

Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting

Date/Time: January 23, 2025, 9:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Sadie Maxwell (chair), Ms. Joyce Timpson, Mr. Darrell Morgan, Ms. Monica Hemeon, Ms. Kristen Carroll, Mr. Dennis Leney, Ms. Ramona Quequish, Dr. Lianne Finn, Ms. Cynthia Dwyer, Mr. Dean Osmond, Ms. Kathy Loon, Mr. Kevin Holder, Mr. Rob McClendon, Mr. Knowles McGill, Ms. Kyra Marshall (recorder)

Regrets: Ms. Terri Fiddler, Mr. Roy Spence, Mr. Mathew Hoppe, Ms. Patricia Keesickquayash, Ms. Leanne Tyler, Ms. Beatrice Anderson

Guest: Mr. David Newman, Mr. Brian Ktytor, Ms. Mary Carothers Bell of Ontario Health

An opening prayer was shared by Ms. Kathy Loon.

Sioux Lookout Meno Ya Win Health Centre (SLMHC) Financial Position

- A letter was sent to Ontario Health (OH) in November 2024 inviting OH to speak with the SLMHC Board of Directors about the financial position and future planning for SLMHC.
- The 2024-2025 budget has not been approved attributable to a large deficit.
- The 2025-2026 draft budget was presented detailing the challenges and pressures and the uncertainty to maintain financial accountability.
- OH noted they continue to advocate with the Deputy Minister (DM) and the Assistant Deputy Minister (ADM) and they are connected to the needs of SLMHC.
- The Ministry is trying to develop a funding model that is more substantial for the north. The Government of Ontario is saying we will deal with cash flow issues. On the revenue side from a sustainability perspective, these being the services required, further signaling on policy direction and program direction will be coming from the Government of Ontario in fiscal 2025-2026.
- OH will continue in their efforts for one-time funding supports.

Patient Story

A patient story was shared by Ms. Cynthia Dwyer.

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels.

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #01/25 it was moved by Mr. Knowles McGill that the Board of Directors approve the agenda of the regular meeting held January 23, 2025 as amended.
Seconded by Mr. Darrell Morgan. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held November 14, 2024

The minutes of the regular board meeting held November 14, 2024 were reviewed for errors and omissions and were approved as presented.

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MOTION #02/25 it was moved by Mr. Dennis Leney that the Board of Directors approve the minutes of the regular board meeting held November 14, 2024 as presented. Seconded by Mr. Darrell Morgan. **CARRIED**

3.0 Business Arising from the Minutes

3.1 N/A

4.0 Reports

4.1 Foundation

- The Foundation is waiting on the MRI announcement from the Ministry before we can proceed. The \$2.5 million commitment to the province has been established.
- Fundraising programs will continue as usual to allow the Foundation to meet our commitments.
- The Foundation is seeking new board members.

4.2 CEO

- Phase 2 of the Emergency Department (ED) renovations are well underway.
- The Ministry of Long-Term Care has announced \$2.5 million in planning grants for the 96 bed Long-Term Care facility. An RFP has been issued.
- At the request of MPP Sol Mamakwa and ADM James Stewart, Ministry of Long-Term Care he attended a tour of Stoney Creek, a long-term care facility to see the modular construction.
- OH requested additional information and a letter of support from a psychiatrist for the Schedule 1 Facility business case. Submissions have been completed.
- He attended the Northwest Ontario (NWO) Health Record Senior Leaders Kick Off in Thunder Bay. Meditech Expanse is expected to go live in 2027.
- Dr. Laurel Laakso has resigned as the Chief of Staff. Dr. Joseph Dooley has accepted the Acting Chief of Staff position until further notice.

4.3 VP Health Services & CNE

- She sits on the NWO Health Records Program Delivery board which oversees the whole region.
- We continue to be over census. We are funded for ten overflow beds but we are at 20.
- She continues to work with Human Resources (HR) to access every funding opportunity to bring in nurses. We are seeing an increase in our own staffed nurses in the ED and Med Surg.

4.4 Chief of Staff

- N/A

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- We are working with Sioux Lookout First Nation Health Authority (SLFNHA), the University Health Network (UHN) and Dr. Allan Morgan to set up Heart Specialist clinics in our area. The first clinic went well. Clinics are scheduled March 24 and 25, 2025 in Sioux Lookout and March 26 and 27, 2025 in Sandy Lake. Kiiwetinoong Healing Waters Ontario Health Team (KHWOHT) has funded \$15,000 towards travel. We are submitting new proposals to continue this work.
- Kyra Marshall is the new co-chair for KHWOHT.

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- The Regional Specialized Services Network (RSSN) is working on identifying priorities in our area.
- RSSN is hiring a Regional Indigenous Director.

5.0 Standing Agenda Items

5.1 Financial Update

- The financials were presented as of November 30, 2024.
- Expenses continue to be over budget due to staffing and agency cost.
- We are projecting a \$2 million deficit at the end of the year.
- Cash position has decreased.
- Fund Type 2 has a small surplus.

6.0 New Business

6.1 2025 Meeting Schedule

MOTION #03/25 it was moved by Mr. Rob McClendon that the Board of Directors approve the Board of Directors meeting schedule for 2025. Seconded by Ms. Joyce Timpson. **CARRIED**

6.2 Approval of Privileges and Credentialing per MAC Meeting December 12, 2024

- Privileges for physicians and allied health professionals were reviewed.

MOTION #04/25 it was moved by Mr. Darrell Morgan that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the December 12, 2024 meeting of the Medical Advisory Committee. Seconded by Mr. Knowles McGill. **CARRIED**

6.3 Chiefs Council on Health (CCOH) Meeting Follow-up

- The CCOH requested a governance review of the board. Discussion will take place at the February 27, 2025 board meeting to look at an independence governance review.
- Patient complaint follow up to be discussed at the next meeting.
- SLMHC did not receive \$250,000 of provincial funding intended for a Board Governance Review. A written response to be sent to CCOH. **ACTION**
- A follow up meeting to be scheduled with SLMHC Board of Directors and CCOH. **ACTION**
- Health Governance to be discussed at the next meeting.

MOTION #05/25 it was moved by Mr. Darrell Morgan that the Board of Directors move this portion of the meeting in-camera. Seconded by Mr. Knowles McGill. **CARRIED**

MOTION #06/25 it was moved by Mr. Dennis Leney that the Board of Directors move this portion of the meeting out of in-camera. Seconded by Mr. Darrell Morgan. **CARRIED**

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8.0 For Information Only

- 8.1 Medical Advisory Committee Meeting Minutes November 14, 2024
- 8.2 2025-2028 Strategic Plan

9.0 Next Meeting

The next meeting is scheduled for February 27, 2025.

10.0 Closing Prayer

Ms. Kathy Loon closed the meeting in prayer. The meeting was adjourned at 12:00 pm.

MOTION #07/25 it was moved by Mr. Dennis Leney that there being no further business, the meeting be adjourned at 12:00 pm. Seconded by Mr. Darrell Morgan.
CARRIED

D. Osmond, Secretary
SF

S. Maxwell, Chair

Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting

Date/Time: February 27, 2025, 10:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Sadie Maxwell (chair), Ms. Joyce Timpson, Mr. Darrell Morgan, Ms. Kristen Carroll, Mr. Dennis Leney, Ms. Ramona Quequish, Dr. Lianne Finn, Ms. Cynthia Dwyer, Mr. Dean Osmond, Ms. Kathy Loon, Mr. Kevin Holder, Mr. Rob McClendon, Mr. Knowles McGill, Ms. Selena Froude (recorder)

Regrets: Ms. Terri Fiddler, Mr. Roy Spence, Mr. Mathew Hoppe, Ms. Patricia Keesickquayash, Ms. Leanne Tyler, Ms. Beatrice Anderson, Ms. Monica Hemeon

An opening prayer was shared by Ms. Kathy Loon.

Patient Story

A patient story was shared by Ms. Cynthia Dwyer.

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels.

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #08/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the agenda of the regular meeting held February 27, 2025 as amended.
Seconded by Mr. Dennis Leney. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held January 23, 2025

- Deferred

3.0 Business Arising from the Minutes

3.1 Chiefs Council On Health (CCOH) Follow-up

- The Chiefs Council on Health has requested an update to their request for a board governance review, patient complaints, provincial funding, and SLMHC Board of Directors membership.
- The board treasurer has made several attempts to connect with Ontario Health Association (OHA) regarding the governance review but has been unsuccessful. Mr. McGill to reach out to the CEO of OHA. **ACTION**
- SLMHC has a formal feedback process in place. Process to be shared with the CCOH. **ACTION**
- A written response was sent to CCOH regarding the provincial funding.
- Request have been made by the Board Chair and administration to fill the northern member vacancies. The SLMHC By-laws to be reviewed at the next board meeting.
- The Board of Directors need clarity on the CCOH request and parameters. A meeting to be scheduled with the CEO of SLFNHA, SLMHC CEO and Board Chair. **ACTION**

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4.0 Reports

4.1 Foundation

- Deferred

4.2 CEO

- The RFP for the MRI is close to being awarded.
- Members of the Foundation made a presentation to Dryden Council on February 24, 2025 to ask for support for the MRI campaign. Ms. Dwyer shared her journey.
- Ten submissions were received for the Long-Term Care Planning Project and has been distributed to the evaluators.

4.3 VP Health Services & CNE

- Deferred

4.4 Chief of Staff

- N/A

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Deferred

5.0 Standing Agenda Items

5.1 Financial Update

- The financials were presented as of January 31, 2025.
- We are projecting a \$3 million deficit at the end of the year.
- All hospitals across Northwest Ontario are experiencing great pressures due to staffing issues and agency cost.
- Cash position has decreased. The Ministry has provided funding and we anticipate additional support.
- Fund Type 2 has a small surplus.

6.0 New Business

6.1 Approval of Appointment of Chief of Obstetrics

MOTION #09/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the appointment of Dr. Megan Bollinger to the Chief of Department for Obstetrics position for a term as listed in the Professional Staff By-laws. Seconded by Ms. Joyce Timpson. **CARRIED**

6.2 Approval of Appointment of Member at Large

- An application was received from Ms. Thelma Morris for the Member at Large.
- At the Northern Members meeting held January 31, 2025, a recommendation was made to the

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Board of Directors to approve the appointment.

MOTION #10/25 it was moved by Ms. Kristen Carroll that the Board of Directors approve the recommendation made by the northern members to approve Ms. Thelma Morris as the Member at Large representative on the Sioux Lookout Meno Ya Win Health Centre Board of Directors. Seconded by Mr. Knowles McGill.
CARRIED

MOTION #11/25 it was moved by Mr. Dennis Leney that the Board of Directors move this portion of the meeting in-camera. Seconded by Ms. Joyce Timpson.
CARRIED

MOTION #12/25 it was moved by Mr. Dennis Leney that the Board of Directors move this portion of the meeting out of in-camera. Seconded by Mr. Robert McClendon.
CARRIED

6.3 Approval of Appointment of Chief of Staff

- The Chief of Staff position was advertised both internally and externally.

MOTION #13/25 it was moved by Mr. Robert McClendon that the Board of Directors approve the appointment of Dr. Joseph Dooley to the Chief of Staff position for a term of five years effective February 27, 2025. Seconded by Mr. Darrell Morgan.
CARRIED

6.4 Approval of Appointment of Chief of Staff to SLRPSI Board

MOTION #14/25 it was moved by Ms. Joyce Timpson that the Board of Directors approve the appointment of Dr. Joseph Dooley to sit on the SLRPSI Board as the representative for the Sioux Lookout Meno Ya Win Health Centre. Seconded by Mr. Dennis Leney. **CARRIED**

6.5 SLMHC Membership on SLRPSI Board

MOTION #15/25 it was moved by Ms. Sadie Maxwell that the Board of Directors approve the appointment of Ms. Ramona Quequish to sit on the SLRPSI Board as the representative for the Sioux Lookout Meno Ya Win Health Centre. Seconded by Mr. Darrell Morgan. **CARRIED**

6.6 Board Membership, Training and Development Committee Membership

- Deferred

8.0 **For Information Only**

N/A

9.0 **Next Meeting**

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The next meeting to be determined.

10.0 Closing Prayer

Ms. Kathy Loon closed the meeting in prayer. The meeting was adjourned at 12:38 pm.

MOTION #16/25 it was moved by Mr. Darrell Morgan that there being no further business, the meeting be adjourned at 12:38 pm. Seconded by Ms. Joyce Timpson.
CARRIED

D. Osmond, Secretary
SF

S. Maxwell, Chair

Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting

Date/Time: April 17, 2025, 9:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Sadie Maxwell (chair), Ms. Joyce Timpson, Mr. Darrell Morgan, Ms. Monica Hemeon, Ms. Kristen Carroll, Mr. Dennis Leney, Ms. Leanne Tyler, Ms. Ramona Quequish, Mr. Dean Osmond, Ms. Kathy Loon, Mr. Kevin Holder, Mr. Robert McClendon, Mr. Knowles McGill, Ms. Beatrice Anderson, Ms. Thelma Morris, Dr. Joseph Dooley, Ms. Selena Froude (recorder)

Regrets: Ms. Terri Fiddler, Mr. Roy Spence, Ms. Patricia Keesickquayash, Dr. Lianne Finn, Ms. Cynthia Dwyer

An opening prayer was shared by Ms. Kathy Loon.

Ms. Thelma Morris and Dr. Joseph Dooley were welcomed to the board.

Patient Story

A patient story was shared by Ms. Kathy Loon.

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels.

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #17/25 it was moved by Mr. Dennis Leney that the Board of Directors approve the agenda of the regular meeting held April 17, 2025 as amended. Seconded by Ms. Joyce Timpson. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held January 23, 2025 and February 27, 2025

The minutes of the regular board meeting held January 23, 2025 were reviewed for errors and omissions and were approved as presented.

MOTION #18/25 it was moved by Mr. Knowles McGill that the Board of Directors approve the minutes of the regular board meeting held January 23, 2025 as presented. Seconded by Mr. Darrell Morgan. **CARRIED**

The minutes of the board meeting held February 27, 2025 were reviewed for errors and omissions.

- Item 3.1 – it was noted the Board Membership, Training and Development committee has not made any recent request to fill the northern member vacancies. The interim chair of the committee would like the minutes changed to reflect request were done by the board chair and administration. Selena to review minute notes and bring back for approval at the next meeting. **ACTION**

3.0 Business Arising from the Minutes

3.1 Chiefs Council on Health (CCOH) Follow-up

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- A meeting was held March 27, 2025 with the SLMHC Board Chair, CEO and SLFNHA CEO, VP Community Health and Senior Director Strategic Policy, Planning & Quality to discuss the CCOH request.
- It was agreed both organizations are working together to align the process for patient complaints. SLFNHA to report back to the CCOH.
- Discussion took place on the governance review. The CCOH would like the population data reviewed, indicating the population has changed and the northern seats should be increased on the SLMHC board.
- The population data was circulated to the board. It was noted we need to look at the population of both the southern communities and northern communities.
- It was asked if SLMHC has internal sources to collect data, stats or population. Thunder Bay Regional has a self-identifying process for First Nations. The VP Indigenous Services to follow up with Thunder Bay Regional. **ACTION**
- It was noted we need interpretation from the Four Party Agreement on how the original stats were derived when the community seats and structure was established.
- Natalie Hansen to be invited to present on the Four Party Agreement at the next Board Membership, Training and Development Committee and the May 22, 2025 board meeting. **ACTION**
- SLFNHA noted the CCOH is asking the board to engage in a review of the governance structure from a membership perspective. It was noted the hospital does not have the funds to complete an external governance review. SLFNHA acknowledges this and noted there are alternate ways. The CCOH asked to look at good governance, looking at membership, terms and by-laws.
- It was noted the CCOH has asked for a board governance review and we need to respect the request.
- The plan of action made by the board chair, 1) Board Membership, Training and Development Committee to review and address current vacancies, population data and membership guidelines, 2) the board to review by-laws, 3) board governance review. The board chair to provide a response to the CCOH. **ACTION**

MOTION #19/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the plan of action as directed by the board chair: 1) the Board Membership, Training and Development Committee to review and address current vacancies, population data and membership guidelines, 2) review of by-laws, 3) governance review. Seconded by Robert McClendon. **CARRIED**

MOTION #20/25 it was moved by Mr. Knowles McGill that the Board of Directors approve the appointment of Ms. Joyce Timpson, Ms. Kristen Carroll, Ms. Monica Hemeon and Mr. Robert McClendon to sit on the newly formed By-law Committee. Mr. Robert McClendon to be the lead of the committee. Seconded by Mr. Darrell Morgan. **CARRIED**

3.2 SLMHC Membership on SLRPSI Board

- A letter was received from the SLRPSI Board dated March 26, 2025 asking the board to reconsider the selection and appoint a First Nation Community member from the northern representation on the SLMHC Board.
- A suggestion was made by the Board of Directors to have the VP Corporate Services replace the CEO seat and put forward a northern board representative.
- A letter to be sent to the SLRPSI Board requesting further details so the board may fully understand the request. **ACTION**

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3.3 Truth & Reconciliation Statement – Update from November 14, 2024

- A sample Truth & Reconciliation Statement was presented and reviewed.
- The Sioux Lookout Meno Ya Win Health Centre (SLMHC) recognizes the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a foundational framework for reconciliation in Canada. It acknowledges that successful reconciliation demands political will, collaborative leadership, trust, accountability, and transparency. Consequently, the SLMHC's policies will prioritize the Truth and Reconciliation Commission's recommendations and guidance from Health Transformation in the NAN territories.

MOTION #21/25 it was moved by Mr. Knowles McGill that the Board of Directors approve the Truth & Reconciliation Statement presented. The statement to be added to all SLMHC policies. Seconded by Ms. Leanne Tyler. **CARRIED**

4.0 **Reports**

4.1 Foundation

- Deferred

4.2 CEO

- On March 25, 2025 the MRI equipment was awarded to GE Healthcare and the modular build for the MRI suite was awarded to SDI Canada. We are hopeful to have the MRI operational by August 2026.
- The Long-Term Care Design Planning was awarded to Form Studio on March 25, 2025. The kick off meeting is scheduled for May 12, 2025.
- The Rapid Access to Addictions Medicine (RAAM) clinic grand opening was April 7, 2025.
- The Schedule 1 Facility business proposal has been accepted and is moving forward.
- Last year, there were 100 positions vacant and today we have 64 vacancies. The turnover rate was at 35 percent and today is at 15.15 percent.
- Base funding in the amount of \$586,000 has been received for the Sexual Assault and Domestic Violence Treatment Centre. SLMHC is partnering with NAHNAHDA-WEE-EE WAYWIN Sioux Lookout Sexual Assault Centre.
- The Emergency Department (ED) renovations are complete.

4.3 VP Health Services & CNE

- Deferred

4.4 Chief of Staff

- N/A

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Deferred

4.6 Board Membership, Training and Development Committee

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- Deferred

5.0 Standing Agenda Items

5.1 Financial Update

- Deferred

6.0 New Business

6.1 Approval of Privileges and Credentialing per MAC Meeting March 6, 2025

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee meeting on March 6, 2025.

MOTION #22/25 it was moved by Ms. Monica Hemeon that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the March 6, 2025 meeting of the Medical Advisory Committee. Seconded by Mr. Robert McClendon. **CARRIED**

6.2 Executive Committee of the Board Membership

- The Executive Committee of the board requires a northern member and two southern community members.

MOTION #23/25 it was moved by Mr. Dennis Leney that the Board of Directors approve the appointment of Ms. Thelma Morris, Mr. Darrell Morgan, and Ms. Kristen Carroll to sit on the Executive Committee of the SLMHC Board of Directors. Seconded by Ms. Leanne Tyler. **CARRIED**

6.3 Board Membership, Training and Development Committee Membership

- The VP Corporate Services and CCO has asked to sit on the Board Membership, Training and Development Committee.
- It was noted staff members are not a part of the membership. The request was declined.
- The Board Membership, Training and Development Committee is in need of more First Nations representation. The northern members to connect with the interim chair if interested.

6.4 Resource Utilization Committee Membership

- At the April 22, 2025 Resource Utilization Committee (RUC) meeting, a recommendation was made to have the Board of Directors appoint a northern member to the RUC.
- Selena to forward the Terms of Reference and a decision to be made at the next meeting. **ACTION**

6.5 2024-25 Balanced Budget Waiver

Deferred

MOTION #24/25 it was moved by Ms. Leanne Tyler that the Board of Directors move this portion of the meeting in-camera. Seconded by Ms. Kristen Carroll. **CARRIED**

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MOTION #25/25 it was moved by Ms. Leanne Tyler that the Board of Directors move this portion of the meeting out of in-camera. Seconded by Mr. Dennis Leney.
CARRIED

8.0 For Information Only

8.1 Resource Utilization Committee Meeting minutes November 7 and December 4, 2024.

8.2 Medical Advisory Committee Meeting minutes December 12, 2024.

9.0 Next Meeting

The next meeting to be determined.

10.0 Closing Prayer/Adjournment

The meeting was closed with a moment of silence. The meeting was adjourned at 12:06 pm.

MOTION #26/25 it was moved by Mr. Knowles McGill that there being no further business, the meeting be adjourned at 12:06 pm. Seconded by Ms. Monica Hemeon.
CARRIED

D. Osmond, Secretary
SF

S. Maxwell, Chair

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Meeting: Board of Directors Meeting

Date/Time: May 22, 2025, 9:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Sadie Maxwell (chair), Ms. Joyce Timpson, Mr. Darrell Morgan, Ms. Monica Hemeon, Ms. Kristen Carroll, Mr. Dennis Leney, Mr. Robert McClendon, Mr. Knowles McGill, Ms. Beatrice Anderson, Ms. Thelma Morris, Ms. Connie Gray-Mckay, Ms. Ramona Quequish, Mr. Dean Osmond, Mr. Kevin Holder, Dr. Joseph Dooley, Ms. Cynthia Dwyer, Ms. Selena Froude (recorder)

Regrets: Ms. Terri Fiddler, Mr. Roy Spence, Ms. Patricia Keesickquayash, Dr. Lianne Finn, Ms. Leanne Tyler, Ms. Kathy Loon

Guest: Ms. Natalie Hansen, Ms. Janis Magnuson

An opening prayer was shared by Ms. Cynthia Dwyer.

Ms. Connie Gray-Mckay was welcomed to the board as the appointed designate of Nishnawbe Aski Nation (NAN).

Four Party Agreement Presentation

A presentation was done by Ms. Natalie Hansen and Ms. Janis Magnuson on the Four Party Agreement. More information can be found in the presentation circulated to the Board of Directors.

Patient Story

A patient story was not shared at today's meeting.

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels.

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #27/25 it was moved by Mr. Robert McClendon that the Board of Directors approve the agenda of the regular meeting held May 22, 2025 as amended. Seconded by Mr. Knowles McGill. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held April 17, 2025

- Deferred

3.0 Business Arising from the Minutes

3.1 Chiefs Council on Health (CCOH) Follow-up

- On May 21, 2025 a follow-up letter was sent to the Chiefs Council on Health.
- A copy of the letter was circulated to the Board of Directors.

3.2 Approval of the Minutes of the Regular Board Meeting held February 27, 2025

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- Deferred

3.3 SLMHC Membership on SLRPSI Board

- On April 25, 2025 the Sioux Lookout Regional Physicians' Services Inc (SLRPSI) Board of Directors approved the appointment of Ms. Ramona Quequish to sit on the SLRPSI Board as the representative for Sioux Lookout Meno Ya Win Health Centre (SLMHC).

3.4 Resource Utilization Committee Membership

- Deferred

4.0 **Reports**

4.1 Foundation

- The foundation has been working on updating by-laws and policies.
- Fundraising efforts continue. The Dryden Mill is finalizing a donation in the amount of \$120,000. Big Trout Lake made a donation of \$50,000. The Dryden Rotary made a second donation of \$25,000 and has confirmed another \$50,000 over the next two years for a total of \$100,000.
- The foundation is looking at new fundraising initiatives. The next project is the \$5,000 challenge. More information to be shared in the coming weeks.

4.2 CEO

- On April 30, 2025 he attended the Small Rural and Northern Hospital Network meeting in Toronto. The estimated deficit for all hospitals across the province for 2025-26 is \$2.5 billion.
- He attended the Health Care Leadership Summit May 1 to 2, 2025. Discussion took place around AI and how the future healthcare can be impacted.
- A letter of endorsement was received from OH to Ministry capital branch for 20 Schedule 1 beds.
- On May 12, 2025 Form Studio was on-site for Long-Term Care planning.
- The Baby Friendly Initiative Celebration was held May 21, 2025. The hospital received silver status. We are one of three hospitals out of 140 to receive this status.
- The Minister of Energy Preparedness and Response and acting CEO of Independent First Nations Alliance (IFNA) was on-site May 21, 2025 to do a tour of the facility to see how the hospital fits into an emergency preparedness.
- The Celebration of People is hosting a dinner tonight honoring staff for their years of service.

4.3 VP Health Services & CNE

- Human Resources (HR) has done a great job recruiting nurses. All vacancies in Med/Surge has been filled, Emergency Department (ED) is 60 percent and OBS has three hired staff.
- The College of Nurses has made changes to nursing licenses. We are experiencing a different level of education and experience when hiring. An enhanced onboarding program has been developed where nurses receive two weeks of training and evaluation of skill set and critical thinking.
- The Director of Patient Care Services, Sue Anderson is retiring after 31 years of service.
- The triage area in the ED is almost complete. The ED will have a dedicated triage nurse.
- We are working with Sioux Lookout First Nation Health Authority (SLFNHA), Indigenous Services Canada (ISC) and University Health Network(UHN) to enhance Point of Care Testing (POCT) in nursing stations.

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- We are working with SLFNHA on recruitment strategies for nursing.
- The Ministry of Health has funded a Rural Practice Preparation Program for healthcare professionals exploring opportunities in northern, rural and remote Ontario communities. Selena to circulate the announcement to the Board of Directors - **ACTION**

4.4 Chief of Staff

- A SLRPSI board meeting is scheduled for May 23, 2025. Discussion will take place on the allocation of new funds. We want to ensure we continue to expand our services and increase funding for consultant services within the organization. We are hopeful the improved funding and improved services will attract physicians to relocate to Sioux Lookout.
- Health Force Ontario continues to assist SLRPSI in getting the ED shifts covered.
- The Heart Specialist clinics are doing well.

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Deferred

4.6 Board Membership, Training and Development Committee

- There is nothing to report at today's meeting.

5.0 **Standing Agenda Items**

5.1 Financial Update

- The financials as of February 28, 2025 were presented.
- Cash position remains good.
- We are forecasting a \$2.3 million deficit at year end. Our deficit has improved due to some Ministry funding at the end of March.
- Meyers Norris Penny (MNP) is auditing this week.

6.0 **New Business**

6.1 Approval of Privileges and Credentialing per MAC Meeting May 1, 2025

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee meeting on May 1, 2025.

MOTION #28/25 it was moved by Mr. Dennis Leney that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the May 1, 2025 meeting of the Medical Advisory Committee. Seconded by Mr. Darrell Morgan. **CARRIED**

6.2 Multi-Unit Staff Accommodations Recommendation

- At the April 22, 2025 meeting of the Resource Utilization Committee (RUC) a discussion took place on the housing shortage in Sioux Lookout.
- The RUC made a recommendation to the Board of Directors to allow the Senior Executive Team to proceed in the planning stages and conduct a viability assessment of a multi-unit accommodation.

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MOTION #29/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the recommendation made by the Resource Utilization Committee (RUC) at a meeting held April 22, 2025 to authorize the Senior Executive Team to proceed in the planning stages and conduct a viability assessment of a multi-unit staff accommodation and if deemed viable, the Senior Executive Team can proceed with the next steps of construction. Seconded by Mr. Robert McClendon.
CARRIED

6.3 2024-25 Balanced Budget Waiver

- The hospital is a signatory to the Hospital Service Accountability Agreement which states the hospital we will have a balanced budget.
- A letter was presented from OH, approving a balanced budget waiver request due to our deficit. We are not required to provide a balanced budget for 2024-2025.

6.4 MRI Designation Under Public Hospitals Act Endorsement

- Under Public Hospitals Act, we are required to apply for a classification under the Act.
- A business case was submitted to the Ministry explaining why we want to apply for a Group N classification allowing the hospital to operate the MRI.

MOTION #30/25 it was moved by Ms. Kristen Carroll that the Board of Directors under the Public Hospitals Act, support the assignment of SLMHC to apply for a Group N classification to allow SLMHC to operate MRI equipment. Seconded by Ms. Joyce Timpson. **CARRIED**

MOTION #31/25 it was moved by Mr. Knowles McGill that the Board of Directors move this portion of the meeting in-camera. Seconded by Ms. Monica Hemeon.
CARRIED

MOTION #32/25 it was moved by Mr. Robert McClendon move this portion of the meeting out of in-camera. Seconded by Ms. Joyce Timpson. **CARRIED**

8.0 **For Information Only**

8.1 Resource Utilization Committee Meeting Minutes March 25, 2025.

8.2 Medical Advisory Committee Meeting Minutes March 6, 2025.

9.0 **Next Meeting**

The next meeting is scheduled for June 26, 2025.

10.0 **Closing Prayer/Adjournment**

The meeting was adjourned at 12:15 pm.

D. Osmond, Secretary
SF

S. Maxwell, Chair

Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting

Date/Time: September 25, 2025 10:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Sadie Maxwell (chair), Mr. Darrell Morgan, Ms. Monica Hemeon, Ms. Kristen Carroll, Mr. Dennis Leney, Mr. Robert McClendon, Mr. Knowles McGill, Ms. Thelma Morris, Ms. Connie Gray-Mckay, Ms. Teri Fiddler, Ms. Ramona Quequish, Mr. Dean Osmond, Mr. Kevin Holder, Ms. Cynthia Dwyer, Ms. Kathy Loon Ms. Selena Froude (recorder)

Regrets: Mr. Roy Spence, Ms. Patricia Keesickquayash, Dr. Lianne Finn, Ms. Joyce Timpson, Ms. Beatrice Anderson, Dr. Joseph Dooley

An opening prayer was shared by Ms. Teri Fiddler at the Annual General Meeting (AGM).

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels and any privileges pertaining to Dr. Alanna Morgan.

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #42/25 it was moved by Mr. Dennis Leney that the Board of Directors approve the agenda of the regular meeting held September 25, 2025 as amended. Seconded by Ms. Kristen Carroll. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meetings held April 17 and May 22, 2025

The minutes of the regular board meetings held April 17, 2025 and May 22, 2025 were reviewed for errors and omissions and were approved as presented.

MOTION #43/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the minutes of the regular board meetings held April 17, 2025 and May 22, 2025 as presented. Seconded by Mr. Robert McClendon. **CARRIED**

3.0 Business Arising from the Minutes

3.1 Approval of Minutes of the Regular Board Meeting held February 27, 2025

The minutes of the regular board meetings held February 27, 2025 were reviewed for errors and omissions and were approved as presented.

MOTION #44/25 it was moved by Ms. Kristen Carroll that the Board of Directors approve the minutes of the regular board meetings held February 27, 2025 as presented. Seconded by Mr. Darrell Morgan. **CARRIED**

4.0 Reports

4.1 Foundation

- The MRI campaign is completed.

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- A shout out to the donors and everyone that helped us achieve our goal.
- The foundation is developing new fundraising activities.

4.2 CEO

- On May 28, 2025 there was a press release for the MRI build.
- SLMHC in partnership with SLFNHA hosted the National Aboriginal Day celebrations on June 20, 2025.
- The Special Chiefs and Elders meeting was held in Lac Seul in July where he presented.
- The ministry has mandated a three-year plan to balance our budget. The planning and performance document has been submitted.
- Form Design was on site July 29, 2025 to do a review of kitchen and laundry space required for the 96 long-term care beds.
- He attended the Celebration of Life for past board member Terry Jewell. He spoke on behalf of the board and senior leadership.
- The Annual General Meeting for SLFNHA was held September 10 and 11, 2025 where he presented on our strategic plan.
- The MRI foundation work has started.
- The drawings for long-term care have been finalized and are ready for submission to the ministry.
- The interim Assistant Deputy Minister, delegates from the Ministry of Health and senior leadership from Ontario Health will be onsite October 2, 2025 to discuss bed pressures, the need for Schedule 1 beds and long-term care beds.

4.3 VP Health Services & CNE

- We continue to be over capacity, averaging 138 percent capacity daily.
- Services in the Emergency Department (ED) are being enhanced. The Electronic Canadian Triage Acuity Scale (eCTAS) has been implemented to help nurses assess and prioritize patients more consistently.
- The HR department is doing well with recruitment. Most of the RN lines are our own staff.
- The College of Nurses and the ministry has changed the criteria on how nurses are licensed. We are seeing a deficit in knowledge. New hires are enrolled in our onboarding program to ensure they have the skills and knowledge they need to provide care.
- We are seeing an increase in specialist services being offered at SLMHC.

4.4 Chief of Staff

- Deferred

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- The Traditional Program has five full-time interpreters, one dedicated to the ED. We have hired two interpreters.
- The Elders in Residence Program has four casuals and we are in the process of hiring another elder. The Extended Care Unit (ECU) has an elder dedicated to the activation program.
- The anti-racism and Equity, Diversity and Inclusion (EDI) Committee has displayed several exhibits this past year; most recently Pelican Falls Residential School. The committees hosted a movie night and a multi-cultural food contest.
- She visited the Dalla Lana School of Public Health - University of Toronto where she presented on traditional programs in a hospital setting. The theme was Food is Medicine.
- She is assisting NOSM in the development of Food is Medicine credentialled program to be launched in

Sioux Lookout Meno Ya Win Health Centre

2026.

- She is working on Indigenous focused Best Practice Spotlight Organization (BPSO) and becoming accredited under Accreditation Canada.
- The Communications Department is doing quarterly newsletters and will be mailed to all northern communities.
- We have developed a digital ACT training program and have sold 150 licenses to external organizations.
- We are in potential partnership with IFNA on a doula/midwifery project.

4.6 Board Membership, Training and Development Committee

- Deferred

5.0 **Standing Agenda Items**

5.1 Financial Update

- The financials as of August 31, 2025 were presented.
- Cash position remains good.
- The ministry provided one time funding to relieve some financial pressures.
- Expenses are high, related to agency cost.
- We are forecasting a \$5.2 million deficit at year end. We are hopeful the ministry will provide more funding to support our deficit position.
- Fund Type 2 has a small surplus.

6.0 **New Business**

6.1 Approval of Privileges and Credentialing per MAC Meeting September 4, 2025

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee meeting on September 4, 2025.

MOTION #45/25 it was moved by Mr. Dennis Leney that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the September 4, 2025 meeting of the Medical Advisory Committee. Seconded by Ms. Monica Hemeon. **CARRIED**

6.2 Quality and Patient Safety Committee Membership

- The role of the Quality and Patient Safety Committee is to assist the board of directors in performing its governance role regarding the quality of patient and family care, and services and to perform its functions under the Excellent Care for All Act (ECFAA).
- We are seeking a chair and board membership. Further discussion at the next board meeting.
- Selena to forward the terms of reference to the board of directors. **ACTION**

6.3 Board Membership, Training and Development Membership

- Deferred

6.4 Executive Committee of the Board Membership

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- Deferred

6.5 Lac Seul First Nation Appointment

- The Lac Seul First Nation band council sent a resolution appointing two representatives to the SLMHC Board. The resolution was circulated to the Board Membership, Training and Development Committee.
 - The committee did have some discussion. The current by-laws in place state organizations can put forward a nominee. A nominee meaning one. We recognize the two members but we acknowledge they have one vote. The committee wanted more input from the board of directors.
 - The board of directors discussed the concerns of having two representatives and suggested following the by-laws in place.
 - The Board Membership, Training and Development to follow-up with the Lac Seul Chief to inquire why two names were put forward and to report back to the board at the November 6, 2025 meeting.
- ACTION**

6.6 SLRPSI Board Representation

- A re-appointment letter was received from the SLRPSI Board.
- The board of directors agreed to re-appoint Mr. Dean Osmond for the three-year term.

MOTION #46/25 it was moved by Mr. Robert McClendon that the Board of Directors approve the reappointment of Mr. Dean Osmond to sit on the SLRPSI board as the Sioux Lookout Meno Ya Win Health Centre representative for the three-year term. Seconded by Ms. Monica Hemeon. **CARRIED**

MOTION #47/25 it was moved by Mr. Dennis Leney that the Board of Directors move this portion of the meeting in-camera. Seconded by Mr. Robert McClendon. **CARRIED**

MOTION #48/25 it was moved by Ms. Kristen Carroll to move this portion of the meeting out of in-camera. Seconded by Mr. Robert McClendon.

Resignation of the SLMHC Board Chair

- A notice of resignation as chair of the SLMHC Board was circulated to the board of directors.
- Ms. Maxwell will remain on the board as the representative for Windigo First Nations Council.
- A recommendation was made to appoint Ms. Kristen Carroll as the new board chair.

MOTION #49/25 it was moved by Mr. Knowles McGill that the Board of Directors approve the appointment of Ms. Kristen Carroll as the Sioux Lookout Meno Ya Win Health Centre Board of Directors Chair. Seconded by Mr. Robert McClendon. **CARRIED**

8.0 **For Information Only**

- 8.1 Medical Advisory Committee Meeting Minutes May 1, 2025 and July 17, 2025.
- 8.2 Executive Committee of the Board Meeting Minutes June 26, 2025.

9.0 **Next Meeting**

The next meeting is scheduled for November 6, 2025.

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10.0 Closing Prayer/Adjournment

Ms. Teri Fiddler closed the meeting in prayer. The meeting was adjourned at 11:10 am.

MOTION #50/25 it was moved by Ms. Kristen Carroll that there being no further business, the meeting be adjourned at 11:10 am. Seconded by Mr. Robert McClendon. **CARRIED**

D. Osmond, Secretary

S. Maxwell, Chair

/sf

Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting

Date/Time: November 6, 2025 9:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Kristen Carroll (chair), Ms. Sadie Maxwell, Mr. Darrell Morgan, Ms. Monica Hemeon, Mr. Dennis Leney, Mr. Robert McClendon, Mr. Knowles McGill, Dr. Lianne Finn, Ms. Joyce Timpson, Ms. Teri Fiddler, Ms. Ramona Quequish, Mr. Dean Osmond, Mr. Kevin Holder, Ms. Cynthia Dwyer, Ms. Kathy Loon Ms. Dr. Joseph Dooley Selena Froude (recorder)

Regrets: Mr. Roy Spence, Ms. Patricia Keesickquayash, Ms. Beatrice Anderson, Ms. Connie Gray-Mckay, Ms. Thelma Morris

An opening prayer was shared by Ms. Teri Fiddler.

Opening remarks were shared by the new board chair, Ms. Kristen Carroll.

Opening Remarks

The responsibility of the Sioux Lookout Meno Ya Win Health Centre (SLMHC) Board of Directors is to act ethically, honestly and in good faith with a view to ensuring the best interests of the organization and exercise the care, diligence and skill that is reasonably prudent. That a reasonably prudent person would exercise in comparable circumstances. Although the organization specifically requires members from various areas and utilizes other agencies in identification of potential members, once appointed to the SLMHC Board, the individual director does not represent the specific interests of any constituency and must consider the interests of SLMHC as having first priority.

A director does not function as an advocate except to promote excellent patient care and sufficient resources to fulfill the SLMHC mandate. A director complies with the Public Hospitals Act, corporate by-laws and policies, and other relevant legislation.

As the chair, I would like to request a training plan for the board and establish a board orientation for adoption and implementation, enhance good governance, address board membership, attendance and engagement. Directors are expected to commit the time required to fulfill board and committee responsibilities. As per the by-laws, directors are to attend 66 percent of regularly scheduled board meetings and the meetings of the board standing committees of which they are a member. All directors are expected to serve on at least one board committee.

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels and any privileges pertaining to Dr. Alanna Morgan.

1.0 Approval of the Agenda

The agenda was reviewed and approved as presented.

MOTION #51/25 it was moved by Ms. Sadie Maxwell that the Board of Directors approve the agenda of the regular meeting held November 6, 2025 as presented.
Seconded by Mr. Darrell Morgan. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meetings held September 25, 2025

Sioux Lookout Meno Ya Win Health Centre

The minutes of the regular board meetings held September 25, 2025 were reviewed for errors and omissions and were approved as amended.

MOTION #52/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the minutes of the regular board meetings held September 25, 2025 as amended. Seconded by Mr. Robert McClendon. **CARRIED**

3.0 Business Arising from the Minutes

3.1 Lac Seul First Nation Appointment Update

- A letter was sent to Chief Clifford Bull acknowledging the resolution appointing two representatives to the SLMHC Board and the ask was to consider nominating one individual to the SLMHC board and one individual to the Quality and Patient Safety Committee of the board. A response has not been received.
- The Board Membership, Training and Development Committee member, Mr. Morgan will connect with the Lac Seul First Nation Director of the Health. **ACTION**
- A follow up letter to be sent to Lac Seul First Nation. **ACTION**

4.0 Reports

4.1 Foundation

- The foundation by-laws are now complete and registered with the appropriate government authorities.
- The Skip to Equip Bonspiel is scheduled November 7 to 9, 2025. Last year, the Skip to Equip presented \$160,000 to the foundation.
- The MRI campaign was a success. We will be looking at smaller fundraising opportunities.
- The foundation plays an important role in supporting the hospital. Annually, the foundation contributes \$100,000 towards the hospital capital expenditures.

4.2 CEO

- ONE Health Information Technology Services (HITS) is a consulting company overseeing the Meditech Expanse project for northwest Ontario. A meeting was held September 29, 2025 with our twin site Weeneebayko Area Health Authority (WAHA).
- The hospital participated in the Truth and Reconciliation Walk held October 1, 2025.
- Capacity is at 138 percent any given day. A proposal has been submitted to the ministry for funding for ten additional beds.
- A staff appreciation barbeque was held October 14, 2025. We served 405 meals.
- A kick-off meeting was held with Keewatin Aski. An apartment complex is not within our budget. We will be looking at building four plexes with 24 unit capacity.
- He sits on the Ontario Health Stroke Executive Table. The first meeting was October 20, 2025.
- The hospital hosted the NOSM academic days on November 24 and 25, 2025. He participated in the discussion on the recent code Orange.
- He attended the regional CEO's meeting in Thunder Bay on November 3, 2025. Every hospital had to present a three-year stabilization plan to the Ministry of Health.
- He attended the northwest regional CEO working group for Meditech Expanse in Thunder Bay on November 4, 2025.
- The drawings for Long-term Care have been submitted to the ministry.

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4.3 VP Health Services & CNE

- We continue to be over capacity. The hospital is funded for 65 beds. To accommodate our patients and repatriates this week, we required 20 additional beds. Patients being admitted are having to wait in the ED for beds on the nursing floor.
- We are seeing an increase in mental health patients. On average, there are three to four patients waiting in our ED to go to a Schedule 1 Facility.
- A Transfer of Accountability is being trialed on the nursing floor and ED which will allow nurses to report and end their shift on time. It is working well.
- The recruitment of RN's is good. All lines on the med surge unit have a full time RN. The ED has 18 lines and 10 are filled with our own staff. We are hopeful by spring, to have the OR fully staffed with our own staff.
- The College of Nurses has provided funding to hire a second clinical scholar.
- Recruitment continues for a Speech Language Pathologist. We are working with Firefly to bring on their services.
- An MRI technologist has been hired. We are still recruiting for the second technologist. Two full time echocardiogram technicians have been hired.
- The Rapid Access to Addiction Medicine (RAAM) clinic is offering more program and services and continues to be successful.
- The hospital hosted a movie night on September 26, 2025. It was well attended.
- We are in the preliminary talks with Ontario Health on the Hospital to Home Program, augmented care for homecare.

4.4 Chief of Staff

- He would like to express his gratitude to the group of physicians that are helping to provide services and to the local physicians who step in when there are gaps in service.
- Recruitment and retention of physicians continue to be a concern due to the ongoing lack of contract finalization.
- The ED is transitioning to scheduling not being done through Health Force Ontario (HFO). It is moving in a reasonable direction. There are changes to funding. We are trying to recruit locally rather than utilizing locums. We are working with University of Toronto and University Health Network (UHN) to make arrangements to bring physicians on a regular basis.
- Due to the inability to offer homecare in communities, patients are being admitted longer and patients in the hostel become admitted.
- A major concern is the transfer of mental health care patients from northern communities who should go directly to a Schedule 1 Facility but are transferred to our ED. He is working with the Chief of Emergency and Trauma Services at Thunder Bay Regional on a solution. .
- A discussion took place on the mental health crisis within the region.
- The board chair to speak with the SLFNHA Board Chair to consider a letter of support from the SLFNHA and SLPRSI Board. **ACTION**
- The CEO to follow up with the Chief of Mental Health and Addictions to draft a letter to be presented to the board. **ACTION**

MOTION #53/25 it was moved by Mr. Darrell Morgan that the Board of Directors acknowledge the mental health crisis at Sioux Lookout Meno Ya Win Health Centre and within the region and support a letter being sent to the Ministry of Health highlighting the concern and to advocate for support of a Schedule 1 Facility in Sioux Lookout. The board will seek support from our

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stakeholders. Seconded by Ms. Joyce Timpson. **CARRIED**

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- The Elders and Advisory Council will be meeting December 16 and 17, 2025.
- A proposal for funding for board training was submitted to Ontario Health in August and was approved. The next step is to look at suitable training.
- We have hired a new Indigenous Transition Facilitator.
- SLMHC will be celebrating 15 years on November 10, 2025. Cake and coffee will be served in the main entrance.
- As a part of Accreditation Canada, the board of directors are required to complete the HSO Governing Body Assessment Survey. The deadline is November 21, 2025.

4.6 Board Membership, Training and Development Committee

- Deferred

4.7.1 By-law Committee

- The By-law Committee has had three meetings.
- The process started by completing a review of the current by-laws to determine which articles needed to be changed or updated.
- The committee has been reviewing and discussing the specific articles that were flagged.
- The Thunder Bay Regional Health Science Centre, Dryden Regional Health Centre and Lake of the Woods District Hospital by-laws are being referenced for comparison.

5.0 **Standing Agenda Items**

5.1 Financial Update

- The financials as of September 30, 2025 were presented.
- Cash position remains good.
- Wages are lower than budgeted. This is primarily driven by the renegotiation of agency contracts.
- We are forecasting a \$3.1 million deficit. The original forecast was \$8.2 million. It is much lower due to the one-time pressure funding and the renegotiation of agency contracts.
- Fund Type 2 has a small surplus.

6.0 **New Business**

6.1 Quality and Patient Safety Committee Membership

- The Quality and Patient Safety Committee terms of reference were circulated to the board of directors and were reviewed at today's meeting.
- A discussion took place on membership.
- Mr. Darrell Morgan volunteered to be put his name forward as the chair of the committee.
- Ms. Sadie Maxell will sit on the committee representing the tribal council.
- Mr. Dennis Leney will sit on the committee representing the southern communities.
- A communication to be sent to the board of directors for northern representation. **ACTION**
- The Quality and Patient Safety Committee meeting to be scheduled in the new year.

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MOTION #54/25 it was moved by Mr. Dennis Leney that the Board of Directors approve the appointment of Mr. Darrell Morgan to be the chair of the Quality and Patient Safety Committee. Seconded by Ms. Joyce Timpson. **CARRIED**

6.2 Board Membership, Training and Development Membership

- Deferred

6.3 Executive Committee of the Board Membership

- The Executive Committee of the Board terms of reference were presented and reviewed.
- Article 8 of the by-laws - 8.5 Executive Committee do not align with the terms of reference regarding the membership. A review to be done at a later date.

MOTION #55/25 it was moved by Ms. Joyce Timpson that the Board of Directors approve the appointment of Ms. Sadie Maxwell to sit on the Executive Committee of the Board. Seconded by Mr. Dennis Leney. **CARRIED**

6.4 Policies ADM.12, ADM.13, ADM.14, ADM.15, ADM.16, ADM.17, ADM.18

- **ADM.12 Risk Management Policy** was reviewed.
- The quality management program to be changed to the Quality and Patient Safety Committee.
- A draft will be forwarded to the board for review. **ACTION**

MOTION #56/25 it was moved by Ms. Sadie Maxwell that the Board of Directors move this portion of the meeting in-camera. Seconded by Mr. Darrell Morgan. **CARRIED**

MOTION #57/25 it was moved by Mr. Dennis Leney to move this portion of the meeting out of in-camera. Seconded by Mr. Darrell Morgan. **CARRIED**

8.0 **For Information Only**

8.1 Resource Utilization Committee Meeting Minutes April 22, June 24, and September 25, 2025.

9.0 **Next Meeting**

The next meeting is scheduled for December 11, 2025.

10.0 **Closing Prayer/Adjournment**

Ms. Kathy Loon closed the meeting in prayer. The meeting was adjourned at 12:30 pm.

MOTION #58/25 it was moved by Mr. Robert McClendon that there being no further business, the meeting be adjourned at 12:30 pm. Seconded by Mr. Dennis Leney. **CARRIED**

D. Osmond, Secretary

K. Carroll, Chair

Sioux Lookout Meno Ya Win Health Centre

/sf

Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting

Date/Time: December 11, 2025, 2025 9:00 am CST

Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Kristen Carroll (chair), Ms. Sadie Maxwell, Mr. Darrell Morgan, Ms. Monica Hemeon, Mr. Robert McClendon, Mr. Knowles McGill, Ms. Joyce Timpson, Mr. Roy Spence, Ms. Thelma Morris, Ms. Ramona Quequish, Mr. Dean Osmond, Mr. Kevin Holder, Ms. Cynthia Dwyer, Ms. Kathy Loon, Dr. Lianne Finn, Selena Froude (recorder)

Regrets: Ms. Patricia Keesickquayash, Ms. Beatrice Anderson, Ms. Connie Gray-Mckay, Mr. Dennis Leney, Ms. Theresa Fiddler, Dr. Joseph Dooley

An opening prayer was shared by Ms. Cynthia Dwyer.

Patient Story

A patient story was shared by Ms. Cynthia Dwyer.

Directors Conflict of Interest Disclosure

Mr. Darrell Morgan declared a conflict of interest regarding any financials pertaining to Morgan Fuels and any privileges pertaining to Dr. A. Morgan.

1.0 Approval of the Agenda

The agenda was reviewed and approved as presented.

MOTION #59/25 it was moved by Mr. Darrell Morgan that the Board of Directors approve the agenda of the regular meeting held December 11, 2025 as presented.
Seconded by Mr. Knowles McGill. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meetings held November 6, 2025.

The minutes of the regular board meetings held November 6, 2025 were reviewed for errors and omissions and were approved as amended.

MOTION #60/25 it was moved by Ms. Joyce Timpson that the Board of Directors approve the minutes of the regular board meetings held November 6, 2025 as amended.
Seconded by Mr. Robert McClendon. **CARRIED**

3.0 Business Arising from the Minutes

3.1 Lac Seul First Nation Appointment Update

- A follow up email was sent to the Lac Seul Band Office regarding the letter dated October 30, 2025. A response was not received.

3.2 Letter of Support

- A draft letter of support regarding a Schedule 1 Facility in Sioux Lookout was presented.
- The letter to be sent to the Assistant Deputy Minister Jane and copied to partner organizations, CCOH and tribal councils. The 807 Management Services report on Needs Assessment for

Sioux Lookout Meno Ya Win Health Centre

Inpatient Psychiatry Schedule 1 Facility along with a statistic report to be enclosed. **ACTION**

4.0 Reports

4.1 Foundation

- The Skip to Equip Bonspiel has been taking place for fourteen years and this year was a huge success. The donation to the Foundation was \$162,000.
- The Foundation would like to thank everyone who donated and participated in the event.

4.2 CEO

- Lake of the Woods District Hospital was on-site November 7, 2025 to do a tour in regards to the planning of their new hospital.
- Celebrations were held at the hospital on November 10, 2025 for our 15-year anniversary.
- Dr. Tonkens, Bioethicist from Lakehead University was on site November 18, 2025. He is willing to come to do presentations and grand rounds.
- The staff Christmas party was held on December 6, 2025. We had great attendance this year.
- A proposal has been submitted to the Ministry for ten additional overflow beds.

4.3 VP Health Services & CNE

- Our census on the nursing floor today is 68; we are only funded for 65 beds. We have eight patients waiting in the ED for a bed and our Day Med has been opened to help with the overflow. We continue to work with Thunder Bay Regional Health Sciences Centre regarding our repatriates.
- Nurses in the ED and Med Surg are receiving training on cardiac life support and Canadian Triage and Acuity Scale (CTAS).
- The ED manager has been given the baseline data to develop a plan to ensure patients are seen first by a nurse prior to registration when entering the ED.
- The Rapid Access to Addiction Medicine (RAAM) clinic continues to be highly utilized. The team is looking at ways to expand services. During downtime, the team offers services in the ED or Med Surg. We are working to make sure there is a social worker dedicated to the ED.
- We are experiencing a higher practice compliance by nurses. This is direct relation to having the clinical scholar on the nursing floor.
- The Chief Nursing Officer (CNE) of Canada was on-site to do a tour of the facility.
- A meeting has been scheduled with the Children's Ombudsman of Ontario to discuss pediatric Form 1 patients. We are seeing an increase in pediatric mental health.

4.4 Chief of Staff

- Deferred

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Eleven responses were received for the HSO Governing Body Assessment (GBA) Survey to meet compliance.
- The Elders Advisory Council will be meeting December 16 and 17, 2025. The council will be drafting a letter of support regarding the Schedule 1 Facility.
- The OHT has provided funding for board governance training. The training has to have a cultural component and must be completed by March 31, 2026. The OHT is also funding \$108,000 for cultural immersion training. Staff from the ED, Rehabilitation Department and the Indigenous

Sioux Lookout Meno Ya Win Health Centre

Transition Facilitator will be travelling to the northern communities. Rehab staff will be bringing equipment to set up in patients' homes. Funding may be available for some board members to join.

- Recently, two elders passed away. She is advocating for more elders.
- A report was provided on the Kiiwetinoong Healing Waters Ontario Health Team (KHWOHT).

4.6 Board Membership, Training and Development Committee

- Deferred

4.7 By-law Committee

- The committee continues to work on the by-laws. It is a work in progress. The next meeting is scheduled for December 16, 2025.

5.0 **Standing Agenda Items**

5.1 Financial Update

- The financials as of October 31, 2025 were presented.
- Cash position remains good. Current assets have decreased since September.
- Revenue has increased by \$3 million. Hospital expenditures is lower than budgeted.
- We are forecasting a \$3.6 million deficit. The original forecast was \$8.2 million. There is a reduction in the budgeted deficit due to the one-time pressure funding and the renegotiation of rate changes in agency contracts.
- Fund Type 2 has a small surplus.

6.0 **New Business**

6.1 Approval of Privileges and Credentialing per MAC Meeting November 12, 2025

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee meeting on November 12, 2025.

MOTION #61/25 it was moved by Ms. Sadie Maxwell that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the November 12, 2025 meeting of the Medical Advisory Committee. Seconded by Ms. Monica Hemeon. **CARRIED**

6.2 Approval of the Board of Directors Meeting Schedule 2026

- The board of directors meeting schedule for 2026 was presented.
- Meetings dates are subject to change.

MOTION #62/25 it was moved by Ms. Monica Hemeon that the Board of Directors approve the Board of Directors meeting schedule for 2026. Seconded by Ms. Joyce Timpson. **CARRIED**

6.3 Board Membership, Training and Development Membership

- Deferred

Sioux Lookout Meno Ya Win Health Centre

6.4 Policies ADM.12, ADM.13, ADM.14, ADM.15, ADM.16, ADM.17, ADM.18

- Deferred

MOTION #63/25 it was moved by Mr. Knowles McGill that the Board of Directors move this portion of the meeting in-camera. Seconded by Mr. Robert McClendon.
CARRIED

MOTION #64/25 it was moved by Ms. Sadie Maxwell that the Board of Directors move this portion of the meeting out of in-camera. Seconded by Ms. Monica Hemeon.
CARRIED

7.0 For Information Only

7.1 Resource Utilization Committee Meeting Minutes October 28, 2025.

7.2 Medical Advisory Committee Meeting Minutes September 4, 2025.

8.0 Next Meeting

The next meeting is to be determined.

9.0 Closing Prayer/Adjournment

Ms. Cynthia Dwyer closed the meeting in prayer. The meeting was adjourned at 12:02 pm.

MOTION #65/25 it was moved by Mr. Knowles McGill that there being no further business, the meeting be adjourned at 12:02 pm. Seconded by Mr. Robert McClendon. **CARRIED**

D. Osmond, Secretary

K. Carroll, Chair

/sf