



WINDSOR REGIONAL HOSPITAL THIRTY-FIRST ANNUAL GENERAL MEETING

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

**Thursday, June 26, 2025
1700 hours
Auditorium, MET Campus**

A G E N D A

1. **CALL TO ORDER & WELCOME GUESTS** **France**
2. **PREVIOUS MINUTES – July 18, 2024 (MOTION)** **McLeod**
3. **CHEQUE PRESENTATIONS:** Introduced by Ms. France:
 - i) Ms. Heather Preston President, WRH Auxiliary
 - ii) Mr. John Jedlinski, President of the Foundation Board
4. **VERBAL REPORTS:**
 - i) Ms. K. Riddell, Acting President & CEO / CNE
 - ii) Dr. W. Saad, Chief, Professional Staff / VP, Medical Affairs
 - iii) Ms. P. France, Chair, Board of Directors
5. **TREASURER'S REPORT & APPROVAL OF THE FINANCIAL STATEMENTS OF:**
 - i) Windsor Regional Hospital (MOTION) **Paniccia**
6. **CONFIRMATION OF APPOINTMENT OF AUDITORS FOR FISCAL 2025/26 (MOTION)** **Lanoue**
7. **ANCILLARY MOTION:**
Ratification of all 2024/25 Acts & Proceedings of the Board of Directors of Windsor Regional Hospital **Lachance**

- | | | |
|------------|--|--|
| 8. | BY-LAW AMENDMENT (MOTION) | McLeod |
| 9. | CONFIRMATION of DIRECTORS, and,
APPOINTMENT of Professional Staff to the Board of Directors (MOTIONS) | Isshak
Bissonnette
Manroe-
Wakerell
Copat |
| 10. | CONFIRMATION of Committee Membership (MOTION) | Staudt |
| 11. | BOARD MEMBER ACKNOWLEDGEMENTS | France |
| 12. | TENTATIVE DATE OF 2026 AGM – Thursday, June 25, 2026 | France |
| 13. | ADJOURNMENT | Malian |

/ds



MOTION/ACTION SHEET
From the
THIRTIETH ANNUAL GENERAL MEETING
WINDSOR REGIONAL HOSPITAL
Thursday, July 18, 2024

**RESOLUTION
NUMBER**

RESOLVED THAT

- 24071801A** the Financial Statements of Windsor Regional Hospital for fiscal year ended March 31, 2024 be approved.
- 24071802A** KPMG be appointed as Auditors for Windsor Regional Hospital for fiscal 2024/2025.
- 24071803A** all Acts and Proceedings of the Board of Directors of Windsor Regional Hospital for fiscal year 2023/2024 be approved.
- 24071804A** the Corporate Members' proposed amendments to the By-Law are ratified and confirmed.
- 24071805A** the following persons be elected to the Board of Directors of Windsor Regional Hospital for the first year of a three year term, until the Annual Meeting of 2027:
- | | |
|------------------|------------------------|
| Paul Lachance | Ian McLeod |
| Genevieve Isshak | Mary Dawson |
| Laura Copat | Nadine Manroe-Wakerell |
- 24071806A** the following persons be confirmed to the Board of Directors of Windsor Regional Hospital for the second year of a three year term, until the Annual Meeting of 2026:
- | | |
|-----------------|---------------------|
| Patricia France | Cynthia Bissonnette |
| Nila Das | Jamie Skutovich |
| Chris Lanoue | |

24071807A the following persons be confirmed to the Board of Directors of Windsor Regional Hospital for the third year of a three year term, until the Annual Meeting of 2025:

Dr. Laurie Freeman Linda Staudt
David Malian

24071808A the following persons be confirmed to the Board of Directors of Windsor Regional Hospital for the second year of a two year term as Immediate Past Chair until the next Annual General Meeting of 2025

Anthony Paniccia

24071809A the following persons be appointed to the Board of Directors of Windsor Regional Hospital on the authority of their positions reflected herein for the 2024/25 year:

Ms. Karen Riddell	Acting President & CEO/CNE, ex-officio, non-voting
Dr. Wassim Saad	Chief, Professional Staff, VP, Medical Affairs, ex-officio, non-voting
Dr. Danielle Soulliere	President, Professional Staff, ex-officio, non-voting
Dr. Maher Zayouna	Vice President, Professional Staff, ex-officio, non-voting
Mr. David Musyj	Past President & CEO

240718010A the following Fifteen (15) Committee memberships be confirmed for one year appointments until the Annual General Meeting of 2025.

Quality of Care:

Joe Milicia
Ryan Elizabeth Wood
Joseph Picard
Ayman Haddad
Wes Vickers
Carol Leclair, Nursing Rep

Finance/Audit & Resources:

Trevor Chapman
Robert Klein
Dwayne Dawson
Marc Jones
Anna Kirby
Katherine Pham

HR Sub-Committee:

Natalie Yun
Kashif Saeed
Jody Guy-Merritt

MINUTES of the **THIRTIETH ANNUAL GENERAL MEETING** of Windsor Regional Hospital held on **Thursday, July 18, 2024**, 1900 hours, in the Auditorium, MET Campus.

PRESENT:

Patricia France, Chair	Paul Lachance	Karen Riddell, ex-officio, non-voting
Nadine Manroe-Wakerell	David Malian	Dr. Wassim Saad, ex-officio, non-voting
Ian McLeod	Chris Lanoue	
Genevieve Isshak	Laura Copat	
Nila Das	Linda Staudt	
Dr. Laurie Freeman	Anthony Paniccia	
Cynthia Bissonnette	Mary Dawson	
Jamie Skutovich		

ALSO PRESENT:

Executive Committee

REGRETS:

Dr. Maher Zayouna, ex-officio, non-voting
Dr. Danielle Soulliere, ex-officio, non-voting
Dr. Larry Jacobs, ex-officio, non-voting
David Musyj, ex-officio, non-voting

1. CALL TO ORDER:

The meeting was called to order at 1900 hours with Ms. France presiding as Chair and Dawn Sutherland recording the minutes. The Chair welcomed the guests who were present.

2. PREVIOUS MINUTES – June 22, 2023

The minutes of the June 22, 2023 Annual General Meeting had been previously distributed.

MOVED by Mr. I. McLeod, **SECONDED** by Ms. L. Copat and **CARRIED**
THAT the minutes of the June 22, 2023 Annual General Meeting of Windsor Regional Hospital be approved.

3. CHEQUE PRESENTATION:

Ms. Heather Preston, President of the WRH Auxiliary presented a cheque to WRH in the amount of \$90,000. Ms. Preston acknowledged Ms. Fae Gillespie and her many years of service and dedication. The Met Campus Gift Shop is open seven days a week.

The Chair thanked the WRH Auxiliary for the donation and for their amazing work.

Mr. John Jedlinski, President of the WRH Foundation Board of Directors, presented a cheque to WRH in the amount of \$2,372,000 in support of vitally needed medical equipment, staff tuition and research needs.

Mr. Jedlinski, on behalf of the Foundation, extended a heartfelt thank you to the Windsor-Essex community and their donors for doing their part to help ensure our hospital is equipped with the best state of the art equipment that is not funded by the government.

Highlights from this year's investments include the purchase of vitally needed medical equipment including a Linear Array EUS Scope for Endoscopy, ResMed Stellar 150 Ventilators and a Glidescope Go Unit for the ICUs. The Foundation also supported an increase in Tuition Assistance specially targeted toward nursing staff with transitions from RPN to RN. The Foundation continues to work towards the Foundation's 5 year plan which includes support for a brand new Da Vinci Surgical Robot, support for the Ouellette Campus Cath Lab Redevelopment and future support for the New Windsor-Essex Acute Care Hospital.

The Chair congratulated and thanked the Foundation for an exceptional job this past year.

4. REPORTS:

The Annual Report contained a joint message from the Acting President & CEO/CNE, Chief of Staff and Board Chair, each of whom spoke briefly.

Ms. Riddell:

Ms. Riddell started by stating that this past year has been a testament to the strength and resilience of our dedicated team as we navigated significant challenges and celebrated noteworthy achievements.

The 2023-24 fiscal year was a period of profound growth and transformation for WRH. As we continued to emerge from the COVID-19 pandemic, which has become endemic, our team demonstrated exceptional adaptability and commitment. This year, we faced a regional criminal cyberattack that tested our systems and resolve, but we also achieved stellar results that resulted in an Exemplary Standing designation in our Accreditation Canada process – the second consecutive such recognition for our team. WRH introduced several sophisticated technologies to enhance patient care.

Thanks to Provincial government support, we expanded our Paediatric Diversion Program's operating hours to seven afternoons per week, diverting 1,300 pediatric patients from our Emergency Department and completing over 100 follow-up appointments each month.

Our Medicine teams launched the Senior Friendly Initiative, which included a polypharmacy project, an antibiotic stewardship program, and the formation of a mobility committee. WRH also initiated new Strategic Partnerships with our Community partners. We launched the Nurse-Police Team (NPT) initiative, where Emergency Department nurses collaborate with Windsor Police Service members to address addictions and mental health crises. In addition, WRH partnered with the Windsor Family Health Team to introduce an award-winning oral health program for inpatient mental health patients.

Our Patient Family Advisory Committees, comprising nearly 50 members, led numerous improvements.

With substantial support from the Provincial government, we introduced a third MRI machine, began construction of a fourth Linear Accelerator (LINAC), and prepared for a new cardiac catheterization lab at Ouellette Campus. These investments are crucial for expanding our services and enhancing patient care.

Our Windsor Regional Hospital Foundation and Cancer Centre Foundation contributed millions of dollars for new technology and patient care equipment, including Cinema Vision for MRI suites and NeoPuff CPAPP for our NICU, among other vital resources such as software required for radiation treatment, patient beds and funding support for research and education.

Significant progress was made on the New Windsor/Essex Acute Care Hospital Project. We submitted high-level plans and early block diagrams to the Ministry of Health and are now preparing for the next stage of planning. We have also built strong partnerships with regional First Nation communities to ensure the new hospital is a welcoming and safe space for Indigenous patients and visitors.

We have several exciting projects and advancements on the horizon for 2024-2025. We will develop a new Strategic Plan to build on our strengths and establish operational goals for the future.

Ms. Riddell acknowledged the incredible efforts of our employees and professional staff, the unwavering support of our board members, and the trust of our patients and community.

Ms. Riddell also thanked Mr. Musyj, our Past President and CEO for leading our organization and having the confidence and trust in her to temporarily take the helm as he supports our regional partner, LHSC.

Dr. Saad:

Dr. Saad spoke to the challenges as a result of the Code Grey. He acknowledged the Professional Staff and their ability to work together to overcome significant barriers.

The Wellness/Retention Committee continues to spearhead some great work for our Professional Staff. Specifically, under Dr. Gupta's leadership, we have a Peer-to-Peer program that has been established, training our own members of the Professional Staff to act as support as required by their peers.

We saw the go-live of the Professional Staff Portal - coordinating communication to and from our Professional Staff. In Partnership with the Professional Staff Association, the Wellness Committee organized our Inaugural Professional Staff Awards Event. This was a great in person event. Awards were given out to members of our professional staff after

being nominated and selected by their peers. Dr. Saad congratulated the following recipients:

Lifetime Achievement – Dr. Mike Coughlin
Newcomer Award – Dr. Rosy Laschuk
Spirit of Medicine – Dr. Marguerite Chevalier
Excellence in Research – Dr. Caroline Hamm
Educator of the Year – Dr. Junaid Yousuf

Dr. Saad reported on the various research projects across WRH. There are 123 active research projects and the new webpage will house all of this information, celebrating our achievements and drawing the best talent to WRH.

This July saw the first two full time internal medicine residents begin at WRH. This is a great example of how we continue to expand our academic footprint. We continue to hold regular and well-attended Grand Rounds.

Recruitment has continued to be non-stop and we remain in active recruitment for the ED and Anesthesia, both continue to be a challenge provincially and nationally. WRH on boarded 39 new professional staff in 2023 and 33 so far in 2024. We were successful in the recruitment of two associate and two locum anesthesiologists in the past year and in Emergency Medicine, we privileged six associate active physicians and two locums.

Dr. Saad also highlighted that under the leadership of Dr. David Ng, for the first time in a long time, we do not have any gaps in the ED schedule. In addition, we have been successful in securing a return of service student for the ED through Schulich which helps with a more sustainable model as well.

Dr. Saad took the opportunity to thank the hard work of the MAC Subcommittee Chairs over the last year. Dr. Saad also thanked the Board and Executive team for another incredible year.

Ms. France:

Highlights of her report:

Ms. France applauded the WRH team for their incredible accomplishments of this past year and their ability to do so in the face of constant challenge.

The 2023-2024 year followed several years of global crisis and concern from the COVID-19 pandemic. The WRH team rose to the challenge of caring for our community in the midst of this frightening time. The lessons learned from this period in our history will continue to serve us well into the future. In addition, the team worked through the constant high and rising demand for health care services alongside stretched resources in our system. In partnership with the provincial government, we have strived to pass through every

potential barrier with the right investments and program and service implementations that kept the patient at the centre of everything.

Ms. France spoke to the criminal cyberattack that disrupted the flow of electronic information and forced staff to step up once again to meet the challenge of caring for our patients. Despite all of the challenges, WRH emerged from another year of turbulence and into an Accreditation process that resulted in a second consecutive “Exemplary Standing” recognition.

The Strategic Planning phase that is currently underway will provide an excellent opportunity to lay out a future roadmap for our hospital that is innovative, thoughtful and compelling.

Ms. France thanked the tremendous roster of more than 4,200 employees, nearly 600 professional staff, and 500-plus volunteers for their dedication and commitment to outstanding and compassionate patient care. She also acknowledged the many community partners who collaborate with the hospital.

Ms. France also thanked the government for continuing to support our efforts to invest in services today, and for the new state-of-the-art hospital infrastructure of our now not-too distant future.

Ms. France thanked her fellow board members for their unwavering dedication to our community. She also extended a warm welcome to our new board member, Ms. Nadine Manroe-Wakerell

Lastly, Ms. France delivered a special thank you to Ms. Riddell. Change is never easy, and Mr. Musyj’s secondment to an important role assisting our neighbours in London fresh into this new fiscal year was just the latest challenge for the organization. Ms. Riddell stepped in and stepped up to demonstrate her enormous skill and experience in making a smooth transition as Acting President and CEO of the organization.

Thank you to everyone as we look forward to a successful and rewarding 2024-25.

5. TREASURER’S REPORT:

Mr. Paniccia reported. KPMG conducted a comprehensive audit of the Hospital's operations for the fiscal year ending March 31, 2024. The Finance and Audit Review (FAR) Committee met with KPMG twice to discuss audit planning, materiality, and emerging industry trends.

KPMG issued an unqualified (clean) audit report, confirming that the Hospital's financial statements accurately reflect the financial position, results of operations, and cash flows for the year ended March 31, 2024, in accordance with Canadian Public Sector Accounting Standards (CPSAS).

The Hospital generated a surplus of \$2,058,000 and a positive hospital margin of \$10,214,000 for the fiscal year. However, cash decreased by \$47 million due to ongoing challenges, including the impact of Bill 124, the Cyberattack and other funding challenges.

Mr. Paniccia extended his sincere gratitude to the entire finance team and administration for their exceptional work in completing the financial statements under challenging circumstances. He also thanked the FAR Committee members for their dedication and support throughout the audit process.

The annual report outlines the financial and operational highlights.

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. J. Skutovich and **CARRIED**
IT WAS RESOLVED THAT the Financial Statements of Windsor Regional Hospital for fiscal year ended March 31, 2024 be approved.

6. CONFIRMATION OF APPOINTMENT OF AUDITORS FOR FISCAL 2024/2025:

MOVED by Mr. C. Lanoue, **SECONDED** by Dr. L. Freeman and **CARRIED**
IT WAS RESOLVED THAT KPMG be confirmed as Auditors for Windsor Regional Hospital for fiscal 2024/25.

7. ANCILLARY MOTION:

MOVED by Mr. P. Lachance, **SECONDED** by Ms. M. Dawson and **CARRIED**
IT WAS RESOLVED THAT all Acts and Proceedings of the Board of Directors for fiscal year 2023/24 be accepted.

8. CORPORATE BY-LAW AMENDMENT:

MOVED by Mr. I. McLeod, **SECONDED** by Ms. C. Bissonnette and **CARRIED**
IT WAS RESOLVED THAT the Corporate Members' proposed amendments to the By-Law are hereby ratified and confirmed.

9. ELECTION & CONFIRMATION OF DIRECTORS & APPOINTMENT OF PROFESSIONAL STAFF TO THE BOARD OF DIRECTORS:

MOVED by Ms. C. Bissonnette, **SECONDED** by Ms. N. Das and **CARRIED**
IT WAS RESOLVED THAT the following persons be elected to the Board of Directors of Windsor Regional Hospital for the first year of a three year term, until the Annual Meeting of 2027:

Paul Lachance	Ian McLeod
Genevieve Isshak	Mary Dawson
Laura Copat	Nadine Manroe-Wakerell

MOVED by Ms. G. Isshak, **SECONDED** by Mr. D. Malian and **CARRIED**
IT WAS RESOLVED THAT the following person be confirmed to the Board of Directors of Windsor Regional Hospital for the second year of a three year term, until the Annual Meeting of 2026:

Patricia France	Cynthia Bissonnette
Nila Das	Jamie Skutovich
Chris Lanoue	

MOVED by Ms. N. Das, **SECONDED** by Mr. P. Lachance and **CARRIED**
IT WAS RESOLVED THAT the following person be confirmed to the Board of Directors of Windsor Regional Hospital for the third year of a three year term, until the Annual Meeting of 2025:

Dr. Laurie Freeman	Linda Staudt
David Malian	

MOVED by Ms. L. Copat, **SECONDED** by Ms. L. Staudt and **CARRIED**
IT WAS RESOLVED THAT pursuant to Article 4.03(c) (iv) of the By-Law the following person be elected to the Board of Directors of Windsor Regional Hospital for the second year of a two year term as Immediate Past Chair until the Next Annual General Meeting in 2025.

Anthony Paniccia

MOVED by Dr. L. Freeman, **SECONDED** by Ms. Bissonnette and **CARRIED**
IT WAS RESOLVED THAT the following persons be appointed to the Board of Directors of Windsor Regional Hospital on the authority of their positions reflected herein for the 2024/25 year:

Ms. Karen Riddell	Acting President & CEO/CNE, ex-officio, non-voting
Dr. Wassim Saad	Chief, Professional Staff, VP, Medical Affairs, ex-officio, non-voting
Dr. Danielle Soulliere	President, Professional Staff, ex-officio, non-voting
Dr. Maher Zayouna	Vice President, Professional Staff, ex-officio, non-voting
Mr. David Musyj	Past President & CEO

10. CONFIRMATION OF COMMITTEE MEMBERSHIP:

MOVED by Ms. L. Staudt, **SECONDED** by Mr. C. Lanoue and **CARRIED**
IT WAS RESOLVED THAT the following fifteen (15) Committee memberships be confirmed for one year appointments until the Annual General Meeting of 2025.

Quality of Care:

Joe Milicia
Joseph Picard
Ryan Elizabeth Wood
Ayman Haddad
Wes Vickers
Carol Leclair, Nursing Rep

Finance/Audit & Resources:

Anna Kirby
Dwayne Dawson
Trevor Chapman
Robert Klein
Marc Jones
Katherine Pham

HR Sub-Committee:

Natalie Yun
Kashif Saeed
Jody Guy-Merritt

11. TENTATIVE DATE OF 2024 AGM

Thursday, June 26, 2025

12. ADJOURNMENT:

MOVED by Mr. D. Malian, **SECONDED** by Mr. I. McLeod and **CARRIED**
THAT the Thirtieth Annual General Meeting of Windsor Regional Hospital held on July 18, 2024 be adjourned at 1925 hours.

Ms. Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary

/ds