Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting
Date/Time: February 5, 2026, 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, Ms. Thelma Morris, Ms. Ramona Quequish, Ms. Connie Gray-Mckay, Mr. Dennis Leney, Mr. Dean Osmond, Mr. Kevin Holder, Selena Froude (recorder)

Regrets: Ms. Patricia Keesickquayash, Ms. Beatrice Anderson, Ms. Theresa Fiddler, Dr. Joseph Dooley, Mr. Roy Spence, Dr. Lianne Finn, Ms. Cynthia Dwyer, Ms. Kathy Loon

Guest: Mr. John Bruce (legal counsel), Ms. Mary Carothers Bell, Ms. Kiirsti Stilla, Mr. David Newman (Ontario Health)

The meeting was opened with a moment of silence.

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.

MOTION #01/26 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 #02/26 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. Joyce Timpson. **CARRIED**

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #03/26 it was moved by Mr. Robert McClendon that the Board of Directors approve the agenda of the regular meeting held February 5, 2026 as amended. Seconded by Mr. Knowles McGill. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held December 11, 2025.

The minutes of the regular board meeting held December 11, 2025 were reviewed for errors and omissions and were approved as presented.

MOTION #04/26 it was moved by Mr. Dennis Leney that the Board of Directors approve the minutes of the regular board meeting held December 11, 2025 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

- There was nothing to report today.

4.2 CEO

- The Elders Advisory Council was held December 16 to 17, 2025. He was in attendance.
- A meeting was held January 9, 2026 regarding MRI remote scanning partnership with London Health Science.
- He is enrolled in the Ontario Hospital Executive Program in Artificial Intelligence (AI) through the University of Waterloo.
- He was invited to speak at the Windigo Health Directors meeting held January 21, 2026.
- We have requested $36,000 in funding from the regional HHR task support to upgrade our Medical Lab Assistants to Advanced Lab Technicians.
- The MRI suite is scheduled to arrive February 17 to 19, 2026.
- Our offer on the duplex located on Seventh Avenue has been accepted. This will give us an additional 6 units. We continue to look at other developments for housing.
- The Deputy Minister Deborah Richardson along with ADM Sean Twyford, Ministry of Health & Ministry of Long-Term Care will be onsite March 11, 2026 to meet with the Senior Executive Team and tour the facility.

4.3 VP Health Services & CNE

- A second clinical scholar has been hired to support nursing.
- We have hired a full-time wound care nurse which will ensure continuity in wound care.
- All areas remain busy with an increase in mental health patients in our ED.
- We continue to experience patient surge for admissions.
- It was noted effective January 12, 2026, there was a process change in medical transportation with Indigenous Services Canada (ISC). Physicians use to send appointment notices to ISC but ISC is no longer accepting appointment notices to the Sioux Lookout office. Ms. Hemeon and Ms. Dwyer will be meeting with ISC February 9, 2026 for further discussion.

4.4 Chief of Staff

- We continue to have issues with bed utilization. A number of beds are occupied with Form 1 patients and Long-term Care patients. Our ED is full with admissions because there are no beds. We have a proposal for funding for ten additional beds.
- It has been a challenge to keep our ED open. We are working with SLRPSI as the funding for emergency services. We have a contract with Emergency Department Locum Program (EDLP) who will fill in some gaps but we continue to try to incentivize physicians who live locally.
- Starting April 1, 2026, we will have a fourth shift in the ED from 1:00 pm to 7:00 pm to help with walk in lower risk emergencies.
- Mental health continues to rise in our region. We are still working on moving forward with the Schedule 1 Facility.
- The CT scanner is in the RFP process.

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Deferred

5.0 Standing Agenda Items

5.1 Financial Update

- The financials as of December 31, 2025 were presented.
- Our revenue is higher than budgeted. This is attributed to receiving additional funding from the Ministry. Expenses are aligned with the budget.
- Year to date, we have a $1.8 million deficit in hospital operations.
- We are forecasting a small deficit as the end of the year.
- Our cash position remains good.
- Fund Type 2 has a small surplus.
- It was noted the 2025-26 budget has not been approved due to a deficit budget.
- The Ministry has not provided a balanced budget waiver and there has been no process from the Ministry for 2025.

6.0 New Business

6.1 Approval of Privileges and Credentialing per MAC Meeting January 15, 2026

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee meeting on January 15, 2026.

MOTION #05/26 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 January 15, 2026 meeting of the Medical Advisory Committee. Seconded by Mr. Dennis Leney. **CARRIED**

6.2 BMO Signing Authorities

- A Letter of Direction regarding signatories on the BMO commercial accounts was circulated.
- There are situations where we require individuals to sign cheques and we do not have signing authorities readily available.
- The request is to remove the past chair and past board member and to add the new board chair and the VP Corporate Services and Chief Operating Officer.
- It was suggested to put a policy in place where we require one board member and one staff person to sign cheques over a certain dollar amount.
- Policy ADM.27 – Signing Authority to be reviewed by the Resource Utilization Committee and to make a recommendation to the board. **ACTION**

MOTION #06/26 it was moved by Ms. Sadie Maxwell that the Board of Directors appoint Ms. Kristen Carroll and Ms. Ramona Quequish as additional signatories on the BMO commercial accounts and to remove Mr. Mathew Hoppe and Ms. Sadie Maxwell as signatories. Further direct the existing signatories to sign and send a Letter of Direction and any supporting documentation to BMO confirming these changes. Seconded by Mr. Darrell Morgan. **CARRIED**

6.3 Board Governance Training

- A proposal was circulated to the board of directors from a consultant - CultureAlly providing board and executive DEI leadership training.
- The funding is provided through OHT and must be utilized prior to March 31, 2026.

- A discussion was held and the board of directors would like to have governance training with a cultural aspect. It is important to have all board of directors present and in-person. Any recommendations or suggestions for training can be forwarded to Ms. Froude.
- The board of directors declined the proposal. The chair of the OHT will be informed of the decision. **ACTION**

7.0 For Information Only

7.1 Resource Utilization Committee Meeting Minutes November 25 and December 10, 2025.
7.2 Medical Advisory Committee Meeting Minutes November 20, 2025.

8.0 Next Meeting

The next meeting is scheduled March 12, 2026.

9.0 Closing Prayer/Adjournment

Ms. Connie Gray-Mckay closed the meeting in prayer. The meeting was adjourned at 11:36 am.

MOTION #07/26 it was moved by Mr. Robert McClendon that there being no further business, the meeting be adjourned at 11:36 am. Seconded by Mr. Dennis Leney. **CARRIED**

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D. Osmond, Secretary	K. Carroll, Chair

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Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting
Date/Time: March 12, 2026, 9:00 am CST
Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Kristen Carroll (chair), Mr. Darrell Morgan, Mr. Robert McClendon, Mr. Knowles McGill, Ms. Joyce Timpson, Ms. Ramona Quequish, Ms. Connie Gray-Mckay, Mr. Dennis Leney, Mr. Dean Osmond, Dr. Joseph Dooley, Dr. Lianne Finn, Ms. Cynthia Dwyer, Ms. Selena Froude (recorder)

Regrets: Ms. Theresa Fiddler, Mr. Roy Spence, Ms. Sadie Maxwell, Ms. Monica Hemeon, Ms. Thelma Morris, Mr. Kevin Holder, Ms. Kathy Loon

Guest: Mr. Shanthive Asokan, Mr. Gregory Rooke

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 amended.

MOTION #08/26 it was moved by Mr. Darrell Morgan that the Board of Directors approve the agenda of the regular meeting held March 12, 2026 as amended. Seconded by Mr. Dennis Leney. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held February 5, 2026.

The minutes of the regular board meeting held February 5, 2026 were reviewed for errors and omissions and were approved as presented.

MOTION #09/26 it was moved by Mr. Knowles McGill that the Board of Directors approve the minutes of the regular board meeting held February 5, 2026 as presented. Seconded by Mr. Darrell Morgan. **CARRIED**

3.0 New Business

3.1 <u>Quality Improvement Plan (QIP) Presentation</u>

- The Quality Improvement Plan (QIP) workplan for 2026-27 was presented by Mr. Shanthive Asokan, Quality Assurance, Decision Support Lead.
- The QIP is an annual requirement under the Ontario Excellent Care for All Act and outlines the organization’s priority areas for improving safety.
- The indicators for 2026-27 were selected based on previous years’ performance, patient feedback,

internal quality data, risk pro safety events, provincial benchmarks and input from department managers.

MOTION #10/26 it was moved by Mr. Dennis Leney that the Board of Directors approve the 2026-27 Quality Improvement Plan. Seconded by Ms. Joyce Timpson. **CARRIED**

3.2 Accreditation Canada – Governance

- Mr. Gregory Rooke, Quality and Patient Safety Lead is the Accreditation Coordinator.
- The surveyors from Accreditation Canada will be onsite June 8 to 11, 2026. The board will need to identify members who will meet with the surveyors.
- A communication to be circulated to the board with more information. **ACTION**

3.3 Board of Directors Membership

- Board membership continues to be a concern.
- The Shibogama First Nations Council and Mishkeegogamang Ojibway Nation members have resigned effective February 2026.
- The Executive Committee of the Board at a meeting held in February, gave direction to have the By-law Committee review the by-laws concerning board membership and to identify areas where changes may help generate engagement and to bring options to the board for review.
- The board of directors are welcomed to bring forward suggestions.

3.4 Sample Work Plan

- A sample work plan was presented.
- The work plan is being proposed to guide the objectives of the organization and to achieve stronger governance.
- Section 4.0 – Chief of Staff (COS) to be removed. The COS no longer reports to the board.
- The committees to review the timeframes and bring revisions needed to the board. **ACTION**

MOTION #11/26 it was moved by Mr. Darrell Morgan that the Board of Directors adopt the work plan as presented with the changes noted. The work plan is a framework and can be adjusted as needed. Seconded by Mr. Dennis Leney. **CARRIED**

3.5 Governance Committee

- A proposal is being made to establish a Governance Committee and to amalgamate the By-law Committee and the Board Membership, Training and Development Committee. The chair of the By-law Committee will be the chair of the Governance Committee.
- The Governance Committee to create a Terms of Reference and bring to the board for approval. **ACTION**

MOTION #12/26 it was moved by Ms. Joyce Timpson that the Board of Directors approve the amalgamation of the By-law Committee and the Board Membership, Training and Development Committee to the newly formed Governance Committee. The Chair of the By-law Committee shall be Chair of the Governance Committee. Seconded by Mr. Darrell Morgan. **CARRIED**

3.6 Quality and Patient Safety Committee Terms of Reference Membership

- The Quality and Patient Safety Committee held a meeting February 19, 2026.
- A review was done on the QIP, patient feedback and top five incident reports.
- The terms of reference and membership were reviewed and revised.
- An expression of interest will be advertised for community members.

MOTION #13/26 it was moved by Mr. Knowles McGill that the Board of Directors approve the revised Quality and Patient Safety Committee Terms of Reference. Seconded by Mr. Dennis Leney. **CARRIED**

4.0 Business Arising from the Minutes

4.1 ADM.27 Signing Authority Policy

- The RUC made a recommendation at a meeting held March 10, 2026 that all cheque signing must have two authorized signatures, of which one shall be an authorized Board of Director and one shall be an authorized staff member. All cheque payments between $20,000 to $50,000, at least one signature must be manually signed, in excess of $50,000, both signatures must be manually signed.
- The revised ADM.27 Signing Authority policy was presented.

MOTION #14/26 it was moved by Mr. Robert McClendon that the Board of Directors approve the recommendation made the Resource Utilization Committee at a meeting held March 10, 2026 to revise the ADM.27 Signing Authority Policy. Seconded by Mr. Darrell Morgan. **CARRIED**

4.2 2026-27 Capital Budget

- The 2026-27 Capital Budget capital budget was presented.
- The RUC made a recommendation at a meeting held March 10, 2026 to endorse the 2026-27 Capital Budget at presented.

MOTION #15/26 it was moved by Mr. Knowles McGill that the Board of Directors approve the recommendation made the Resource Utilization Committee at a meeting held March 10, 2026 to endorse the 2026-27 Capital Budget. Seconded by Mr. Dennis Leney. **CARRIED**

4.3 Operating Budget

- The 2026-27 Operating Budget was presented.
- The RUC made a recommendation at a meeting held March 10, 2026 to endorse approve the 2026-27 Operating Budget as presented, subject to Ontario Health approving a Balance Budget Waiver equal to the deficit presented in the 2026-27 budget.
- The Ministry has increased our base budget by $6 million. Expenses are high due to agency cost.
- We are predicting a deficit of $6.2 million in 2026-27.

MOTION #16/26 it was moved by Mr. Knowles McGill that the Board of Directors approve the recommendation made by the Resource Utilization Committee at a meeting held March 10, 2026 to approve the 2026-27 Operating Budget as presented, subject to Ontario Health approving a balance budget waiver equal to the deficit presented in the 2026-27 budget. The Balanced Budget

Waiver is intended to waive the requirement of SLMHC balancing the budget in 2026-27 in accordance with the terms and conditions of the Hospital Service Accountability Agreement. Seconded by Mr. Robert McClendon. **CARRIED**

5.0 Reports

5.1 Foundation

- Deferred

5.2 CEO

- Deferred

5.3 VP Health Services & CNE

- Deferred

5.4 Chief of Staff

- Deferred

5.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Deferred

6.0 Standing Agenda Items

6.1 Financial Update

- The financials as of January 31, 2026 presented.
- At year end, we are forecasting a small deficit of approximately $660,000.
- Our cash position remains good.
- Fund Type 2 has a small surplus.

MOTION #17/26 it was moved by Mr. Darrell Morgan that the Board of Directors move this portion of the meeting in-camera. Seconded by Mr. Dennis Leney. **CARRIED**

MOTION #18/26 it was moved by Mr. Robert McClendon that the Board of Directors move this portion of the meeting out of in-camera. Seconded by Mr. Knowles McGill. **CARRIED**

MOTION #19/26 it was moved by Ms. Joyce Timpson that the Board of Directors approve the Board Chair to move forward with the response points and response letter to Ontario Health's presentation respecting governance. Seconded by Mr. Robert McClendon. **CARRIED**

8.0 For Information Only

8.1 Resource Utilization Committee Meeting Minutes January 27, 2026.

9.0 Next Meeting

The next meeting is scheduled April 23, 2026.

10.0 Closing Prayer/Adjournment

Ms. Connie Gray-Mckay closed the meeting in prayer. The meeting was adjourned at 12.11 pm.

MOTION #20/26 it was moved by Mr. Dennis Leney that there being no further business, the meeting be adjourned at 12:11 pm. Seconded by Mr. Knowles McGill.
CARRIED

D. Osmond, Secretary

K. Carroll, Chair

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Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting
Date/Time: April 23, 2026, 9:00 am CST
Location/Delivery: Boardroom A & B/Microsoft Teams

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

Regrets: Ms. Theresa Fiddler, Mr. Roy Spence, Ms. Connie Gray-Mckay, Mr. Dean Osmond, Dr. Joseph Dooley

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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 and any privileges pertaining to Dr. A. Morgan.

1.0 Approval of the Agenda

The agenda was reviewed and approved as amended.

MOTION #22/26 it was moved by Ms. Sadie Maxwell that the Board of Directors approve the agenda of the regular meeting held April 23, 2026 as amended. Seconded by Mr. Darrell Morgan. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held March 12, 2026.

The minutes of the regular board meeting held March 12, 2026 were reviewed for errors and omissions and were approved as presented.

MOTION #23/26 it was moved by Mr. Robert McClendon that the Board of Directors approve the minutes of the regular board meeting held March 12, 2026 as presented. Seconded by Mr. Darrell Morgan. **CARRIED**

3.0 Business Arising from the Minutes

3.1 Lac Seul First Nation Nomination

A resolution was received from the Lac Seul First Nation Band Council appointing Ms. Brittany Johnson as the representative of Lac Seul First Nation on the Sioux Lookout Meno Ya Win Health Centre Board of Directors.

MOTION #21/26 it was moved by Ms. Sadie Maxwell that the Board of Directors approve the appointment to Ms. Brittany Johnson as the representative of Lac Seul First Nation on the Sioux Lookout Meno Ya Win Health Centre Board. Seconded by Mr. Dennis Leney. **CARRIED**

4.0 Reports

4.1 Foundation

- Curtains have been installed in the Foundation office.
- We are in the process of finalizing the financials for the annual audit.
- The Split the Pot generates a monthly income of $3,500 to $4,500 depending on the activity. We are looking at avenues to create more revenue.
- The Foundation Board is looking for members.
- The Pink Warrior Run hosted by the Snowmobile Club made a donation of $10,400.

4.2 CEO

- The MRI suite was delivered February 18, 2026. A walk through was done February 26. The arrival of the MRI machine is scheduled for March 24, 2026.
- The regional HHR approved $36,000 to support our Medical Lab Assistants/Technicians to become Advanced Lab Technicians.
- A response was received from the Long-term Care regarding our preliminary drawings. We provided the architects the requirements that need to be addressed in the working drawings.
- The purchase agreement for the duplex on Seventh Avenue was signed on March 3, 2026.
- Deputy Minister Deborah Richardson, MOH, Sean Twyford, Assistant Deputy Minister MOH and Long-term Care and Kiirsti Stilla, Director Ontario Health North West were onsite March 11, 2026 for a tour of the facility and a meeting with the Senior Executive Team.
- A mock Code Silver was held in collaboration with the OPP on March 31, 2026.

4.3 VP Health Services & CNE

- The Ministry has provided funding for the Hospital to Home Program. The program helps support ALC discharge. Funding allows us to hire one nurse and one PSW to provide services to 21 patients over a period of 16 weeks. A handover will then be done to Ontario at Home.
- The Ministry has approved funding for ten additional beds. We are experiencing capacity pressures in the region. The provincial repatriation process is to have patients repatriated within 48 hours; some patients wait up to a month. The funding will help relieve these pressures.
- We have 20 students from St. Lawrence College participating in a Culture Clinical placement. This project is in partnership with SLFNA and schools.
- Meditech expanse go live date is 2027. There are some concerns regarding the use of Meditech expanse in LTC homes as it does not have a LTC module. Further discussion to take place.
- The Lab Accreditation is April 22 to 24, 2026. The Foundation has approved to fund the purchase of a new analyzer for the lab.
- Pharmacy Accreditation is scheduled June 4, 2026. The Ministry has provided funding to hire a second pharmacist.

4.4 Chief of Staff

- Deferred

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- A Sacred Beginnings: Bringing Indigenous Midwifery Home Conference was held in Lac Seul March 4 to 5, 2026.

- The Board can reapply for funding through OH in 2026-27 for board training.
- National Indigenous Peoples Day event will be held June 19, 2026 in partnership with SLFNHA.
- Accreditation Canada will be onsite June 7 to 11, 2026. The Board of Directors is scheduled to meet with the surveyors on June 8.

5.0 Standing Agenda Items

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5.1 Financial Update

- The financials as of February 28, 2026 were presented.
- Our cash position remains good. Working capital remains in good position.
- At the end of February, $61 million in revenue and similar expenses.
- We were forecasting a small deficit of a $250,000. The amount will change to a positive in March and we should end the year in a surplus.
- Fund Type 2 has a small surplus. This is driven by staff vacancies.
- Finance is working on the year end and will present the audited financials at the AGM in June.

6.0 New Business

6.1 Approval of Privileges and Credentialing per MAC Meeting March 25, 2026

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee (MAC) meeting on March 25, 2026.
- Discussion was held on the process for approval.
- It was noted the Chief of Staff reviews the candidates and approval is done MAC.
- The Public Hospital Act states the need for the Board to approve hospital privileges for physicians and the role of the Medical Advisory Committee. Ms. Froude to forward the Public Hospital Act. **ACTION**

MOTION #24/26 it was moved by Mr. Robert McClendon that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the March 25, 2026 meeting of the Medical Advisory Committee. Seconded by Mr. Dennis Leney. **CARRIED**

6.2 Independent First Nation Alliance (IFNA) Nomination

- The Board Chair declared a conflict of interest and recused herself.
- A letter was received from the CEO of Independent First Nation Alliance (IFNA) with a nomination to the SLMHC Board.
- A discussion was held on the possibility of the nomination being a conflict of interest or a perceived conflict of interest. It was noted the Board may wish to seek legal opinion.
- A discussion was held on the nomination process and the need for more Indigenous representation on the Board.
- A decision was made to table the nomination until further dialogue with IFNA. The Chair of the Governance Committee to follow up with the CEO of IFNA. **ACTION**

6.3 Strategic Plan Progress Report

- The Senior Executive Team reviewed the six pillars listed in the strategic plan and provided a progress report.
- The Board to review the report for further discussion at the May Board meeting. **ACTION**

6.4 Multi-Unit Staff Accommodation

- Staff recruitment has been a challenge due to lack of accommodations.
- The Executive Committee of the Board passed a motion at a meeting held April 1, 2026 approving the Senior Executive Team to proceed with the housing development.
- We are in the process of finalizing the agreement with Grandeur to build three four plexes; two bedrooms in each unit for a total of 24 units. Estimate of $3.4 million.

6.5 Board Membership

- The term for the Municipality seat is four years to coincide with the Municipal election.
- A Municipal election is taking place in October. There is opportunity to discontinue the Municipal seat and allow the Board to have the ability to select an individual based on the needs of the Board.
- Ms. Timpson noted she will not be running for council in the election. The by-laws state the Municipality will appoint an individual, it does not have to be a council member. There are advantages to having representation from the Municipality.
- It was noted the direction of the Four Party Agreement was to have the Municipality as part of the Board.

6.6 Governance Committee Recommendations to the Board

- The Executive Committee of the Board asked the Governance Committee to prioritize the development of thoughtful, evidence-informed options for presentation to the full Board regarding potential amendments to Article 4, Sections 4.3, 4.6, and 4.8 of the Corporate By-laws.
- The Governance Committee Report was presented.

4.3 Qualifications of Directors – Explore the addition of a qualification that references the assessment of a candidate's competencies. These competencies would be detailed in a subsequent policy (not in the by-law itself) with the aim to reflect governance knowledge, cultural competency, and lived experience, etc. to further support effective Board performance.

- The Governance Committee by majority vote is making a recommendation that the Board of Directors keep the by-law as is and to develop a policy that looks at specific qualifications such as education, past board experiences, life experiences and a persons' competencies, and criteria on nominations for presentation to the Board for election. A reference to the policy to be included in the by-laws.
- The Governance Committee shall develop the terms of reference and bring forward to the Board for approval. **ACTION**
- The Board of Directors accepted the recommendation and directed the Governance Committee to develop the policy. The policy to be brought forward to the Board for approval.

4.8 Maximum Terms – Consider whether language should allow, in clearly defined circumstances and where qualified candidates are not available, for the extension of a member's term to support continuity and governance stability.

- The Governance Committee by majority vote is making a recommendation to the Board of Directors to add the clause - A Director may, by Board Resolution, have their maximum term as a director extended in exceptional circumstances where the Board determines it to be in the best interests of the Corporation added to the by-laws.
- The Board of Directors accepted the recommendation.

4.6 Election and Term – Undertaking a transparent and data-informed review of the six (6) stated categories. In particular, experience to date suggests that the current approach for selecting candidates under Category 2 has presented challenges and has not consistently yielded the intended outcomes, which may be impacting Board operations. A balanced review would help determine whether adjustments are appropriate.

- The Governance Committee discussed the following options:
  - Look at how we can approach the tribal council in a more strategic way to discuss the important role of the person they appoint.
  - Having a select group to research the governance models at other hospitals. (Research would take more time).
  - Look at having northern representatives at large, the same as the southern members. This removes the political component and can remove the political component with the Municipality of Sioux Lookout. This would allow equal membership across the Board, looking at a skills-based Board in combination with lived experiences. We should consider full board representation before we look at changing the membership structure.
  - Look at leaving the tribal council approach in place, but after a certain amount of time with no response, we have further dialogue about next steps and consider an Indigenous member at large.
  - Approach one of three options. Option 1: leave the process the way it is. Option 2: have normal board nominations the same way as Thunder Bay, Kenora and Dryden – combine all positions together and ask for nominations which are vetted by the committee and put forward to the Board for election. Option 3 – the channels we are working now, put a timeframe for a response, if no response received within 60 days, open it up to the communities/areas listed in the by-laws with a timeframe. If no response received within 60 days, go broader to the communities in general.
  - We could look at the way the structure is and consolidate the northern group into one consolidated group and consolidate the southern group into one group. Nominations can be vetted by the committee and forwarded to the Board for election.
- The Governance Committee is recommending the Board of Directors have a meeting with the chiefs of each tribal council to discuss how the current structure is not working.
- The Governance Committee is recommending the Board discuss the options provided and to come to an equitable solution to enhance the Boards ability to strengthen representation.
- Discussion took place on different pathways to tribal councils and chiefs.
- The Chair of the Governance Committee to engage with the CEO of IFNA. **ACTION**
- The Board of Directors to give thought on how we approach other tribal councils on an individual basis.
- The Governance Committee to develop a plan and report back to the Board. **ACTION**

MOTION #25/26 it was moved by Mr. Dennis Leney that the Board of Directors accept the report given by the Governance Committee regarding the request made by the Executive Committee of the Board. Seconded by Ms. Joyce Timpson. **CARRIED**

6.6 <u>ALC Update</u>

- Deferred

7.0 For Information Only

7.1 Resource Utilization Committee Meeting Minutes January 27, 2026.
7.2 Medical Advisory Committee Meeting Minutes January 15, 2026.

8.0 Next Meeting

The next meeting is scheduled May 21, 2026.

9.0 Closing Prayer/Adjournment

Ms. Kathy Loon closed the meeting in prayer. The meeting was adjourned at 12.27 pm.

MOTION #26/26 it was moved by Mr. Robert McClendon that there being no further business, the meeting be adjourned at 12:27 pm. Seconded by Mr. Knowles McGill. **CARRIED**

D. Osmond, Secretary

K. Carroll, Chair

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Sioux Lookout Meno Ya Win Health Centre

Meeting: Board of Directors Meeting
Date/Time: May 21, 2026, 9:00 am CST
Location/Delivery: Boardroom A & B/Microsoft Teams

Present: Ms. Kristen Carroll (chair), Mr. Darrell Morgan, Mr. Robert McClendon, Mr. Knowles McGill, Ms. Sadie Maxwell, Ms. Thelma Morris, Mr. Dennis Leney, Mr. Roy Spence, Mr. Kevin Holder, Ms. Kathy Loon, Ms. Ramona Quequish, Ms. Cynthia Dwyer, Mr. Dean Osmond, Ms. Brittany Johnson, Dr. Joseph Dooley, Ms. Selena Froude (recorder)

Regrets: Ms. Theresa Fiddler, Ms. Connie Gray-Mckay, Ms. Joyce Timpson, Ms. Monica Hemeon, Dr. Lianne Finn

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An opening prayer was shared by Mr. Roy Spence.

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 amended.

MOTION #27/26 it was moved by Mr. Robert McClendon that the Board of Directors approve the agenda of the regular meeting held May 21, 2026 as amended. Seconded by Mr. Darrell Morgan. **CARRIED**

2.0 Approval of the Minutes of the Regular Board Meeting held April 23, 2026.

The minutes of the regular board meeting held April 23, 2026 were reviewed for errors and omissions and were approved as presented.

MOTION #28/26 it was moved by Ms. Sadie Maxwell that the Board of Directors approve the minutes of the regular board meeting held April 23, 2026 as presented. Seconded by Mr. Dennis Leney. **CARRIED**

3.0 Business Arising from the Minutes

3.1 <u>Strategic Plan Progress Report Review</u>

- The 2025-28 strategic objectives and workplan was presented.
- There has been no update from the Ministry on the Schedule 1 beds.
- The HR Department has done a great job with staff turnover; however, we continue to utilize agency staff. Onboarding of our international nurses is a longer process.
- The VP of Corporate Services and VP Health Services have been invited to sit on a panel at the Canadian Association and School of Nursing Conference in Mississauga, in collaboration with St. Laurence College offering cultural placement opportunity for third year nursing students.
- Staff Experience – The Global Workforce Survey results to be presented annually to the Board.

- The Global Workforce Survey results and the William A. Bill George Extended Care Resident Experience Survey to be shared at the June Board meeting. **ACTION**

3.2 Governance Committee Terms of Reference

- The Governance Committee Terms of Reference was presented.
- It was noted there are a few minor amendments to the wording. Mr. McGill to provide the amendments at a later date. **ACTION**

MOTION #29/26 it was moved by Mr. Darrell Morgan that the Board of Directors approve the Governance Committee Terms of Reference as presented. Seconded by Mr. Robert McClendon. **CARRIED**

3.3 Governance Committee Work Plan Update

- The Governance Committee reviewed the time frames outlined for Governance in the sample Board Annual Work Plan.
- The Board of Directors agreed to item 3.12 being removed.

4.0 Reports

4.1 Foundation

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

4.2 CEO

- On April 29 to May 1, 2026, he attended the Small Rural and Northern Hospital Network and the Health Care Leadership Summit in Toronto. Discussion was held on budgets, hospital stabilization plans and Artificial Intelligence (AI).
- CEOs were enrolled and certified in an AI course through the University of Waterloo.
- On May 4, 2026 he attended the NW Regional Hospital CEOs Working Group in Thunder Bay.
- There has been numerous CT downtime due to an aging CT scanner. A mobile CT scanner has been secured for the transition from the old to the new scanner.

4.3 VP Health Services & CNE

- Due to staffing shortages in the Rehabilitation Department, outpatient referrals will be put on a waitlist based on acuity and restorative requirements. A communication will be going to community partners to provide a list of private providers. Staff are working extra hours to address the waitlist.
- The Lab Accreditation held April 22 to 24, 2026 was a success.
- Our onboarding is going very well. We have nine nurses starting this month.
- Meditech Expanse does not have a module for Long-Term Care. The William A. George Extended Care Unit will be exempt.
- Several activities were held at the hospital for nurses' week. PSW day was held May 19, 2026.
- The Children's Ombudsman was contacted regarding our concern of children on a Form 1 having to spend extensive stays in our ED. A meeting was held to discuss the mental health barriers we have in our region. A recommendation was made to have mental health to be a part of the critical care process.

4.4 Chief of Staff

- Physician recruitment and obtaining coverage for hospitalist has been challenging.
- Ensuring the ED remains open has been a challenge. Weekly, there are days we are reaching the timeframes for initialing closure protocol.
- Mental health and the Schedule 1 beds continue to be a priority.
- The physician contract needs clarification on recruitment and retention. We have new physicians.
- We are working with the Ministry on funding for emergency services.

4.5 VP Indigenous Services, Equity, Diversity & Inclusion

- Work is underway to attain an Indigenous Best Practice Spotlight Organization (BPSO) Designation.
- The Accreditation Canada surveyors will be meeting with the Board of Directors on June 8, 2026.
- The Anishinaabe Giizhigan Day celebrations will be held June 19, 2026.

5.0 Standing Agenda Items

5.1 Financial Update

- There was nothing to report today.

6.0 New Business

6.1 Approval of Privileges and Credentialing per MAC Meeting May 14, 2026

- Privileges for physicians and allied health professionals were reviewed and approved at the Medical Advisory Committee (MAC) meeting on May 14, 2026.

MOTION #30/26 it was moved by Mr. Knowles McGill that the Board of Directors grant privileges to the physicians and allied health professionals listed and approved at the May 14, 2026 meeting of the Medical Advisory Committee. Seconded by Mr. Darrell Morgan. **CARRIED**

6.2 Vice Chair Vacancy

- Article 9 – 9.1 Officers – The officers of the Corporation shall include one Chair and one Vice Chair of the Board (both representing northern communities and southern communities).
- The Vice Chair position is vacant. It was suggested to look at northern representation.
- A nomination was put forward for the First Nations Member at Large. Ms. Thelma Morris accepted the nomination.

MOTION #31/26 it was moved by Ms. Sadie Maxwell that the Board of Directors approve the appointment of Ms. Thelma Morris, as the Vice Chair on the Sioux Lookout Meno Ya Win Health Centre Board of Directors. Seconded by Mr. Knowles McGill. **CARRIED**

6.3 Director Recruitment

- As per 3.5 Director recruitment and nomination of the Board Annual Workplan, we need to review the vacancies and membership based on terms.

- The Governance Committee is directed to look at the structure of the board and what the current needs are in alignment with the by-laws. If the committee views it necessary to extend a term, it must be brought back to the Board for discussion and approval. **ACTION**

6.4 Established of Performance Goals CEO – Board Work Plan

- A suggestion was made to have the CEO look at establishing performance goals for the next fiscal year and provide a report to the Board.
- The process needs to be formalized. Item to be added as business arising.

6.5 Board Receive Report on Performance Review CEO – Board Work Plan

- The process needs to be formalized. Item to be added as business arising.

6.6 Succession Planning – CEO

- The CEO to provide succession planning at a future Board meeting.

7.0 In-Camera

MOTION #32/26 it was moved by Mr. Roy Spence that the Board of Directors move this portion of the meeting to in-camera Seconded by Mr. Dennis Leney. **CARRIED**

MOTION #33/26 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**

Independent First Nations Alliance (IFNA) Nomination

- Legal counsel has determined the IFNA nomination is not a conflict of interest.

MOTION #34/26 it was moved by Mr. Robert McClendon that the Board of Directors approve the appointment of Mr. Connor Howie to be the Independent First Nations Alliance representative on the Sioux Lookout Meno Ya Win Health Centre Board of Directors. Seconded by Mr. Darrell Morgan. **CARRIED**

8.0 For Information Only

8.1 Resource Utilization Committee Meeting Minutes March 10 and April 21, 2026.
8.2 Medical Advisory Committee Meeting Minutes March 25, 2026.
8.3 Executive Committee of the Board Meeting Minutes April 1 and May 5, 2026.

9.0 Next Meeting

The next meeting is scheduled June 25, 2026 with the AGM.

1.0 Closing Prayer/Adjournment

Mr. Roy Spence closed the meeting in prayer. The meeting was adjourned at 12.18 pm.

MOTION #35/26 it was moved by Mr. Darrell Morgan that there being no further business, the meeting be adjourned at 12:18 pm. Seconded by Mr. Dennis Leney. **CARRIED**

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D. Osmond, Secretary K. Carroll, Chair

/sf