



Meeting:	Board of Directors
Date:	December 11, 2025
Time:	5:00pm
Place:	Boardroom/Virtual
Our Shared Purpose:	<i>People First</i>

Committee Members in Attendance:			
<input checked="" type="checkbox"/> C. Gilmer, Chair	<input checked="" type="checkbox"/> M. McAllister, VC	<input checked="" type="checkbox"/> M. Noel	<input checked="" type="checkbox"/> L. Orpana
<input checked="" type="checkbox"/> C. Gervais	<input type="checkbox"/> C. Bell-Smith (R)	<input checked="" type="checkbox"/> D. Morrison	<input checked="" type="checkbox"/> B. Nixon
<input checked="" type="checkbox"/> R. Stevenson	<input checked="" type="checkbox"/> S. Anderson	<input checked="" type="checkbox"/> L. Savoy	<input checked="" type="checkbox"/> K. Simmons
<input checked="" type="checkbox"/> M. Cassaday	<input checked="" type="checkbox"/> C. Low	<input checked="" type="checkbox"/> P. Ketov	<input checked="" type="checkbox"/> K. Zimmerman
<input checked="" type="checkbox"/> L. Andrews	<input checked="" type="checkbox"/> R. Riley	<input checked="" type="checkbox"/> K. Everdell	<input checked="" type="checkbox"/> S. Walsh
<input type="checkbox"/> J. Gillard (R)	<input checked="" type="checkbox"/> J. Fleming	<input checked="" type="checkbox"/> D. Perera	<input type="checkbox"/> L. Obomighie (R)
<input checked="" type="checkbox"/> B. Oliver	<input checked="" type="checkbox"/> A. Wright	<input type="checkbox"/> M. Cocchetto (R)	<input type="checkbox"/> M. Cunningham (R)
<input checked="" type="checkbox"/> C. Nasmith (guest)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.	TERRITORIAL ACKNOWLEDGEMENT
	M. Cassaday provided the territorial land acknowledgement.
2.	CALL TO ORDER
	C. Gilmer called the meeting to order at 5:02pm.
3.	EDUCATION SESSION: Freedom of Information and Protection of Privacy Act (FIPPA)
	Courtney Shields, Director, Health Information, Patient Experience and Privacy attended the meeting to provide an education session related to the Freedom of Information and Protection of Privacy Act (FIPPA). The presentation described what FIPPA is, recent legislative updates, as well as the process to access personal information requests. A definition of what constitutes a privacy breach and steps to respond to a privacy breach were also discussed.
4.	CONFLICT OF INTEREST
	No conflict of interest was declared.
5.	APPROVAL OF PREVIOUS MINUTES – October 2, 2025
	The previous minutes of October 2, 2025, were pre-circulated with the agenda package. The minutes of Oct. 2, 2025, were approved on a Motion by D. Morrison and Seconded by M. Cassaday. Carried.

<p>6.</p>	<p>CONSENT AGENDA</p> <p>The consent agenda matters were reviewed. A correction was required to amend the date noted of the meeting on the agenda as well as item #5 (approval of the previous minutes) to change from Oct. 2nd to reflect Dec. 11th.</p> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>On a Motion by M. McAllister and Seconded by L. Orpana the consent agenda matters were approved with correction to the dates noted above. Carried.</p> </div>
<p>7.</p>	<p>NEW BUSINESS</p> <p>7.1 <u>Report from the Board Chair</u></p> <p>C. Gilmer welcomed everyone to the December meeting of the Board, sharing the fall and winter seasons bring tremendous demands to our hospital. Our staff, physicians, and volunteers continue to work tirelessly to care for patients – often while managing their own exposure to colds and flu, and balancing family and social commitments. On behalf of the Board, Cyndi expressed heartfelt thanks for their dedication and commitment as we head into the holiday season.</p> <p>Ontario’s hospitals are facing an exceptionally difficult fiscal environment. Pressures on the system are placing unprecedented strain on boards and management teams. While Ontario hospitals remain the most efficient in Canada, the Financial Accountability Office has projected that the provincial deficit will grow from \$1.3 billion in 2024-25 to \$12 billion in 2025-26. The implications for public services, including health care, are significant. Fiscal constraints will continue to define our operating environment for the near future. As we work through these challenges, the Ontario Hospital Association (OHA) continues to advocate for funding that keeps pace with inflation and population growth.</p> <p>Hospitals are more than care providers. They are leaders in the health system and in their communities. Meeting today’s challenges requires new models of leadership and collaboration. The OHA has suggested that hospitals can <i>serve as anchor institutions</i>-locally rooted organizations that leverage their resources and influence to strengthen community well-being and economic stability.</p> <p>Recently, the OHA’s Health Policy and Applied Research Lab released a brief titled <i>Hospitals as Community Anchors: Adopting an Anchor Mission</i>. It explores how hospitals can:</p> <ul style="list-style-type: none"> • Address social determinants of health through intentional strategies. • Extend their impact beyond hospital walls to improve population health and ease pressures on care systems. • Support employment, housing, food security, sustainability, and procurement – drawing on proven approaches from the U.S., U.K., and Ontario. <p>This research gives us much to consider as we continue our master planning and look toward the future.</p>

7.2 Report from the CEO

S. Walsh provided an update to the Board on key hospital activities. Most notably, is the implementation of the master planning process which began in May 2025 with creation of a master planning steering committee – a multi-disciplinary membership that also includes consultants Agnew Peckham and Cumulus to support this work. Initial focus has been on data gathering and clinical visioning sessions with our internal teams to gain input from those providing care.

We are currently in the community engagement phase guided by a comprehensive engagement strategy using both push and pull tactics including a dedicated page on the nhh.ca website, a survey tool, targeted meetings with key interest holders and virtual forum sessions. The virtual forums focus on three key questions, to guide discussion and to hear what is important to the community. Two virtual forums have been completed, with the next one scheduled for Jan. 28th focusing on outpatient services. Two additional sessions will be arranged on the topics of environmental stewardship and innovation.

Discussions are being held with partner hospitals including PRHC, CMH, and LH. This will be an opportunity to engage them in our master planning process and understand needs and priorities from a system perspective.

Other activities shared is the MDRD construction which has begun, and the new MRI is installed. We are excited to have launched the ED wait time dashboard. The hospital was able to leverage our relationship with PRHC and their Fabric solution to support the dashboard development. S. Walsh noted that this has been the work of many individuals to create and launch the dashboard application.

We are gathering feedback both internally and externally as we review the data for accuracy during this PDSA cycle. The launch was to be able to provide information back to the community. The self-check in kiosk was also launched in the ED and is supported by our volunteers.

C4C (Caring for the Carers) activities have been happening over the past month. The kindness cart, gingerbread house decorating competition and a visit from Santa and Mrs. Claus are planned for December.

7.3 Report from the NHH Auxiliary

Rick Riley, Auxiliary President provided his report to the Board on Auxiliary activities. In terms of retail operations, the Little Treasure Shop's revenue is up 21% over last year as of the end of October and Christmas items are moving well. Petticoat Lane is still down slightly year over year but is still bringing in around \$1,000 per day. This past Sat. Dec. 13th, the Lane held their 57th birthday sale with 50% off of all stock. The sales for that day were \$1933.25. The Auxiliary is still hoping to achieve their fundraising goal of \$250,000 and to give the hospital \$100,000 before March 21, 2026.

Rick noted that he completed EDI training and has encouraged all Auxiliary Board members to complete this training as well. Rachael Milne, Volunteer Lead, is trying to set up an extension for those who wish to complete the training.

Rick and Rachael have completed two volunteer fairs since the October meeting. One was hosted by Community Care and the other was hosted by the YMCA. Both of these events were well attended and managed to gain a few new recruits. Rick noted it is more than looking for volunteers but also to share that NHH is a great place to volunteer. The Auxiliary continues to attract student volunteers as well.

At the last Auxiliary Board meeting, James Huntley Finance Manager attended and provided an overview of potential capital projects that have been defined for the next fiscal year and outlined the criteria by which this year's list of critical projects was compiled. In noting the Auxiliary's goal of \$250,000 for the current year, James highlighted the need for a critical update to the HUGS system- a high-tech pediatric security wristband system designed to protect and track newborns in the hospital. The second installment of this \$300,000 system is coming due and ranks higher than the final stage of the privacy screen replacements identified last year.

In looking ahead to 2026-27, James noted two key projects of importance for Auxiliary consideration:

1. Replacement of the Omnicell server – the core technology for pharmaceutical coordination throughout the hospital. The hospital needs to commit to replacing the server soon to get in the queue for installation in 2026. The price tag is \$135,000.
2. Replacement of the kitchen's industrial dishwasher as the current unit is well past its 10-year service life and breaks down frequently, generating unexpected monthly operating costs.

As a result, there were two motions made by the Auxiliary Board, first that \$150,000 be transferred immediately to help fund the HUGS system upgrade, with the balance of funds being paid on March 31, 2026. This was approved unanimously.

The second motion was that the Auxiliary Board approve, in principle, a 2026-27 fundraising goal of paying for both the Omnicell server and the hospital's main dishwasher – or another priority item as identified by the Auxiliary to a maximum of \$250,000. This motion was also passed unanimously.

Finally, the Auxiliary held their bi-monthly general meeting on Nov. 26th, which was well attended. The speaker was our very own CEO Susan Walsh, how spoke to us about master planning. Rick was unable to be there; however, he did receive feedback from attendees that the presentation was great, and more importantly was well received. Jennifer Gillard provided an update on master planning at the November Auxiliary board meeting.

7.4 Report from the NHH Foundation

Carrie Low, NHH Foundation Chair, provided her report to the Board on Foundation activities to date. Carrie noted she is pleased to share several exciting updates, beginning with the outstanding results of the Foundation 25th Anniversary Gala. We are thrilled to report a remarkable total of **\$310,000 raised** – the largest amount in the event’s history.

This success reflects several key factors, including a revised event format, then absence of venue charges, and, importantly, the dedication of our exceptional Co-Chairs, whose energy and commitment were evident throughout.

We were especially grateful for the strong participation from this Board – from your presence at the event, to your generous wine donations, to the encouragement you offered along the way. Thank you all. We truly feel fortunate to have your full support.

A digital photo album from the Gala is now available on our website. If you have not had a chance to explore it yet, we encourage you to visit the site. The images beautifully capture the sense of community that filled the evening and reflect the tremendous support our hospital receives.

Our Light Up a Life campaign is also well underway. Launched in mid-November, it is already demonstrating strong momentum, with **\$157, 000 raised within the first two weeks**. Proceeds will fund two ventilators for the ICU. With a campaign goal of \$250,000, we are already 63% of the way there. (This is a correction from Carrie’s last report – the goal is \$250,000 not \$300.000.)

In mid-November, we also introduced a refreshed brand, including the launch of our new website. We invite you to visit nhhfoundation.ca to take a look – and while you are there, do not forget to browse the digital Gala photo album.

As an organization, we continue to focus on succession planning and preparing for the future. We are currently conducting a Talent Management review and expect to develop a comprehensive strategy early in the New Year.

Finally, last week we held a Joint Executive meeting between the Hospital and Foundation Boards. It was a productive discussion about the key initiatives underway across both organizations. My thanks to Cyndi, Michael, and Susan for their valuable participation in these important conversations.

7.5 Governance Committee Update

7.5.1 Strategic Plan

S. Anderson, Chair Governance Committee, provided background to the motion presented related to the strategic plan. NHH's strategic plan was developed in 2021-22 and implemented in early 2022-23. The Senior Leadership Team review all key initiatives and priorities within the strategic plan on a weekly basis through a very disciplined process and provide updates to the status of initiatives. In review of these key initiatives, Senior Leadership indicates the key priorities on the current strategic plan remain relevant today.

The Governance Committee is recommending approval to the Board continuing with the existing strategic plan for the current future with a plan to review annually.

On a Motion by S. Anderson and Seconded by L. Savoy the Board of Directors approves the recommendation to continue with the existing strategic plan for the current future with a plan to review this annually. Carried.

7.5.2 Board Evaluation

A draft survey tool was pre-circulated in the agenda package. The intention of the tool is to provide an opportunity for members to evaluate both board and committee meetings to ensure effectiveness and alignment to the 4th Guide to Good Governance. This discussion is to determine the Board's interest in using a survey tool, input on the process, and how often.

The survey would be electronic within the MS forms platform which allows for easy access and completion and collating of the survey data which can then be shared following each meeting. It would allow for a pulse check that is easy to complete.

The Board discussed piloting the tool in the new year to enable feedback. Once the feedback is received, agreements can be finalized related to the actual survey questions. The goal would be to begin using the survey tool at the January Committees and start with Board evaluation in February.

7.6 Finance and Audit Committee Motion

M. McAllister indicated that the October financial results were pre-circulated as part of the agenda package. The Finance and Audit Committee is recommending for Board approval the October financial report as presented at the Nov. 26, 2025, Finance and Audit Committee meeting.

On a Motion by M. McAllister and Seconded by K. Simmons, the Board of Directors approved the October financial statement as presented. Carried.

On a Motion by M. Cassaday and Seconded by S. Anderson the Board accepted all reports as presented. Carried.

8. OTHER BUSINESS/CORRESPONDENCE

There was no other business or correspondence to discuss.

9. IN-CAMERA SESSION

	On a Motion by M. McAllister and Seconded by S. Anderson the meeting moved to In-Camera. The In-camera meeting addressed matters related to medical human resources and financial matters.
10.	ADJOURNMENT/NEXT MEETING
	On a Motion by L. Orpana and Seconded by M. McAllister the Board rose from In-Camera. There being no other business to discuss; the meeting was adjourned at 7:05pm on a Motion by M. McAllister. The next meeting of the Board of Directors is scheduled for Feb. 12, 2026, at 5:00pm.