

## Board of Directors Meeting

### Meeting Minutes

November 25, 2025 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, Interim COO	x				
Ashley Davis, Director			x			Dino Armenti, Interim CFO				x	
Vacancy						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 #
<b>1.0</b>	<b>Call to Order</b>		
1.1	J. Lucas	<u>Indigenous Land Acknowledgement /Opening Remarks</u> The board meeting was called to order at 4:32 pm. J. Lucas shared the Indigenous Land Acknowledgement.	
1.2	J. Lucas	<u>Quorum</u> With 4/4 of 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> There were no updates/additions to the agenda Move: T. Elliott Second: A. Davis Opposed: None  <i>“That the agenda for the November 25, 2025 Board Meeting be accepted as presented/amended.” CARRIED.</i>	
<b>2.0</b>	<b>Board Education</b>		
2.1	S. Cormier	<u>Quality-Introduction Module</u> The Board reviewed the <i>Introduction</i> section of the Quality and Patient Safety module. Members agreed that the content was clear and easy to navigate. For the January meeting the next module for review will be the <i>Role of Board</i> .	
<b>3.0</b>	<b>Agenda Matters</b>		
3.1	J. Lucas	<u>Board Meeting Minutes: October 28, 2025</u> Move: A. Davis Second: D. Renaud Opposed: None  <i>“That the Board meeting minutes of October 28, 2025 be accepted as presented/amended.” CARRIED.</i>	

	<b>Presenter</b>	<b>Item &amp; Purpose</b>	<b>Page #</b>
<b>4.0</b>	<b>Standing Agenda Items</b>		
4.1	M. Boudreau	<u>Quality CARE Conversations</u>  The Interim COO shared a patient story for the purpose of reflective practice and to foster continuous quality improvement. The Board appreciated the insights shared and affirmed the importance of incorporating such learnings into ongoing quality and patient-centered initiatives.	
4.2	S. Cormier	<u>Staff / Service Highlights</u>  The CEO provided an overview of the staff / service highlights for November.	
4.3	J. Lucas	<u>Regional Services Council of the Board</u>  RSC meetings have not yet been scheduled.	
<b>5.0</b>	<b>Matters for Discussion</b>		
5.1	S. Cormier	<u>Report from the CEO</u>  The CEO provided an update on recent initiatives including community engagement activities, departmental reset meetings, the strategic plan implementation, facility enhancements, Board recruitment efforts and the Meals on Wheels program. Q2 Hospital Statistics were presented and it was noted that operations remain on track with no significant variances or outliers identified.	
5.2	M. Cocks	<u>Report from the CFO</u>  M.Cocks spoke on behalf of D. Armenti and presented the financial update for October 2025. The Hospital's cash position remains positive; however, the current ratio continues to indicate cash flow and working capital pressures. Administration is actively engaging with Ontario Health and the Ministry regarding potential funding to address these pressures, with expectations that eligible hospitals may receive support by late December or early January. Advocacy for additional base funding to offset operational and capital needs is ongoing.	
5.3	R. Dhaliwal	<u>Report from the COS</u>  MAC meeting minutes from November 12, 2025 were included in the meeting package and reviewed by the Board.	
5.4	K. Lemieux	<u>Report from the CNE</u>  The CNE presented updates on the Meditech Expanse project, progress with departmental reset meeting, recent staffing enhancements and continued management of ALC pressures in anticipation of peak influenza season.	

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5.5	M. Boudreau	<p><u>Governance Workplan</u></p> <p>The COO provided an overview of governance workplan for Accreditation, highlighting key activities to ensure readiness for the upcoming review.</p> <p>The Board noted the importance of enhancing financial literacy and requested that a finance refresher or introductory session be incorporated in future Board orientation.</p>	
5.6	Policy Review Committee	<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 04-20 Credentialing Professional Staff  BRD 04-22 Point of Care Testing  BRD 04-23 Whistleblower Complaints  BRD 04-24 Ethics and Principle Decision Making</p> <p>Move: A. Davis  Second: D. Renaud  Opposed: None</p> <p><i>"That the Board policies BRD 04-20 Credentialing Professional Staff, BRD 04-22 Point of Care Testing, BRD 04-23 Whistleblower Complaints, and BRD 04-24 Ethics and Principle Decision making be accepted as presented."</i> CARRIED.</p> <p>The next four policies were sent out to the working group:  BRD-04-25, Enterprise Risk Management  BRD-04-26 The Link between Risk Management and, Patient Safety and Quality  BRD-04-27, Board Director Receipt of Gift  BRD-04-28, Board Director Recognition</p>	
6.0	Other		
6.1	S. Cormier	<p><u>Open Conversation - For the Good of the Organization</u></p> <p>A Board Member highlighted the ongoing mental health crisis within hospitals and emphasized the importance of enhanced collaboration with partners and service providers to better support the mental health needs of patients and staff.</p>	
7.0	<b>Adjourn to In Camera Meeting</b>		
7.1	J. Lucas	<p><u>Adjournment to In-Camera Meeting</u></p> <p>Move: D. Renaud  Second: A. Davis  Opposed: None</p> <p><i>"That the Board of Directors moves to its In-Camera meeting at 5.42 pm."</i> CARRIED.</p>	
8.0	<b>Adjourn In-Camera and Return to Regular Board Meeting</b>		
8.1	J. Lucas	<p><u>Return to Regular Meeting</u></p> <p>Move: T. Elliott</p>	

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		Second: D. Renaud Opposed: None  <i>"That the Board of Directors adjourn the in-camera board meeting at 6:10 p.m."</i> CARRIED.	
8.2	J. Lucas	Report from Closed Session	
9.0	<b>Adjourn Regular Board Meeting</b>		
9.1	J. Lucas	Next Meeting Date – January 27, 2026  Move: D. Renaud Second: T. Elliott Opposed:  <i>"That the Board of Directors moves to adjourn its meeting at 6:11pm."</i> CARRIED.	

  
Jay Lucas, Board Chair

  
Shannon Cormier, Chief Executive Officer