



**Lakeshore General Hospital Foundation
Board of Directors Meeting
February 21, 2024, at 5:00 pm
Zoom**

Members Present:

Mr. David Cescon	Ms. Sharon Beaumont	Ms. Nadia Malik
Mr. Dave Jennings	Mr. Paul Broccolini	Dr. Gerry Polyhronopoulos
Mr. Philippe Jordan	Mr. Éric Desbiens	Ms. Delia So
Ms. Nathalie Kamel, Ex-Officio	Ms. Isabelle Desharnais	Mr. Patrick Vena
Dr. Fadi Aris	Mr. Kevin Campbell	Mrs. Renée Yardley
Mr. Eyal Artzy	Dr. Tomas Kaufman	

Absent: N/A

Minutes by: Ms. Maggie Costa

Quorum was met (David Cescon)

Meeting called to order at 5:03 p.m. by Mr. David Cescon

Approval of Agenda

- **Motion:** To approve the agenda for the meeting set by **Mrs. Renée Yardley**.
- **Second:** Motion seconded by **Ms. Nadia Malik**.
- **Vote:** All in favour, motion unanimously carried.
- **Resolved:** Agenda for the evening's meeting approved.

Approval of Minutes:

- **Motion:** To approve minutes from the **November 22, 2023**, Board of Directors' meeting set by **Mr. Patrick Vena**.
- **Second:** Motion seconded by **Mr. Eyal Artzy**.
- **Resolved:** Minutes from **November 22, 2023**, approved without modifications.

Introduction – Maggie Costa, Executive Assistant

Mr. Cescon welcomed & introduced the new Board Members.

Mr. Paul Broccolini
Dr. Tomas Kaufman
Ms. Delia So

Each Board Member had a chance to speak and share their background. It is an honour and a privilege to have members of this caliber join the team.

New Project Requests

Robot for Orthopedics \$806,250.00: APPROVED

Ms. Kamel shared the importance of this project. Stating that the Hospital is transitioning into robotics and the first one that will be presented is the Orthopedic robot.

Acquisition of an orthopedic robot tailored for knee surgeries. This initiative aims to harness state-of-the-art robotic technology to elevate the precision and effectiveness of knee procedures. By integrating robotics into orthopedic surgery, the project seeks to optimize patient outcomes and streamline surgical processes. This would be a first in Canada where 100% of eligible cases would be treated with robotic assistance.

Dr. Ortaaslan was invited to the Board of Directors meeting to present this project. His presentation was shared with information on the benefits of having this robot. Dr. Ortaaslan started with a background on total knee replacement, moved onto the role and advantages of robotics and concluded with the future of knee replacement surgery at the LGH. Dr. Ortaaslan introduced the doctors who would be performing these surgeries and informed us that they will be hiring more. With the robotics, the goal is to perform 336 surgeries per year: an increase of 60 per year.

Dr. Ortaaslan shared that the Orthopedic Robot is minimally invasive surgery, improves implant designs, improves wear characteristics, provides better postop pain control, reduces blood loss and result in a faster recovery. Other proven benefits are a reduction in post op inflammatory response, preservation of soft tissue envelope, reduction in bone trauma & analgesic consumption, a decrease in manipulation rates, improvement in Patient Reported Outcome Measures (PROMs), a decrease in hospital stay and improved turnover time, efficiency and sterile processing. The anticipated benefits are lower aseptic loosening rates with cementless implants, less bleeding, faster surgery and we will be able to use the robot for other arthroplasty surgeries.

Question period:

Question: Mr. Cescon: Are there any being used in Canada?

Answer: Dr. Ortaaslan: There are a few models throughout Canada and Montreal (Jewish General, St Marys, Charles-le Moyne and a few private Centers) will be purchasing these robots. There are a few in Toronto & Vancouver as well.

Question: Dr. Kaufman: Are all the Dr's that were listed in the presentation interested in using the robot.

Answer: Dr. Ortaaslan: YES, everyone is on board.

Question: Dr. Kaufman: Where will they be trained?

Answer: Dr. Ortaaslan: All the Arthroplasty surgeons will be trained by the company that is providing the robot in the labs and eventually will be onsite.

Question: Ms. So: What is the name of the robot and are there multiple brands on the market?

Answer: Dr. Ortaaslan stated that there are other hospitals using several different robots. Some do not have all the qualifications that they are requesting. Dr. Ortaaslan and his team are wanting to purchase the robot from J&J called VELYS. The department is familiar with the implants that this robot provides, because they have used it for knee, hip and shoulder replacements. The department will only need to learn the robot and not the implants.

Question: Ms. So – Is this a stand-alone system or do they need to be integrated into any other system.

Answer: Dr. Ortaaslan believes that it incorporates the images from the fax into the robot.

Question: Ms. So - What is the risk that this product will not continue, being tied to Johnson & Johnson?

Answer: Dr. Ortaaslan stated that when the surgeons choose the product they make sure the product is practical and reliable. The robot is going to be linked to any implant they choose. Robotics are the future so no matter what, they will become more versatile. The robot is based on what implant goes with the robot. If we change the robot to another company then we will have to change the implants, which is something that the department would not want to do because they are very comfortable with the implants that are already in place.

Question: Ms. So - How long has it been on the market?

Answer: Dr. Ortaaslan about 3 years. It has been used in different parts of the US and in and around Canada.

Question: Mr. Cescon - What is the lead time to acquire the equipment and get it installed into the hospital?

Answer: Dr. Ortaaslan mentioned that it would take about 6 - 9 months.

Question: Dr. Kaufman - Are you planning on expanding this to other specialities?

Answer: Dr. Ortaaslan mentioned there is a similar proposal in place for oncological robot to master all the cancer surgeries.

Mr. Cescon thanked Dr. Ortaaslan for providing information. Dr. Ortaaslan remains available for any questions. Dr. Ortaaslan left the meeting.

Additional discussion:

Mr. Artzy asked about the process for requesting funds by the hospital and how the Foundation fits in.

Ms. Kamel mentioned that the hospital has an operating budget where they cover staff & human resources and where certain pieces of equipment are purchased via the government. Requests that come to the Foundation are first passed through the CEO (Mr. Gabay) who approves the request based on priorities, vision and what might be on the list from the government. The departments also research different brands and pricing so that when they come to present the request, all research has been finalized. An example is the robot; the government will not pay for the purchase of the robot, but will pay for the operational costs as well as the maintenance costs.

Mr. Cescon voiced that the next step for the Board is to focus on the total dollar value of all the project requests in the amount of \$1,000,000. Mr. Cescon requested the opinion of Ms. Kamel and to offer any more information.

Ms. Kamel voiced that we should move forward on the robot for the community. The robot is innovative and an exciting piece of equipment that our hospital needs. It's the first step in entering into robotics which is where the Hospital should be moving towards.

Dr. Kaufman voiced that anything that puts us at the leading edge of patient satisfaction, technology and quality of care is a plus. This technology assists in the reputation of the hospital and can increase recruitment. This type of addition will bring us to the forefront. Dr. Kaufman added that he is in support of this project.

Dr. Polyhronopoulos also stated that he fully supports this project.

Ms. So noted that technology moves fast which can lead into products being obsolete.

Ms. Malik asked who is covering the maintenance costs. Ms. Kamel said that it will be the government who will be covering the costs and we will not be approached in the future for these costs.

Ms. Kamel stated that these types of projects go to tender. 3 quotes must be obtained before any purchases are made.

Mr. Broccolini asked if there are specialty hospitals that exist. Ms. Kamel mentioned that each hospital is different. Some specialize in trauma like the Montreal General, others in oncology like Cedars, and neuro like the Montreal Neurological Institute. We are a community hospital which caters to all specialties. Dr Kaufman was also able to share that community hospitals like us have varied specialty groups and we need to develop these groups. Right now, we are known for Orthopedics and we want to be known for all our speciality groups. We want to attract physicians who specialize in certain areas so having cutting edge technology can assist in that objective.

Mr. Broccolini asked if a robot for oncology would fall under a community hospital. Dr. Kaufman stated that the oncology department is very big with room for expansion. Mr. Broccolini voiced the reason for that question was because if there is more of a need in oncology than orthopedics then we should look at that. Ms. Kamel shared that it will be at least another year maybe longer before we get approached for the other robot. The general surgery robot is around \$5,000,000 that will be launched with the help of the Foundation's Capital Campaign with the approval of the Board. The purchase of the orthopedic robot would not impede the purchase of a general robot.

Mr. Artzy voiced that having a robot would assist in the fundraising aspect for the Foundation. Ms. So also agreed.

Approval of the Robot for Orthopedics \$806,250.00

- **Motion:** Mr. Cescon – requested the show of hands on support for the Orthopedic Robot.
- **Resolved:** Unanimously approved by the Board of Directors

Applicant Tracking System \$75,000: \$25,000 per year for 3 years. APPROVED

Ms. Kamel would like to propose this project and get the support needed. This software assists in streamlining the application process. The system in place now is quite antiquated, so by implementing this new software it will improve the application process. It is proven that there is already an increase in applicants (all accept physicians) in the short time they have been using it.

Mr. Cescon asked the Board is there are any questions concerning this project.

Ms. Kamel stated that this is very important to Mr. Gabby and his vision. It is already in use. Two of the three Foundations are already using this platform (St. Mary's and the Douglas Foundation).

Ms. So – Does not know too much about this project. Mr. Cescon understood that Ms. So & Mr. Broccolini would like to abstain from voting.

Ms. Malik voiced that this is a tough one to support. Both Mr. Jordan & Mrs. Yardley agreed.

Ms. Kamel stated that this has already moved forward with Mr. Gabay. Mr. Gabay understands that this is not a project that we typically support but asked the Board of Directors to accept this project.

Mr. Jennings voiced that we need to continue the good relationship we have with Mr. Gabay.

Dr. Kaufman voiced that Mr. Gabay is very active in all departments and knows there is an issue in staff shortage. Knowing that there is an issue in recruiting, Mr. Gabay believes that this platform will assist.

Dr. Aris mentioned that the way the recruiting is processed now is very out-dated. In having this platform in place, it will be easier and more attractive to the younger generation.

Approval of Applicant Tracking System \$75,000: \$25,000 per year for 3 years

- **Motion:** Mr. Cescon – requested the show of hands on support for the Applicant Tracking System.
- **Resolved:** Approved by the Board of Directors. Ms. So abstained.

The Board of Directors approved the project in good faith; however, the Board of Directors requested to be noted that they were not pleased by the way in which it was handled by the CEO.

Psychiatry \$19,228.16 – APPROVED

Ms. Kamel shared that the money raised from the Walkathon will be going towards this project. It is essentially aimed at enhancing the overall well-being and experience of both staff and patients at the psychiatric outpatient department.

Through lunch and learns for staff retention, job satisfaction and increasing staff knowledge, creating a more welcoming environment with fresh paint and the purchase of iPads to be used by patients and staff to complete clinical tools that allow us to measure improvement in symptoms and clinical follow-up as well as purchasing music instruments to assist in managing the psychiatric symptoms.

Ms. Kamel pointed out that the inpatient psychiatric unit is not yet in place, this request is for outpatient psychiatry only.

Approval of Psychiatry \$19,228.16

- **Motion:** Mr. Cescon – requested the show of hands on support for the Psychiatry department.
- **Resolved:** Unanimously approved by the Board of Directors.

Serving Trays for the ER \$17,562.43 – APPROVED

Ms. Kamel voiced that there is interest in purchasing 38 table trays. At the moment, there are not enough trays. There is a donor supporting this project up to \$10,000. The donor experienced the lack of trays when they were in the ER. The donor having nursing experience, wants to take part in this project. Ms. Kamel stated by having the trays it reduces the risk of contamination and helps prevent the spread of infections in the ER.

Approval of Serving Trays for the ER \$17,562.43

- **Motion:** Mr. Cescon – requested the show of hands on support for the Serving Trays for the ER.
- **Resolved:** Approved by the Board of Directors. Ms. So abstained.

Mr. Broccolini questioned why this is not a part of the operating budget and Ms. So would also like to understand the actual process. Mr. Cescon agreed. Dr. Kaufman voiced that the government does not pay for these types of requests.

ACTION: Ms. Kamel to follow-up with Mr. Dan Gabay to discuss the what fits under the operating budget.

SimLab Mannequin \$62,925.75 – APPROVED

Ms. Kamel voiced that as we move forward the Lakeshore Hospital is becoming more of a training facility for students and residents. Having this SimLab is important for training which is part of the plan for the new ER. Since the ER is not yet ready Mr. Gabay has offered a room in the hospital (5th floor) to be converted as a training room until the new space has been built. The mannequin is quite life like in its abilities which can improve the training process and testing for the students and residents. This will enhance the quality of care as we move forward.

Approval of the SimLab Mannequin \$62,925.75

- **Motion:** Mr. Cescon – requested the show of hands on support for the SimLab Mannequin.
- **Resolved:** Unanimously approved by the Board of Directors.

Following the Board meeting, the quote was reevaluated and the cost was increased to \$88,648.04. A vote by email from Ms. Kamel to the Board of Directors was requested for the increased amount and it was unanimously approved and resolved.

Oncology - Wall Mounted Blood Pressure Machines \$25,923.81 – APPROVED

Ms. Kamel presented that the Oncology department is requesting 8 wall mounted blood pressure machines. The Oncology department is quite small, with the machines being by the beds. Having one monitor per chair on the wall would grant the nurses and Dr's more room to manoeuvre around the patient. There would be no need to share the equipment and clean in between patients. Much better streamlined approach and better care for the patients.

Approval of the Oncology - Wall Mounted Blood Pressure Machines \$25,923.81

- **Motion:** Mr. Cescon – requested the show of hands on support for the Wall Mounted Blood Pressure Machines for the Oncology department.
- **Resolved:** Unanimously approved by the Board of Directors.

Students Education & Development \$3,968.62 – APPROVED WITH MODIFICATIONS

Ms. Kamel mention that what was agreed in the past was to support and pay for conferences fees and membership fees. Stating that this request is outside of what we typically agreed upon.

Ms. Kamel shared that this request is to pay for two of Dr. Dandurand McGill students who have been invited to present the research they performed in Dr. Dandurand Kirkland office at the American Thoracic Society International Meeting in San Diego, California from May 17th – 22nd 2024. Part of the request is for funding the 4-night stay, which includes the travel, flight, hotel and the conferences fees.

Mr. Cescon voiced that he is not comfortable agreeing to this request. Mr. Cescon opened up the conversation to the Board. All agreed that the Board will not support the full request.

Modifications: The Board of Directors will approve funding for the registration fees for the 2 students only.

Addressing Media Exposure with Mr. Dan Gabay

Mr. Dan Gabay shared his insights. The journalist from the Gazette is resharing incidences that happened in the past. The challenges in the emergency department are isolated. The government's perspective of the Lakeshore is shifting to the positive. 2018 -2021 is when most of these incidences occurred and shared through the media. McGill now has a stronger perception of us as well as the staff. Mr. Gabay offered if anyone needs to discuss this further to contact him at anytime.

Q3 financials were presented by Mr. Jordan:

Mr. Jordan commented that the Foundation is doing well compared to last year. Revenue is all positive and that donors are donating to specific funds. The overall expenses are also doing better. Direct costs running 4% down from the budget.

Fundraising vs Expenses: We were budgeting about 40% and we are now at 42%. We have about \$150,000 to add to the fundraising events.

Expenses vs Revenues from last year: Mr. Jordan voiced that in the future the percentages will be lower as we will be focusing in bringing in higher level donations and sponsorships.

Project updates presented by Ms. Kamel

Sedline Monitors and Alaris Pumps:

- Training for pumps took place Feb 19th and all went well.

ER Modular:

- ETA April 15th

Perinatal Grief Book:

- The revised book manuscripts have been sent off to the printer.

GMF - Groupe de médecine familiale

- All family doctors are working and in place. Recruitment of 12 Dr.'s is now in place with a total of 15.
Medtronic PaceArt System
 - No timeline yet
- Psychiatry – in patient
- 4th floor renovations starting in April 2024
- UHB Psychiatry
- Opening end of April 2024

Completed Projects:

Ms. Kamel shared that the purchase of 15 Sleep Apnea Devices is a success and everyone is happy with the results.

Investment Committee Updates:

Mr. Jennings shared that in the last Board of Directors meeting RBC PH&N Investment was approved as the investment company. The process will begin shortly.

Following the Board meeting, communication and sharing of important information with RBC PH&N Investment has started.

Mr. Jennings discussed how RBC PH&N Investment was chosen. Many suppliers were approached, where only a few replied with a quote. Desjardins did not submit during the first round but was granted an opportunity to submit during the second round. Desjardins' quote was not competitive. There is a possibility that Desjardins will step back in funding the Foundation.

Staff updates:

Ms. Kamel shared that the Foundation is still looking for a Communications Manager. Once a candidate is chosen the Board of Directors will be advised.

Following the Board meeting, a Communications Manager has been hired; there are ongoing delays in his start date.

Board Updates:

Mr. Cescon shared that Mr. Furino is stepping down from the Board of Directors to focus more on work and family.

Events updates:

Ms. Kamel shared that the Fairview gift wrapping went well in bringing in \$25,165. Ms. Kamel also shared the list of events and board meetings that are on the agenda.

- Board Meet & Greet Tuesday at 40 Westt
Following the Board meeting, the Meet & Greet went very well.
- March meeting with Mr. Gabay and the Hewitt Foundation
- 40 Westt featuring Sugar Sammy – Working on the floor plan as there are some areas in the restaurant that are not ideal seating to see Sugar Sammy.
Following the Board meeting, in order to meet Sugar Sammy's requirements, the number of seats is reduced to 164 from 250.
- Walkathon
- Dragon Boat

- Golf: The foursome price was increased to \$4,800. We are also offering a \$5,500 foursome with NHL alumnus.
- Ball – venue was presented and the committee unanimously agreed on Windsor Station with a Secret Garden theme. The goal is to have seating for 500 people at this event. The proceeds will support the hospitals area of greatness need, this year it will be the surgical program and the orthopedic robot.

Following the Board meeting, Ms. Kamel and the Mayors of the West Island were brought together to discuss the possibility of finding a location for the Ball in the West Island. Meetings have been scheduled to visit locations with three Mayors in April.

Following the Board meeting, all events are being advertised on social media and are visible on the Foundation's website. Ticket payments can be made online as well as sponsorship opportunities.

Mr. Cescon shared that the Foundation team has taken the events to another level. Ms. Kamel hopes to have all Board members present at these events.

Next meeting will be in person on Thursday, May 9th at 5:30 pm at the Hospital. It will begin with a tour of the new Modular ER, the UHB Psychiatry and the inpatient in Psychiatry (4 east).

Ms. Kamel shared that we are bringing the Foundation to another level and thanks the Board for their continued support.

In-Camera Session: Was postponed due to lack of time.

Adjournment Meeting adjourned at 7:25 p.m. by Mr. David Cescon