



MINUTES OF THE OPEN MEETING OF THE LAKERIDGE HEALTH BOARD OF TRUSTEES HELD ON THURSDAY, DECEMBER 18, 2025 (920 CHAMPLAIN COURT, WHITBY – BOARDROOM A) /VIA MICROSOFT OFFICE TEAMS).

Voting Members:					
P	Bill Sims, Chair	P	Ivan DeJong	P	Ijade Maxwell Rodrigues
P	Christine Ashton	P	Tony Doyle	P	Steven Murphy
P	Melissa Belliveau	P	Mary Flindall-Simpson	P	Anuj Pasrija
R	Shashi Bhatia	P	Lorraine Gray	P	Dr. Kirk Stewart
P	Brian Bussiere	P	Peter Hobb		
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	Chris Squire	P	Dr. Ilan Lenga
P	Tabitha Carroll	P	Brian Pollard	P	Trevor Stewart
P	Shara Santan			P	Cheri Smith
P= Present R=Regrets TC= teleconference					

1. HOLIDAY SOCIAL

2. LAND ACKNOWLEDGEMENT

A. Pasrija shared the Land Acknowledgement which included his reflections and commitment to reconciliation.

3. CALL TO ORDER

3.1 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.

3.2 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.

3.3 Declaration of Conflict of Interest

A declaration of conflict of interest was declared for A. Pasrija for Item 5.2 OR Arthroplasty Hips, Knees, and Bone Cement.

3.4 Approval of Agenda

MOTION: It was MOVED by B. Bussiere and SECONDED by D. Mathieson that the Board of Trustees approves the Open Agenda Board of Trustees meeting held December 18, 2025.

3.5 Board Chair Survey – Follow up

B. Sims acknowledged M. Flindall-Simpson, who will be resigning from the board effective January, making this her final meeting. The chair thanked her for her service and contributions, particularly highlighting her background in finance, risk, and procurement, and wished her well in her next chapter.

The Chair referenced the recent Board Meeting Evaluation and thanked members for completing it, highlighted key areas identified, and outlined plans to address these as Chair. One theme was a desire for greater transparency regarding additional opportunities for Trustee participation, which led to invitations to join the upcoming chief recruitment search committee. Another theme focused on supporting new members by enhancing their understanding of board roles and processes. The Chair noted that Management is developing additional reference documents to support this effort.

Quality oversight and performance measurement were discussed, with reference to tools including patient surveys, benchmarks, productivity analyses, and committee audits. The Chair shared plans to enhance meeting flow and clarity by providing additional context for agenda items and linking discussions to strategic goals and governance responsibilities.

4. **DECISION/DISCUSSION**

4.1 Whole System Quality

The presentation focused on Lakeridge Health's ongoing journey toward whole system quality, an approach informed by the Institute for Healthcare Improvement and tailored to the organization's unique context. The model focuses on engaging all staff in continuous improvement aligned to shared organizational priorities, fostering a learning organization where employees at all levels contribute to improving care, the work environment, and system performance. Strategic priorities are cascaded to the point of care, supported by capability building through leadership development, quality improvement training, and a daily management system that promotes reflection, issue escalation, and a strong culture of quality and safety.

The discussion highlighted the cultural impact of this work. Daily huddles, visual management tools, and regular coaching have strengthened communication, encouraged speaking up, and improved connections across teams and departments. Technology, including Epic and virtual tools, is being leveraged to support consistency and accessibility across the system. External coaching and assessments have also helped refine the approach and support ongoing learning.

Overall, whole system quality was described as a long-term, evolving journey that integrates quality, safety, patient experience, staff engagement, equity, and financial stewardship. Progress is being monitored through a combination of performance measures, surveys, accreditation feedback, and direct observation through leadership and board rounding. While the work continues to mature, there was a strong sense of momentum and optimism about the positive changes in culture, engagement, and outcomes, and a shared commitment to continuous learning and improvement across the organization.

4.2 Financial Update

It was noted that there have been no major changes since the previous report. Key financial pressures continue to be driven by non-core compensation costs, medical and surgical supplies, and drug expenses. Targeted workstreams are in place to address these areas. Drug costs continue to rise year over year, and this area remains under review.

Positive progress was highlighted in workforce-related metrics. Overtime has remained well controlled, staying below the 3% target for most of the year, aside from a brief seasonal increase during the summer vacation period. Sick time continues to trend upward year over year but remains within target at approximately 5%. Several strategies are being explored to address this trend, including recent policy

updates and a project with an external partner to automate certain administrative processes, which may also present future opportunities for shared efficiencies or cost offsets.

From a forecasting perspective, projections remain consistent with recent updates, with the most likely outcome estimated at approximately a \$47.2 million result. Variations between best- and worst-case scenarios reflect funding assumptions and external variables rather than changes in internal performance. The approach to forecasting was clarified as a conservative and structured process designed to account for uncertainty while aligning with historical funding patterns.

5. CONSENT AGENDA: FOR DECISION

5.1 Board of Trustees Draft Open Meeting Minutes: November 20, 2025

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by I. DeJong that the Board of Trustees approve the Board open meeting minutes for the Lakeridge Health Board of Trustees Meeting of November 20, 2025.

CARRIED

5.2 OR Arthroplasty Hips, Knees, and Bone Cement

MOTION: Whereas, the Ajax Pickering Hospital Foundation and Lakeridge Health Foundation have both agreed to provide capital funding for the purchase of the surgical robots;

It was MOVED by I. Maxwell Rodrigues and SECONDED by I. DeJong that the Board of Trustees approve entering a contract with Stryker Canada for the acquisition of robotic devices, consumables, and equipment services in the category of arthroplasty hips, knees and bone cement. The contract has an estimated total value of \$23.033 million (excluding HST) over a five (5) year term.

CARRIED

5.3 Recommended by Governance Committee

5.3.1 Revised Board Slate

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by I. DeJong that as recommended by the Governance Committee, the Board of Trustees approves the revised Board and Committee slate outline in Appendix A.

CARRIED

5.3.2 CEO/CoS Performance Review Process

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by I. DeJong that as recommended by the Governance Committee, the Board of Trustees approves the revised CEO/CoS performance review process.

CARRIED

5.4 Recommended by Resources Committee

5.4.1 Bowmanville Redevelopment Land Acquisition: 9 St. George Street, Bowmanville

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by I. DeJong that as recommended by the Resources Committee, the Board of Trustees approves the purchase of 9 St. George Street at a higher than anticipated purchase price noting a \$300,000 donation by the vendor to the LH Foundation.

CARRIED

6. CONSENT AGENDA: FOR INFORMATION

MOTION: It was MOVED by I. Maxwell Rodrigues and SECONDED by I. DeJong to receive the Lakeridge Health Board of Trustees December 18, 2025, Consent Agenda for Information Items 6.2 – 6.11.

- 6.1 Board Chair Report (Deferred)
- 6.2 Chief Executive Officer Report
- 6.3 Chief of Staff Report
- 6.4 Governance Committee Draft Meeting Minutes: December 3, 2025
- 6.5 Resources Committee Draft Meeting Minutes: December 5, 2025
- 6.6 Quality Committee Draft Meeting Minutes: December 4, 2025
- 6.7 IDEAA Committee Draft Meeting Minutes: December 2, 2025
- 6.8 Medical Advisory Committee Draft Meeting Minutes: November 25, 2025
- 6.9 Board Committees Chair Consolidated Report
- 6.10 Strategic Planning
- 6.11 Embedding IDEAA into Board Committees

CARRIED

MOTION TO MOVE IN-CAMERA

MOTION: It was MOVED by Dr. K. Stewart and SECONDED by L. Gray to move in-camera.

CARRIED

7. IN-CAMERA MATTERS

MOTION TO COME OUT OF IN-CAMERA

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

CARRIED

MOTION TO APPROVE ACTIONS TAKEN IN-CAMERA

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

CARRIED

8. TERMINATION OF MEETING

8.1 Next Meeting: February 19, 2025

8.2 Adjournment

MOTION: It was MOVED by C. Ashton and SECONDED by M. Flindall-Simpson that the Board of Trustees approve adjournment of the meeting of December 18, 2025.

CARRIED

B. Sims

Bill Sims, Board Chair