



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, OCTOBER 23, 2025 (CHAMPLAIN, 920 CHAMPLAIN COURT, WHITBY – BOARDROOM A/ VIA MICROSOFT OFFICE TEAMS).

Voting Members:					
P	Cordelia Clarke Julien, Chair	P	Ivan DeJong	P	Ijade Maxwell Rodrigues
R	Christine Ashton	P	Tony Doyle	P	Steven Murphy
P	Melissa Belliveau	P	Mary Flindall-Simpson	R	Anuj Pasrija
R	Shashi Bhatia	P	Lorraine Gray	P	Bill Sims
P	Brian Bussiere	P	Peter Hobb	P	Dr. Kirk Stewart
P	Imtiaz Daniel	P	Duncan Mathieson		
Other Members:					
P	Cynthia Davis (Ex Officio)	P	Dr. Randy Wax (Ex Officio)	P	Dr. Aaron Frombach (Ex Officio)
P	Petrina McGrath (Ex Officio)	P	Dr. Julie Ann Francis (Ex Officio)	P	Sharon Pye, (Recorder)
P	Dr. Rebecca Wray				
Guests:					
P	Kirsten Burgomaster	P	Shara Santan	P	Trevor Stewart
P	Tabitha Carroll	P	Nancy Shaw	P	Brian Pollard
P	Chris Squire	P	Dr. Nadia Ismiil	P	Cheri Smith
P	Parvathi Suresh	P	Trevor Stewart	P	Dr. Oneil Edwards
P	Hema Vyas	P	Hannah ter Weeme		
P= Present R=Regrets TC= teleconference					

1. LAND ACKNOWLEDGEMENT

B. Bussiere shared the Land Acknowledgement which included his reflections and commitment to reconciliation.

2. CALL TO ORDER

2.1 Strategic Planning at a Glance

The Strategic Plan at a Glance outlines the strategic directions and annual priorities. This document is included in the package each month and is meant as a reminder to help ensure the Board of Trustees remains aligned with the organization’s strategic goals and objectives.

2.2 IDEAA Impact Statement

The IDEAA impact statement is to ensure that activities and initiatives are designed and implemented in a way that promotes equity and reduces disparities or discrimination. Similar to the Strategic Plan at a Glance document we will post this within each package as a reference document for discussions and decisions.

2.3 Declaration of Conflict of Interest

No conflict of interest was declared.

2.4 Approval of Agenda

MOTION: It was MOVED by B. Sims and SECONDED by I. DeJong that the Board of Trustees approves the Open Agenda Board of Trustees meeting held October

3. DECISION/DISCUSSION

3.1 Strategic Planning – Community Engagement

Lakeridge Health is in the final stages of gathering and sharing information for its strategic planning process. D-Sides was in attendance to provide and overview of their consultation findings within the community. The community engagement initiative that began in May focused on understanding and improving language health in the Durham Region. Guided by earlier questions and input from community members and leaders, the project was designed around three main goals: to understand community needs and lived experiences related to language health, to increase awareness of language health and the broader health system, and to build trust and strong relationships between residents, community leaders, and Lakeridge Health.

The key recommendations received from the meeting included developing a targeted awareness campaign, enhancing social media presence, embedding cultural competency and equity practices, and improving communication about independent care models. Additionally, it was suggested to overlay internal survey results to strengthen brand value and gain insights from employees’ perspectives. There was also interest in receiving more detailed demographic data from the survey, particularly breakdowns by age group, to better understand community representation and engagement.

3.2 Financial and Sustainability Update

In August, the organization performed well financially, ending the month with a surplus over budget. This positive outcome was partly attributed to staff taking vacations earlier in the year, reducing expenses during that period. However, this trend is not expected to continue, and a small deficit is anticipated in the coming months. The main financial pressures stem from ongoing savings challenges, particularly within the surgical supply area, where efforts are underway to optimize supply use and control costs. Additional cost pressures arise from non-core compensation expenses, such as orientation, leave, and modification costs, which continue to increase. Work is also being done to address related compensation impacts and to standardize related processes.

4. CONSENT AGENDA: FOR DECISION

4.1 Board of Trustees Draft Open Meeting Minutes: September 11 & 18, 2025

MOTION: It was MOVED by L. Gray and SECONDED by D. Mathieson that the Board of Trustees approves the Board open meeting minutes for the Lakeridge Health Board of Trustees Meeting of September 18 & 19, 2025.

CARRIED

4.2 Recommended by Governance Committee

4.2.1 Terms of Reference

MOTION: It was MOVED by L. Gray and SECONDED by M. Belliveau that as recommended by the Governance Committee, the Board of Trustees approves the following Term of References:

- IDEAA Committee
- Quality Committee
- Resources Committee
- Community Advisory Panel (CAP)

CARRIED

4.2.2 Work Plans

MOTION: It was MOVED by P. Hobb and SECONDED by I. DeJong that as recommended by the Governance Committee, the Board of Trustees approves the 2025/26 Work Plans:

- Board of Trustees
- IDEAA Committee
- Quality Committee
- Resources Committee

CARRIED

4.3 Recommended by Resources Committee

4.3.1 Siemens Healthcare Canada, Chemistry Analyzer Equipment, Reagents, Consumables

MOTION: Whereas Lakeridge Health has an existing sole sourced contract with Siemens Healthcare Canada that can be leveraged for this procurement;

It was MOVED by L. Gray and SECONDED by M. Belliveau that as recommended by the Resources Committee, the Board of Trustees approves entering into a contract with Siemens Healthcare Canada for the acquisition of new chemistry analyzer equipment, reagents, consumables, and service at the Oshawa site. The contract will have an estimated total value of \$6.9 million (excluding HST) over a ninety-six (96) month term.

CARRIED

4.3.2 Surgical Robot Instruments & Accessories

MOTION: It was MOVED by T. Doyle and SECONDED by I. Maxwell Rodrigues that as recommended by the Resources Committee, the Board of Trustees approves entering into contract with Intuitive Surgical via non-competitive procurement to support the ongoing purchase of instruments and accessories. The total estimated value of the five (5) year contract is \$4.5M.

CARRIED

5. **CONSENT AGENDA: FOR INFORMATION**

MOTION: It was MOVED by B. Bussiere and SECONDED by B. Sims to receive the Lakeridge Health Board of Trustees October 23, 2025, Consent Agenda for Information Items 5.2 – 5.11.

Item 5.10 Whistleblower Policy was pulled for discussion. A question was raised about clarifying the complaint process for the Chief Executive Officer (CEO) and Chief of Staff (CoS), since the current description only addresses procedures for board members. It was suggested that the SBAR be updated to specify how such cases would be handled, including the escalation and investigation process, to ensure transparency and clarity. The group agreed to update the relevant section in the SBAR to include this information.

- 5.1 Board Chair Report (Deferred)
- 5.2 Chief Executive Officer Report
- 5.3 Chief of Staff Report
- 5.4 Governance Committee Draft Meeting Minutes: October 8, 2025
- 5.5 Resources Committee Draft Meeting Minutes: October 10, 2025
- 5.6 Quality Committee Draft Meeting Minutes: October 9, 2025
- 5.7 Medical Advisory Committee Draft Meeting Minutes: September 30, 2025

- 5.8 Board Committees Chair Consolidated Report
- 5.9 Strategic Planning
- 5.10 Whistleblower Policy Overview
- 5.11 Semi-Annual Volunteer Report

CARRIED

MOTION TO MOVE IN-CAMERA

MOTION: It was MOVED by D. Mathieson and SECONDED by I. Daniel to move in-camera.

CARRIED

6. IN-CAMERA MATTERS

MOTION TO COME OUT OF IN-CAMERA

MOTION: It was MOVED M. Belliveau and SECONDED by T. Doyle to come out of in-camera.

CARRIED

MOTION TO APPROVE ACTIONS TAKEN IN-CAMERA

MOTION: It was MOVED by I. DeJong and SECONDED by P. Hobb to accept actions taken in-camera.

CARRIED

7. TERMINATION OF MEETING

7.1 Next Meeting: November 20, 2025

7.2 Adjournment

MOTION: It was MOVED by S. Murphy and SECONDED by I. Maxwell Rodrigues that the Board of Trustees approves adjournment of the meeting of October 23, 2025.

CARRIED

B. Sims

Bill Sims, Vice Chair