



**Lakeshore General Hospital Foundation
Board of Directors Meeting
Wednesday, February 19th @ 5:00 p.m.
Zoom**

Members Present:

Mr. David Cescon	Ms. Nathalie Kamel, Ex-Officio	Dr. Tomas Kaufman <small>(arrived at 5:39 pm)</small>
Mr. Dave Jennings	Dr. Fadi Aris	Mr. Phil Mancini
Mr. Philippe Jordan <small>(arrived at 5:20 pm)</small>	Ms. Sharon Beaumont	Dr. Gerry Polyhronopoulos
Mr. Eyal Artzy	Mr. Kevin Campbell	Ms. Delia So <small>(arrived at 5:10 pm)</small>
Mr. Paul Broccolini	Mr. Éric Desbiens <small>(arrived at 5:49 pm)</small>	Mr. Patrick Vena
	Ms. Isabelle Desharnais <small>(arrived at 5:58 pm)</small>	Mrs. Renée Yardley <small>(arrived at 5:57 pm)</small>

Absent:

Ms. Nadia Malik

Minutes by: Ms. Maggie Costa

Quorum was met (Dave Jennings)

Meeting called to order at 5:03 p.m. by Mr. Dave Jennings.

Approval of Agenda

- **Motion:** To approve the agenda for the meeting set by **Mr. Dave Cescon**.
- **Second:** Motion seconded by **Mr. Patrick Vena**.
- **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 20th, 2024**, Board of Directors' meeting set by **Mr. Kevin Campbell**.
- **Second:** Motion seconded by **Ms. Sharon Beaumont**.
- **Resolved:** Minutes from **November 20th, 2024**, approved without modifications.

Welcome by new Chairman

Mr. Jennings welcomed the Board and followed up with thanking Mr. Cescon on his role in supporting the Foundation all these years.

Introduction of New Board Member

Mr. Jennings welcomed and introduced Mr. Vivier to the Board. Mr. Vivier had a chance to speak and shared his background.

Santé Québec Update

Ms. Kamel updated the Board and mentioned that Santé Québec was in effect as of December 1st, 2024. Their mandate is to cut \$1.5 billion from the operational budget as well as \$4 billion in infrastructure. Ms. Kamel shared that there is now a pause in building and renovations. Because of this, Ms. Kamel thanked the Board for approving the Ultrasound department renovations. The contractor chosen was Dr. Ortaaslan's referral. The department should be completed by March 28th, 2025.

Mr. Jennings shared that due to the budget cuts, the Foundation's role in projects has shifted to a more hands on approach. Santé Québec will be presenting the budget on April 1st, which will give the Foundation an indication of where funds will be allocated.

Ms. Kamel shared that there are projects still waiting for funding, such as the psychiatry department and is hoping that funds will be released towards this project. In 2018, the Foundation approved a \$1 million donation towards the renovations of the psychiatry department and the CIUSSS would contribute \$4 million. The cost of the project has now increased to \$9.2 million. The Foundation's role has been completed and it is up to the CIUSSS to contribute the rest of the funds to complete the project.

Following the Board meeting, the renovations have not started and are awaiting the approval from Santé Québec.

Ms. Kamel shared that Mme. Biron, President and Chief Executive Officer of Santé Québec, was scheduled to visit the hospital, but the visit was canceled. Mr. Abergel, Vice-President of Operations & Transformation is scheduled to visit the hospital in March.

Following the Board meeting, Mr. Abergel was terminated from his position with Santé Québec. No update of any visits to the hospital has been shared.

Draft Strategic Plan for 2025 to 2028

Ms. Kamel highlighted the 8 key strategies for the next 3 years. Ms. Kamel would like to present the strategic plan at the next Board meeting and have it approved by the Board of Directors. Ms. Kamel has encouraged all to take a close look at the plan and reach out prior to the meeting with questions and/or comments.

- **Fundraising Focus** – Ms. Kamel's short term goal is "transforming the hospital" and identifying programs that can engage the community. We will be creating targeted cases for support documents that will be shared with the Board. These documents will serve as a compelling narrative to engage donors, sponsors, and stakeholders, inspiring them to contribute.

- **Donor Recognition** – Ms. Kamel shared that this program is being further developed to better enhance stewarding donors and relationship building. Plaques and naming of departments are ways the Foundation recognizes the donor.
- **Marketing & Communications Strategy** – Ms. Kamel is searching for ways to promote the hospital and create a strong message that can be shared with the community. The Foundation is looking to hire an advertisement company that can assist in strategically promote the hospital and bring it to the next level. Ms. Kamel has interviewed a few companies and individuals who have shown interest.

All agreed that the hospital has had great success and should continue building on the momentum. The Foundation needs an advertising agency to help effectively communicate its mission, impact, and fundraising needs to a wider audience, ensuring greater community awareness and engagement.

Following the Board meeting, Ms. Kamel connected with one individual who presented their strategy which will be discussed at the next Board meeting.

About the Vaudreuil-Soulanges Hospital

Ms. Kamel shared the statistics of the new hospital that is affiliated with McGill and the impact it would have on the Lakeshore hospital. The hospital will be opening its doors in 2027. It will accommodate 404 inpatient beds, many specialized services and employ 3000 staff. This would reduce patient load in the emergency and other departments, which is a positive impact on the Lakeshore. The outcome will impact the staff and administration as well as the specialized services.

Concerning the donors, Ms. Kamel shared that the number of donors in the Vaudreuil-Soulanges area is quite low and there should not be any major impact on the fundraising side.

All agree that we have a few years to accomplish new projects and enhance the hospital so that when we are recruiting these new additions will stand out.

Q3 financials were presented by Mr. Jordan

Mr. Jordan commented that the Foundation is doing very well. Revenue is all positive and that donors are donating to specific funds. Ms. Kamel shared that the general revenue is higher because of major gifts from specific Foundations.

Fundraising vs Expenses: As the fundraising revenue increases so will the expenses. Internal and fundraising expenses are higher than the budget because the revenues also increased.

Surplus before Grants to the Hospital: The Foundation has \$3.2 million net in surplus compared to \$2 million last year at this time and over the budget by \$1.9 million.

Grants to the Hospital: The Foundation transferred over \$2.7 million dollars towards hospital projects, which is the most that the Foundation gifted.

Outstanding Commitments

Ms. Kamel shared that since 2021, the Foundation has accomplished 31 projects totaling \$5,704,154.77. The Foundation has distributed \$4,037,922.03 and completed 16 projects. There are 15 ongoing projects with a balance of \$1,347,538.25.

Ms. Kamel shared all the outstanding projects, but wanted to highlight the two that are still ongoing since 2019, which are the Equipment for OBGYN and Hospital WiFi. There are projects that are based on multi year commitments as well as those that the Foundation pays out fully the same year. There are specific donors who are inclined to fund certain projects, such as the Trottier Family Foundation who funded the entire Digital Transformation Project. Ms. Kamel will be working on recruiting a donor for the radiology department, which will include a naming opportunity.

Completed Projects

Ms. Kamel shared the breakdown for 16 completed projects. Each project showcases the amount financed as well as the balance returned to the Foundation. There are times, Ms. Kamel mentioned, that the amount requested for a project can be slightly higher than what the actual cost is.

Cash & Investment Position

Ms. Kamel shared the bank and investment accounts as of February 18, 2025 and showcased the project commitment balance of \$1.3 million. The Foundation places these funds aside so that we will always have a certain amount that can be paid out to the committed projects.

Ms. Kamel highlighted that the Scotia Bank's GIC is maturing on February 21 and will be invested with RBC PH&N in accordance with our investment policy.

Following the Board meeting, the GIC was invested.

Mr. Mancini requested more information on endowment funds.

Ms. Kamel mentioned that the Foundation does not have an endowment fund. Ms. Kamel's vision is to have the interest on our investments generate sufficient revenue to cover the Foundation's operational expenses.

Approved Projects – Updates

Uniform Dispensers are up and running.

Ultrasound Department renovations have started and should be finalized by March 28th, 2025.

Orthopedic Chairs are in the process of being delivered. There is also a donor in place who will cover the cost.

Digital Transformation Project was deployed in the oncology and home care departments. Ambulatory clinics will be happening soon. Endoscopy will be implemented by the end of the summer.

New Project Request

Nurse Anne Simulator Mannequin: Requesting a total contribution of \$31,120.17 **APPROVED**

Nursing Anne Simulator is a full-body, medium tone simulator with articular arms and legs designed to simulate a real patient and provide unique training opportunities, offering safe and realistic practice on core nursing skills from basic assessments and critical thinking to advanced interventions. Nursing Anne Simulator offers realistic patient care procedures, anatomical landmarks, and ability to evaluate patient

consciousness in addition to other lifelike and realistic training. The mannequin will be benefitting the nursing students in and around the Montreal region and will be stationed in the Simulation Centre at the Lakeshore.

Approval of the Nurse Anne Simulator Mannequin \$31,120.17

- **Motion:** Mr. Jennings – requested a proposer for the **Nurse Anne Simulator Mannequin** which was set by **Ms. Sharon Beaumont**.
- **Secunder:** Motion seconded by **Mr. Eric Desbiens**.
- **Resolved:** Unanimously approved by the Board of Directors.

Staff Updates

Ms. Kamel updated the Board that Ms. Harris, Events Manager, has been on medical leave since mid December. Mrs. Campbell, Fundraising Manager, has been able to assist in coordinating the events to where they are now. Ms. Kamel has been in contact with a lawyer in order to guide the Foundation on the next steps.

Nominating Committee Updates

As the new Chair of the committee, Mr. Artzy shared the roles and responsibilities to the Board of Directors, which is to find the best candidates to fill the position of a Board member as well as being a part of an event committee. The Board self assessment was also a part of the Nominating Committee discussion where each member of the Board will have a chance to self evaluate. All agreed that a self evaluation should be a yearly occurrence.

Ms. Kamel & Mr. Jennings mentioned that we are still looking for the next Ball Chair or Co-Chairs and that this is a priority.

Following the Board meeting, Mr. Tom Quinn and Mrs. Margot Quinn accepted to Co-Chair the 2025 Lakeshore Ball.

Investment Committee Updates:

Mr. Jennings shared that the RBC PH&N investments are doing well. There was one instance where RBC PH&N did not invest the money as quickly as we wanted and left the investment in the money market. The Foundation did not lose money during this time. It was made clear that RBC PH&N is to invest as per the investment policy and to not wait.

Alternative strategies are now being investigated by RBC PH&N as per the request of the committee.

Following the Board meeting, RBC PH&N sent alternative strategies that are now being explored by the Committee.

Event Updates:

Ms. Kamel shared the updates below.

Gift wrapping at Fairview: results \$26,119 with approximately 300 volunteers. We will be participating in this again December of 2025 as Fairview will be happy to continue the partnership with the Foundation.

40 Westt – Wednesday, May 14th: A meeting is in place to discuss finalizing the theme and logistics and to reduce the size of the event and use the bar side only.

New Event – Lakeshore Rocks – Thursday, June 5th: This event will take place at Club Soda. It was initiated by Dr. Nathanson, CIUSSS West island Emergency Department Chief, who participated in a “Battle of the Bands” fundraiser in the past. There are now 3 Lakeshore doctors from three separate bands who will be participating. Mr. Vivier and Vivier Pharma is our headline sponsor.

Following the Board meeting, there are 44 places sold so far, which include sponsorships and VIP tables.

Dragon Boat – Saturday, August 23rd: There are 6 boats sold so far. We are following up with those that participated over the years. The goal is to register 12 boats.

Following the Board meeting, there are 8 sold so far.

Golf – Thursday, September 11th: Mr. Cescon & Mr. Vena updated the Board and mentioned that a title sponsor is now secured as well as the cart sponsor. There are also 20 foursomes sold so far. Both are confident that the event will be sold out once again.

Mr. Cescon requested that the Board explore new committee members. Mr. Vivier offered to be a part of the committee and was accepted.

Following the Board meeting, there are 31 Foursomes confirmed and the committee has raised \$183,900 so far.

Ball – Saturday, October 25th: More information to come as there are two venues that we would like to investigate.

Following the Board meeting, the first Ball Committee meeting was held and the Windsor Station was selected as the venue.

Gift Wrapping – December 1st – 24th: Fairview will host The Foundation once again.

Important Updates:

Ms. Kamel updated the Board with the following information below.

Eric T Webster Foundation: \$1,000,000 (2024-2028) to support the Surgical Robot.

Trottier Family Foundation: \$710,000 (2024-2027) is supporting the Digital Transformation Project.

Board One-on-One Meetings: The meetings have been very beneficial for the future of the Foundation and thanks everyone for their participation.

Partnership Program: A strategic cause-marketing approach for small to medium size companies in the West Island. This program provides the companies to promote themselves via the Foundation, but also become ambassadors for the Lakeshore. Ms. Kamel shared the statistics from 2014 to 2025. We have 26 partners to date with 4 recently being added in 2025. There are a few new strategies being added to the program such as in-hospital promotional offers to the employees as well and giveaway opportunities.

Ms. Kamel thanked Mr. Mancini and Spencer Mancini Wealth Management for donating hockey tickets that have been donated to hospital employees. This initiative has been able to open up the communications between the Foundation and Lakeshore employees.

Important Dates:

Ms. Kamel reminded the Board on important dates below.

Board Meet & Greet – Tuesday, February 25th at La Maison Verte starting at 6 pm

Following the Board meeting, there were 8 Board members and 6 doctors who had the opportunity to mingle and get to know each other.

Chapel Unveiling: Tuesday, March 18th – Open House from 6 pm – 8 pm: This is an opportunity for loved ones to come visit the Chapel to witness the unveiling on the new *In Memory* wall that was created a few months ago.

Following the Board meeting, the Chapel unveiling was a success, with over 60 people in attendance.

Donor Recognition Event – Tuesday, April 15th from 6 pm – 8 pm: As stewardship is top of mind, tours of the hospital will be held to those that have donated towards the “Visionary” level of \$1,000 or more.

Next Board Meeting – Wednesday, April 30th (in person): The meeting will be held at the CIUSSS Head Office; 2400 Sources Blvd, Pointe-Claire, Quebec H9R 0E9.

In-Camera Session: An In-Camera session was held.

Adjournment Meeting adjourned at 7:10 p.m. by Mr. Dave Jennings