



Board of Directors Meeting Meeting Minutes

March 3, 2026 at 4:30 p.m.

Attendance

| Membership | O | T | V | R | A |
|-------------------------|---|---|---|---|---|
| Jay Lucas, Chair | x | | | | |
| Deana Renaud, Director | | | | x | |
| Terri Elliott, Director | | | | x | |
| Ashley Davis, Director | x | | | | |
| Brittany Stinson-McGee | x | | | | |
| Vacancy | | | | | |
| Vacancy | | | | | |

| Non-Voting Membership | O | T | V | R | A |
|--|---|---|---|---|---|
| Shannon Cormier, CEO | x | | | | |
| Kyle Lemieux, CNE | x | | | | |
| Madison Boudreau, DOC of Patient Care | | | | x | |
| Lauren Gilbert, CFO | x | | | | |
| Dr. Ravi Dhaliwal, Chief of Staff | | | | | x |
| Dr. Jonathon Scully, Pres. Prof. Staff | x | | | | |
| Marie Cocks, Executive Coordinator | x | | | | |

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

Agenda

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|-----|------------------------|---|--------|
| 1.0 | Call to Order | | |
| 1.1 | J. Lucas | Indigenous Land Acknowledgement /Opening Remarks The board meeting was called to order at 4:34 p.m. J. Lucas shared the Indigenous Land Acknowledgement. | |
| 1.2 | S. Cormier | Welcome to B. Stinson-McGee The Board welcomed Brittany Stinson-McGee as the newly appointed Director. Members extended their welcome and brief introductions were shared around the table. | |
| 1.3 | J. Lucas | Quorum With 3/5 members present, quorum was met. | |
| 1.4 | J. Lucas | Conflict of Interest There were no conflicts of interest to declare. | |
| | | Approval of Agenda-Motion #1 There were no updates/additions to the agenda | |
| 1.5 | J. Lucas | Move: B. Stinson-McGee Second: A. Davis Opposed: None <i>"That the agenda for the March 3, 2026 Board Meeting be accepted as amended."</i> CARRIED. | |
| 2.0 | Board Education | | |
| 2.1 | S. Cormier | Education Planning-The Role of the Board -Healthcare Excellence Canada | |

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| | | The Board reviewed the <i>Role of the Board</i> resource provided by Healthcare excellence Canada. The Board commented positively on the format of the resource and found it to be clear, practical and easy to follow. | |
| 3.0 | Meeting Minutes | | |
| 3.1 | J. Lucas | <p>Board Meeting Minutes: January 27,2026 -Motion #2</p> <p>Move: J. Lucas Second: A. Davis Opposed: None</p> <p><i>"That the Board meeting minutes of January 27, 2026 be accepted as amended."</i> CARRIED.</p> | |
| 3.2 | J. Lucas | <p>Quality Committee Meeting Minutes December 2, 2025 -Motion #3</p> <p>Move: B. Stinson-McGee Second: A. Davis Opposed: None</p> <p><i>"That the minutes for the Quality Committee meeting for December 2, 2025 be accepted as presented."</i> CARRIED</p> | |
| 3.3 | J. Lucas | <p>Patient Family Advisory Council Meeting Minutes February 5, 2026-Motion #4</p> <p>Move: A. Davis Second: B. Stinson-McGee Opposed: None</p> <p><i>"That the minutes for the Patient Family Advisory Council meeting for February 5, 2026 be accepted as presented."</i> CARRIED</p> | |
| 4.0 | Standing Agenda Items | | |
| 4.1 | S. Cormier | <p>Quality CARE Conversations</p> <p>No items were brought forward under Quality Care Conversations</p> | |
| 4.2 | S. Cormier | <p>Care Staff / Service Highlights</p> <p>No items were brought forward under Care Staff/Service Highlights</p> | |
| 4.3 | J. Lucas | <p>Regional Services Council of the Board</p> <p>It was noted that the Regional Services Council of the Board will be meeting twice annually. This year it is scheduled for the end of March and the beginning of May</p> | |
| 5.0 | Matters for Discussion | | |
| 5.1 | S. Cormier | <p>Report from the CEO</p> <p>The CEO provided updates on short-term succession planning through NOSH partnership. Following discussion at the NOSH Board meeting on January 28, 2026 support was expressed for a proposed short-term backup succession pathway. Work is continuing to finalize the formal resolution language and to monitor broader succession planning needs.</p> | |

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| | | <p>The CEO also highlighted participation in an AI in Healthcare training program offered through the University of Western Ontario and the Ontario Hospital Association. As part of the program, work will begin developing a governance policy and guidance for the responsible use of AI within the organization.</p> <p>Updates were also shared regarding Psychological Safety in the Workplace training and the integration of these principles into future strategic planning.</p> <p>The CEO highlighted initiatives under the CARE2030 framework, including exploration of an Adult Day/Social Wellness Program in partnership with the Alzheimer Society of Thunder Bay.</p> <p>Additional updates were provided regarding workforce recruitment and retention initiatives, regional partnerships and physician recruitment planning.</p> | |
| 5.2 | L. Gilbert | <p>Report from the CFO Financial statements to December 31, 2025 were presented. The Hospital reported a 1.7 M cash balance with a current ratio 0.65 :1 indicating ongoing cash flow pressures. A \$1M cash advance was received in December and will be repaid in three installments beginning February 13, 2026.</p> <p>The CFO noted ongoing labour pressures, collective agreement negotiations, and inflationary supply costs, while also implementing cost-saving initiatives including benefit provider changes and phone system updates.</p> <p>Updates were also provided on the 2026-27 operating and capital planning and the Long-Term Care expansion including anticipated Ministry funding and proposed financing to support project costs.</p> | |
| 5.4 | R. Dhaliwal | <p>Report from the COS Dr. Scully, President, Professional Staff, provided an update on behalf of the Chief of Staff.</p> <p>The Hospital currently has a full complement of 5.5 physicians. However, one physician is currently on maternity leave and another physician will be starting a paternity leave mid March, resulting in temporary coverage gaps, Administration is actively working to secure locum physicians to cover shifts during this period.</p> | |
| 5.5 | K. Lemieux | <p>Report from the CNE An update was provided on the Meditech Expansion implementation, noting that the project has moved into the build phase with a significant volume of order sets and interventions requiring review.</p> <p>A staffing update was provided noting ongoing challenges with turnover and leaves, making Summer staffing difficult.</p> <p>Higher than expected ALC volumes continue month over month. Work related to ALC has been incorporated into the Quality Improvement Plan (QIP) to help improve patient flow.</p> | |

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| | | An update was also provided on the PSW Flex positions, which have partially started and are expected to support improvements in care metrics once fully implemented with the addition of another part-time PSW in Long-Term Care. | |
| 5.6 | M. Boudreau | <p>Approval of 2026-2027 QIP-Motion #5</p> <p>Move: A. Davis Second: B. Stinson McGee Opposed: None</p> <p>“Approval of the QIP Indicators and Targets-that the Board approve the full set of eight quality indicators and associated targets as presented”</p> | |
| 5.7 | M. Boudreau | <p>2026-2027 QIP Workplan-Motion#6</p> <p>Move: A. Davis Second: B. Stinson McGee Opposed: None</p> <p>“Approval of the Workplan-that the Board approved the detailed workplan, including planned changed initiatives, as presented.”</p> | |
| 5.8 | M. Boudreau | <p>QIP Narrative Report-Motion #7</p> <p>Move: A. Davis Second: B. Stinson McGee Opposed: None</p> <p>“Approval of the QIP Narrative-that the Board approve the QIP Narrative, including the executive compensation framework, for submission to Ontario Health by March 31, 2026 as presented.”</p> | |
| 5.9 | M. Boudreau | <p>Quality Committee Meeting Minutes February 11, 2026--Draft</p> <p>Draft meeting minutes from February 11, 2026 were shared for information purposes. The minutes will go for approval at the next Quality Committee meeting on May 11, 2026.</p> | |
| 5.10 | S. Cormier | <p>Performance Evaluation for CEO & COS</p> <p>To be discussed further at the next meeting.</p> | |
| 5.11 | Policy Review Committee | <p><u>Board Policy / Procedure Project-Motion #8</u></p> <p>BRD 05-01 Appendix A-Declaration of Authority, Freedom of Information and Protection Act BRD 05-01 Board Chair Position Description BRD 05-02 Board Vice Chair Position Description BRD 05-03 Executive Committee</p> | |

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| | | <p>Move: A. Davis Second: S. Cormier Opposed: None</p> <p><i>"That the Board policies BRD 05-01 Appendix A-Declaration of Authority, Freedom of Information and Protection Act, BRD 05-01 Board Chair Position, BRD 05-02 Board Vice Chair Position Description, BRD 05-03 Executive Committee are accepted as presented."</i> CARRIED</p> | |
| 6.0 | Other | | |
| 6.1 | S. Cormier | <p>Open Conversation - For the Good of the Organization The CEO shared that a CARE2030 Loopback Tour will be scheduled in the upcoming months with community members, patients, families, caregivers, staff and community partners. This tour is part of our Loopback commitment to transparently show:</p> <ul style="list-style-type: none"> • <i>What we heard consistently while trying to shape our new strategic plan</i> • <i>How those insights shaped CARE2030 Flourishing Together</i> • <i>Where partnership and system alignment are essential to success</i> | |
| 7.0 | Adjourn to In Camera Meeting | | |
| 7.1 | J. Lucas | <p>Adjournment to In-Camera Meeting-Motion #9 Move: B. Stinson-McGee Second: A. Davis Opposed: None</p> <p><i>"That the Board of Directors moves to its In-Camera meeting at 6:24 pm."</i> CARRIED.</p> | |
| 8.0 | Adjourn In-Camera and Return to Regular Board Meeting | | |
| 8.1 | J. Lucas | <p>Return to Regular Meeting -Motion #10 Move: B. Stinson-McGee Second: A. Davis Opposed: None</p> <p><i>"That the Board of Directors adjourn the in-camera board meeting at 7:11 p.m."</i> CARRIED"</p> | |
| 8.2 | J. Lucas | Report from Closed Session | |
| 9.0 | Adjourn Regular Board Meeting | | |
| 9.1 | J. Lucas | <p>Next Meeting Date and Adjournment-Motion #11 Move: B. Stinson-McGee Second: A. Davis Opposed: None</p> <p><i>"That the Board of Directors moves to adjourn its meeting at 7:11 pm."</i> CARRIED.</p> <p>Next Meeting Date – March 31, 2026</p> | |



Jay Lucas, Board Chair



Shannon Cormier, Chief Executive Officer