



BOARD OF DIRECTORS MEETING - OPEN

Wednesday June 24, 2026

2030-2045

Virtual via Teams / C.1.229

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AGENDA

SAgenda Item * indicates attachment / TBC - to be circulated	Page #	Time	Responsibility	Purpose
1. CALL TO ORDER				
1.1 Confirmation of Quorum (7)		2030	L. Woeller	Confirmation
1.2 Declarations of Conflict of Interest		2031	L. Woeller	Declaration
1.3 Confirmation of Agenda		2032	L. Woeller	Motion
2. PRESENTATIONS				
2.1 No Open Presentations				
3. BUSINESS ARISING				
3.1 No Open Matters for Discussion				
4. NEW BUSINESS				
4.1 Election of the Officers* Chair – Diane Wilkinson Vice Chair – Bill Conway	3	2033	J. Goyal	Motion
4.2 Appointment of Committee Chairs, Directors, and Non-Director Committee Members to CMH Board Committees & Appointment of Directors to Non-CMH Board Committees for 2026/27 as outlined in 2-A-06*	4	2035	J. Goyal	Motion
4.3 Notice of 2026-27 Board Meetings and Annual Meeting of the Corporation*	9	2037	D. Wilkinson	Motion
4.4 ABCDE Goals Review for 2025/26 and Planning for 2026/27*	10	2040	D. Wilkinson	Information
5. DATE OF NEXT MEETING	Wednesday October 7, 2026 Location: Hybrid			
6. TERMINATION		2045	D. Wilkinson	Motion
7. DISCUSSION OF INDEPENDENT DIRECTORS AND MANAGEMENT			D. Wilkinson	Discussion
8. DISCUSSION OF INDEPENDENT DIRECTORS			D. Wilkinson	Discussion

Board Members: Diane Wilkinson (Chair), Abdul-Qayum Ali, Sara Alvarado, Tom Barker, Paulo Brasil, William Conway, Julia Goyal, Jayne Herring, Stephanie Kessler, Miles Lauzon, Dr. Margaret McKinnon, Lynn Woeller

Ex officio Members: Patrick Gaskin, Dr. Winnie Lee, Dr. Vlad Miropolsky, Dr. Minta Patel, Stephanie Pearsall

CMH Board of Directors Motions Page

Agenda Item	Motions Being Brought Forward for Approval	
1.3	Confirmation of Agenda	<ul style="list-style-type: none"> • That, the CMH Board of Directors approves the agenda as presented/amended
4.1	Election of the Officers	<ul style="list-style-type: none"> • That, the CMH Board of Directors elects Diane Wilkinson as Chair of the Board and Bill Conway as Vice Chair of the Board
4.2	Appointment of Non-Directors / Directors for 2026/27	<ul style="list-style-type: none"> • That, the CMH Board of Directors appoints the Committee Chairs for a one-year term, as outlined in 2-A-06, upon recommendation of the Governance and Nominating Committee at its meeting of May 14, 2026 • That, the CMH Board of Directors appoints and renews the non-Director committee members and Directors to CMH Board committees for a one-year term, as outlined in 2-A-06, upon recommendation of the Governance Committee at its meeting of May 14, 2026 • That, the CMH Board of Directors appoints the Directors to non-CMH Board committees for a one-year term, as outlined in 2-A-06, upon recommendation of the Governance and Nominating Committee at its meeting of May 14, 2026

Board Members: Diane Wilkinson (Chair), Abdul-Qayum Ali, Sara Alvarado, Tom Barker, Paulo Brasil, William Conway, Julia Goyal, Jayne Herring, Stephanie Kessler, Miles Lauzon, Dr. Margaret McKinnon, Lynn Woeller

Ex officio Members: Patrick Gaskin, Dr. Winnie Lee, Dr. Vlad Miropolsky, Dr. Minta Patel, Stephanie Pearsall

BRIEFING NOTE

Date: June 17, 2026
Issue: Election of 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 & Nominating Committee

Attachments/Related Documents: None

Recommendation/Motion

Board

That, the CMH Board of Directors elects the following Officers of the Board for 2026/27, each for a renewable one-year term:

- Diane Wilkinson – Chair
- Bill Conway – Vice Chair

Governance and Nominating Committee

That, after review and discussion of the information provided, the Governance and Nominating Committee recommends to the CMH Board of Directors, the following Officers of the Board for 2026/27, to be appointed for a one year term at the Annual Meeting of June 24, 2026.

- Diane Wilkinson – Chair
- Bill Conway – Vice Chair **CARRIED.**

Executive Summary

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

“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 17, 2026
Issue: Appointment of Non-Directors, Directors, and Chairs to Board Committees
Prepared for: Board of Directors
Purpose: Approval Discussion Information Seeking Direction
Prepared by: Stephanie Fitzgerald, Administrative Assistant
Approved by: Patrick Gaskin, President & CEO; Julia Goyal, Chair of Governance & Nominating Committee

Attachments/Related Documents: 2-A-06

Recommendation/Motion

Board

That, the CMH Board of Directors appoints the following Committee Chairs for a one-year term and upon recommendation of the Governance and Nominating Committee at its meeting of May 14, 2026:

- Lynn Woeller – Chair of Audit Committee
- Paulo Brasil – Chair of Resources Committee
- Sara Alvarado – Chair of Digital Health Strategy Committee
- Bill Conway – Chair of Quality Committee
- Julia Goyal – Chair of Governance Committee
- Diane Wilkinson – Chair of Executive Committee

That, the CMH Board of Directors appoints the following non-Director committee members and Directors to CMH Board committees for a one-year term upon recommendation of the Governance and Nominating Committee at its meeting of May 14, 2026:

Committee	Chair	Directors	Non-Directors
Audit	Lynn Woeller	Abdul-Qayum Ali Julia Goyal Miles Lauzon Margaret McKinnon	Bonita Bonn Brian Quigley Taariq Shaikh Helene St-Amand Chris Whiteley
Digital Health Strategy	Sara Alvarado	Tom Barker Lynn Woeller	Joel Campbell Masood Darr Paul Martinello Richard Neidert Gloria Ringwood Suzanne Sarrazin (PFAC)
Executive	Diane Wilkinson (ex officio)	Paulo Brasil Bill Conway (ex officio) Julia Goyal Jayne Herring	

Committee	Chair	Directors	Non-Directors
Governance	Julia Goyal	Paulo Brasil Jayne Herring Stephanie Kessler	Roger Ma Milena Protich Alana Russell
Quality	Bill Conway	Jayne Herring Stephanie Kessler Miles Lauzon Margaret McKinnon	Kellen Baldock (staff, selected) Nalini Gandh i Patrick Gaskin (ex officio) Dilys Haugh ton (PFAC) Winnie Lee (MAC member, selected) Alison McCart hy Tooba Mohts ham Stephanie Pearsall (ex officio) Angela Schrum (staff, selected) *VACANT
Resources	Paulo Brasil	Abdul-Qayum Ali Sara Alvarado Bill Conway	Amanda Forrest Shannon Maier Janet Richter

That, the CMH Board of Directors appoints the following Directors to non-CMH Board committees for a one-year term and upon recommendation of the Governance and Nominating Committee at its meeting of May 14, 2026,:

- Tom Barker – CMH Foundation Board
- Jayne Herring – CMH Volunteer Association
- Bill Conway – Medical Advisory Committee
- Diane Wilkinson – Patient and Family Advisory Council
- Diane Wilkinson – WRHN Redevelopment Committee

Governance and Nominating Committee

That, after review and discussion of the information provided, the Governance and Nominating Committee recommends to the Board of Directors the appointment of the following Committee Chairs as outlined in 2-A-06.

- Lynn Woeller – Chair of Audit Committee
- Paulo Brasil – Chair of Resources Committee
- Sara Alvarado – Chair of Digital Health Strategy Committee
- Bill Conway – Chair of Quality Committee
- Julia Goyal – Chair of Governance Committee
- Diane Wilkinson – Chair of Executive Committee **CARRIED.**

That, after review and discussion of the information provided, the Governance and Nominating Committee recommends the following candidates to serve as non-Director committee members:

Hélène St-Amand – Audit Committee

Alana Russel – Governance and Nominating Committee **CARRIED.**

That, after review and discussion of the information provided, the Governance and Nominating Committee recommends to the Board of Directors the Director and non-Director Appointments to Board Committees, and the appointment of Directors to non-CMH Board Committees for the 2026/27 Board year as outlined in 2-A-06. **CARRIED.**

Executive Summary

As outlined in 7, Section 7.3 (a)(i) of the CMH Corporate By-Law:

“The Board shall appoint the chair, vice chair (if any), and members of each Board committee.”

The Governance and Nominating Committee reviewed the proposed appointments for the 2026/27 Board year and recommends Board approval of the Committee Chairs, Director and non-Director appointments to Board committees, and Director appointments to non-CMH Board committees as outlined in 2-A-06.

Cambridge Memorial Hospital Board Committees for the Year 2026-27

Committee	Chair	Directors [] max #(including Chair)	Non-Directors [] max #	ex officio	Resources (non-voting)
Audit	Lynn Woeller	Abdul-Qayum Ali Julia Goyal Miles Lauzon Margaret McKinnon [5]	Bonita Bonn Brian Quigley Taariq Shaikh Helene St-Amand Chris Whiteley [5]	Board Chair Vice Chair COS	Trevor Clark KPMG
Digital Health Strategy	Sara Alvarado	Tom Barker Lynn Woeller [3]	Joel Campbell Masood Darr Paul Martinello Richard Neidert Gloria Ringwood Suzanne Sarrazin (PFAC) [5 – community, 1 – PFAC]	Board Chair Vice Chair COS	Jennifer Backler Trevor Clark Patrick Gaskin Mari Iromoto Kyle Leslie Stephanie Pearsall
Executive	Diane Wilkinson (ex officio)	Paulo Brasil Bill Conway (ex officio) Julia Goyal Jayne Herring [2 ex officio, 3 others]			Patrick Gaskin Winnie Lee
Governance	Julia Goyal	Paulo Brasil Jayne Herring Stephanie Kessler [4]	Roger Ma Milena Protich Alana Russell [3]	Board Chair Vice Chair COS	Patrick Gaskin Stephanie Pearsall
Quality	Bill Conway	Jayne Herring Stephanie Kessler Miles Lauzon Margaret McKinnon [5]	Kellen Baldock (staff, selected) Nalini Gandhi Patrick Gaskin (ex officio) Dilys Haughton (PFAC) Winnie Lee (MAC member, selected) Alison McCarthy Tooba Mohtsham Stephanie Pearsall (ex officio) Angela Schrum (staff, selected) *VACANT [4 – community, 5 – staff, 1 – PFAC]	Board Chair Vice Chair	Liane Barefoot Mari Iromoto
Resources	Paulo Brasil	Abdul-Qayum Ali Sara Alvarado Bill Conway [4]	Amanda Forrest Shannon Maier Janet Richter [3]	Board Chair Vice Chair COS	Trevor Clark Patrick Gaskin

Non-CMH Board Appointees

CMH Foundation Board – **Tom Barker**

CMH Volunteer Association – **Jayne Herring**

MAC – Bill Conway (Chair of Quality)

PFAC – **Diane Wilkinson** (Board Chair)

WRHN Redevelopment Committee – **Diane Wilkinson** (Board Chair)

**At the June 17, 2026 Quality Committee meeting, Mike Adair advised that he does not intend to return for the 2026/27 term. Based on the current committee composition, this vacancy will not be filled for 2026/27.*

BRIEFING NOTE

Date: June 17, 2026
Issue: Notice of 2026-27 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 & Diane Wilkinson, Board Chair

Attachments/Related Documents: None

Recommendation/Motion

Board

That, the CMH Board of Directors approves the following proposed meeting dates for the 2026/27 Board cycle;

Wednesday, October 7, 2026
Wednesday, November 4, 2026
Wednesday, December 2, 2026
Wednesday, February 3, 2027
Wednesday, March 3, 2027
Wednesday, May 5, 2027
Wednesday, June 2, 2027
Wednesday, June 23, 2027

The Annual meeting will take place on Wednesday, June 23, 2027.

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

Next Steps

The Board Chair and President & CEO will meet over the summer to review the proposed 2026/27 Board meeting dates in greater detail. This review will include consideration of the timing and sequencing of Board education sessions, as well as the most appropriate meeting format for each meeting, taking into account organizational priorities and the timing of the Health Information System go-live. Any recommended adjustments or further details will be brought forward to support effective planning for the upcoming Board cycle.

BRIEFING NOTE

Date: June 17, 2026
Issue: ABCDE Goals Review for 2025/26 and Director Goal Planning for 2026/27
Prepared for: Board of Directors
Purpose: Approval Discussion Information Seeking Direction
Prepared by: Stephanie Fitzgerald, Administrative Assistant
Approved by: Patrick Gaskin, President & CEO & Diane Wilkinson, Board Chair

Attachments/Related Documents: None

Executive Summary

In April 2021, the Board approved the “Board Statement of Culture” (policy 1-A-05) outlining their individual and collective commitment to supporting the CMH culture and values. As part of that, Board members made a commitment to set and track personal goals – their ABCDE goals.

Setting annual personal ABCDE goals and tracking collectively our “ABCDEs”:

- a. Attend – attend Board/committee meetings.
- b. Be engaged – be an active contributor to the committee and Board work.
- c. Connect – attend staff huddles, events.
- d. Donate – support the CMH Foundation.
- e. Educate – undertake education, courses.

Furthermore, policy 2-A-38 outlines the attendance expectation – “An attendance rate of at least 75% is expected”.

Next Steps

Directors will be asked to schedule individual meetings with the Board Chair during the month of July to review their 2025/26 ABCDE goals, reflect on accomplishments from the past year, and begin planning their ABCDE goals for 2026/27.

These discussions will be informed by each Director’s self-assessment and peer assessment results, as well as the Board Chair evaluation where applicable. In advance of their meeting, Directors are asked to update their completed information for 2025/26 and begin drafting their proposed goals for 2026/27.

A sign-up sheet has been made available on Gov Hub for Directors to select a meeting time with the Board Chair.

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

	Attend - attend Board/committee meetings							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	Digital Health Strategy	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND OHT Rep	Willingness to commit to 75% or Greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMH Foundation Rep	CMH Volunteer Association	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)							Achievement							Commitment (Goals)		Achievement		Commitment (Goals)		Achievement										
Bill Conway	Yes	x	x	x	x	x						Yes															1) Be well prepared for all board and committee meetings by reading the package multiple times to understand materials, with a focused effort to have questions prepared in advance as well as ask questions that come out during meeting 2) Be an active listener at all meeting, provide input to discussion 3) When asking questions and engaging in discussion, work to provide more focus and critically reflective with a more strategic and analytical approach 4) Seek out information to be better informed on health care issues that can be an impact to CMH 5) Be a supporter of CMH, CMHF, through social media			1) Attend CMH events throughout the year 2) Attend CMF events throughout the year 3) Attend ICAIR events 2 min. during year 4) Attend Grand Rounds throughout the year 5) Attend department huddles 2 min. during year	1) Attended Eagle Feather Renewal (Aug 7) 2) Attended Grand Rounds GLP-1 Agonists, Lean Muscle Mass & Orthopedic Surgery (Sept 25) 3) Attended CMHF Celebration of Champions (Oct 22) 4) Attended Grand Rounds: Creatinine is a little high... are you kidding (Oct 23) 5) Attended ED Huddle (Nov 5) 6) Attended Grand Rounds: Beyond the Hype: A Clinician's Practical Guide to Artificial Intelligence (Nov 27) 7) Grand Rounds - Lifestyle Medicine and the management of Cardiovascular Disease (Jan 22) 8) ICAIR Celebration of Values (Feb 4) 9) Grand Rounds - I have Stage IV Cancer - How much time do I have to live? (Feb 26) 10) Attended Medicine A and Medicine B Huddle (March 3) 11) Grand Rounds - Environmental Sustainability in Canadian Hospitals (March 26)

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

	Attend - attend Board/committee meetings														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	Digital Health Strategy	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND OHT Rep	Willingness to commit to 75% or Greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMH Foundation Rep	CMH Volunteer Association	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)														Achievement														Commitment (Goals)		Achievement	
Diane Wilkinson	Yes			x	x	x							Yes														1. Prepare and review all meeting materials. 2. Focus on staying strategic in questions and commentary. 3. Attend meetings to meet requirements. 4. Journal reading ICD monthly.	1. In process and complete 4. In process and complete Additional Ad Hoc: Commitment Ceremony, VC Process, Recruitment New Board Members, Partnership Tool Trial, Past Board Chairs Group meeting	1. Attend Feather Renewal 2. Attend at least 2 events at CMH related to staff or ceremonies. 3. Tour a minimum of 2 Departments/Areas/Programs.	1. Attended Feather Renewal . Attended Staff Greeting at Doorways Employer of Choice. Attended Staff BBQ. 2. VA Fall General Meeting & VA Christmas Event 3. Tour Pharmacy Department & ED Omnicell. Toured DI. Attended IT Huddle Oct 27. Building Tour Oct 31. HR Huddle Nov 5. Attended OHA Large Community Hospital Forum Nov 12 Served at Christmas Lunch Dec 4. Regional Council Meeting Dec 19 Apr 8 Chamber of Commerce Breakfast Meeting. City of Cambridge Dinner and Meeting. OHA Chair's Conference, Toronto.		
Jay Tulsani	Yes	x	x										Yes													1) Read all materials in advance. 2) Attend 50% of the meetings in person 3) Provide input & constructive feedback at all meetings		1) Attend 3 CMH events in the current board cycle				

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

	Attend - attend Board/committee meetings										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	Digital Health Strategy	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND OHT Rep	Willingness to commit to 75% or Greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMH Foundation Rep	CMH Volunteer Association	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)										Achievement										Commitment (Goals)		Achievement						
Jayne Herring	Yes											Yes														1) Read all materials in advance of the meeting and prepare questions so that I can contribute meaningfully to the meetings 2) Engage fully in discussions and decision-making 3) Attend the majority of meetings in person 4) like, share and promote CMH social media posts and develop my own content from CMH events I attend 5) have regular meetings with my mentor and seek clarification when required	Regular meetings with my mentor on August 6, October 10, December 5, Feb 6 and April 10th to review performance/progress	1) Build relationships with fellow board members, CMH leadership team and others as appropriate 2) be approachable & collaborative 3) Attend as many CMH & CHF events as possible 4) Attend as many staff huddles as time permits 5) Attend community events/outreach opportunities with other Board members	1) Smudge in July 2) Grand Rounds Psychedelics June 26 3) Eagle Feather Renewal Ceremony (Aug 7) 4) ED Huddle Nov 5/25 5) Grand Rounds AI Intelligence Nov 26 6) Vision 1 Million (Virtually) Jan 15/26 7) Grand Rounds: Cardiovascular Disease Jan 22 8) Cambridge Chamber Breakfast - City Manager Feb 5 9) Cambridge Chamber Salute to Women Luncheon Jan 28 10) Workshop with City Council Feb 9 11) Cambridge Chamber Breakfast with Chief Crowell Feb 11 12) Grand Rounds (Stage IV Cancer) Feb 26/26 13) CMHF Gala Feb 27/26 14) Med A & B Huddle Mar 3/26 15) Grand Rounds: Hospital Sustainability Mar26 16) Cambridge Chamber Breakfast - Patrick Gaskin April 8 17) Board Social - April 14 18) Grand Rounds MAID - May 28 19) Maintenance Huddle - June 8

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

	Attend - attend Board/committee meetings													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	Digital Health Strategy	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND OHT Rep	Willingness to commit to 75% or Greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMH Foundation Rep	CMH Volunteer Association	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)													Achievement													Commitment (Goals)	Achievement	Commitment (Goals)	Achievement
Julia Goyal	Yes			x	x		x						Yes													1) Prepare thoroughly by reviewing all materials in advance and developing strategic, governance-level questions. 2) Bring a system thinking lens to discussions, connecting issues to broader health system priorities and trends. 3) Listen actively, contribute constructively, and foster an inclusive and respectful Board culture. 4) Apply a critical and analytical approach aligned with CMH's strategic priorities, patient outcomes, and community impact. 5) Stay engaged with CMH, CND OHT and the OHA to remain informed on sector developments. 6) Support CMH and CMHF as an ambassador through community presence and social media engagement.		1) Participate in a minimum of three CMH events each year to engage with staff and physicians. 2) Attend at least one CMHF event annually to support fundraising and community engagement. 3) Join Grand Rounds or similar professional learning sessions to stay informed on clinical and sector updates. 4) Represent CMH at select community events to strengthen external relationships and visibility.		

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

	Attend - attend Board/committee meetings										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	Digital Health Strategy	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND OHT Rep	Willingness to commit to 75% or Greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMH Foundation Rep	CMH Volunteer Association	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)										Achievement										Commitment (Goals)		Achievement							
Lynn Woeller	Yes		x								x	Yes															1) Read all materials in advance. 2) During meetings, listen to directors, staff & physicians to understand, not to respond. 3) Provide input & feedback that is constructive & supportive. 4) Foster a Board spirit of inclusivity & trust that encourages open dialogue. 5) Provide constructive feedback to Board members & Committee Chairs on an as needed basis. 6) Continue work to focus Board meetings at a governance level (use of Consent Agenda; streamlined Briefing Notes).		1) Attend minimum 5 CMH events. 2) Attend minimum 2 CMHF events. 3) Attend minimum 3 Grand Rounds / CPSO sessions. 4) Attend community events as a representative of CMH (i.e. Women Take Charge Breakfast Series; Chamber of Commerce; etc).	July 23 - Women Take Charge Breakfast w/ Kim Decker YWCA Aug 7 - Eagle Feather Re-energizing Ceremony Nov 20 - Canada Awards for Excellence Summit Nov 27 - Grand Rounds: AI Dec 4 - CMH Holiday Lunch shift Dec 10 - Chamber Breakfast w/ Mayor Liggett Jan 15 - Vision 1 Million Breakfast Jan 16 - Chamber Breakfast w/ Rob Axiak (CAO) Feb 11 - Chamber Breakfast w/ Police Chief Crowell Feb 26 - Grand Rounds (StageIVCancer) Feb 27 - CMH Reveal Gala Apr 8 - Chamber Breakfast w/ Patrick Gaskin Apr 14 - Tri-Board Social Apr 29 - Women Take Charge Breakfast w/ Mayor Foxtton May 28 - Grand Rounds: MAID
Margaret McKinnon	Yes	x		x								Yes														Last year, I took on too many subcommittee roles (3). This year, my intention is to be able to attend more subcommittee meetings. I will also aim to be present, in person, at most board meetings. I will also read all materials in advance. Finally, I will follow up appropriately (e.g., off line discussion) on issues I feel were not fully resolved at the Board meeting. (I would also love to meet Ember this year, if she is available. Seeing her picture walking into the hospital always makes me smile, even when family members are quite ill).		Attend 1 clinical department huddle. Attend 1 internal event. Attend 1 external event.		

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

	Attend - attend Board/committee meetings										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	Digital Health Strategy	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMHF	CMHVA	MAC Rep	PFAC Rep	CND OHT Rep	Willingness to commit to 75% or Greater	Audit Committee	Capital Projects	Digital Health	Executive Committee	Governance Committee	Quality Committee	Resources Committee	CMH Foundation Rep	CMH Volunteer Association	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)										Achievement										Commitment (Goals)		Achievement							
Sara Alvarado	Yes		x									Yes															1. Bring top down perspective to place CMH issues within the context of healthcare challenges: AI, Budget, Human Resources 2. Focus on Governance issues and help bring back conversation, if/as needed to a governance level, not operational 3. While preparing and reading material, think about challenging questions that may help management prepare for day to day operations and strategic initiatives 4. Guide Digital Health Committee to support CMH on Digital initiatives with relevant questions and comments. 5. Support CMH by attending events, through community and social media	1. Comments on Top Down views from management, health care sector, Provincial Budget deficit and what that means for CMH. 2. Was part of the Vice Chair Selection Committee as part of succession planning.	1. Attend at least 2 staff huddles and CMH events as much as possible, keeping in mind management's time. 2. Share info on Digital Health from relevant and reputable sources with management when appropriate	1. Sept 24th: attended Lunch & Learn on the topic of Residential Schools and Child Welfare. 2. Oct 22 CMH Celebration of Champions at Galt Country Club 3. Attended Chamber Community Awards Nov 10th 4. Attended Vision 1Million Waterloo January 15th 5. Attended Salute to Women Chamber's lunch Jan 28 6. Attended Ground Rounds Cardiovascular January 22nd 7. February 9th attended CMH Workshop with City of Cambridge dinner 8. Feb 25th, attended Being Climate-Wise in Hospitals webinar by Choosing Wisely 9. Feb 11: attended Chamber's breakfast series with Police Chief Crowell 10. Dec 10: Attended Chamber's Major Ligette bkfst at Galt Country Club 11. CMHF Western Gala, Feb 27th 12. Attended Founders & Physicians Dinner May 27th
Tom Barker	Yes	x		x								Yes	x													1) Read all materials in advance of the meeting 2) Engage in discussions, and ask questions. 3) like, share and promote CMH social media posts 4) Communicate regularly with my mentor and ask questions to understand background information.	1) Attend staff events that happen in the evening. 2) Attend at least two Foundation events. 3) Attend at least two Grand Rounds.	1. Attend Chamber Community Awards Nov 10th 2. Attended CMH Celebration of Champions Oct 22nd Galt CC		

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

		Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
		Willingness to make a commitment to CMHF for the period of April 1, 2025 to March 31, 2026		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 automatic donation. Donated to Day of Caring (Dec 2) Purchased two ticket to CMH Reveal (Feb 27) Donation during the CMH Reval (Feb 27)	1) Attend (1) relevant learning lab 2) Read Articles from OHA on a regular basis 3) Complete online course by Healthcare Excellence Canada (Effective Governance for Quality and Patient Safety) 4) Complete course by ICD - Chairing Boards Effectively	1) Attended Navigating Budget Alignment, Board Dynamics, and Incentive Outcomes (Sept 18) 2) Attended National Centre for Truth and Reconciliation's Lunch and Learn Series (Sept 29-Oct 1) 3) Attended Deloitte Health Care Innovation Transforming care through data, technology and consumer empowerment (Sept 18) 4) Attended ICD The evolving Role of Board Chairs (Oct 15) 5) Attended Globe & Mail Aging Out (Oct 16) 6) Attended KPMG - Safeguarding integrity in Ontario Hospitals: Board Oversight (Oct 27) 7) Attended OHA Hospital Governance Essentials for New Directors, Session 4 (Nov 4) 8) Attended OHA Hospital Governance Essentials for New Directos Session 5 (Nov 11) 9) Attended OHA Risk Forum (Nov 26) 10) Cambridge Chamber Breakfast Jan Liggett Mayor (Dec 10) 11) Attended Vision 1 Million Are we ready Healthcare (Jan 15) 12) Cambridge Chamber Breakfast Rob Axiak City Manager (Jan 16)	1) Attend events in community 2) Increase knowledge of Indigenous Community issues and other marginalized communities to broaden understanding 3) Continue to increase knowledge of AI applications being applied in health care 4) Continue to grow and develop as the QC Chair, seeking advise and input from subject matter experts 5) Provide input and support as a mentor to new board member (Jayne Herring)	1) Have had five meetings with Jayne to date (Aug/Oct/Dec/Feb/April) 2) Regular meeting with Diane Wilkinson on role as QC Chair 3) Attended Workshop with Cambridge City Council (Feb 9)	

CMH Board of Directors ABCDE Goals Tracker - Board Year (July 1, 2025 to June 30, 2026)

Donate - support the CMH Foundation		Educate - undertake education, courses etc.		Other Goals	
Willingness to make a commitment to CMHF for the period of April 1, 2025 to March 31, 2026		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
Diane Wilkinson	Yes	1. Attend atleast 3 educational events throughout the year. 2. Read OHA, IHI, Beryl and other related newsletters.	1. IHI Podcast--Advancing the Science of Q.I. Dr. Schall and Dr. Berwick, August 26/25 2. ICD Education Session Sept 18 Navigating Budget Alignment, Board Dynamics and Incentive Outcomes. 3. Reread OHA Guide to Good Governance Oct 4/25. 4. ICD Webinar October Evolving Role of the Board Chair 5. Grand Rounds--Serum CR and AKI Oct 23. 6. Safeguarding Integrity in Ontario Hospitals: Board Oversight & the Anti-Fraud Culture by KPMG Oct 27 Webinar. November 27 Grand Rounds Ai in Clinical Care February, 12: Webinar Whistleblower Policy KPMG13. March Grand Rounds--Healthcare & the Environment 14. Four Week Governance Solutions: Chairing Boards. 15. OHA Chairs Conference 3 days.	1. Shadow Board Chair to learn processes related to Board meetings. 2. Attend CMHVA meetings and contribute to their Board and Governance Committees. 3. Continue to demonstrate appreciation to staff and physicians when able.	1. In process and complete 2. In process and complete 3. Thank you cards sent to Managers/Directors. Holiday cards signed.
Jay Tulsani	Yes	I want to partake in governance courses and courses regarding AI and healthcare			

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Willingness to make a commitment to CMHF for the period of April 1, 2025 to March 31, 2026	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
Jayne Herring	Yes	Monthly automatic donation Trees for Caring/Giving Tuesday donation CMH Reveal - 2 tickets CMH Reveal Gala donation at event	1) Complete Governance Course 2) Complete San'Yas Cultural Safety Training 3) Complete HEC Governance Modules 4) Attend various Grand Rounds as time permits 5) Attend Board Training sessions & workshops as they become available 6) Read about Health Care trends and innovations /be informed 7) Commitment to ongoing education 8) Review past Quality & Governance meeting agendas/minutes/reports to increase my knowledge base	1) OHA 5 Module Governance Course completed Nov 11/25 2) Completed San'Yas Dec 2025 3) HEC Governance Course completed Aug 2025 4) OHA: AI Risk Management Session Nov 25/25 5) CCDI Conference: Belonging in Complex Times Mar 4-5/26 6) OHA Fundamentals for Financial Oversight, Session 1 & 2 April 21&23/26	1) Thoroughly understand the CMH strategic plan and use it to guide my decision-making 2) familiarize myself with health care acronyms 3) learn more about funding model for health care 4) further familiarize myself with CMH bylaws, policies & committee structures	Fundamentals of Financial Oversight for Healthcare Session 1 & 2

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Willingness to make a commitment to CMHF for the period of April 1, 2025 to March 31, 2026		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
Yes		1) Complete at least two governance or board-related courses through OHA, ICD, or similar providers. 2) Attend a minimum of four educational sessions (e.g., Sanyas Indigenous Cultural Safety Training, Learning Labs, Grand Rounds, sector conferences) focused on topics relevant to Board and committee discussions (e.g. EDI, AI/emerging technologies, anti-racism and Indigenous reconciliation, mental health and well-being, etc.) 3) Regularly review OHA, IHI, and other sector publications to stay informed on emerging trends, innovations, and best practices relevant to Board and committee discussions.		1) Challenge Certificate in Risk Management exams 2) Continue to contribute to board governance modernization efforts 3) Maintain regular engagement with Board leadership, CEO, and Committee Chairs to ensure alignment and address emerging issues early.	
Julia Goyal					

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Willingness to make a commitment to CMHF for the period of April 1, 2025 to March 31, 2026		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	
Lynn Woeller	Yes	Monthly automatic donation. Trees for Caring/Giving Tuesday donation CMH Reveal - 2 tickets CMH Reveal donation Sara's Walk donation	1) Complete at least 2 relevant Governance courses during the year through OHA, ICD, other.	Sept 3 - Indigenous Lunch & Learn Oct 15 - The Evolving Role of Board Chairs (ICD) Nov 26 - HIROC Risk Forum Feb 12 - Whistleblower Considerations for Boards (KPMG) Apr 20/22 - OHA Fundamentals of Financial Oversight	1) Connect with Board members, as needed, to provide support or guidance, express thanks or simply check in. 2) Regularly engage with CEO, COS, Board Vice-Chair and Committee Chairs between meetings to ensure alignment of goals and be aware of any concerns as early as possible. 3) Be available to participate in OHA calls, meetings with MPPs or other as needed by the CEO. 4) Be actively aware of local, regional and provincial happenings that impact CMH.	OHA Member Calls - x6 July 16 - Meet w/ MPP Jess Dixon Nov 21 - Lunch w/ WRHN Board Chairs/Past-Chairs Feb 9 - Meet w/ MPP Mike Harris Feb 9 - City of Cambridge Council Workshop Feb 23 - Meet w/ MPP Brian Riddell Feb 12 to Mar 5 - mid-yr check-ins with Board members (10 of 11) Mar 13 - Meet w/ MPP Jess Dixon & Councillor Corey Kimpson
Margaret McKinnon	Yes		Continue education surrounding role of AI in clinical practice.		Be more responsive to email. Promote equity, diversity, and inclusion in everything CMH does. Assist in recruitment of more diverse slate of Board Members.	

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	Willingness to make a commitment to CMHF for the period of April 1, 2025 to March 31, 2026		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
Miles Lauzon	Yes	Done	<ul style="list-style-type: none"> * OHA Webinar on Governance and Management Partnership. Attend 2 Grand Rounds. Continue learning surrounding Equity, Diversity, and Inclusion. * 2 Grand Rounds * At least 1 other course or webinar as announced. 	<ul style="list-style-type: none"> Courses and Seminars * Understanding Residential Schools and Truth and Reconciliation * ICD. Navigating Budget Alignment, Board Dynamics and Incentives * Deloitte Webinar. Healthcare Innovation * ICD. Practical Strategies for Effective Management of Risk * 3 Grand Rounds * Deloitte. Beyond the Hype of AI * OHA Governance Essentials Module 4 Governance and Management * OHA Governance Essentials Module 5 Current Themes and Issues * HIROC Cyber Preparedness - Shared Experiences * 	<ul style="list-style-type: none"> * Exceed attendance minimums as I am able. * Acquire AI technical skills. Explore learning the AI programming language Python. 	<ul style="list-style-type: none"> * Experimenting with translating existing Excel spreadsheets to Python as a learning exercise. * Met with Caroline Barker, CMFH Development Officer to brainstorm ideas for making connection with potential donors.
Monika Hempel	yes		1)attend ICD webinar 2) attend 1 ground round 3) attend 1 webinar from OHA			
Paulo Brasil	Yes		1) Complete Sanyas program. 2) Complete a board focused learning program from ICD or other offerings.		1) I would like to work towards potentially mentoring a new board member in my 2nd term.	

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	Commitment	Achievement	Commitment (Goals)	Achievement	Commitment (Goals)	Achievement
Sara Alvarado	Yes	<ol style="list-style-type: none"> 1. Donations to the Trees Holiday lights campaign. 2. Donations on Giving Tuesday 3. Donation through the Cambridge to Paris Walk 4. Donation as part of the CMH Reveal ticket 	<ol style="list-style-type: none"> 1. Continually read information about Digital Health given it's fast pace 2. Take advantage of ICD membership to attend free seminars, read material and learn from all available resources on their page 	<ol style="list-style-type: none"> 1. <i>Schools & the Truth and Reconciliation Commission</i> 2. <i>Sept 23 Deloitte: Healthcare Innovation, Transforming Care through Data, Technology and Consumer Empowerment.</i> 3. <i>Oct 3, Women's College: Sustainable by Design, Health Care Innovations for a Warming World, full day.</i> 4. <i>Oct 15: Breast Reconstruction Event at CMH.</i> 5. <i>Oct 16: OHA session 1 on Governance Hospital Legal Framework.</i> 6. <i>OHA Governance Session 2 on Hospital Accountability.</i> 7. <i>Oct 27 KPMG's Safeguarding Integrity in Ontario Hospitals, Board Oversight and Anti Fraud Culture.</i> 8. <i>Oct 28 OHA Governance session 3 on Hospital Funding and Accountability.</i> 9. <i>October 28, Deloitte, Beyond the Hype: The AI Opportunities Separating Leaders in Healthcare and where AI is going.</i> 10. <i>Nov 4, OHA Governance Session 4 on Governance and Management Partnerships.</i> 11. <i>Nov 10 Chamber Community Awards.</i> 12. <i>Nov 11, OHA Governance Session 5 on</i> 	<ol style="list-style-type: none"> 1. Again this year I will coordinate the CMH Walk from Cambridge to Paris for the 4th time. I hope we can engage 20 walkers this year on June 14th, the Sunday before Father's Day 2. Will focus on supporting our hospital with digital and innovation initiatives given the positive impact this can have on staff satisfaction as well as budget. 	Present to CMH staff and Digital Health Strategy Committee during System important developments this year.
Tom Barker	Yes	Yes	<ol style="list-style-type: none"> 1) 2 Grand Rounds 2) Enroll in Governance Courses 3) San'yas Indigenous Training 	<ol style="list-style-type: none"> 1) 2 Grand Rounds 2) Enroll in Governance Courses - Waiting until next sessions. 3) San'yas Indigenous Training. - Completed December 19, 2025 	<ol style="list-style-type: none"> 1) Will work on developing questions for meetings that are created with a governance lense rather than an operational focus. 	I prepare my questions in advance of either a committee meeting or Board meeting. If I sense the Q may require management's prep time, I share it in advance. Focus on them being of a Governance nature, not granular management/operational.