



**WINDSOR REGIONAL HOSPITAL
THIRTY-SECOND 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 25, 2026
1700 hours
Auditorium, MET Campus**

A G E N D A

1. **CALL TO ORDER & WELCOME GUESTS** **McLeod**
2. **PREVIOUS MINUTES – June 26, 2025 (MOTION)** **Lachance**
3. **CHEQUE PRESENTATIONS:** **Introduced by Mr. McLeod:**
 - i) **Ms. Heather Preston President, WRH Auxiliary**
 - ii) **Mr. John Jedlinski, President of the Foundation Board**
4. **VERBAL REPORTS:**
 - i) **Mr. I. McLeod, Chair, Board of Directors**
 - ii) **Dr. W. Saad, Chief, Professional Staff / VP, Medical Affairs**
 - iii) **Ms. Kristin Kennedy, President & CEO**
5. **TREASURER’S REPORT & APPROVAL OF THE FINANCIAL STATEMENTS OF:**
 - i) **Windsor Regional Hospital (MOTION)** **Lanoue**
6. **CONFIRMATION OF APPOINTMENT OF AUDITORS FOR FISCAL 2026/27 (MOTION)** **Skutovich**
7. **ANCILLARY MOTION:**
Ratification of all 2025/26 Acts & Proceedings of the Board of Directors of Windsor Regional Hospital **Malian**

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|-----|--|---|
| 8. | BY-LAW AMENDMENT (MOTION) | France |
| 9. | CONFIRMATION of DIRECTORS, and,
APPOINTMENT of Professional Staff to the Board of Directors (MOTIONS) | Isshak
Copat
Vickers
Das |
| 10. | CONFIRMATION of Committee Membership (MOTION) | Manroe-Wakerell |
| 11. | BOARD MEMBER ACKNOWLEDGEMENTS | McLeod |
| 12. | TENTATIVE DATE OF 2027 AGM – Thursday, June 24, 2027 | McLeod |
| 13. | ADJOURNMENT | Bissonnette |

/ds



MOTION/ACTION SHEET
From the
THIRTY-FIRST ANNUAL GENERAL MEETING
WINDSOR REGIONAL HOSPITAL
Thursday, June 26, 2025

**RESOLUTION
NUMBER**

RESOLVED THAT

- 25062601A** the Financial Statements of Windsor Regional Hospital for fiscal year ended March 31, 2025 be approved.
- 25062602A** KPMG be appointed as Auditors for Windsor Regional Hospital for fiscal 2025/2026.
- 25062603A** all Acts and Proceedings of the Board of Directors of Windsor Regional Hospital for fiscal year 2024/2025 be approved.
- 25062604A** the Corporate Members' proposed amendments to the By-Law are ratified and confirmed.
- 25062605A** 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 2028:
- | | |
|--------------|-------------|
| Linda Staudt | Anna Kirby |
| David Malian | Wes Vickers |
- 25062606A** 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 2027:
- | | |
|------------------|------------------------|
| Paul Lachance | Ian McLeod |
| Genevieve Isshak | Mary Dawson |
| Laura Copat | Nadine Manroe-Wakerell |
- 25062607A** 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 2026:

Patricia France Cynthia Bissonnette
Nila Das Jamie Skutovich
Chris Lanoue

25062608A the following persons be appointed to the Board of Directors of Windsor Regional Hospital on the authority of their positions reflected herein for the 2025/26 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. Irram Sumar	President, Professional Staff, ex-officio, non-voting
Dr. Kristen Demarco	Vice President, Professional Staff, ex-officio, non-voting
Mr. David Musyj	Past President & CEO

25062609A the following Twelve (12) Committee memberships be confirmed for one-year appointments until the Annual General Meeting of 2026.

Quality of Care:
Ryan Elizabeth Wood
Joseph Picard
Ayman Haddad
Carol Leclair, Nursing Rep.

Finance/Audit & Resources:
Katherine Pham
Joe Milicia
Trevor Chapman
Marc Jones
Robert Klein

HR Sub-Committee:
Natalie Yun
Kashif Saeed
Jody Guy-Merritt

MINUTES of the **THIRTY-FIRST ANNUAL GENERAL MEETING** of Windsor Regional Hospital held on **Thursday, June 26, 2025**, 1700 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	Wes Vickers	
Nila Das	Linda Staudt	
Dr. Laurie Freeman	Anthony Paniccia	
Cynthia Bissonnette	Anna Kirby	
Jamie Skutovich		

ALSO PRESENT:

Executive Committee

REGRETS:

Mary Dawson
Laura Copat
Dr. Maher Zayouna, ex-officio, non-voting
Dr. Irram Sumar, ex-officio, non-voting
Dr. Larry Jacobs, ex-officio, non-voting

1. CALL TO ORDER:

The meeting was called to order at 1705 hours with Ms. France presiding as Chair and Dawn Sutherland recording the minutes. The Chair welcomed the guests who were present.

2. PREVIOUS MINUTES – July 18, 2024

The minutes of the July 18, 2024 Annual General Meeting had been previously distributed.

MOVED by Mr. I. McLeod, **SECONDED** by Dr. L. Freeman and **CARRIED THAT** the minutes of the July 18, 2024 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 \$72,300.00. Ms. Preston acknowledged the aging staff who volunteer in the Gift Shop. The Auxiliary will continue to donate to the NICU for supplies.

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 \$1,704,000.00 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 the donors for believing in the power of philanthropy and doing their part to help ensure our hospital is equipped with the best state of the art equipment that is not funded by government dollars.

Highlights from this year's investments include the purchase of vitally needed medical equipment including a Cryoablation unit, a new fleet of patient monitors for the Ouellette Emergency Department and a Refrigerated Centrifuge.

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' Cardiac Cath Lab Redevelopment, a \$100,000 per year payment to the Hospital to support the WE SPARK Health Institute and future support of the New Windsor-Essex Acute Care Hospital.

The Foundation looks forward to continuing to strengthen our partnership with the Hospital as we work collaboratively in support of this transformational healthcare project for our region.

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 brought both challenges and progress, and through it all, our hospital has remained focused on what matters most: providing safe, compassionate, and high-quality care to our community.

The year started out on a fantastic note. In April 2024, Accreditation Canada came to WRH to review our organization, our policies and our procedures. These accreditors found WRH exceeds all standards set by Accreditation Canada and awarded us with Exemplary Standing – the same designation they gave us in 2019.

We completed construction for a fourth Linear Accelerator (or "LINAC") to conduct radiation treatments for our Cancer Centre patients. We also began a major renovation of the second floor of Ouellette Campus for a second cardiac catheterization table to provide more life-saving cardiac angioplasty procedures.

We have expanded our research initiatives, including a pilot project to improve treatment outcomes for breast cancer patients, and our new autologous stem cell transplant program set to begin soon.

WRH has ramped up its emergency preparedness training, with staff across clinical and non-clinical departments participating in simulated training exercises on how to respond in the event of a community crisis.

Safety and the well-being of our WRH team remained top of mind. We were proud to receive Platinum status with our Gord Smith Healthy Workplace Award for 2024. In addition, our Safe Workplace program contributed to lower incidents of workplace violence incidents and injuries. In addition, staff continue to benefit from our unique Workplace Wellness program, which gives them the opportunity to participate in social activities around Windsor-Essex.

From a recruiting standpoint, we continue to develop new marketing campaigns aimed at attracting professionals to areas of need, in particular diagnostic imaging and additional physicians in key areas such as emergency and anesthesiology.

We have also strengthened relationships with our community partners. For example, we were excited to expand the Nurse Police Team (NPT) program to seven days a week.

Our hospital Patient Family Advisory Committees (with close to 50 patient and family members) continue to make great strides and are responsible for many improvements throughout the organization.

Work continues in our path towards a new acute care hospital for our region. Planning for the first phase - including administrative and education building, a parkade, and essential site infrastructure – has advanced significantly.

Looking ahead, we are focused on building a healthier future by enhancing patient care and continuing to work closely with our regional and provincial partners to ensure health care is accessible to all.

Ms. Riddell acknowledged the resilience and dedication shown by our frontline staff, physicians, and volunteers. Their unwavering efforts are the foundation of the trust our community places in us every day.

Dr. Saad:

Dr. Saad spoke to the outstanding work across the organization by our Professional Staff.

Wellness and retention remain a key priority, not only for our employees but for our professional staff as well. Our Wellness and Retention Committee, in partnership with the Professional Staff Association, continues to lead important work to strengthen culture and connection across WRH. An example of this was the 2024 Professional Staff Awards Event held this June. This in-person celebration recognized peer-nominated members of our staff for their dedication, leadership, and contributions. Dr. Saad congratulated the following recipients:

- Lifetime Achievement – Dr. Anil Dhar
- Newcomer Award – Dr. Andrew Bridgen
- Spirit of Medicine – Dr. Mark Awuku
- Excellence in Research – Dr. Andreu Fernandez-Codina
- Educator of the Year – Dr. Bill McKay

Research activity at WRH continues to thrive. Currently, we have 135 active research projects across our hospital. Over the 2024/25 fiscal year, the Office of Research received 45 new project submissions (April 2024–March 2025), and 15 new project submissions already in the first quarter of 2025. Our teams secured 23 grants and awards, and contributed to 18 peer-reviewed publications.

Dr. Saad also spoke to recruitment and the onboarding activity over the past year. WRH on boarded 55 new professional staff in 2024 and 20 so far in 2025. Recruitment for Emergency Medicine and Anesthesia remains a top priority, given the national and provincial challenges in these fields. We are pleased to report that for the ED, five associates and three locums will be joining within the next six months. For Anesthesia, two new graduates begin in July, with a third set to join next year post-fellowship.

Dr. Saad acknowledged the tremendous success in Psychiatry recruitment, and the positive impact of the Post-Discharge Clinic led by our Chief of Psychiatry and her team—this initiative has significantly reduced readmissions to the Emergency Department.

Dr. Saad took the opportunity to thank the hard work of the MAC Subcommittee Chairs over the last year. He said a special thank you to Dr. Chevalier who recently stepped down from her role. She was instrumental in advancing the work of the Retention and Wellness Committee. Dr. Saad also thanked the Board, the Executive team and the Medical Affairs Department 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 incredible challenges, stretched resources and rising patient needs. Ms. France extended a warm welcome to our new board members, Ms. Anna Kirby and Mr. Wes Vickers.

This year we witnessed great progress on many of our priorities – improving access to care, patient safety initiatives, investing in technology, supporting mental health and wellness, and strengthening our partnerships across the region. In addition, Ms. France acknowledged the steps WRH has taken toward equity and inclusion - essential commitments that will be long-term and ongoing.

On behalf of the entire Board, Ms. France thanked the frontline staff, the leadership team, volunteers and community partners for their work, dedication and compassion. Ms. France

also thanked her fellow board members for their leadership, integrity and unwavering support.

Ms. France ended her report by stating that we should all be very proud and excited for the future we are building together as we move ever closer to making the new state-of-the-art acute care hospital a reality.

5. TREASURER’S REPORT:

Mr. Paniccia reported.

This past year, WRH brought in \$731 million in revenue—up approximately \$50 million from 2024. That growth came primarily from increases in provincial funding and patient services. Expenses rose as well—reaching \$769 million. That is a significant increase, driven by rising drug and supply costs, wage pressures, and overall inflation. This resulted in a reported deficit of \$38.5 million for the year. It is important to remember that nearly \$27 million of that is non-cash items like amortization, and there are still funding allocations under review with the Ministry. From a cash operations perspective, the hospital has been managing carefully and strategically.

Mr. Paniccia thanked the WRH staff for remaining focused on what matters the most – delivering exceptional care. He extended his sincere gratitude to Ms. Gauthier, Ms. Zimmer and the entire Finance team for their dedication and outstanding work behind the scenes, following the aftermath of Code Grey and tight timelines.

Mr. Paniccia took a moment to reflect on his 13 years on the Board. He thanked his fellow board members and the exceptional leadership team for their trust, support and collaboration. Together we have laid the groundwork for a stronger, more resilient health system in our region.

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, 2025 be approved.

6. CONFIRMATION OF APPOINTMENT OF AUDITORS FOR FISCAL 2025/2026:

MOVED by Mr. C. Lanoue, **SECONDED** by Mr. P. Lachance and **CARRIED IT WAS RESOLVED THAT** KPMG be confirmed as Auditors for Windsor Regional Hospital for fiscal 2025/26.

7. ANCILLARY MOTION:

MOVED by Mr. P. Lachance, **SECONDED** by Ms. N. Manroe-Wakerell and **CARRIED IT WAS RESOLVED THAT** all Acts and Proceedings of the Board of Directors for fiscal year 2024/25 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. G. Isshak, **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 2028:

Linda Staudt	Anna Kirby
David Malian	Wes Vickers

MOVED by Ms. C. Bissonnette, **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 2027:

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

MOVED by Ms. N. Manroe-Wakerell, **SECONDED** by Ms. L. Staudt 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 2026:

Patricia France	Cynthia Bissonnette
Nila Das	Jamie Skutovich
Chris Lanoue	

MOVED by Mr. J. Skutovich, **SECONDED** by Ms. N. Das 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 2025/26 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. Irram Sumar	President, Professional Staff, ex-officio, non-voting
Dr. Kristen Demarco	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 twelve (12) Committee memberships be confirmed for one-year appointments until the Annual General Meeting of 2026.

Quality of Care:

Ryan Elizabeth Wood
Joseph Picard
Ayman Haddad
Carol Leclair, Nursing Rep.

Finance/Audit & Resources:

Katherine Pham
Joe Milicia
Trevor Chapman
Robert Klein
Marc Jones

HR Sub-Committee:

Natalie Yun
Kashif Saeed
Jody Guy-Merritt

11. OTHER BUSINESS

The Chair acknowledged and thanked Mr. Paniccia and Dr. Freeman for their dedication, energy and participation over the years on the Board. Their impact will be felt for years to come.

The Chair also acknowledged and thanked Ms. Petrakos for her outstanding leadership. Ms. Petrakos will be transitioning to the Redevelopment team supporting the planning of the New Windsor/Essex Acute Care Hospital later this year.

12. TENTATIVE DATE OF 2026 AGM

Thursday, June 25, 2026

13. ADJOURNMENT:

MOVED by Mr. D. Malian, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the Thirty-First Annual General Meeting of Windsor Regional Hospital held on
June 26, 2025 be adjourned at 1745 hours.

Ms. Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary

/ds