

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

**OPEN SESSION**

**Voting Trustees:** Mr. B. Lawler, Ms. B.L. Souter, Mr. P. DiPaola, Mr. J. Rollo, Ms. A. Atkinson, Ms. N. Medulun-Burke, Ms. M. Woodhead, Ms. A. Carter, Bishop G. Bergie, Mr. G. Leach

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

**Also Present:** Sister L. Dillon, Mr. R. Mauro, Dr. Z. Ismail, Mr. B. Smith, Manager, PR/Comms

**Guest:** Ms. Celeste Bannon Waterman, Partner at KCI

**Regrets:** Mr. P. Brown, Mr. F. Bagatto, 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. Bishop Bergie opened the meeting with a prayer.

### **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 – Session with KCI regarding the Campaign Planning Study for Hotel Dieu Shaver Foundation**

Ms. Bannon Waterman was welcomed to the meeting and a summary of professional development was provided.

The Planning Study overview details health care campaign trends and will determine readiness and external receptiveness.

The Project Overview involves:

- Documentation review
- Fundraising history and pipeline assessment (potential going forward)
- Consultations
- External research including a Donor Survey
- Analysis and Strategy development
- Final Report

The Study outcomes will determine the campaign goal, the strategy and structure, the resources and budget, timelines and sequence, the campaign leadership structure and prospect management considerations.

General observations from current health care campaigns were shared:

- Early focus on planning stages before starting the campaign
- Focus less on the actual building and more on the impact to the community as this resonates with the donor base
- Identify donors to speak to; seek early investments from closest supporters
- Plan announcements to build public excitement

Campaign goals/facts include:

- the lead gift anticipated is 1/5 of the campaign total (hope for \$10M or higher)
- ratio of 3:1 qualified prospects for every gift
- campaign cost is 12-15% of campaign goal
- timeline of 5-7 years including pre-campaign planning
- less than 30% is raised after shovels in the ground
- major gifts come from personal experience with the institution
- anticipate up to 20% of donors may not fund the capital
- number of donors making substantive gifts is steadily decreasing
- health is a keen area of interest and donors want to be part of something big
- our catchment area is growing quickly; provides opportunities for planned giving

Campaign success will require commitment from staff and volunteers, awareness of the campaign, vigilance, adherence to process, patience and relationship building.

Strategic discussion was held with input provided by trustees related to successes of the Foundation, alignment between the hospital and the Foundation, and ways for the HDS Board to advance fundraising efforts.

The presentation was concluded noting that the slides will be shared following the meeting. Further input can be provided to the Foundation Board Chair or Foundation Executive Director. Ms. Bannon Waterman was thanked for the session and excused from the meeting.

## **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 8, 2024**

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

## **3. Business Arising**

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## **4. Reports:**

- **Leadership Report – November 2024**  
**-Employee Incident Report**
- **Communications/PR Report – November 2024**
- **Foundation Report – November 2024**

The reports were presented and reviewed.

## **5. Correspondence:**

### **Pre-circulated:**

- Daily news
- Letters of thanks/Acknowledgements

There were no letters of thanks.

<b>Motion</b>	<b>Moved by:</b>	<b>Bishop G. Bergie</b>
	<b>Seconded by:</b>	<b>Mr. B. Lawler</b>

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

**CARRIED**

## **6. STRATEGIC AGENDA**

Minutes:

- **Audit Committee minutes, October 22, 2024**
  - IPC report
  - monthly financial report ending August 31, 2024
  - Balanced Scorecard, August & September 2024

The minutes and reports were presented for review, including a report from the investment company regarding Investment Policy compliance.

**Motion**            **Moved by:**            **Ms. M. Woodhead**  
                         **Seconded by:**        **Ms. A. Carter**

**“That the Audit Committee minutes dated October 22, 2024, be approved.”**

**CARRIED**

- **Governance Accreditation & Strategic Planning Ad Hoc Committee minutes, October 23, 2024**
  - Committee Membership
  - Strategic Plan 2020-2025

The Committee reconvened for the purpose of developing a strategy to move forward with the new HDS Strategic Plan. The minutes and attachments were presented and reviewed.

**Motion**            **Moved by:**            **Bishop G. Bergie**  
                         **Seconded by:**        **Mr. J. Rollo**

**“That the Governance Accreditation & Strategic Planning Ad Hoc Committee minutes dated October 23, 2024, be approved.”**

**CARRIED**

Discussion was held regarding the requirements for a facilitated strategic planning session. The facilitator will be hired and the expertise of committee members will be utilized, further reducing costs. The Request for Quotation (RFQ) process would involve obtaining three quotes in the hopes of obtaining a facilitator with strategic planning experience for public sector or non-profit organizations. Part of the research of the Governance Committee may involve consideration of an audit firm with a strategic planning division. Staff led the development of the previous two HDS Strategic Plans with no external facilitator. Best practice for the development of a Strategic Plan would involve the use of a facilitator seeking input from a broad audience. Anyone with knowledge of a facilitator is requested to provide the information to the CEO.

**Motion**                      **Moved by:**                      **Ms. N. Medulun Burke**  
   **Seconded by:**                      **Mr. J. Rollo**

**“That the Board of Trustees approves the recommendation of the Governance Accreditation & Strategic Planning Committee for the Hotel Dieu Shaver Health and Rehabilitation Centre (HDS) to conduct a facilitated Strategic Planning Session, with an external facilitator, involving staff, Board members, Chief of Staff, Medical Staff, Patient Advisors, HDS Foundation staff and community partners to collaboratively develop a new Organizational Strategic Plan to guide HDS into 2025 and beyond and to ensure the Strategic Plan does not exceed 5 years.”**

**CARRIED**

## **7. Business Arising**

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

-Board & Committee Workplan

A task and accountability Workplan tool was recently developed for the Board and Board committees, which will assist to keep important items on track for completion. Trustees extended kudos for creating this valuable monitoring record.

-Health Information System Update

The new HIS is fully functioning across all hospital sites in Niagara. Senior Staff acknowledged the management team at HDS for their exceptional work in preparing staff for the transition. Details of the go-live activities were shared noting that the Cerner representatives commented on the seamless implementation, the preparedness of staff and prescribers, and the impressive culture at HDS. An unanticipated system-wide shutdown took place this afternoon but staff continue to cope well as they continue to learn and work in this new electronic environment.