

**AGENDA
FINANCE, HR, AND AUDIT IN CAMERA COMMITTEE MEETING**

**Wednesday, May 13, 2026 – Following Regular Committee Meeting
Boardroom/Microsoft Teams**

Agenda Item	Board Item	Attachment
1. Call to Order		
1.1. Quorum		
1.2. Approval of agenda		P. 1-2
1.3. Declaration of Conflict of Interest (Policy BOD.05.003.X.XX)		
2. Matters for Discussion and/or Decision		
3.1 Board Award of Excellence THAT the Finance, HR, and Audit Committee recommend the to the Board of Directors the recipients for the 2026 Board Award of Excellence as presented.	D In Camera	P. 3-8
3. Adjournment		

Board Item: Matters for Discussion/Decision (D) or Consent Agenda (C)

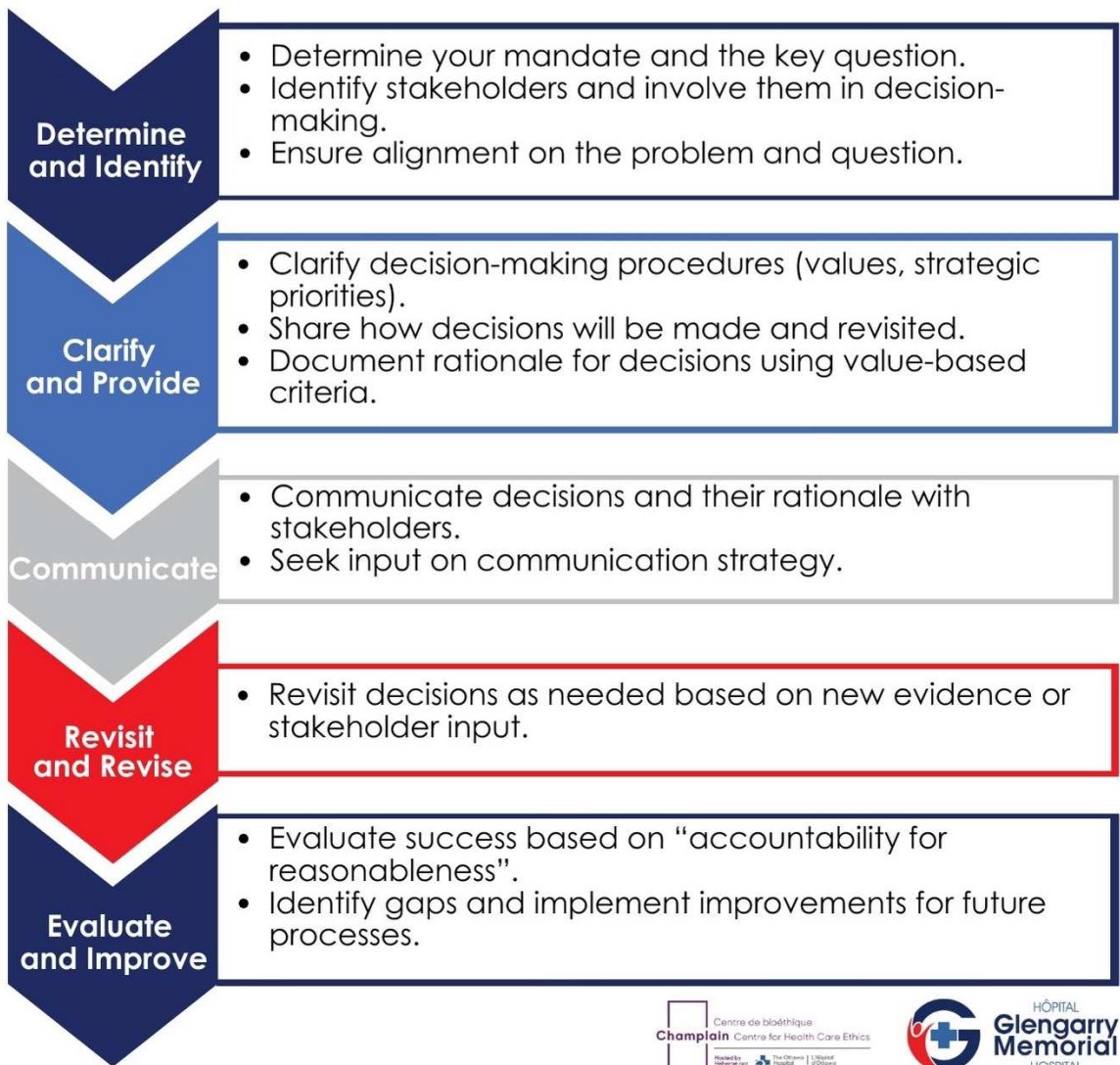
*Refer to the Accountability for Reasonableness (A4R) framework for organizational ethical issues.

Accountability for Reasonableness (A4R) Ethical Decision Making Framework Steps

Values that Optimize Fairness in the Process of Decision-Making



A4R Action Steps



DECISION SUPPORT DOCUMENT FOR

- Board of Directors
 Board Committee - Finance
 Senior Leadership Team
 Other (please specify):

Date Prepared: May 6, 2026 Meeting Date Prepared for: May 13, 2026
 Subject: 2026 Board Award of Excellence
 Prepared by: Robert Alldred-Hughes, President & CEO

- DECISION SOUGHT*
 FOR DISCUSSION/INPUT
 FOR INFORMATION ONLY

PURPOSE

- The purpose of this briefing note is to present the nominees for the Board Award of Excellence.

RECOMMENDATION/MOTION

That the Finance, HR and Audit Committee recommend to the Board of Directors the recipients for the 2026 Board Award of Excellence as presented.

SITUATION & BACKGROUND

- Rewards and recognition is an important component to celebrating the accomplishments of people within an organization. As such, in 2023 the Board Award of Excellence was created as a way to celebrate the achievements of people within HGMH and is to be presented yearly at the Annual General Meeting. (Refer to Board Award of Excellence Policy BOD.06.001.X.XX)
- The award is a way for the Board to highlight their appreciation to the people of HGMH, and also recognize superior work performance while adding another element to the Annual General Meeting.

IMPACT ANALYSIS/RISK ASSESSMENT/DECISION CRITERIA

- This is a peer nominated award and the winner is to be selected based on the following range of criteria:
 - significant achievement in person and family centred care, or service to a patient and family;
 - an extraordinary commitment to patient safety, has championed a new initiative or process, or has thought of an innovative solution to a patient safety concern;
 - significant accomplishment in the management of people, financial or material resources;
 - successful completion of a major project or special assignment in a manner beyond what would normally be expected; and,
 - an outstanding initiative which has resulted in significant monetary and/or non-monetary benefits to HGMH in regards to increasing efficiency, effectiveness, improving patient care or displaying innovation and creativity in their work environment.
- **Nominees:**
 - Jennifer Mattice, Manage of Projects, Emergency Preparedness, and Security
 - Ashley Morriw, Food Service Supervisor
 - Morgan Leroux, PTA/OTA
 - Kelsey Duval, Manager of Emergency Department and Respiratory Services
 - Dr. Julie Crevier, Family Physician
 - Dr. Sara Farmer, Emergency Physician & Chief of Emergency
- After careful consideration, the Senior Leadership Team recommends that Jennifer Mattice and Dr. Julie Crevier be selected as the recipients of the Board Award of Excellence for 2026.

- Jennifer Mattice is being recommended in recognition of her outstanding leadership and contributions over 15 years of service at HGMH. Jennifer played a key role in leading the organization through a highly successful Accreditation Canada cycle, achieving Accreditation with Exemplary Standing. Her innovative, collaborative, and highly organized approach strengthened staff engagement, emergency preparedness, patient safety, and operational effectiveness across the organization.
- Dr. Julie Crevier is being recommended in recognition of the exceptional impact she has made since joining HGMH. Through her patient-centred, solutions-focused approach, Dr. Crevier has improved care coordination, access to primary care, and collaboration with community partners. Her leadership and commitment to improving the patient and family experience have already made a meaningful contribution to the organization.

CONSULTED WITH:

- Senior Leadership

IMPLEMENTATION & COMMUNICATION PLAN

- May 13 – Recommendation at Finance Committee Meeting
- May 28 – Approve recommendation at Board of Directors
- May 29 – Announce Nominees via memo to all staff and include in Bi-Weekly Blitz
- June 25 – Present Award to recipient at AGM

SUPPORTING DOCUMENTS/ATTACHMENTS

List any supporting documents or attachments

- Board Award of Excellence Nominations

Board Award of Excellence Nominations 2026

	I wish to nominate:	Explain the reason for nomination:
1	Jennifer Mattice	<p>I'm pleased to nominate Jen Mattice for the Board Award of Excellence in recognition of her outstanding leadership during our recent accreditation cycle. Accreditation can easily become a stressful, "check-the-box" exercise—but under Jen's creative and organized leadership, it became something much more meaningful. She didn't just coordinate the process; she brought it to life and made it part of our everyday work.</p> <p>She went above and beyond in every sense—developing organized tracking tools and spreadsheets to keep us on track, while also finding creative ways to engage staff. From visual and artistic touches to monthly games and team activities, she created an environment where people actually wanted to be involved. That level of engagement is not easy to achieve.</p> <p>Because of her approach, accreditation standards weren't just something we prepared for—they became something we understood, talked about, and incorporated into our daily practice. Staff felt included, supported, and accountable, and I believe it strengthened our team as a whole.</p> <p>What stands out most is her ability to balance structure with creativity. She kept us organized and focused, while also building energy and momentum across the team. The impact of her work will last well beyond the accreditation visit, and right into preparation for the next!</p> <p>I strongly believe Jen deserves this recognition.</p>
2	Jennifer Mattice	<p>I am nominating Jen Mattice for her outstanding contributions as Project Manager and her significant impact across multiple organizational initiatives. Jen demonstrated exceptional leadership and organizational expertise in managing the hospital's accreditation process this winter. Her meticulous attention to detail, proactive planning, and ability to anticipate needs ensured that every aspect was thoughtfully considered. As a result, the process was not only seamless but also a positive and engaging experience for staff across the organization. Jen is a large reason as to why the hospital got accreditation with exemplary standing.</p> <p>She consistently brings a strong problem-solving mindset and is highly approachable, always willing to support teams and individuals in navigating challenges. Jen's collaborative approach fosters confidence and promotes a culture of teamwork and shared success. She also leads emergency preparedness for the organization, where her tabletop exercises are meticulously planned, realistic, and thoughtfully executed. These exercises not only strengthen staff readiness and confidence but also reinforce a culture of patient safety and continuous improvement.</p> <p>In addition, Jen successfully led the Emergency Department relocation and renovation project—an initiative of considerable complexity and stress. Through her careful coordination, clear communication, and ability to manage competing priorities, she ensured that all elements were addressed thoroughly, helping to ease the transition for staff while maintaining a focus on patient care and safety.</p> <p>Jen's work reflects an extraordinary commitment to operational excellence, innovation, and patient-centred care. Her leadership has resulted in improved efficiency, strengthened team collaboration, and enhanced overall organizational effectiveness. She consistently goes above and beyond expectations, making her highly deserving of this recognition.</p>
3	Jennifer Mattice	<p>I am pleased to nominate this outstanding nurse for the Board Award of Excellence in recognition of her invaluable contributions to the success of our recent accreditation and her exceptional commitment to emergency preparedness. Her extensive knowledge, attention to detail, and dedication were instrumental in ensuring our organization met and exceeded required standards. She consistently goes above and beyond to strengthen our preparedness efforts, helping to build a culture of safety, readiness, and continuous improvement. Her leadership, reliability, and passion for excellence have had a lasting impact on both our team and the quality of care we provide.</p>
4	Ashley Morrow	<p>I am pleased to nominate Ashley for the Board Excellence Award in recognition of her exceptional growth, leadership, and dedication over the past year. Since stepping into the supervisor role, she has demonstrated a remarkable commitment to both her team and the patients we serve. She quickly embraced the responsibilities of leadership, consistently showing initiative, accountability, and a strong desire to learn and improve. Over time, she has not only built confidence in her role but has also earned the trust and respect of her colleagues through her supportive and approachable leadership style.</p> <p>She has taken meaningful steps to strengthen team engagement, improve daily operations, and ensure a high standard of service within the dietary department. Her passion for her work is evident in the way she motivates staff, addresses challenges proactively, and continuously looks for opportunities to enhance patient care and service delivery.</p> <p>What stands out most is her willingness to go above and beyond. She leads by example, remains calm and solution-focused under pressure, and consistently demonstrates professionalism and compassion in all aspects of her work.</p> <p>Her growth over the past year has been impressive, and she has truly earned her place as a supervisor. I strongly believe she embodies the values of excellence, teamwork, and commitment that this award represents.</p>
5	Morgan Leroux	<p>I would like to nominate a truly exceptional member of our Allied Health team, Morgan Leroux, for the Board Award of Excellence. Morgan is someone who goes above and beyond every single day and she does it in a way that feels effortless and genuine.</p> <p>Her dedication to patient care is evident in every interaction. She approaches her work with a level of compassion and authenticity that cannot be taught. Patients and colleagues alike feel seen, heard, and valued because of her genuine kindness and unwavering commitment to doing what is right. She doesn't just meet expectations, she quietly and consistently exceeds them.</p> <p>What sets her apart is not only her caring nature, but her drive to make things better. She is always looking for ways to improve processes and enhance care delivery, bringing forward thoughtful ideas and solutions that positively impact both patients and staff. Her contributions often extend beyond her defined role, demonstrating a deep sense of accountability and pride in her work.</p> <p>She is also a trusted and respected team member who leads by example. Her positive attitude, strong work ethic, and willingness to support others create a ripple effect across the organization. Whether stepping in to help a colleague, advocating for a patient, or refining a process, she does so with humility and purpose.</p> <p>In every sense, she embodies excellence. Her daily actions reflect the values we strive to uphold as an organization, and her impact is felt far and wide.</p> <p>For her outstanding contributions, her commitment to continuous improvement, and the genuine care she brings to everything she does, I believe Morgan is a great candidate for the Board Award of Excellence.</p>

6	Kelsey Duval	<p>I would like to nominate Kelsey Duval for her dedication to the Emergency room, raising the standard of care we provide and always ensuring her staff and patients are safe. Since Kelsey started at the GMH her commitment to the department and hospital is evident every day. She is always interacting with the nurses, doctors and support staff to ensure the resources are provided. She is there to support family members when a loved one is critically ill. With our recent renovations both her and Jennifer Mattice ensured an easy transition to our temporary location. She was in the hospital many additional hours to ensure a safe transition. I am at a loss for words (which is rare for me), I will leave it at this final comment. She is an incredible team member and she elevates all of those around her. Thank you for taking the time to consider Kelsey for this award.</p>
7	Kelsey Duval	<p>I am pleased to nominate Kelsey Duval, Manager, Emergency Department and Respiratory Services, for the Board Award of Excellence in recognition of her outstanding leadership, innovation, and commitment to patient care at Hôpital Glengarry Memorial Hospital. Kelsey has demonstrated significant achievement in advancing person- and family-centred care through her leadership in the P4R program. By helping to secure funding for a second Emergency Department physician dedicated to rapid zone cases, she has directly improved patient flow, reduced wait times, and enhanced timely access to care. This initiative has had a meaningful impact on both patient experience and clinical outcomes, reflecting her strong commitment to delivering the right care at the right time.</p> <p>Her extraordinary commitment to patient safety and quality care is further demonstrated through her evidence-informed approach to decision-making. Drawing on her experience from larger centres, including The Ottawa Hospital, Kelsey leveraged data and best practices to successfully advocate for the purchase of respiratory equipment essential to supporting safe, high-quality patient care. Her ability to translate knowledge into action has strengthened clinical capacity and ensured that patients receive care aligned with current standards.</p> <p>Kelsey also exemplifies excellence in the management of people and resources. She is a driving force behind mentorship, professional development, and continuous learning within her teams. She fosters an environment where staff feel supported, empowered, and accountable, contributing to strong team engagement and performance. Her leadership style not only builds individual capacity but also strengthens the overall culture of the Emergency Department and Respiratory Services.</p> <p>Beyond individual initiatives, Kelsey consistently demonstrates innovation, strategic thinking, and a results-oriented approach. Her work has led to measurable improvements in efficiency, effectiveness, and patient care delivery. She is widely respected as a role model who leads by example and inspires those around her to strive for excellence. Kelsey Duval embodies the values of Passion, Accountability, Compassion, and Teamwork in her daily work. Her contributions have had a lasting and meaningful impact on HGMH, and she is highly deserving of recognition through the Board Award of Excellence.</p>
8	Dr. Julie Crevier	<p>I am pleased to nominate Dr. Julie Crevier for a Board Award of Excellence in recognition of her strong commitment to patient care and her contributions to Hôpital Glengarry Memorial Hospital.</p> <p>Dr. Crevier brings a clear focus on doing what is right for patients. She has played an important role in improving how we connect patients to primary care, helping ensure better continuity and follow-up beyond their hospital visit. This work has had a meaningful impact on patient and family experience, particularly for those who might otherwise struggle to access ongoing care.</p> <p>She approaches her work with a practical, “get it done” attitude. When she sees a gap or an opportunity to improve care, she takes action. She is solutions-focused and works through challenges with a steady, thoughtful approach that keeps patient needs at the centre.</p> <p>Dr. Crevier is also highly collaborative. She works well with colleagues across the organization and with community partners, helping to strengthen relationships and create more coordinated care pathways. Her ability to bring people together and move work forward has contributed to real improvements in how we deliver care.</p> <p>Through her efforts, Dr. Crevier has supported better access, improved coordination, and more patient-centred care at HGMH. She is a valued member of the team and very deserving of this recognition.</p>
9	Jenn Matice	<p>Jenn takes on many tasks and always executes them with precision.</p> <p>She developed the Wizarding World to engage staff prior to and for accreditation. A noticeable amount of effort was put into making this initiative fun for the staff; with many encouraging emails, posters and prizes. It was a good example of a special assignment implemented with accuracy and rigor.</p> <p>Jenn continues to oversee security with detailed instructions and guidance. Increase vigilance was required during the recent re location of the ER Department and with many complex logistical moving parts, I'm sure it was not an easy task. Jenn remained available and approachable.</p> <p>Just a few small examples of Jenn's scope, she is also an excellent listener with a very pleasant personality.</p> <p>Jenn definitely meets the criteria for this award.</p> <p>Thank you</p>
10	Kelsey Duval	<p>I would like to nominate Kelsey Duval for her outstanding contributions and leadership. Kelsey truly exemplifies the PACT values of HGMH through her dedication, professionalism, and commitment to excellence. Kelsey has made significant strides within the Emergency Department and is highly respected by her team, colleagues, and physicians alike. She is deeply committed to continuously improving the care we provide and is a strong advocate for both patients and staff.</p> <p>One clear example of her impact is the implementation of P4R, which has resulted in a significant reduction in our LWBS (Left Without Being Seen) numbers, as well as a noticeable improvement in time to physician initial assessment. These measurable improvements are clear evidence of Kelsey's ability to identify gaps, implement meaningful changes, and positively influence patient outcomes.</p> <p>Despite ongoing staffing constraints, Kelsey remains proactive and solution-focused, consistently working to minimize disruptions and support team cohesion. She leads with integrity, collaboration, and resilience, and is widely recognized as a dedicated and respected leader within the department.</p> <p>Kelsey's hard work, innovation, and commitment to continuous improvement make her an exceptional candidate for this nomination.</p>

11	Kelsey Duval	<p>Dear HGMH Board of Directors,</p> <p>I am writing to formally nominate Kelsey Duvall, Manager, Emergency Department & Respiratory Care, for the Board Award of Excellence. Kelsey consistently exceeds the award's criteria through her extraordinary commitment to the management of human resources, departmental efficiency, and overarching patient care.</p> <p>Her leadership is defined by unparalleled dedication and operational agility. Kelsey makes herself available to her team continuously and leads by example. She frequently dons scrubs to provide direct clinical support during critical staffing shortages and remains on-site into the early morning hours to manage surge capacity, ensuring departmental stability is never compromised.</p> <p>Furthermore, Kelsey is an exemplary mentor to both nursing staff and physicians. She utilizes highly refined interpersonal skills to foster a collaborative environment, actively engaging her team in creative problem-solving and systemic troubleshooting. Her administrative efficacy is evident in her rigorous responsiveness; every piece of feedback or departmental complaint is systematically actioned, driving continuous, localized improvement. Remarkably, she maintains this rigorous operational tempo while concurrently advancing her own expertise through Master's-level studies.</p> <p>Kelsey Duvall embodies the collaborative, responsive, and deeply committed leadership that is essential to the function of our Emergency Department. Her tangible impact on both staff morale and patient safety makes her an ideal candidate for this recognition.</p>
12	Jennifer Mattice	<p>Dear HGMH Board of Directors,</p> <p>I am writing to formally nominate Jennifer Mattice, Manager of Projects, Emergency Preparedness, and Security, for the Board Award of Excellence. Over the past several years, Jenn has been the quiet architect behind several of HGMH's most critical infrastructural and operational successes. While she does not occupy a direct patient-facing role, her behind-the-scenes leadership has systemically advanced patient care, safety, and financial optimization across every department.</p> <p>Jenn's recent portfolio of achievements unequivocally satisfies the award's criteria regarding the execution of major, complex projects and the championing of innovative administrative solutions:</p> <p>Accreditation Transformation: Jenn fundamentally shifted our accreditation paradigm. Rather than treating it as a transient administrative burden, she fostered cross-departmental engagement over many months, seamlessly integrating accreditation standards into our daily operational culture.</p> <p>EMR Project Management: They are currently instrumental in the rigorous project management and strategic planning required for our upcoming Electronic Medical Record (EMR) system integration. Her foresight and organizational acumen are establishing the critical framework necessary to ensure continuity of care, data integrity, and structural efficiency during this impending transition.</p> <p>ED Flooring Project: She adeptly managed the logistical complexities of the Emergency Department flooring initiative, proactively coordinating departmental movements to maintain operational integrity and patient safety during physical disruptions.</p> <p>What distinguishes Jen is her unassuming efficacy. She operates almost entirely in the background, yet her foundational work manifests in highly visible, downstream clinical improvements. Her initiatives have yielded significant monetary and non-monetary benefits for HGMH, streamlining resource management, increasing institutional efficiency, and mitigating patient safety concerns.</p> <p>Jen Mattice is a vital operational engine of this hospital. Recognizing her with the Board Award of Excellence would serve as a powerful acknowledgement of the profound, systemic impact that our dedicated, non-clinical leaders have on our overarching standard of care.</p>
13	Dr. Sarah Farmer	<p>I would like to nominate Dr. Sarah Farmer for the Board Award of Excellence in recognition of her outstanding leadership, collaboration, and commitment to patient care at HGMH.</p> <p>Dr. Farmer has demonstrated exceptional leadership in working collaboratively with our Emergency Physicians to develop a new payment structure—no small feat, and one that required trust, persistence, and strong relationship-building. Her ability to bring people together around a shared solution reflects both her credibility and her commitment to doing what is right for the team and for patient care.</p> <p>She is a strong and consistent advocate for safe, high-quality care, and regularly represents the hospital in partnership with the Foundation to support donor engagement and community connection. Dr. Farmer has a natural ability to build meaningful relationships, contributing to a culture where people feel seen, heard, and valued.</p> <p>In addition, she has taken on a significant leadership role in our Epic implementation as a primary physician lead. Her dedication to ensuring the success of this complex transformation, while continuing her clinical responsibilities, speaks to her commitment to the organization and its future.</p> <p>What makes Dr. Farmer truly stand out is how she balances all of this with genuine warmth and approachability. Even while managing the demands of her role, a growing family, and life outside of work, she remains deeply engaged and supportive of those around her.</p> <p>Dr. Farmer's leadership, compassion, and contributions make her highly deserving of this recognition.</p>
14	Morgan Leroux	<p>I would like to nominate Morgan Leroux for the Board Award of Excellence in recognition of the meaningful impact she has had on both patient care and team effectiveness at HGMH.</p> <p>Morgan took the initiative to develop a reference binder to support staff in selecting the appropriate patient surfaces. This has become a practical, go-to resource for the team and has helped improve consistency in care and support patient safety in a very tangible way. It's a great example of taking best practice and making it usable in a real-world setting.</p> <p>She also put significant effort into organizing shared storage spaces so they better meet both clinical and administrative needs. This work has made a noticeable difference in how teams access supplies and function day to day, helping reduce inefficiencies and create a more organized and supportive environment.</p> <p>What really stands out about Morgan is how she shows up for patients. She brings a positive, encouraging energy that helps motivate patients to engage in their rehabilitation and feel confident in their progress. She builds trust easily and creates a space where patients feel supported and part of their own recovery.</p> <p>Morgan consistently goes above and beyond in ways that make a real difference. Her work may not always be highly visible, but the impact is felt every day by both patients and staff. She is very deserving of this recognition.</p>

15	Jennifer Mattice	<p>I am pleased to nominate Jennifer Mattice for the Board Award of Excellence in recognition of her outstanding leadership in guiding HGMH to Accreditation with Exemplary Standing. Jennifer successfully led this complex, organization-wide initiative in a manner well beyond expectations. She brought accreditation to life through a creative and engaging approach that energized staff, strengthened accountability, and reinforced our commitment to patient safety and quality care. Her ability to balance high expectations with meaningful support ensured teams were both challenged and set up for success. Jennifer was instrumental in achieving 100% compliance with Required Organizational Practices, strengthening our systems and embedding sustainable improvements in patient safety and care delivery. Her leadership not only resulted in a significant organizational achievement but has left a lasting impact on our culture, engagement, and overall effectiveness. Jennifer's contributions reflect exceptional leadership, innovation, and a deep commitment to excellence.</p>
16	Jennifer Mattice	<p>I am pleased to nominate Jen Mattice, Manager of Projects, Emergency Preparedness and Security, for the Board Award of Excellence in recognition of her outstanding contributions to Hôpital Glengarry Memorial Hospital. Jen consistently demonstrates an extraordinary commitment to excellence through her high energy, meticulous attention to detail, and unwavering dedication to patient safety and organizational effectiveness. She is a natural collaborator who actively seeks input from relevant stakeholders, anticipates barriers to implementation, and ensures that initiatives are not only successful but sustainable. Her ability to bring structure, clarity, and momentum to complex work makes her an invaluable asset to our organization.</p> <p>Two key areas exemplify Jen's exceptional impact:</p> <p>1. Accreditation Canada Leadership and Organizational Excellence</p> <p>Jen assumed the role of Accreditation Facilitator and led what has been, in my 26 years at HGMH, the most successful Accreditation Canada cycle I have experienced. She introduced a unifying theme that brought cohesion and purpose to the process, and developed monthly educational assignments that fostered engagement, learning, and even healthy competition among teams. Her innovative tracking tools—particularly a comprehensive and user-friendly spreadsheet—ensured accountability and transparency, keeping all departments aligned and on track. This initiative reflects not only a significant accomplishment in managing complex organizational processes, but also a remarkable ability to engage staff, build capacity, and elevate performance beyond expectations.</p> <p>2. Advancement of Emergency Preparedness and Patient Safety</p> <p>Through her leadership of the Emergency Preparedness Committee, Jen successfully implemented a new standard with the same level of organization, rigor, and enthusiasm. Her work strengthened hospital-wide readiness and significantly enhanced patient and staff safety. She approached this initiative with foresight, ensuring that processes were practical, well-communicated, and embedded into daily operations. This work demonstrates an extraordinary commitment to patient safety, as well as innovation in developing and implementing systems that improve organizational resilience and effectiveness. Jen's contributions extend far beyond the completion of projects. She transforms how work is done. Her initiatives have resulted in meaningful improvements to efficiency, staff engagement, and the overall quality and safety of care provided at HGMH. Quite simply, our hospital is safer, more organized, and better positioned for success because of her dedication and leadership. Jen exemplifies the values of Passion, Accountability, Compassion, and Teamwork in everything she does. I cannot think of a more deserving candidate for the Board Award of Excellence.</p>