



Erie Shores HealthCare Board of Directors Meeting

September 15, 2026

Board of Directors: Tom Marinelli (Chair), Maxwell Abraham (Vice Chair), Jennifer Dawson (Past Chair), Mark Read (Treasurer), Brian Gray, Dan Murdock

Debasree Deb, Heather Pratt, Kate Giurissevich, Lynn Herdzik, Melissa East Aspila, Michael Wiens, Wallace Hogan

Staff: Kristin Kennedy (CEO), Dr. Kenneth Ogah (COS), Katelyn Dryden (CFO), Neelu Sehgal (CNE), Rashoo Brar (VP), Kelly Gregoire (VP), Victoria Willson (CPO), Dr. Kyle DeMars (President Professional Staff)

Community Members: Evelin Wharram, Mark Dobias, Nancy Sarkis



Board of Directors Open Meeting - September 15, 2026

Agenda

17:00

1. Call to Order

Chair

a. Quorum

Chair

b. Reading of Land Acknowledgement

Jennifer Dawson, Past Chair

i. ESHC Land Acknowledgement Statement

4

c. Approval of the Consent Agenda

Approval

Chair

d. Approval of the Open Agenda

Approval

Chair

e. Declaration of Conflict of Interest

Chair

2. Consent Agenda Items

a. Media Report

i. BoD Communications Report -
Septemnr2026

5

1705

3. Standing Items

a. Senior Leadership Report

Information

Kristin Kennedy

i. CEO Report

Kristin Kennedy, CEO

i. September - Open Meeting - Updated

15

17:20

4. Business Arising

Chair

a. Board Member Questions, Comments or Notices of Motions

Chair

1735

5. Date of Next Meeting - November 3, 2026

Chair

6. Motion to Adjourn
Chair

Land Acknowledgement Statement

We acknowledge that Erie Shores HealthCare is located on the land and surrounded by water that is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibwa, the Odawa, the Potawatomi and the ancestral, unceded territory of Caldwell First Nation. Our acknowledgement of the land is a declaration of our collective responsibility to this place and its peoples' histories, rights and presence. We commit ourselves to learning more so that we can be partners in stewardship and reconciliation as we continue to provide high quality and compassionate care in a sustainable manner for Indigenous and non-Indigenous persons. We are dedicated to honouring Indigenous history and culture while remaining committed to moving forward respectfully with all First Nations, Inuit and Métis peoples across Turtle Island.

BoD Communications Report

July 10, 2026 to Sept. 10, 2026

Media Mentions Dashboard

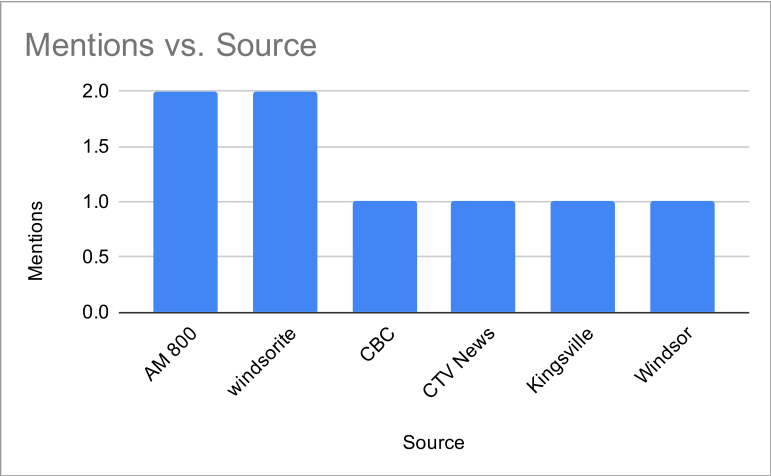
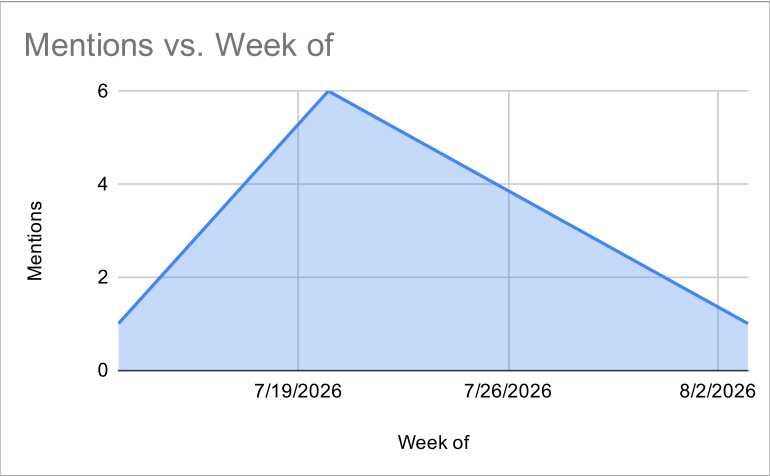
Reporting period: Jul 10, 2026 to Sep 10, 2026

Mentions
(Last 2 Months)
8

Mentions
(Last 30 Days)
0

Top Source
windsoriteDOTca News (2)

Mentions last period
(% change)
27 ▼ 70.4%



Sentiment	Topic	Mentions
Positive 2	Leadership	3
Neutral 2	Community	1
Negative 1	Quality & Safety	1
Mixed 0		

Media Mentions (Duplicates Removed)

Reporting period: Jul 10, 2026 to Sep 10, 2026

Date	Source	Headline	Summary	Topic	Sentiment	Link
8/29/2026	CBC	Windsor Regional Hospital, Erie Shores Healthcare experiencing 'computer systems malfunction'	Hospitals experience computer system malfunction, disrupting operations and patient care.	Quality & Safety	Negative	View Article
8/8/2026	windsoriteDOTca News	New Traffic Signal Coming Near Erie Shores HealthCare	New traffic signal improves access and safety near Erie Shores HealthCare.	Community	Positive	View Article
7/21/2026	windsoriteDOTca News	Erie Shores HealthCare And Windsor Regional Hospital To Share CEO And CFO And More	Two hospitals will share CEO and CFO roles for operational efficiency.	Leadership	Neutral	View Article
7/21/2026	CBC	Erie Shores HealthCare and Windsor Regional Hospital announce administrative partnership	Hospitals form administrative partnership for collaboration and efficiency.	Leadership	Positive	View Article

Facebook Account Overview (July 10 - September 9, 2026)

Posts Published 18-1 (-5.3%)		Total Likes 7,007+110 (1.6%)	
Total Views 307,500+97,293 (46.3%)	Organic Views 307,500+97,293 (46.3%)	Paid Views 0	Video Views 24,727+14,109 (132.9%)
3 Most Viewed Posts		3 Most Shared Posts	
 ESHC MARGO There are some people who simply become part of the fabri... 53,314		 Post 53829243 Regional hospitals are experiencing a computer systems ma... 42	
 +3 ESHC DR OGAH BDAY Happy Birthday, Dr. Ogah! 🎂 Today we're celebrating Er... 34,790		 After 43 years of nursing, Carrie is hanging up her scrub... 33	
 After 43 years of nursing, Carrie is hanging up her scrub... 31,880		 +5 eshc non emergency options This past week, Erie Shores HealthCare's emergency depart... 23	

3 Least Viewed Posts 1,374 ESHC VOLUNTEER 2026 01 +1 Looking for a meaningful way to make a difference in your... 2,345 There's nothing quite like hearing that you made a... 4,630	3 Least Shared Posts ESHC PROUD TO BE ESHC MICHAEL +4 Proud To Be ESHC Whether he's helping patients through... 0 Introducing Ask ESHC! What's it really like to be an ... 0 ESHC DELILA +2 Proud To Be ESHC: Meet Delila! For more than two years,... 0
Likes By Country 1. Canada <i>(6,556 likes)</i> 2. United States of America <i>(161 likes)</i> 3. Mexico <i>(36 likes)</i> 4. United Kingdom of Great Britain and Northern Ireland <i>(27 likes)</i> 5. India <i>(19 likes)</i>	Likes By City 1. Leamington, ON, Canada <i>(1,668 likes)</i> 2. Kingsville, ON, Canada <i>(1,237 likes)</i> 3. Windsor, ON, Canada <i>(1,118 likes)</i> 4. Essex, ON, Canada <i>(267 likes)</i> 5. Amherstburg, ON, Canada <i>(247 likes)</i>

Instagram Account Overview (July 10 - September 9, 2026)

Posts Published	Total Followers	New Followers	Reach
16	2,320	106	47,075
-2 (-11.1%)	+79 (3.5%)	+29 (37.7%)	+23,149 (96.8%)
3 Most Liked Posts		3 Most Commented Posts	
	After 43 years of nursing, Carrie is hanging up her scrubs. ❤️ For Carrie, nursing was never just a career. It was al...		After 43 years of nursing, Carrie is hanging up her scrubs. ❤️ For Carrie, nursing was never just a career. It was al...
	1,730		111
	ESHC DR OGAH BDAY 🎉 Happy Birthday, Dr. Ogah! 🎂 Today we're celebrating Erie Shores HealthCare's Chief of Staff, Dr. Kenneth Ogah! Dr...		ESHC DR OGAH BDAY 🎉 Happy Birthday, Dr. Ogah! 🎂 Today we're celebrating Erie Shores HealthCare's Chief of Staff, Dr. Kenneth Ogah! Dr...
	154		10
	ESHC OLIVIA Every shift is an opportunity to make a difference, and that's exactly what Olivia does. As a Nursing Extern at Erie ...		ESHC OLIVIA Every shift is an opportunity to make a difference, and that's exactly what Olivia does. As a Nursing Extern at Erie ...
	105		5

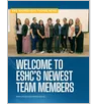
3 Least Liked Posts



eshc non emergency options

This past week, Erie Shores HealthCare's emergency department has seen higher than normal patient volumes. In these s...

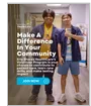
16



eshc welcome 20july2026

We are excited to introduce eight new staff members who have recently joined Erie Shores HealthCare. Each brings valu...

18



ESHG VOLUNTEER 2026 01

Looking for a meaningful way to make a difference in your community? ❤️

24

Erie Shores HealthCare is looking for volunte...

3 Least Commented Posts



🗣️ Introducing Ask ESHC!

What's it really like to be an RPN?

For our very first video, Max, an RPN in Med/Surg at E...

0



Post 53829243

Regional hospitals are experiencing a computer systems malfunction this morning. This is causing some additional dela...

0



★★★★★

There's nothing quite like hearing that you made a difference in someone's day.

We asked some of our Erie Sho...

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Date	Format	Post	Labels	Likes	Comments	Impressions	Reach	Engagements	Engagement Rate	Saves	Reels Plays
August 29, 2026 8:46 AM EDT	 Image	 Post 53829243 Regional hospitals are experiencing a computer systems malfunction this morning. This is causing some additional delays in processing for patient care including diagnostic imaging. Please be patien...		25	0	1,959	1,018	25	2.46%	0	1,959
August 27, 2026 5:59 PM EDT	 Video	 ★★★★★ There's nothing quite like hearing that you made a difference in someone's day. We asked some of our Erie Shores HealthCare staff to sit down and read a few of the 5-star Google reviews sha...		52	0	1,890	1,090	53	4.86%	1	1,890
August 25, 2026 2:17 PM EDT	 Carousel	 ESHC DR OGAH BDAY 🎉 Happy Birthday, Dr. Ogah! 🎂 Today we're celebrating Erie Shores HealthCare's Chief of Staff, Dr. Kenneth Ogah! Dr. Ogah is a familiar face around Erie Shores, caring for patients, delivering ba...		154	10	3,703	1,573	165	10.49%	1	3,703

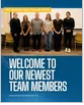
LinkedIn Account Overview (July 10 - September 9, 2026)

Posts Published 16	Likes 725 +296 (69.0%)	Views 258 +58 (29.0%)	Followers 2,858 +67 (2.4%)
Comments 29 +22 (314.3%)	Impressions 28,333 +13,351 (89.1%)	Clicks 3,764 -410 (-9.8%)	Engagement Rate 5.43% -0.1 (-65.5%)

3 Most Engaging Posts

- 

ESHG DR OGAE BDAY
+3 🎉 Happy Birthday, Dr. Ogah! 🍰
Today we're celebrating Erie Shores HealthCare's Chief of Staff, Dr. Kenneth Ogah!
Dr...

38.3%
- 

ESHG HWO 17AUG2026
+3 A warm welcome to the newest members of the Erie Shores HealthCare team! 🙌❤️
We're excited to have six new staff memb...

37.44%
- 

ESHG PROUD TO BE ESHG MICHAEL
+4 🌟 Proud To Be ESHG
Whether he's helping patients through their recovery or bringing a little extra fun to the workpl...

36.8%

3 Most Shared Posts

- 

After 43 years of nursing, Carrie is hanging up her scrubs. ❤️
For Carrie, nursing was never just a career. It was a...

5
- 

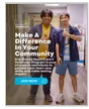
ESHG RPN HIRING SEP 2026
We're hiring Registered Practical Nurses! 🩺❤️
Erie Shores HealthCare is looking for RPNs to join our team across mult...

4
- 

★★★★★
There's nothing quite like hearing that you made a difference in someone's day.
We asked some of our Erie Shore...

3

3 Least Engaging Posts



ESHC VOLUNTEER 2026 01

+1 Looking for a meaningful way to make a difference in your community? ❤️

2.28%

Erie Shores HealthCare is looking for volunte...



ESHC MARGO

There are some people who simply become part of the fabric of a workplace. For us, Margo was one of those people.

4.59%

Si...



🗣️ Introducing Ask ESHC!

What's it really like to be an RPN?

5.61%

For our very first video, Max, an RPN in Med/Surg at Eri...

3 Least Shared Posts

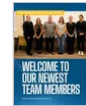


Got a question for a healthcare professional? Ask Erie Shores.



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A brand new video series is coming to Erie Shores H...



ESHC HWO 17AUG2026

+3 A warm welcome to the newest members of the Erie Shores HealthCare team! 🙌❤️

0

We're excited to have six new staff memb...



ESHC MARGO

There are some people who simply become part of the fabric of a workplace. For us, Margo was one of those people.

0

Si...

CEO REPORT

HERE WE GROW AGAIN!
SHAPING THE FUTURE OF YOUR ESSEX COUNTY HOSPITAL



ESHC / WRH Strategic Partnership - Update

Update Since Shared CEO Model Launch (September 1, 2026)

The shared CEO leadership model was officially implemented on **September 1, 2026**, marking an important step toward greater regional collaboration. Early progress has been positive, with teams and leadership across both organizations working together to strategically align services and strengthen healthcare delivery throughout the region.

Senior executive teams have established shared leadership meetings focused on:

- Risk management
- Financial stewardship
- Patient flow and access
- Regional planning and system impact
- A newly shared Director of Patient Experience is advancing a coordinated approach to patient and family engagement, while improving the experience of patients accessing care across both hospitals, particularly during transfers and transitions.

The Chief Nursing Executives from both organizations are collaborating on a shared approach to:

- Clinical best practices
- Quality oversight
- Professional practice support
- Staff engagement and visibility
- Additional partnerships and integration opportunities are currently being developed and will be launched in the coming months to support growing regional healthcare needs and increasing service complexity.

Strategic Impact :

The partnership is progressing well, with a strong focus on collaboration, alignment, and advancing high-quality, integrated care for the communities served by both Erie Shores HealthCare and Windsor Regional Hospital.



*Better care.
Stronger together.*

HDGH in Partnership with ESHC – Expands into Essex County

Expanding Community-Based Mental Health Care for Children

Partnership: Erie Shores HealthCare and Hôtel-Dieu Grace Healthcare

Program: HDGH Assertive Community Treatment Team for Children (ACT-C), Program for Children- A First in Canada: Community-Based, Child-Focused Mental Health Care

Hôtel-Dieu Grace Healthcare's Regional Children's Centre, in partnership with Erie Shores HealthCare, has increased their footprint in the county by expanding access to Assertive Community Treatment Team for Children (ACT-C) program to better serve children and families across Windsor-Essex. ACT-C provides intensive, family-centered mental health care for children with complex needs, delivering care directly in homes and other community settings.

HDGH clinicians are extending services further into Essex County, improving efficiency and access to specialized care closer to home. This collaborative approach reflects a shared commitment to **client-centered care**. By bringing services directly into the community, the partnership enhances both the client and provider experience, reducing barriers to care, strengthening care coordination, and helping children and families remain connected to the supports they need to thrive.



HDGH
ESTD 1888



ESHC – Improving Access – Conservable Bed Days



Erie Shores HealthCare is reporting meaningful progress in its efforts to reduce avoidable hospital days and improve access to acute-care beds for patients across the community.

The proportion of acute-care days identified as potentially avoidable has improved from **31.4% to 27.4%**, (4% improvement) according to the organization's performance data.

The improvement is the result of coordinated work by physicians, nurses, allied health professionals, patients, families, and community partners.

The initiatives focus on identifying discharge needs earlier and resolving barriers that may unnecessarily extend a hospital stay. Key efforts include:

- Discharge planning beginning within the first 24 to 48 hours of admission
- Daily interdisciplinary rounds focused on discharge readiness
- Standardized care pathways for high-volume conditions such as pneumonia, heart failure, and COPD
- The MOVE mobility program to help patients maintain strength and independence
- The Hospital 2 Home transition program to support patients after discharge
- Wound Care Warriors to help address wound-related delays
- Improved physician documentation and real-time performance monitoring

Thank You

