



Board of Directors Meeting Minutes

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

NDMH Boardroom, or

Join Zoom Meeting: <https://us02web.zoom.us/j/82228126860?pwd=Yyp6bl74XQaCcoun62OF1FZD0w05m.1>

Meeting ID: 822 2812 6860, Passcode: 197654

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 (sign off at 5:40)			X		
Dr. Jonathon Scully, Pres. Prof. Staff					X
Janice Nicol Vella, Exec Asst.	X				

Agenda

	Presenter	Item & Purpose
1.0	Call to Order	
1.1	J. Lucas	<u>Indigenous Land Acknowledgement /Opening Remarks</u> The board meeting is called to order at 4:32 p.m. D. Renaud offered a land acknowledgement noting that the calls to action should be in back of our minds when we sit as board members.
1.2	J. Lucas	<u>Quorum</u> With 4/4 members present, quorum was met.
1.3	J. Lucas	<u>Conflict of Interest</u> There were no conflicts of interest to declare.
1.4	J. Lucas	<u>Approval of Agenda</u> Are there any updates to the agenda? Move: T. Elliott Second: D. Renaud Opposed: None <i>"That the agenda for the October 28, 2025 Board Meeting be accepted as presented/amended."</i> CARRIED.
2.0	Presentation / Education	
2.1	S. Cormier	<u>Quality education overview</u> The CEO provided a summary of the 2025-2026 education program which will have 8, free modules focused on quality improvement. Members were asked to Questions / thoughts on this final session of the AdvantAge Ontario session? SC provided feedback to advantage Ontario regarding the training session. lease set up an account. Next month will focus on introduction, bite sized modules and very relevant to our year.

	Presenter	Item & Purpose
3.0	Agenda Matters	
3.1	J. Lucas	<u>Board Meeting Minutes: September 29, 2025</u> Move: D. Renaud Second: T. Elliott Opposed: None <i>"That the Board meeting minutes of September 29, 2025 be accepted as presented/amended."</i> CARRIED.
4.0	Standing Agenda Items	
4.1	S. Cormier	<u>Staff / Service Highlights</u> The CEO provided an overview of the staff / service highlights for October.
4.2	J. Lucas	<u>Regional Services Council of the Board</u> RSC meetings have not yet been scheduled.
5.0	Matters for Discussion	
5.1	S. Cormier	<u>Report from the Chief Executive Officer</u> In addition to her written report, the CEO advised that staff and volunteers can go to Tim Horton's to help with the holiday cookie charity (Nov 17-23); advise CEO if they and she will coordinate with staff. Pre-orders are welcome. Ideal if there's a common day available for the board to do a photo op and cookie decorating. Ministry of Health visit: quick, did a tour with CNE and Facilities Manager. HSSP: meeting on Monday with 3 rd ; no feedback/clarification requested. Department reset meetings going well; soft intro to new strategic plan to build team charter. Conversations taking place, with a commitment to meet twice per year. Strategic plan launch happening on Nov 4, with a lunch & learn, vendors, service providers, with official launch; recruitment drive for board as well and root the message into the strategic plan. Timeline: January for board member recruiting.
5.2	D. Armenti	<u>Report from the Chief Financial Officer</u> Q2 report provided – 2.1 mil in one-time funding last year, along with roof money for a higher cash balance. Put in request to OH for cash advance to help through to end of fiscal. Net assets showing as negative, which is not where we want to be. Revenue/ expenses, small surplus at tend of September, projecting to be on budget by end of year. ONA collective agreement have been settled (3% retro adjustments to be paid in Nov (1 Apr to end of Oct), 2.5% next April. 2026-27 no budget required for Ministry. LTC build: received MOH cost share agreement; working through project costs to see if it's affordable and what the hospitals share will be.
5.3	R. Dhaliwhal	<u>Report from the Chief of Staff</u> The COS provided the following as part of his report: Flu shots available. Floor busy lately, nearly 100% occupancy, 50% are ALC. Flu season typically sees increase along with COVID season, watching bed capacity drop to 2 beds may be an issue; some discharge planning is being done. Fully staffed, locum pool dwindling though. Currently advertising to cover an upcoming leave with locums despite challenge around clinic and rural medicine wages

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		<p>being lower than those found in the cities (Thunder Bay, Toronto). Supervision of learners will see decrease over next few months.</p> <p>ECTAS has rolled out, with numbers expected by Christmas; the new system is indicating that our acuity level is high. ECTAS also requires double data entry by nurses; hopes Meditech Expanse solves this issue.</p> <p>Rocky Bay clinic has resumed with two local physicians covering this winter instead of all physicians rotating through.</p>
5.4	R. Dhaliwal	<p><u>MAC meeting minutes</u></p> <p>The minutes were included in the meeting package and reviewed by the board.</p>
5.5	K. Lemieux	<p><u>Report from the Chief Nursing Executive</u></p> <p>The CNE provided an overview of their report which was provided in the meeting package adding that with ECTAS, data trends are showing the acuity of patients being seen in emergency. Lots of people at NDMH working on this project, currently at validation phase.</p> <p>Staffing continues to be a stressor; short term sick leave affecting casual pools. Assisted living having difficult time finding staff; reached out to new agency/ recruitment firm. Two near misses for ER closure; COS noted that this is extremely stressful for the physicians as well.</p>
5.7	S. Cormier	<p><u>Strategic Plan: CARE 2030</u></p> <p>This item was discussed as part of the CEO's report.</p>
5.8	S. Cormier	<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 04-17 Reimbursement of Expenses BRD 04-18 Board Governance and Accountability BRD 04-19 Occupational Health, Safety and Wellness Accountability</p> <p>If the board approves these policies: Move: D. Renaud Second: A. Davis Opposed: None</p> <p><i>"That the Board policies BRD 04-17 Reimbursement of Expenses, BRD 04-18 Board Governance and Accountability, BRD 04-19 Occupational Health, Safety and Wellness Accountability be accepted as presented."</i> CARRIED.</p>
6.0	Other	
6.1	S. Cormier	<p><u>Legislation compliance summary 2025-26</u></p> <p>The legislation compliance summary is a document that indicates NDMH's compliance with various acts that govern our work and that we are expected to be compliant with. The document will be placed on the board section of the website and is part of the governance workplan.</p>
6.2	S. Cormier	<p><u>Open Conversation - For the Good of the Organization</u></p> <p>A question arose on how Meals on Wheels issues are reported, what protocols are in place for reporting and resolving issues such as concerns about well-being, someone not being home to receive a meal. There is likely an opportunity to do more training for drivers and processes and supports to put in place (orientation, welcome, protocols). It was noted that we struggle to keep volunteers (drivers) for this program.</p>

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		<p>A video about Montessori practices being used in care homes will be shared.</p> <p>A follow-up question regarding the CARE 2030 roll-out and how it will roll out to the community was asked. There will be follow up listening tours scheduled over the next 5 years to regularly connect with the community. It was suggested that poster boards or meetings at local libraries would be good.</p>
7.0	Adjourn to In Camera Meeting	
7.1	J. Lucas	<p><u>Adjournment to In-Camera Meeting</u></p> <p>Move: T. Elliott Second: D. Renaud Opposed: None</p> <p><i>"That the Board of Directors moves to its In-Camera meeting at 5:34 pm."</i> CARRIED.</p>
8.0	Adjourn In-Camera and Return to Regular Board Meeting	
8.1	J. Lucas	Return to Regular Meeting
8.2	J. Lucas	Report from Closed Session
9.0	Adjourn Regular Board Meeting	
9.1	J. Lucas	<p><u>Next Meeting Date: November 25, 2025</u></p> <p>Move: A. David Second: D. Renaud Opposed: None</p> <p><i>"That the Board of Directors moves to adjourn its meeting at 5:45 pm."</i> CARRIED.</p>

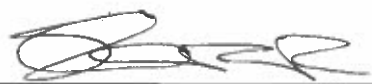
Upcoming meetings

November 25, 2025 (Q2)

January 27, 2026

February 24, 2026 (Q3)

Jay Lucas, Board Chair



Shannon Cormier, Chief Executive Officer

Signature: 
Jay Lucas [Dec 12, 2025 18:02:20 EST]

Email: chair@ndmh.ca