

**Lakeshore General Hospital Foundation  
Board of Directors Meeting  
Thursday, May 1<sup>st</sup> @ 6:00 p.m.  
CIUSSS Head Office – In person**

**Members Present:**

Mr. Dave Jennings  
Mr. Philippe Jordan  
Mr. Eyal Artzy  
Ms. Nathalie Kamel, Ex-Officio

Dr. Fadi Aris (departed at 8 pm)  
Ms. Sharon Beaumont  
Mr. Kevin Campbell  
Mr. Phil Mancini

Ms. Nadia Malik (arrived at 6:45 pm)  
Dr. Gerry Polyhronopoulos  
Ms. Delia So  
Mr. Mike Vivier  
Mrs. Renée Yardley (departed at 7 pm)

**Absent:**

Mr. Paul Broccolini  
Mr. David Cescon  
Mr. Éric Desbiens  
Ms. Isabelle Desharnais  
Dr. Tomas Kaufman  
Mr. Patrick Vena

**Minutes by:** Ms. Maggie Costa

Quorum was met (Dave Jennings)

Meeting called to order at 6:05 p.m. by Mr. Dave Jennings.

**Approval of Agenda**

- **Motion:** To approve the agenda for the meeting set by **Mr. Eyal Artzy**.
- **Second:** Motion seconded by **Mr. Phil Mancini**.
- **Vote:** All in favour, motion unanimously carried.
- **Resolved:** Agenda for the evening's meeting approved.

**Approval of Minutes:**

- **Motion:** To approve minutes from the **February 19<sup>th</sup>, 2025**, Board of Directors' meeting set by **Mr. Eyal Artzy**.
- **Second:** Motion seconded **Mr. Phil Mancini**.
- **Resolved:** Minutes from **February 19<sup>th</sup>, 2025**, approved without modifications.

### **Special Presentation by Mr. Dan Gabay:**

Mr. Gabay shared that the transition at Lakeshore General Hospital reflects a deliberate shift from politically driven decisions toward a strategic, business-oriented model—a difficult change in a system long influenced by electoral agendas. Since the integration of Quebec’s healthcare organizations, the focus has been on managing change, following the appointment of Mme. Biron.

Mr. Gabay continued to share that Mme. Biron implemented swift leadership changes to dismantle outdated practices, impacting both the hospital’s operations and public perception. Efforts to improve Net Promoter Scores (NPS)—from -47 to -33—signal a growing commitment to patient experience, even amid persistent challenges like long ER wait times. A business-centric approach has led to partnerships in teaching and simulation-based training, digital transformation in radiology, and recruitment of higher-caliber staff, replacing agency nurses to reduce overtime and improve care quality. These reforms are laying the groundwork for long-term success, driven by data, innovation, and alignment with the needs of the West Island’s highly educated and affluent population.

Mr. Gabay presented that over the past 18 months, Lakeshore has also become a key innovation hub, piloting digital health initiatives and rebranding itself to rival major institutions like Jewish General Hospital and the MUHC. Clinic revitalization is ongoing despite space setbacks, and major pillars like radiology, pharmacy, and labs are being strategically reimaged. Plans include infrastructure improvements aiming to boost morale and patient experience through high-impact, low-cost upgrades.

Mr. Gabay stated that the Lakeshore is preparing for long-term capital needs like a potential tower expansion, robotic surgery capabilities, and imaging upgrades, while balancing tight provincial scrutiny over operating costs. Our priorities remain foundational: stabilizing patient flow, modernizing essential diagnostics like CT and mammography, and anchoring talent through facilities that can compete with tertiary centers. From public trust to financial flexibility, success hinges on attracting top medical professionals, maximizing throughput, and proving ourselves as an emerging institution.

While demand is strong and the vision clear, sustainable growth depends on planning smartly, executing efficiently, and aligning innovation with the realities of budget, infrastructure, and community need.

**\*\*\*Due to time constraints, only key points below were discussed.**

### **Foundation Rebranding & Repositioning:**

Ms. Kamel initiated a discussion regarding the potential rebranding of the Foundation to support enhanced fundraising efforts. The proposed rebranding would include the development of a new logo, brand identity, brand guidelines, and a comprehensive brand strategy and narrative. The strategy would be executed in three phases: (1) Brand Analysis – to identify current brand challenges and opportunities; (2) Brand Positioning and Narrative – to define the brand’s direction and story; and (3) Messaging and Content – to articulate key messages and ensure alignment across all communications. An updated website and a refreshed message to the community are also part of the rebranding initiative.

There was consensus among the Board on the importance of having a clear communication plan to accompany the rebranding process. It was noted that any logo change must be introduced with a compelling narrative that explains the rationale behind it. The Board emphasized that Phase One (brand analysis) must be completed in order to effectively move forward with Phase Two (brand positioning), ensuring a thoughtful and strategic progression.

No approvals were made; Mr. Jennings requested that this item be included on the agenda for the next Board meeting.

### **Budget 2025-2026:**

The proposed budget for the upcoming fiscal year was presented by Ms. Kamel with comparisons to the previous year. Within the Revenue section, projected donations total approximately \$1.964 million, consistent with the current year. This includes \$510,000 from the Capital Campaign—comprising a potential major gift and a confirmed \$10,000 from The Birks Foundation—as well as \$600,000 in donations to designated funds. Capital Campaign contributions are generally allocated to renovations, while designated funds support specific departments. The Trottier Family Foundation's \$780,000 gift appears under general donations and reflects a \$430,000 contribution this year, followed by smaller annual amounts of approximately \$170,000. Endowment and bequest revenues are projected at \$250,000, though this figure is difficult to predict.

Fundraising activities remain strong, with the Annual Ball projected to raise \$1.1 million, slightly up from \$1.055 million last year. The Golf Tournament is expected to generate \$500,000, including a \$15,000 carryover donation. Additional fundraising events include 40 Westt (\$60,000), the Dragon Boat Festival (\$115,000, targeting 12 teams), and the new Lakeshore Rocks event (\$60,000). The strategic focus is on sustaining high performance—particularly maintaining the \$1 million+ benchmark for the Ball—with a long-term goal of achieving \$2 million annually from fundraising events through gradual growth. Total revenue is projected at approximately \$4.5 million, with investment income set to zero due to challenges in forecasting market fluctuations. On the Expense side, \$160,000 is budgeted for marketing, including rebranding efforts. Event expenses are expected to remain stable, though the 40 Westt event shows inflated numbers due to CRA tax receipting requirements. Salaries in Q3 appear lower due to incomplete Q4 data, and legal fees are anticipated in relation to ongoing negotiations. Despite a modest increase in expenses, the Foundation is in a strong financial position, with a projected surplus of approximately \$2.5 million.

The budget was reviewed, and no major concerns were raised.

### **Approval of the 2025-2026 Budget:**

- **Motion:** Mr. Jennings requested a proposer for the budget which was set by **Mr. Phil Mancini**.
- **Second:** Motion seconded by **Mr. Kevin Campbell**.
- **Resolved:** The proposed 2025-2026 proposed budget was approved without modifications.

### **New Project Requests:**

#### **1 - Geriatric Chairs: \$6,182.00 (for 5 chairs) APPROVED**

Ms. Kamel stated that adding 5 more geriatric chairs to the Lakeshore Hospital's geriatric department (4North) will greatly enhance patient comfort and safety, especially for those with limited mobility or requiring long periods of seated support. These specialized chairs promote better posture, reduce the risk of pressure sores, and assist staff with safer patient transfers. Increasing the number of geriatric chairs ensures that each patient has access to proper seating, supporting both their physical health and overall well-being during their stay.

This project is supported by the Lakeshore General Hospital Auxiliary Department.

**2 - AED (Automated External Defibrillators) Training Model: \$12,193.48 for 2 units APPROVED**

Ms. Kamel emphasized that this investment will enhance the ability of healthcare teams at Lakeshore Hospital to respond more effectively to cardiac emergencies. It allows staff to practice in a realistic, controlled environment without risking patient safety, improving confidence, teamwork, and Code Blue response times. Using a training model also preserves clinical AEDs for actual emergencies and supports skill retention among nurses, orderlies, and new staff.

**3 - Ward Renovations: Requesting a total contribution of \$416,248.25 over 2 years APPROVED**

Ms. Kamel disclosed that the clinical units at Lakeshore General Hospital require urgent upgrades to patient rooms, bathrooms, utility areas, the pharmacy, and nurses' stations and lighting to ensure a comfortable, functional environment for both patients and staff. Delaying this work risks further space deterioration, rising labour and material costs, and increased long-term expenses. Completing the project will enhance patient care, improve staff working conditions, and support resident retention when the first cohort begins in July 2025.

**4 - Ultrasound Machine for OR: \$63,473.55 APPROVED**

Ms. Kamel voiced that this advanced tool will support anesthesiologists in managing difficult vascular access, performing peripheral nerve blocks, and conducting critical assessments of surgical patients. By enhancing patient safety and streamlining care, it will contribute to a more efficient operating room.

This technology will allow The Lakeshore General Hospital to be performed more surgeries without general anesthesia, leading to faster recovery times and shorter hospital stays. Additionally, by increasing the number of procedures completed each day, we can reduce surgical wait times and improve access to care for our community.

**5 - Endoscopy Scopes: \$115,030.00 APPROVED**

The addition of these scopes will greatly enhance our ability to diagnose and treat complex gastrointestinal conditions, including cancers of the digestive tract, diverticular disease, and esophageal disorders, shared Ms. Kamel. With more precise and versatile tools, our team can provide earlier interventions and improved outcomes for patients.

This project is supported by the Colin J. Adair Foundation & Lakeshore Light Opera Event.

**6 - Emergency Department Nurses' Lounge: \$10,000.00 APPROVED**

Ms. Kamel shared that the nurses working in the emergency department requires a dedicated space to rest, recharge, and take brief breaks from their demanding work environment. In such a high-pressure, fast-paced setting, having a comfortable and thoughtfully furnished area supports both the physical and mental well-being of our frontline healthcare workers.

**Approval of all 6 projects:**

- **Motion:** Mr. Jennings requested a proposer for the budget which was set by **Mr. Kevin Campbell.**
- **Second:** Motion seconded by **Ms. Nadia Malik.**
- **Resolved:** All 6 projects were approved unanimously by the Board of Directors.

**Staff Updates:**

Ms. Kamel shared that Ms. Alison Harris has resigned, and while final negotiations are ongoing, she has indicated she will not be returning to the Foundation. Mrs. Michelle Campbell, who performed exceptionally during this transition, has been promoted to Director of Development. Once Ms. Harris formally signs the release agreement, the Foundation will post a position for an Event Coordinator to support office logistics. Despite a small team, operations have been running well, and plans are in place to expand staff once the situation stabilizes.

Following the Board meeting, Ms. Harris signed the release agreement and the Event Coordinators' job description was posted.

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

**Adjournment** Meeting adjourned at 8:30 p.m. by Mr. Dave Jennings