, Evaluation Committee minutes dated August 12, 2026, be approved.”

CARRIED

Motion **Moved by:** **Bishop G. Bergie**
 Seconded by: **Ms. M. Woodhead**

“That the Board of Trustees endorses and recommends to the Members of the Corporation, the term for at-large trustees, Norma Medulun Burke, Peter DiPaola, and Angela Carter be extended for 3 years, to June 2029.”

CARRIED

○ **Quality Improvement Committee minutes, September 1, 2026**

The minutes dated September 1, 2026, and attachments were presented and reviewed.

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

“That the Quality Improvement Committee minutes dated September 1, 2026, be approved.”

CARRIED

6. Business Arising

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7. Reports/Other Business

○ **Leadership Report – September 2026**

The Leadership Report was reviewed including letters of support for Niagara College Priority Growth Plans, Master of Science in Physio and OT Program Expansion, and Sepsis AI for Enhanced Recovery Catalyst Grant to support care across the continuum.

Four staff graduated from the Catholic Health International Leadership Formation Program. The staff received certificates recognizing their commitment to leadership development and faith-based health care service.

In collaboration with Brock University, HDS has developed a Memorandum of Understanding for a partnership with the university’s Research Ethics Board (REB). The MOU has been approved by Brock’s legal team and the internal approval processes are underway, with the details going initially to the Mission & Ethics Committee of the Board.

Niagara College massage therapy students continue to provide staff with 15-minute complimentary massages. The hospital will support this program during their Accreditation process.

HDS Managers continue to participate in monthly Leadership Training sessions, reflecting the organization's ongoing commitment to supporting and developing its leaders.

Approximately 300 nursing staff have participated in the Gentle Persuasive Approach (GPA) training and the focus will now move to training allied health and management staff.

Trillium Gift of Life will attend at HDS to review opportunities for the hospital with organ and tissue donation. They will review space, criteria, and policy development for the potential performance of eye enucleation.

Implementation of the new UKG Nursing Scheduling Software is progressing and the system will manage how staff report for work, monitor scheduling rules, and time-off requirements. The system will provide efficiency and improved internal controls in comparison to the current manual processes.

A group of students from Japan pursuing studies in health sciences recently toured the hospital.

Brock University recently provided support in Code Blue simulation training for HDS nursing staff.

Impressive professional development activities during the summer months for Senior Management staff were praised.

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

The September Communications/PR report was presented and reviewed. Highlights of the significant increase in social media engagement and website traffic were shared, demonstrating continued momentum in building awareness and anticipation for upcoming major announcements.

- **Foundation Report – September 2026**

The September Foundation Report was presented and reviewed. Three summer events – the Strawberry Social, a joint Board summer social, and a celebration of the Royal Canadian Legion's 100th Anniversary – were outlined.

The Hope in Motion fundraiser will be held on Saturday, September 19th at Canada Games Park with the opening ceremony at 11:15 a.m. Many new sponsors have joined on and the link to donate to the fundraiser will be shared.

Campaign fundraising progress, along with Campaign Co-Chair and Cabinet appointments, was reviewed, highlighting that \$8 million has been raised toward the overall \$40 million commitment. A generous donation from Mrs. Luce was received prior to her passing and will be recognized through a naming opportunity in the new building.

The Foundation is optimistic regarding the recruitment efforts of a Director of Development and an Executive Assistant.

- 2025/26 SAA Indigenous & EIDA-R Obligations Submission

As part of the annual requirements of the Hospital Sector Accountability Agreement (HSAA), the submission of the Indigenous & Equity, Inclusion, Diversity and Anti-Racism report was completed and shared for information. The HDS DEI Committee has done excellent work building on the organizational culture with a focus on diversity, equity, and inclusion, contributing to better outcomes for all.

An inquiry was made regarding DEI requirements for the Board, noting that although there is nothing specific, it would be considered best practice to provide some training or education similar to the Indigenous Cultural Sensitivity training completed by Managers. This topic will be discussed at the next DEI Committee meeting for recommended training opportunities for trustees.