



BOARD OF DIRECTORS MEETING - OPEN
June 25, 2025
2015-2030
Virtual via Teams / C.1.229 Meeting Room

AGENDA



Agenda Item * indicates attachment / TBC – to be circulated	Page #	Time	Responsibility	Purpose
1. CALL TO ORDER		2015	L. Woeller	
1.1 Confirmation of Quorum (7)			L. Woeller	Confirmation
1.2 Declarations of Conflict of Interest			L. Woeller	Declaration
1.3 Confirmation of Agenda			L. Woeller	Motion
2. PRESENTATIONS				
2.1 No Open Matters for Discussion				
3. BUSINESS ARISING				
3.1 No Open Matters for Discussion				
4. NEW BUSINESS				
4.1 Election of the Officers* Chair – Lynn Woeller Vice Chair – Diane Wilkinson	3	2016	J. Goyal	Motion
4.2 Appointment of Chairs, Directors, and Non-Director Committee Members/Expert Advisors to CMH Board Committees & Appointment of Directors to Non CMH Board Committees	4	2018	J. Goyal	Motion
4.3 Notice of 2025-26 Board Meetings and Annual Meeting of the Corporation*	6	2025	L. Woeller	Motion
4.4 ABCDE Goals Review for 2024/25 and Planning for 2025/26*	7	2026	L. Woeller	Information
5. DATE OF NEXT MEETING	Wednesday October 1, 2025 Location: Hybrid			
6. TERMINATION		2030	L. Woeller	Motion
7. DISCUSSION OF INDEPENDENT DIRECTORS AND MANAGEMENT		2031	L. Woeller	Discussion
8. DISCUSSION OF INDEPENDENT DIRECTORS		2040	L. Woeller	Discussion

Board Members: Lynn Woeller (Chair), Sara Alvarado, Tom Barker, Paulo Brasil, William Conway, Julia Goyal, Monika Hempel, Jayne Herring, Miles Lauzon, Dr. Margaret McKinnon, Jay Tulsani, Diane Wilkinson

Ex officio Members: Patrick Gaskin, Dr. Winnie Lee, Dr. Vlad Miropolsky, Stephanie Pearsall, Dr. Mark Shafir



CMH Board of Directors Motions Page

Agenda Item	Motions Being Brought Forward for Approval – June 25, 2025	
1.3	Confirmation of Agenda	<ul style="list-style-type: none"> That, the agenda be adopted as presented/amended
4.1	Election of the Officers	<ul style="list-style-type: none"> That, upon recommendation of the Governance Committee at the meeting of May 15, 2025, the Board of Directors elects Lynn Woeller as Chair of the Board and Diane Wilkinson as Vice Chair of the Board, each to serve a 1-year term.
4.2	Board Appointments	<ul style="list-style-type: none"> That, upon recommendation of the Governance Committee at the meeting of May 29, 2025, the Board of Directors appoints/renews the non-Directors and/or expert advisors to CMH Board committees for a 1-year term as outlined on 2-A-06. That, upon recommendation of the Governance Committee at the meeting of May 29, 2025, the Board of Directors approves the appointment of Committee Chairs, and Directors to the applicable Board/non-Board committees as outlined in 2-A-06.
4.3	Meeting Dates	<ul style="list-style-type: none"> That, the Board of Directors approves the following meeting dates for the 2025/26 Board cycle; <ul style="list-style-type: none"> Wednesday, October 1, 2025 Wednesday, November 5, 2025 Wednesday, December 3, 2025 Wednesday, February 4, 2026 Wednesday, March 4, 2026 Wednesday, May 6, 2026 Wednesday, June 3, 2026 Wednesday, June 24, 2026

Board Members: Lynn Woeller (Chair), Sara Alvarado, Tom Barker, Paulo Brasil, William Conway, Julia Goyal, Monika Hempel, Jayne Herring, Miles Lauzon, Dr. Margaret McKinnon, Jay Tulsani, Diane Wilkinson

Ex officio Members: Patrick Gaskin, Dr. Winnie Lee, Dr. Vlad Miropolsky, Stephanie Pearsall, Dr. Mark Shafir



BRIEFING NOTE

Date: June 19, 2025
Issue: Election of the Officers
Prepared for: Board of Directors
Purpose: ☒ Approval ☐ Discussion ☐ Information ☐ Seeking Direction
Prepared by: Stephanie Fitzgerald, Administrative Assistant
Approved by: Julia Goyal, Chair of Governance

Attachments/Related Documents: None

Recommendation/Motion

That, the Board of Directors elects Lynn Woeller as Chair of the Board and Diane Wilkinson as Vice Chair of the Board for a 1-year term.

Executive Summary

As outlined in the CMH Corporate By-Law Article 8, Section 8.1 (c)

"The Board shall appoint the officers at its first meeting following the annual Members' meeting at which the Directors are elected or at other times when a vacancy occurs."



BRIEFING NOTE

Date: June 19, 2025
Issue: Appointment of Chairs, Directors, and Non-Director Committee Members/Expert Advisors to CMH Board Committees & Appointment of Directors to Non CMH Board Committees
Prepared for: Board of Directors
Purpose: ☒ Approval ☐ Discussion ☐ Information ☐ Seeking Direction
Prepared by: Stephanie Fitzgerald, Administrative Assistant
Approved by: Julia Goyal, Chair of Governance

Attachments/Related Documents: 2-A-06

Board

That, upon recommendation of the Governance Committee at the meeting of May 29, 2025, the Board of Directors appoints/renews the non-Director committee members and/or expert advisors to serve on CMH Board committees for a 1-year term as outlined on 2-A-06.

That, upon recommendation of the Governance Committee at the meeting of May 29, 2025, the Board of Directors approves the appointment of committee Chairs and Directors to the applicable Board/non-Board committees as outlined in 2-A-06.

Executive Summary

Non-Directors/Expert Advisors

The CMH Board welcomes the following new non-Director/expert advisor Committee members:

- Amanda Forrest – Resource Committee Member
- Gloria Ringwood – Digital Health Strategy Sub-Committee Member
- Taariq Shaikh – Audit Committee Expert Advisor

Roger Ma has been reassigned as Governance Committee Member.

All other non-Director/expert advisors remain the same and are renewed for another 1-year term as outlined in 2-A-06

Directors

This year the following Directors will take on a Chair role:

- Paulo Brasil – Resources Committee, Monika Hempel will move to a member of the committee to help provide ongoing mentorship throughout the Board year.
- Bill Conway – Quality Committee, Diane Wilkinson will move to a member of the committee to help provide ongoing mentorship throughout the Board year.

In addition to new Chairs, this year many Directors have been assigned to new committees

- Miles Lauzon & Margaret McKinnon will be a member of the Audit Committee
- Julia Goyal will be a member of the Resources Committee
- Jay Tulsani will be a member of the Digital Health Strategy Sub-Committee

- Paulo Brasil, Bill Conway, and Julia Goyal will be members of the Executive Committee

All other Committee Chair and Director appointments remain the same and are outlined in 2-A-06.

The following Directors have been newly appointed to the following non CMH Board Committees;

- Bill Conway will represent the Board on the CMH Foundation Board, MAC and MPSA Executive meetings
- Diane Wilkinson will represent the Board on the CMH Volunteer Association Board
- Lynn Woeller will represent the Board on PFAC

All other appointments to non CMH Board Committees remain the same and are outlined in 2-A-06.

DRAFT Cambridge Memorial Hospital Board Committees for the Year 2025-26

Committee	Chair	Directors [] max #(including Chair)	Non-Directors [] max #	ex officio	Resources (non-voting)
Audit	Jay Tulsani	Tom Barker Bill Conway Miles Lauzon Margaret McKinnon [5]	Bonita Bonn* Brian Quigley Taariq Shaikh* Chris Whiteley* VACANT* [5] <i>*Non-Voting Expert Advisors</i>	Board Chair Vice Chair	Trevor Clark Valerie Smith-Sellers
Resources	Paulo Brasil	Sara Alvarado Julia Goyal Monika Hempel [4]	Amanda Forrest Shannon Maier Janet Richter [3]	Board Chair Vice Chair	Patrick Gaskin Trevor Clark Valerie Smith-Sellers
Digital Health	Sara Alvarado	Miles Lauzon Jay Tulsani [3]	Joel Campbell Masood Darr Paul Martinello Richard Neidert Gloria Ringwood Suzanne Sarrazin (PFAC) [5 – community, 1 – PFAC]	Board Chair Vice Chair	Patrick Gaskin Trevor Clark Mari Iromoto Rob Howe
Quality	Bill Conway	Paulo Brasil Jayne Herring Margaret McKinnon Diane Wilkinson [5]	Mike Adair Kellen Baldock (staff, selected) Colleen Bulla (PFAC) Nalini Gandhi Patrick Gaskin (ex officio) Winnie Lee (MAC member, selected) Alison McCarthy Tooba Mohtsham Stephanie Pearsall (ex officio) Angela Schrum (staff, selected) [4 – community, 5 – staff, 1 – PFAC]	Board Chair Vice Chair	Mari Iromoto Liane Barefoot
Governance	Julia Goyal	Tom Barker Jayne Herring Diane Wilkinson [4]	Roger Ma Milena Protich VACANT [3]	Board Chair Vice Chair	Patrick Gaskin Stephanie Pearsall Mari Iromoto
Executive	Lynn Woeller (ex officio)	Paulo Brasil Bill Conway Julia Goyal Diane Wilkinson (ex officio) [2 ex officio, 3 others]			Patrick Gaskin Winnie Lee

CMH Foundation Board – Bill Conway

CMH Volunteer Association – Diane Wilkinson

MAC – Bill Conway

PFAC – Lynn Woeller

Cambridge North Dumfries Ontario Health Team (CND OHT) Joint Board Committee – Miles Lauzon

Building the Future of Care Together (SMGH/GRH) – Lynn Woeller (Chair of Board)

MPSA Executive (Quarterly) – Bill Conway, Lynn Woeller (Chair of Quality & Chair of Board)



BRIEFING NOTE

Date: June 19, 2025
Issue: Notice of 2025-26 Board Meetings and Annual Meeting of the Corporation
Prepared for: Board of Directors
Purpose: ☒ Approval ☐ Discussion ☐ Information ☐ Seeking Direction
Prepared by: Stephanie Fitzgerald, Administrative Assistant
Approved by: Patrick Gaskin - President & CEO, Lynn Woeller – Board Chair

Attachments/Related Documents: None

Recommendation / Motion

That, the Board approves the following meeting dates for the 2025/26 Board cycle;

Wednesday October 1, 2025
Wednesday November 5, 2025
Wednesday December 3, 2025
Wednesday February 4, 2026
Wednesday March 4, 2026
Wednesday May 6, 2026
Wednesday June 3, 2026
Wednesday June 24, 2026

The Annual Meeting will take place on Wednesday June 24, 2026.

All meetings take place on the 1st Wednesday of each month following with one exception. Meetings will start at 5:00pm and will be held in hybrid format.

Executive Summary

As outlined CMH Corporate By-Law Article 4 section 4.1a Board Meetings

“The Board may appoint one or more days for regular Board meetings at a time and place named. A copy of any Board resolution fixing the time and place of regular Board meetings shall be given to each Director forthwith after being passed and, subject to the Act, no other notice shall be required for any regular meeting.”

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2024 to June 30, 2025)

	Attend - attend Board/committee meetings												Be engaged - be an active contributor to the committee and Board work		Connect - attend staff huddles, be present at CMH events				
	Willingness to commit to 75% or greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND	OHT Rep	Please describe your proposed way to contribute at Board and committee meetings:		Please describe your proposed commitment:		
	Commitment (Goals)												Commitment (Goals)		Achievement		Commitment (Goals)		Achievement
Bill Conway	Yes	x				x	x								1) Be well prepared for all board and committee meetings by reading all materials prior to meeting and preparing questions to discuss at meetings 2) Be an active listener at all meeting, provide input to discussions 3) Seek out information to be better informed on health care issues that can be an impact to CMH 4) Be a supporter of CMH, CMH Foundation through social media	1) 2) Prepared for all board meetings by reading the package multiple times to understand materials, made a focused effort to have questions prepared in advance to be asked as well as asked questions that came out during meeting 3) Read materials on health care issues during the year in newspapers, OHA, etc. 4) Liked posts on Instagram and Linked in throughout the year	1) Attend CMH events throughout the year 2) Attend CMF events throughout the year 3) Attend ICAIR events min. 2 during year 4) Attend Grand Rounds throughout the year	1) Attended Grand Rounds - Beyond traditional risk factors: the role of gender, race, obesity and inflammation in the cardiovascular (Sept 26) 2) Attended Grand Rounds - Choosing Wisely (Cct 24) 3) Attended Drum Circle (Nov 7) 4) Attended CMF Support Celebration (Nov 7) 5) Attended Chamber of Commerce Community Awards (Nov 14) 6) Attended Grand Rounds - The Clinical Impact of Hospital Flow (Nov 28) 7) Attended CMH Holiday Meal (Dec 5) 8) Attended Good Morning Cambridge	
Diane Wilkinson	Yes	x			x		x					x			1) Chair QC and prepare agendas and materials as required. 2) Attend at least two Resources Committee meetings. 3) Review all Board & Committee materials and prepare questions. 4) Prepare Board Report for MAC.	1) Ongoing 2) Attended Resources Nov 25, Feb 24 Attended Governance January 9, March 13, May 15, May 26 3) In process and continuing 4) Completed for each meeting STATUS: COMPLETE	1) Attend at least 2 staff events. 2) Attend/tour at least 2 departments. 3) Attend at least 1 ICAIR event. 4) Attend B wing opening.	1. Hawk Renewal Ceremony September and Christmas Staff Event 2. Job Shadow MD on Medicine A, Medicine B and Emergency Department for 2 days. Tour ED April 10 with a focus on flow, patient experience, violence in the ED and staff safety. 3) 4) Attended B wing opening January 10 STATUS: Unable to attend ICAIR. COMPLETE	

CMH Board of I

	Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
	Willingness to make a commitment to CMHF for the period of July 1, 2024 to June 30, 2025		Please describe which education or courses you plan to attend:		Please describe any other personal goals you may have:	
	Commitment	Achievement	Commitment (Goals)	Achievement	Commitment (Goals)	Achievement
Bill Conway	Yes	- Monthly contribution - Donated to Tree of Caring - Purchased two (2) tickets to CMH Reveal (Feb 21) - \$200 rebate from Doug Ford Government donated to CMHF	1) Complete San'yas Ontario Enhanced Core ICS Healther course 2) Attend (1) relevant learning lab 3) Read OHA guide to good governance and other articles from OHA	1) Completed San'yas Training (Oct 30) 2) Completed 2SLGBTQ Foundations Course - Rainbow Health (Nov 7) 3) Attended Kairos Blanket Exercise (Jan 13) 4) Attended Projected Patterns of Illness in Ontario: Identifying New Solutions for the Needs of 2040 (Feb 4) 5) Attended Strengthening Canada's Cybersecurity and Privacy: Navigating New Regulations (Feb 4) 6) Attended 2025 Global Healthcare Outlook: Health system leaders' plans to focus on efficiency, productivity, growth, and patient engagement (March	1) Attend events in community (state of Cambridge) 2) Increase knowledge of Indigenous Community issues and other marginalized communities to broaden understanding 3) Increase understaning of of AI applications being applied in health care	1) Attended State of Mayor Address for City of Cambridge (Sept 12) 2) Attended Vision 1 Million Series: The future of Healthcare in Waterloo Region (Sept 19) 3) Generative/education session Innovation/AI board meeting Nov 6 4) Attended Globe and Mail: Next Gen AI Solutions (May 21)
Diane Wilkinson	Yes	Complete	1) Attend Health Care Excellence Canada Effective Governance for Quality & Patient Safety Course. 2) Attend at least 2 ICD Education Sessions. 3) Conduct a review and read materials related to indigenous peoples & healthcare. 4) Review OHA bulletins.	1. Complete 2. Completed Rainbow Health 2SLGBTQ Course. AI ICD Journal Reading 3. Completed. 4. OHA Bulletins read monthly. OHA Guide to Good Governance. Attended Grand Rounds. STATUS: COMPLETE	1) Shadow Chair in Board meeting preparation to learn process. 2) Attend at least 1 Community Event where CMH Board presence is requested. 3) Review Audit Committee ToR and previous minutes to prepare for first meeting.	1. Complete October 2024 -June 2025 2. Complete Mayor's Address to the Community September 2024, KW Chamber of Commerce Event September 2024. 3. Complete STATUS: COMPLETE

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2024 to June 30, 2025)

	Attend - attend Board/committee meetings												Be engaged - be an active contributor to the committee and Board work	Connect - attend staff huddles, be present at CMH events		
Jay Tulsani	Yes		x	x									1) Review Materials: Thoroughly read all pre-meeting documents and agendas to understand the context and prepare thoughtful questions or comments. 2) Engage in Discussions: Share insights and perspectives constructively, ensuring that contributions are relevant and add value to the conversation. Ask Questions: Pose clarifying questions to ensure full understanding and to challenge assumptions in a respectful manner. Provide Constructive Feedback: Offer feedback on meeting processes and dynamics to improve future meetings.		1) Attend at least 1 staff event 2) Attend B wing opening	
Julia Goyal	Yes								x	x		x	1) Chair Governance and prepare agendas/materials as required 2) Review all Board, Committee and Foundation materials, and contribute effectively to meeting discussions (i.e. don't shy away from occupying time/space in meetings) 3) Support CMH and CMHF through LinkedIn 4) Engage actively with Indigenous CMH and staff communities to help move forward CMH's ReconciliACTION plan 5) Continue conversations with Foundation and exec to contribute to CMH's long-range planning		1) Attend hospital, Foundation and community events, as schedule allows	- Mayor Liggett's State of the City Address (Sep 12) - Grand Rounds - Choosing Wisely (Oct 24) - Drum Circle (Nov 7) - Grand Rounds - The Clinical Impact of Hospital Flow (Nov 28) - CMH Wing B Ribbon Cutting (Jan 10) - CPSO QI Partnership - Human Resources / Staffing (Dec 17) - Kairos Blanket Exercise (Jan 13) - CPSO QI Session 6 (Feb 26) - Grand Rounds - Understanding Role of Coroner (Feb 27) - Grand Rounds - Nephrology at CMH - The Experience So Far (March 27) - Walk to Paris (Jun 8) - Tri-Board Social (Jun 10)

CMH Board of I

	Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
Jay Tulsani	Yes		1) Read the OHA Bulletins. 2) Attend the courses offered during the year that would help me develop as a board member 3) Attend courses regarding to indigenous people and health care		1) set up a meeting with the Chair and past chair of the audit committee to learn about the process of chairing meetings. 2) Assit the board as required on various projects.	
Julia Goyal	Yes	Done	Will need to further explore opportunities with Chair; I would be interested in any education or courses provided by ICD, CMH's in-house Learning Lab, etc. with particular focus on developing leadership qualities, Chairing meetings, enterprise risk management, finances/business acumen, strategy, governance and hospital/health care sector knowledge	- The Future of Funding Healthcare webinar (Nov 15) - Enterprise Risk Management certificate program at York University (starting Jan 27, three exams for CRM in summer/early fall 2026) - Projected Patterns of Illness in Ontario Longwoods Networking Breakfast (Feb 4)	1) Regularly engage with Chair/Vice Chair to align Governance with CMH's overall mission/vision/objectives 2) Explore how best to liaison as Hospital Appointee on CMHF and OHA Board member 3) As Governance Chair, effectively contribute to filling upcoming Board vacancies, balancing skill needs and EDI 4) Engage with Governance Chair counterparts in other regional hospitals to build a network 5) Keep learning about CMH operations (open to suggestions by Chair/Vice Chair)	Serving as Vice Chair of Cambridge North Dumfries Ontario Health Team - co-faciliated the CND OHT Joint Steering and Joint Board Committee Meeting for strategic conversation around future for CND OHT

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2024 to June 30, 2025)

	Attend - attend Board/committee meetings												Be engaged - be an active contributor to the committee and Board work		Connect - attend staff huddles, be present at CMH events		
Lynn Woeller	Yes				x									1) Read all materials in advance of meetings. 2) Actively & open-mindedly listen to Board members & staff/physicians during meetings. 3) Provide feedback & input at meetings that is constructive & supportive. 4) Be actively aware of community happenings that impact CMH. 5) Support CMH through social media. 6) Connect with Board members, as needed, to encourage and support more active participation in Board discussions.		1) Attend at least five (5) CMH or CMHF events. 2) Attend at least two (2) CPSO education events. 3) Attend community events (i.e. Women Take Charge Breakfast series, Chamber of Commerce, other) as a representative of CMH.	Sep.12 - Mayor Liggett "State of the City" event Sep.19 - Future of Healthcare in Waterloo Region Panel Discussion Oct. 24 - Grand Rounds - Choosing Wisely Oct. 24 - CPSO QI HIS/IT/Digital Health Presentation Nov. 7 - Drum Circle at CMH Nov. 7 - CMHF Donor & Community Appreciation Dinner Nov. 28 - Grand Rounds - Clinical Impact of Hospital Flow Dec. 5 - CMH Holiday Lunch & Dinner Jan.10 - CMH Ribbon Cutting Jan. 29 - Women Take Charge Breakfast Feb. 21 - CMHF Reveal Gala Feb. 26 - CPSO QI Sustainability Presentation Feb. 27 - Grand Rounds - Understanding Role of Coroner Mar 7 - International Women's Day Breakfast June 8 - CMH Hike to Paris June 10 -Tri-Board Social
Margaret McKinnon	Yes			x		x	x										
Miles Lauzon	Yes			x	x								x	1) Complete the hand over of the Governance Committee Chairship. 2) Come up to speed on the Plans for Implementation, Change Management and Cost/Schedule Control of the HIS Project. Contribute as a dispassionate business person to the committee's oversight of the project. 3) Promote embracing AI technology as a key element of CMH's long term Digital Health strategy. 4) Participate as an active member of the Resource Committee, particularly in the oversight of the HIS related cash management process.	1) Several discussions including an "improvement ideas" meeting with incoming chair Julia, Patrick and Stephanie F. 2) Thorough review of the functional and financial analyses of single versus shared instance options. 3) Active contributor to the AI generataive discussion Nov. 6/24 4) In progress	1) Attend 2 Clinical Department Huddles. 2) Attend at least 3 internal events (summer BBQ, Holiday Lunch, ICCAIR Awards, Opening Events, etc.) 3) Attend at least 2 external events (Chamber of Commerce, State of the City, Foundation Events, etc.)	1) Huddles and Dept. Meeetings * ICU Huddle with Angela Shrum and April McCulloch * Endoscopy Huddle with Angela Shrum and April McCulloch 2) Internal Events * Hawk Feather Re-energizing Ceremony * CMH Drum Ceremony * Remembrance Day Service * CMH Holiday Lunch * Wing B Opening Ceremony * CMH Staff BBQ 3) External Events * Mayor's State of the City * CMH Donor Appreciation * C of C Community Awards Event * Meeting with Mayor and City Council * CMHF Ambassador's Appreciation Event

CMH Board of I

	Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
Lynn Woeller	Yes	Donation July 10/2024 Monthly donation effective November 2024 CMH Reveal Mammography Donation Donation to CMH Hike to Paris	1) Complete at least two (2) relevant Governance courses during year through any of OHA, ICD, CMH Learning Lab, other.	Nov. 3 - Rainbow Health 2SLGBTQ Foundations Course Jan. 13 - KAIROS Blanket Exercise April 30-May 2 - OHA Conference/Health Care Leadership Summit	1) Regularly engage with CEO, COS, Board Vice-Chair and Committee Chairs between meetings to ensure alignment of goals. 2) Foster a spirit of openness & inclusivity around the Board table that encourages open, constructive dialogue. 3) Focus Board meetings on strategic discussion, with information only items in Consent Agenda.	
Margaret McKinnon	Choose an Answer					
Miles Lauzon	Yes	Done	1) San'yas Training Course 2) Learn more about the potential of AI in clinical medical care 3) Consider other course offerings as availability is known.	*Completed San'Yas training *Grand Rounds - Choosing Wisely *Deloitte Seminar - Future of Healthcare Funding with Minister Mark Holland *Grand Rounds - Clinical Impact of Hospital Flow * G&M Seminar - Cyber Security in Large Public Institutions *Grand Rounds - Choosing wisely Update. * G&M Seminar - Furture Economic and Trade Outlook - Implications for Canadian Healthcare * G&M Seminar - Next-Gen AI Solutions * Role of the Board in Emergency Preparedness.	1) As I am able, exceed minimum event attendances defined in Connect. 2) Continue to monitor OHT evolution and its implications for CMH.	1) Minimums exceeded 2) In progress

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2024 to June 30, 2025)

	Attend - attend Board/committee meetings												Be engaged - be an active contributor to the committee and Board work		Connect - attend staff huddles, be present at CMH events	
Monika Hempel	Yes		x		x			x					1) Review all materials in advance of meetings. 2) Resource Chair -prepare agendas, minutes and board notes	Complete. Big achievement for me was to chair the resource committee with less reliance on scripted notes.	1) Attend at least 1 staff event 2) Attend opening B wing 3) Attend Chamber of Commerce, YWCA Women Take Charge Breakfast series 4) 1 department tour	attended the summer BBQ, attended the wing B cermeony, attended the Mayor dinner, attended the January YMCA women take charge breakfast series, Board social
Nicola Melchers	Yes		x			x	x					x	1) Fully prepare for Board and Committee meetings. 2) Be actively engaged in Board and Committee meetings. 3) Provide support to other Board members as and when requested.	Complete	1) Attend at least 2 staff events (BBQ, Holiday lunch etc.) 2) Attend Wing B opening 3) Attend at least 2 Dept. huddles 4) Attend Learning Lab course(s)	Attended Holiday Lunch, Hawk Feather Ceremony, Wing B opening, Kairos Blanket exercise, completed Rainbow Health Course.
Paulo Brasil	Yes		x					x					1) Attend all board & committee meetings and be prepared to be engaged, through reading all materials prior to the meeting. 2) Participate in a committee agenda preparation & Support committee chairs as needed, to grow my understanding of chairing.		1) Attend 2 staff huddles for the year. 2) Attend 1 staff event on a quarterly basis, at minimum.	Oct. 24 - Grand Rounds - Choosing Wisely Nov. 7 - Drum Circle at CMH Nov. 28 - Grand Rounds - Clinical Impact of Hospital Flow Dec. 5 - CMH Holiday Lunch & Dinner Jan 13 - Kairos Blanket Exercise Feb. 21 - CMHF Reveal Gala Feb. 26 - Emergency Dept Huddle June 10 -Tri-Board Social June 18 - Lab Visit/Tour

CMH Board of I

	Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
Monika Hempel	Yes	Donations were made.	1) 1 ICD Education course/seminar/webinar 2) Learning lab	various reading in AI, healthcare readings in the Star, discussions with family members on advancement in healthcare.	1) would like to attend a digital health committee meeting as an observer	Attended thesis presentation on Effectiveness of Performance System for Resident Doctors
Nicola Melchers	Yes	Various donations made, particiapted in	1) Attend at least 2 Governance Courses (ICD, Learning Lab etc.) 2) Attend programs/read materials relating to diversity and inclusion (CCDI) 3) Attend Deloitte Healthcare Series webinars	Attended Deloitte "transforming Health Care through Interoperability" Oct. 22, 2024; "A Future Fit for Kids: Shaping the Children's Health Care System Webinar - Jan. 27th, 2025, Grand Rounds (numerous); attended CCDI 'Unconference" - March 5th & 6th 2025	1) Support CMH at external events - Cambridge Chamber events etc. 2) Support the Chair and Vice-Chair where/if necessary.	p
Paulo Brasil	Yes	Yes	1) I would like to take a course on chairing a committee. 2) Project Mgmt. for the unofficial Project Manager.	Nov 5 - Deloitte Future of Funding Healthcare Mar 25 - Deloitte Global Health Outlook May 30 - The Role of the Hospital Board in Emergency Preparedness	1) I would like to work towards potentially chairing a committee.	Feb 4 - Governance Education Event - Board & Committee Chair Effectiveness

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2024 to June 30, 2025)

	Attend - attend Board/committee meetings												Be engaged - be an active contributor to the committee and Board work		Connect - attend staff huddles, be present at CMH events	
Sara Alvarado	Yes												1) Continue to lead the HIS sub committee and facilitate discussions. 2) Actively engage in HIS, Resources and Board meeting discussions. 3) Prepare in advance for all board and committee meetings. 4) Support CMH through social media 5) Support CMH through CMH Walk 6) Encourage HIS members active participation	1. Inaugural HIS Committee Orientation Session Sept 24 2. Regular committee meetings 3. Additional expanded mandate to include Operational Excellence and Innovation Plans 4. New skills requested from Governance search at Digital committee and the Board	1) Attend CMH and CMHF events (4) 2) Attend huddles, in particular if HIS component is involved 3) Attend Opening of Wing B 4) Seek opportunities to profile CMH in the community when possible and in coordination with Board Chair/VC and President (orchestra an example)	Attended 4 huddles re: HIS Communications during month of July 2024. Emergency Dept, Pharmacy, Med A and Med B September 19: attended Ken Seiling, Chamber or Commerce lunch. CMH represented by Stephany P. Oct 24: Choosing Wisely grandrounds Nov 7: Donnor Appreciation Dinner Oriental Club Dec 5: Holiday Lunch Nov 14: Cambridge Community Awards Hamilton Theatre Jan 10: Wing B Opening Ceremony Feb 21: CMH Reveal Gala Feb 27: understanding role of Coroner grandrounds Mar 7: Intl Women's Day Galt Club June 8: CMH Walk From Cambridge to
Tom Dean	Yes												1) Make every effort to attend all planned meetings. 2) Prepare well for each meeting by reviewing all Briefing Notes and info provided and make notes for questions or comments. 3) Actively listen to all presenters during meetings and raise hand for questioning and providing input.	1) 100% meeting attendance 2) Attended meetings well prepared for discussions and presentation, with pertinent questions and comments. 3) Chaired Resources meeting in Monika's absence. 4) Attended Drum Circle Event as well as Ribbon Cuttings for Phase 3 Opening	1) Attend at least 3 CMH staff events. 2) Visit at least 2 department Huddles or other presentations. 3) Complete second half of Indigenous World Views course.	1) Attended all staff events related to CRP Phase 3 openings and Staff BBQ event. 3) Completed S'an Y'as Indigenous Health course (Nov 2024) and completed Indigenous Worldviews course on Coursera. 4) Attended Mayor's State of the City event and CMH Donor Appreciation 5) Attended 5 Grand Rounds presentations 6) Attended Tri Board Social Event and CMH Ambassador Social Event

CMH Board of I

	Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
Sara Alvarado	Yes	<div>1. Start of the year July donation to Adam Zinger's CMH Just Giving</div> <div>2. Donated to the Trees of Caring Dec</div> <div>3. CMH Reveal Gala donation via tickets</div> <div>3. Donation to CMH Cambridge to Paris Walk & fundraising</div>	<div>1) Complete education in particular on HIS and Healthtech related issues through ICD, OHA, or other relevant sources.</div> <div>Note: my education focus will be on healthtech given HIS project coming and complexities around it.</div>	<div>1. Deloitte - The Future of Funding Healthcare Nov 15</div> <div>2. Various readings on AI in healthcare, news, postings on social etc.</div>	<div>1) I'm quite enthusiastic about growing our CMH Walk from Cambridge to Paris again on June 8th 2025. My goal is to closely coordinate with the Foundation for leverage and attract a few more people in 2025.</div> <div>Benefits: awareness, funding and health of those involved.</div>	<div>Setting up a \$5,000 goal for this walk. In coordination with CMHF</div> <div>1. Currently the CMH Walk sits a bit over \$6,000 raised by all walkers. It has surpassed my expectations in terms of new walkers and fundraisers' efforts!</div>
Tom Dean	Yes	<div>Donated to Trees of Caring</div>	<div>1) Complete second half of Indigenous Worldvies course (Uof T - Coursera)</div> <div>2) Attend and complete one course on Effective / Efficient Board Membership</div> <div>3) Read OHA materials / bulletins / announcements.</div>	<div>1) Completed San'yas Training (Oct 30) and Indigenous World Views course.</div> <div>3) All OHA materials provided were read</div> <div>4) Attended Veronica Guido presentation - Understanding Indigenous Perspectives</div>		<div>As my term as Board Director winds down this month, I wish to thank the CMH Leadership and Board and Committee colleagues for their support and guidance along my path for helping with the CRP phases of construction to completion and as well as other Board projects and activities.</div>