

Board of Directors Meeting

September 28, 2025 at 4:30 p.m.

MINUTES

NDMH Boardroom, or

Join Zoom Meeting: <https://us02web.zoom.us/j/88957918153?pwd=m2oCju06Bvh8oNRw16smGtJG21hQ6Z.1>

Meeting ID: 889 5791 8153, Passcode: 674272

Attendance

Membership	O	T	V	R	A
Jay Lucas, Chair				X	
Deana Renaud, Director	X				
Terri Elliott, Director	X				
Ashley Davis, Director	X				
Vacancy					
Vacancy					
Vacancy					

O: On-site / T: Telecon. / V: Videocon. / R: Regrets / A: Absent

Non-Voting Membership	O	T	V	R	A
Shannon Cormier, CEO	X				
Kyle Lemieux, CNE	X				
Dino Armenti, Interim CFO				X	
Dr. Ravi Dhaliwal, Chief of Staff				X	
Dr. Jonathon Scully, Pres. Prof. Staff				X	
Madison Boudreau, COO			X		
Janice Nicol Vella, Exec Asst.	X				

Minutes

	Presenter	Item & Purpose	
1.0	Call to Order		
1.1	A. Davis	<u>Indigenous Land Acknowledgement /Opening Remarks</u> The board meeting is called to order at 4:31 p.m.	
1.2	A. Davis	<u>Quorum</u> With 3/4 members present, quorum was met.	
1.3	A. Davis	<u>Conflict of Interest</u> There were no conflicts of interest to declare.	
1.4	A. Davis	<u>Approval of Agenda</u> Move: T. Elliott Second: D. Renaud Opposed: None <i>“That the agenda for the September 29, 2025 Board Meeting be accepted as presented.” CARRIED.</i>	
2.0	Presentation / Education		
2.1	S. Cormier	<u>Board Governance and Leadership: LTC Inspections</u> The last AdvantAge Ontario session focused on LTC inspections. Not everyone was able to get through all of the sessions, likely because they were long in duration. The CEO and CNE provided an overview of what occurs when an inspection takes place and after, describing lean inspections which are proactive with written notifications that are followed up on instead of orders. The focus of board education for 2025-26 is quality. Sessions will be short. Other suggestions are understanding financials quicker: what board members should be noticing and asking questions about; practical knowledge; having directors set	

	Presenter	Item & Purpose	
		goals they have when becoming a board member; sessions on what's an effective way to engage with the community appropriately and participating in committees.	
3.0	Agenda Matters		
3.1	A. Davis	<p><u>Board Meeting Minutes: June 18, 2025 and June 26, 2025</u></p> <p>Move: T. Elliott Second: D. Renaud Opposed: None</p> <p><i>“That the Board meeting minutes of June 18, 2025 and June 26, 2025 be accepted as presented.” CARRIED.</i></p>	
4.0	Standing Agenda Items		
4.1	S. Cormier	<p><u>Staff / Service Highlights</u></p> <p>Instead of recognizing individual departments, sectors and roles, one week of staff recognition is done instead. When highlighting staff, accomplishments are linked to the strategic plan.</p>	
4.2	A. Davis	<p><u>Regional Services Council of the Board</u></p> <p>The RSC is made up of members of hospital boards across Ontario; meetings are being scheduled.</p>	
5.0	Matters for Discussion		
5.1	S. Cormier	<p><u>Report from the CEO</u></p> <p>The CEO provided an overview of her report with the additional noted:</p> <ul style="list-style-type: none"> -Meditech -capacity of this project is large, a positive is that it will bring higher compliance, patient safety and time savings -Sick leave - DMC will provide presentation at the next MAC -Leading forward – this will be a standing item on the senior team agenda -Strategic plan – noted that it will be important to ensure there aren't too many priority standards, that that they are manageable and meaningful. The CEO will identify which areas of the old strategic plan are not included in the new plan. The roll-out will be celebrated alongside the website/intranet launch. -Other work includes the new OHT and mental health network committee <p>The COO provided an overview of the NDMH main site to positive responses from the board and it was noted that the indigenous health section should reflect what calls to action the hospital is responsive to.</p> <p>A question regarding the decrease in Echo referrals may be due to not all doctors knowing that the service was available, with there being an issue about accessing the information provided by the Echo. Recommended that the hospital regroup with Curan's regarding the fielding of questions and information access.</p>	
5.2	D. Armenti	<p><u>Report from the CFO</u></p> <p>The CFO provided an overview of their report and a review of the financials, noting that the years should reflect 2025/2024 instead of 2025/26.</p> <p>Ministry of Health is coming for a site meeting on Oct 3.</p>	

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		<p>A question was asked about funding since a lot of people come to Nipigon from Beardmore, which isn't included in NDMH catchment according to OH, but should be.</p> <p>Other updates: operational planning for 2026-27 budget in fall; NDMH is being strategic about what needs to be purchased.</p> <p>With NDMH significantly invested into the LTC build, the CFO provided some details of the complicated MLTC and MOH funding models.</p> <p>The board asked that donations be broken down in the next quarterly report to help identify which donations are being made to LTC. There has not been a formal request made for donations to the LTC project; holding back until the project goes forward.</p>
5.5	R. Dhaliwal	<p><u>Report from the COS</u></p> <p>Deferred.</p>
	R. Dhaliwal	<p><u>MAC meeting minutes: September 10, 2025</u></p> <p>MAC meeting minutes are included in the meeting package and were reviewed by the board.</p>
5.6	K. Lemieux	<p><u>Report from the CNE</u></p> <p>The CNE provided an overview of their report which was included in the meeting package. Regarding the backfill issue for Meditech Expanse project SME's, it was suggested that names be submitted for SME/backfill funding.</p>
5.7	M. Boudreau	<p><u>Report from the COO</u></p> <p>The COO provided an overview of their report, adding that there was a lot of good discussion on QIP at the Quality Committee meeting, and that planning for the next QIP starts in October/November. The organization is re-establishing its Patient Advisory Committee (previously known as PRFCC) and based on feedback received during the community listening tour that it should be collaborative approach with other service providers to co-lead. She is currently working on recruitment for PAC advisors and hoping to have a meeting by the end of October.</p> <p>An open house with RNAO might be used as a launch for the strategic plan.</p> <p>Attachment 2: Accreditation governance survey results show good alignment with organizational values with a few areas for improvement: new member orientation, meeting times spent on quality performance and chair feedback were identified. The next steps are to formulate workplan (October) though the board noted instead to see how things have changed since much has been done. Adding finance training would be good orientation for new members. While the board likes having the scorecards included, how it's captured in agenda is important (show the data link with quality). There isn't a chair feedback process yet.</p> <p>Attachment 4: Global workforce survey: employee experience was reviewed</p> <p>An overview was provided with next steps identified as the reset meetings with departments to validate info and get ideas from staff on workplan, target low areas (burnout, psychological safety), as well as looking to align these results with strategic plan. It was requested that the percentages be broken down, that the board will be interested to see what has changed the next time. It will be important to be clear on what's being done with this data; the board appreciated this work being done. COO left meeting at 6:40.</p>

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5.8	S. Cormier	<p><u>Strategic Plan: CARE 2030</u></p> <p>The CEO provided a short back ground on how the strategic plan came together and factored in being future ready (what is environment going to look like 1-2-5 years from now). This filtered into a new vision (flourishing together). Purpose (not mission – words matter – can be linked to truth/reconciliation). Three pillars rose, culture, local, and system of care where CARE breaks down to core values. For next 5 years, this compass will be CARE 2030. She explained that on page 133, there is an example of the theme that will be worked towards under each pillar for each year, that this is a work in progress and brings separate pieces of work under one umbrella. Once the information is shared with staff, there will be a community launch/press conference to share and show how community feedback has informed the strategic plan. Board is behind this; excited.</p>	
5.9	A. Davis	<p><u>Board Policy / Procedure Project</u></p> <p>These policies were reviewed by the working group as part of the policy project:</p> <p>BRD 03-01 CEO Selection and Succession Planning BRD 03-02 CEO Position Description BRD 03-05 CEO / COS Performance Evaluation BRD 03-06 CEO Evaluation Tool BRD 04-10 Annual Declaration BRD 04-14 Privacy and Confidentiality BRD 04-15 Communications BRD 04-16 Social Media</p> <p><i>“That the Board policies BRD 03-01 Selection and Succession Planning, BRD 03-02 CEO Position Description, BRD 03-05 CEO/COS Performance Evaluation, BRD 03-06 CEO Evaluation Tool, BRD 04-10 Annual Declaration, BRD 04-14 Privacy and Confidentiality, BRD 04-15 Communications and BRD 04-16 Social Media be accepted as presented.” CARRIED.</i></p> <p>Move: D. Renaud Second: T. Elliott Opposed: None</p> <p>The next four policies were sent out to the working group:</p> <p>BRD 04-04 Director Role and Responsibilities BRD 04-17 Reimbursement of Expenses BRD 04-18 Board Governance and Accountability BRD 04-19 Occupational Health and Safety and Wellness Accountability</p>	
6.0	Other		
6.1	S. Cormier	<p><u>Board meeting schedule</u></p> <p>The board agreed with the proposed 2025-2026 meeting calendar with the following exceptions: no meeting in December unless a special meeting is required and the June 30, 2026 will not take place since the AGM/first meeting are scheduled for June 25.</p>	
6.2	S. Cormier/A. Davis	<p><u>CEO succession plan (Briefing Note)</u></p> <p>Policy BRD 03-01 requires board approval of the CEO's recommendation of an interim CEO if a sudden loss of the CEO occurs. The briefing note outlines the CEO's plan.</p> <p>Move: T. Elliott</p>	

	Presenter	Item & Purpose	
		<p>Second: D. Renaud Opposed: None</p> <p><i>“That Mr. Adam Brown be appointed interim CEO for a period of up to three months if a sudden loss of the NDMH CEO occurs.” CARRIED.</i></p>	
6.3	S. Cormier	<p><u>Executive staff annual work plan review (finance, governance, quality)</u></p> <p>The document gives an idea of how workplans are put together. It was requested to have this document on the board portal; policy references included is beneficial.</p>	
6.4	S. Cormier	<p><u>Board Member Attendance (Briefing Note)</u></p> <p>The briefing note provided an overview of board member attendance with 89% participation overall for the 2024-2025 board year.</p>	
6.5	S. Cormier	<p><u>Open Conversation - For the Good of the Organization</u></p> <p>A lot of conversation and discussion occurred throughout the meeting.</p>	
7.0	Adjourn to In Camera Meeting		
7.1	A. Davis	<p><u>Adjournment to in-camera meeting @ 1855</u></p> <p>Move: D. Renaud Second: T. Elliott Opposed: None</p> <p><i>“That the Board of Directors moves to its In-Camera meeting at 6:55 pm.” CARRIED.</i></p>	
8.0	Adjourn In-Camera and Return to Regular Board Meeting		
8.1	A. Davis	<p><u>Return to regular meeting</u></p> <p>Move: T. Elliott Second: D. Renaud Opposed: None</p> <p><i>“That the Board of Directors adjourn the in-camera board meeting at 6:55 p.m.” CARRIED.</i></p>	
8.2	A. Davis	<u>Report from closed session</u>	
9.0	Adjourn Regular Board Meeting		
9.1	A. Davis	<p><u>Next meeting date: October 28, 2025</u></p> <p>Move: D. Renaud Second: T. Elliott Opposed: None</p> <p><i>“That the Board of Directors moves to adjourn its meeting at 7:01 pm.” CARRIED.</i></p>	

Jay Lucas, Board Chair

Shannon Cormier, Chief Executive Officer

Signature: 

Email: chair@ndmh.ca

Signature: 

Email: scormier@ndmh.ca

2025-09-29 Board Meeting Minutes

Final Audit Report

2025-11-22

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