



**Lakeshore General Hospital Foundation
Board of Directors Meeting
Wednesday, February 11th @ 5:00 p.m.
Zoom**

Members Present:

Mr. Dave Jennings	Ms. Sharon Beaumont	Dr. Tomas Kaufman
Mr. Philippe Jordan	Mr. Kevin Campbell	Mr. Phil Mancini
Mr. Eyal Artzy	Mr. David Cescon (left at 6:30 pm)	Dr. Gerry Polyhronopoulos (left at 6:30 pm)
Mr. Paul Broccolini	Mr. Éric Desbiens	Ms. Delia So
Ms. Nathalie Kamel, Ex-Officio	Ms. Isabelle Desharnais	Mr. Mike Vivier
		Mrs. Renée Yardley

Absent:

Dr. Fadi Aris
Ms. Nadia Malik
Mr. Patrick Vena

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. Phil Mancini**.
- **Second:** Motion seconded by **Ms. Sharon Beaumont**.
- **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 11th, 2025** Board of Directors' meeting set by **Mrs. Renée Yardley**.
- **Second:** Motion seconded by **Mr. Eyal Artzy**.
- **Vote:** All in favour, motion unanimously carried.
- **Resolved:** Minutes from **November 11th, 2025** approved without modifications.

Presentation by: Mr. Dan Gabay, President and CEO & Mme. Isabelle Caron, Associate President and Chief Operating Officer

Key Highlights

Mr. Gabay & Mme. Caron presented an overview of the broader healthcare environment in Quebec, including:

- The creation of Santé Québec
- Provincial healthcare budget challenges
- Recent legislative changes affecting physician remuneration
- Ongoing negotiations with physician federations
- Operational impacts on hospital planning and project timelines

Mr. Gabay shared that despite these challenges, several initiatives are advancing at the Lakeshore General Hospital such as;

Major Infrastructure and Program Initiatives

Endoscopy Expansion

- Renovation and expansion of endoscopy suites.
- Addition of a third procedure room and shell space for a fourth room.
- Target completion: mid-2027.

Dialysis Consolidation

- Consolidation of dialysis services into one unit.
- Improved patient experience and staff efficiency.

CT Scanner Replacement

- Upgrade to a dual-energy CT scanner.
- Construction required for installation.

General Surgical Robot (Robotic Assisted Surgery RAS)

- Discussions ongoing regarding acquisition.
- Potential two-year rental model.

Following the Board meeting, a meeting is schedule to discuss the next steps with Dr. El-Hakim, Dr. Halwani & Dr. Ortaaslan.

Obstetrics Program Transformation

- Implementation of a new care model to improve patient experience and stabilize staffing.

Geriatrics Program

- Re-establishment of a geriatric care ward to respond to demographic demand.

Ambulatory Clinic Expansion

- Reconfiguration of space to support specialized outpatient clinics.

Parking Expansion

- Phase 1 proposal to create approximately 195 new parking spaces.
- Further expansion options under evaluation.

IT and Digital Systems

- Expansion of the OACIS electronic medical record system
- Implementation of AI-assisted documentation tools

Psychiatry Unit Renovation

- Expected completion in November 2026.

The Board thanked Mr. Gabay & Mme Caron for their update.

Foundation Update: Donor Tour Initiative

Ms. Kamel reported that a recent hospital tour for donors resulted in a \$2 million donation in shares from a donor and their family foundation. This donation followed a donor engagement visit designed to deepen relationships with existing supporters.

Board members congratulated the Foundation team on the transformational gift.

Due to time constraints a few items on the agenda were not discussed.

- Approved Projects Update
- Mailing Performance Studies
- Important Updates & Event Results

Investment Committee Update & Cash & Investment Position

Mr. Desbiens presented the Investment Committee report and shared that the annual investment review is scheduled for February 23rd with the Investment Committee and RBC PH&N. Ongoing improvements to governance processes will also be highlighted during the meeting. The portfolio oversight is continuing with RBC PH&N.

Ms. Kamel also presented the Foundation's current cash and investment position, totaling approximately \$18.6 million before accounting for the new \$2M donation.

Project Resolution required

Ms. Kamel requested that a formal resolution was required to confirm a previously pledged contribution of \$1,000,000 toward the Psychiatry Unit renovation.

Approval of the Psychiatry Department Renovation

- **Motion:** To approve the Psychiatry Department Renovation which was set by **Dr. Tomas Kaufman**.
- **Second:** Motion seconded by **Mr. Phil Mancini**.
- **Vote:** All in favour, motion unanimously carried.
- **Resolved:** The Psychiatry Department Renovation is approved.

Project Requests

The following projects were presented for approval:

1. Emergency Department **Pre-Triage Assessment Unit**
2. **Stellar Nursing Excellence Certification Program**
3. **Geriatric Patient Chairs** for the Emergency Department

4. **Emergency Resuscitation Carts and Storage Systems**
5. **Point-of-Care Diagnostic Testing Equipment**
6. **Pulmonary Function Testing Body Box**
7. **ERCP Endoscopy Equipment** (new clinical service)
8. **Image Guidance System for Sinus Surgery**

Total estimated funding: approximately **\$571,000**.

The Emergency Department **Pre-Triage Assessment Unit, Stellar Nursing Excellence Certification Program** and the **Geriatric Patient Chairs** for the Emergency Department was presented by Mme. Nelea Lungu, Director of Nursing presenting projects.

Mme. Lungu presented an overview and emphasized the need for each project.

Mr. Jennings proposed that the Board approve all projects together in a single approval.

Approval of all 8 projects was accepted

- **Motion:** To approve all 8 projects which was set by **Mr. Phil Mancini**.
- **Second:** Motion seconded by **Mr. Philippe Jordan**.
- **Vote:** All in favour, motion unanimously carried for all 8 projects.
- **Resolved:** All 8 projects were approved.

Major Gift Road Map

Ms. Kamel provided an update on major donor cultivation efforts. Ms. Kamel presented the list below, noting that all individuals are active or prospective donors, including:

- The Fetherstonhaugh Family Foundation
- The Lise and Giuseppe Racanelli Foundation
- Hewitt Foundation
- Trottier Family Foundation
- The Birks Family Foundation
- The Gustav Levinschi Foundation
- Eric T. Webster Family Foundation
- The Colin J. Adair Foundation
- IMP Group
- Lakeshore Auxiliary
- The Hagen Family Foundation
- Power Corporation of Canada
- Roxboro Excavation Inc.
- The Tenaquip Foundation
- TELUS Friendly Future Foundation
- Bell Let's Talk

Board members were encouraged to assist with introductions where possible.

Rebranding – Marketing & Communications

Ms. Kamel reminded the Board that, during the November 11 meeting, a vote was held in favour of hiring Autremont to lead Phase 1 of the Foundation's rebranding strategy. The work is now underway to

rejuvenate the Foundation's brand image, with the objective of developing a strong storytelling framework.

Ms. So, a member of the rebranding committee, noted that Phase 1 has now begun and that the committee will be meeting strategically with Autremont on a weekly basis to review progress and updates. A survey will soon be launched and distributed to physicians and staff at Lakeshore General Hospital. The goal is to have a defined brand narrative and tailored messaging for four target audiences by the end of May 2026.

Ms. Kamel also indicated that an interview process will form part of the exercise. Autremont will conduct one-on-one interviews with selected participants. Once the information has been compiled and analyzed by Autremont, the results will be shared with the Foundation and subsequently presented to the Board.

Following the Board meeting, the survey was distributed to more than 2,000 staff members and over 200 physicians, with a submission deadline of March 13.

Upcoming Events

Ms. Kamel shared key dates and upcoming events, highlighting the sponsors for several of them.

Cora Pointe-Claire Rise & Shine Community Breakfast – Wednesday, April 15th from 7 am – 11 am
Lakeshore Rocks – Wednesday, May 13th at Club Soda. Title Sponsor: Vivier Pharma (Mr. Vivier confirmed sponsorship).

Dragon Boat – Saturday, August 22nd. Title Sponsor: Bombardier

Lakeshore Golf Open – Thursday, September 10th. 25 foursomes already confirmed with a revenue goal of \$700,000.

Lakeshore Ball – Saturday, October 24th

Important Dates:

Board Meet-and-Greet: A networking event with hospital physicians and leadership was initially planned for April 15 or 16.

Following the Board meeting, Wednesday, April 22 was confirmed as the date, with the location to be determined.

Art for Healing Initiative: An event will be held to recognize artists who have donated artwork to the hospital through the Art for Healing program.

Following the Board meeting, Tuesday, June 2, starting at 5:00 p.m. was selected as the date.

Next Board Meeting: The upcoming in-person Board meeting is scheduled for Wednesday, April 29, 2026, at 6:00 p.m. at the CIUSSS head offices.

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

Meeting adjourned at 7:19 p.m. by Mr. Dave Jennings.