



# Meeting Minutes

## Board of Directors Meeting

May 26, 2026 at 4:30 p.m.

### Attendance

| Membership                      | O | T | V | R | A | Non-Voting Membership                  | O | T | V | R | A |
|---------------------------------|---|---|---|---|---|----------------------------------------|---|---|---|---|---|
| Jay Lucas, Chair                |   |   |   | x |   | Shannon Cormier, CEO                   | x |   |   |   |   |
| Deana Renaud, Director          | x |   |   |   |   | Kyle Lemieux, CNE                      | x |   |   |   |   |
| Terri Elliott, Director         | x |   |   |   |   | Madison Boudreau, DOC of Patient Care  |   |   | x |   |   |
| Ashley Davis, Director          | x |   |   |   |   | Lauren Gilbert, CFO                    | x |   |   |   |   |
| Brittany Stinson-McGee-Director | x |   |   |   |   | Dr. Ravi Dhaliwal, Chief of Staff      |   |   |   |   | x |
| Vacancy                         |   |   |   |   |   | Dr. Jonathon Scully, Pres. Prof. Staff | x |   |   |   |   |
| Vacancy                         |   |   |   |   |   | Marie Cocks, Executive Coordinator     | x |   |   |   |   |

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

### Agenda

|     | Presenter       | Item & Purpose                                                                                                                                                                                                                                                       | Page # |
|-----|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1.0 | Call to Order   |                                                                                                                                                                                                                                                                      |        |
| 1.1 | A. Davis        | <b>Indigenous Land Acknowledgement /Opening Remarks</b><br>Deana Renaud shared a land acknowledgement. The meeting was then called to order at 5:02 p.m.                                                                                                             |        |
| 1.2 | A. Davis        | <b>Quorum</b><br>Quorum was met with 4/5 board members present                                                                                                                                                                                                       |        |
| 1.3 | A. Davis        | <b>Conflict of Interest</b><br>There were no conflicts of interest to declare                                                                                                                                                                                        |        |
| 1.4 | A. Davis        | <b>Approval of Agenda-Motion #1</b><br>Move: D. Renaud<br>Second: B. Stinson-McGee<br>Opposed: None<br><br><i>"That the agenda for the May 26, 2026 Board Meeting be accepted as presented/amended."</i> CARRIED.                                                    |        |
| 2.0 | Board Education |                                                                                                                                                                                                                                                                      |        |
| 2.1 | S. Cormier      | <b>Education Planning</b><br>The CEO is exploring opportunities to provide education and development resources for Board members. In addition, a new organizational planning process is being developed and will be presented to the Board at the September meeting. |        |
| 3.0 | Meeting Minutes |                                                                                                                                                                                                                                                                      |        |
| 3.1 | A. Davis        | <b>Board Meeting Minutes: March 31, 2026-Motion #2</b><br><br>Move: T. Elliott<br>Second: D. Renaud<br>Opposed: None                                                                                                                                                 |        |

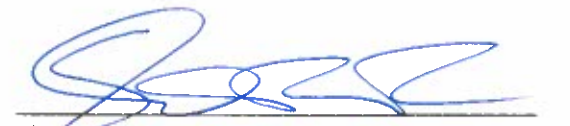
|            | Presenter                     | Item & Purpose                                                                                                                                                                                                                                                                                                                                                                                                                 | Page # |
|------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
|            |                               | <i>"That the Board meeting minutes March 31, 2026 be accepted as presented/amended."</i> CARRIED.                                                                                                                                                                                                                                                                                                                              |        |
| 3.2        | A. Davis                      | <p>Quality Meeting Minutes; February 11, 2026- <b>Motion #3</b></p> <p>Move: B. Stinson-McGee<br/>Second: T. Elliott<br/>Opposed: None</p> <p><i>"That the Quality minutes of February 11, 2026 be accepted as presented/amended."</i> CARRIED.</p>                                                                                                                                                                            |        |
| <b>4.0</b> | <b>Standing Agenda Items</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| 4.1        | S. Cormier                    | <p><b>Quality CARE Conversations</b></p> <p>The Board recognized the positive impact of Jennifer Wiita's leadership in her temporary role as Nurse Manager. Since stepping into the position, Jennifer has excelled in discharge planning initiatives, demonstrating strong coordination and a commitment to improving patient flow and transitions of care.</p>                                                               |        |
| 4.2        | S. Cormier                    | <p><b>Care Staff / Service Highlights</b></p> <p>The Board received Staff Highlights recognizing Madison Boudreau on her election to the College of Nurses of Ontario Council and acknowledging Grace Fox for her 10 years of service and leadership with the College of Nurses of Ontario. The Board congratulated both individuals on their contributions to nursing leadership and the advancement of rural healthcare.</p> |        |
| 4.3        | A. Davis                      | <p><b>Regional Services Council of the Board</b></p> <p>Deferred</p>                                                                                                                                                                                                                                                                                                                                                           |        |
| <b>5.0</b> | <b>Matters for Discussion</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| 5.1        | S. Cormier                    | <p><b>Report from the CEO</b></p> <p>S. Cormier provided an update the CaSPR conference she attended and the key takeaways. The Board also received the May NDMH Newsletter, Staff Highlights, and the 2025-2026 Data Trending Report. Discussion focused on organizational achievements, quality improvement initiatives, and performance trends across the organization.</p>                                                 |        |
| 5.2        | L. Gilbert                    | <p><b>Report from the CFO</b></p> <p>L. Gilbert presented the draft 2025-2026 Financial Statements for Board review and discussion.</p> <p>Information was shared regarding the MSAA Declaration of Compliance, H-SAA Declaration of Compliance and the Broader Public Sector Accountability ACT (BPSAA) Attestation. The required declarations and attestation will be signed at the Annual General meeting in June.</p>      |        |
| 5.3        | R. Dhaliwal                   | <b>Report from the COS</b>                                                                                                                                                                                                                                                                                                                                                                                                     |        |

|      | Presenter   | Item & Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Page # |
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|      |             | Dr. Scully reported that physician scheduling continues to present challenges. He noted that recent improvements in discharge planning have positively impacted patient flow and supports more efficient movement throughout the Hospital.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |
| 5.4  | K. Lemieux  | <p><b>Report from the CNE</b></p> <p>K. Lemieux provided an update on the Meditech Expanse project, including local working group activities and project planning. The LTC module has been removed from the current Expanse scope pending further review of LTC EMR options. The regional pharmacy model continues to be successful, with eight pharmacists supporting participating sites.</p> <p>Recruitment efforts remain active, with several PSW, RPN, and RN candidates interviewed and new staff successfully hired. Ongoing challenges recruiting qualified RN's were noted.</p> <p>Discharge planning initiatives continue to support patient flow despite sustained high acute care census and ALC pressures. Staff contributions to recruitment and discharge planning were acknowledged.</p>                                                  |        |
| 5.5  | M. Boudreau | <p><b>Accreditation Debrief and Next Steps</b></p> <p>The Board received a summary of the preliminary Accreditation Canada survey findings. Surveyors recognized positive organizational renewal, strong leadership, staff engagement and a commitment to quality improvement.</p> <p>Areas identified for improvement included documentation consistency, communication processes, reprocessing services and emergency department registration processes.</p> <p>Strengths highlighted included; Listening Tours, Primary Care Design Day Initiatives, and 100% compliance with all applicable Required Organizational Practices (ROP's.)</p> <p>The organization performed strongly across most accreditation standards and is well positioned for accreditation renewal. The final Accreditation Report and decision are expected within 6-8 weeks.</p> |        |
| 5.8  | S. Cormier  | <p><b>Corporate By-Law Review</b></p> <p>The Board reviewed the Corporate By-Law. No changes were recommended and the by-law remains current and appropriate for the organization's governance needs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |
| 5.9  | S. Cormier  | <p><b>COS Performance Update</b></p> <p>The Board was advised that the Chief of Staff (COS) performance appraisal process is underway. A survey will be distributed to physicians to gather feedback as part of the evaluation process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| 5.10 | S. Cormier  | <p><b>Board meeting schedule for the 2026-27 year</b></p> <p>The proposed 2026-2027 Board of Directors meeting schedule was presented and shared with the Board for review and planning purposes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| 5.11 | S. Cormier  | <p><b>AGM date, time and Staff BBQ</b></p> <p>The Annual General Meeting will be held on June 25, 2026 at 12:00 p.m.</p> <p>Staff Appreciation Week activities were highlighted, including a staff BBQ scheduled for June 10, 2026 from 11:30 a.m. to 1:30 p.m. for all staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |

|      | Presenter                                                    | Item & Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Page # |
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| 5.12 | Policy Review Committee                                      | <b><u>Board Policy / Procedure Project-Motion #4</u></b><br>BRDD-06-04 Meeting Effectiveness Survey<br>BRD 07-01 Appendix A TOR Fiscal Advisory Committee<br>BRD 07-01 Append B TOR Medical Advisory Committee<br>BRD 07-01 TOR Quality Committee<br><br>Move: B. Stinson-McGee<br>Second: T.Elliott<br>Opposed: None<br><br><i>"That the Board policies BRD 06-04 Meeting Effectiveness Survey, BRD 07-01 Appendix A TOR Fiscal Advisory Committee, BRD 07-01 Appendix B TOR Medical Advisory Committee and BRD 07-01 TOR Quality Committee are accepted as presented."</i> CARRIED |        |
| 6.0  | Other                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| 6.1  | S. Cormier                                                   | <b>Open Conversation - For the Good of the Organization</b><br>Discussion occurred regarding community perceptions of AmbuTrans services and the appropriate use of transportation to the Thunder Bay Regional Health Sciences Centre.                                                                                                                                                                                                                                                                                                                                               |        |
| 7.0  | <b>Adjourn to In Camera Meeting</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| 7.1  | A.Davis                                                      | <b>Adjournment to In-Camera Meeting-Motion #5</b><br>Move: D. Renaud<br>Second: B. Stinson-McGee<br>Opposed: None<br><br><i>"That the Board of Directors moves to its In-Camera meeting at 6:48 pm."</i><br>CARRIED.                                                                                                                                                                                                                                                                                                                                                                 |        |
| 8.0  | <b>Adjourn In-Camera and Return to Regular Board Meeting</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| 8.1  | A. Davis                                                     | <b>Return to Regular Meeting -Motion #6</b><br>Move: B. Stinson-McGee<br>Second: T.Elliott<br>Opposed: None<br><br><i>"That the Board of Directors adjourn the in-camera board meeting at 7:12 p.m."</i><br>CARRIED.                                                                                                                                                                                                                                                                                                                                                                 |        |
| 8.2  | A. Davis                                                     | Report from Closed Session                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |
| 9.0  | <b>Adjourn Regular Board Meeting</b>                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| 9.1  | A. Davis                                                     | <b>Next Meeting Date and Adjournment-Motion #7</b><br>Move: B. Stinson-McGee<br>Second: T. Elliott<br>Opposed: None<br><br><i>"That the Board of Directors moves to adjourn its meeting at 7:12pm."</i><br>CARRIED.<br><br><b>Next Meeting Date –AGM June 25 @ 12:00 pm</b>                                                                                                                                                                                                                                                                                                          |        |



Ashley Davis, Board Vice Chair



Shannon Cormier, Chief Executive Officer