

WDMH Board of Directors
 Wednesday October 1, 2025 @ 5:00 p.m.
 HYBRID: Dillabough Board Room & Teams

Chair: Annik Blanchard

Present	Annik Blanchard, Jennifer Milburn, Tamara Williams, Andrea Jewell, Bruce Millar, Bailey Milne, Eric Stevens, Kelly Goulet, Trisha Elliot, Cholly Boland, Dr. Brian Devin, Michelle Blouin, Janie Desroches
Guest	Brenda Fancey, Sam Hutchingame, Katie Roberston
Regrets	Louise Arsenaault, Loriann Harbers, Michelle Perry, Tyson Roffey, Bill Woods, Dr Vik Bhagirath
Resource	Lori-Anne Van Moorsel

No.	Item
1.0	Call to Order & Land Acknowledgement A Blanchard called the meeting to order at 5:00pm and C Boland shared a land acknowledgment.
2.0	Declaration of Conflict of Interest None.
3.0	Agenda Check-In The October 1 st , 2025 Board of Directors agenda was approved by consensus as distributed. The Human Resource Strategic Plan will be presented earlier in the agenda.
4.0	Patient Story Katie Robertson, Clinical Manager, shared the story of a surgical case which routinely includes a cystoscopy at the end of the procedure to ensure that there is not any damage done during the procedure. When the cystoscopy was done, the surgical team identified an injury to the ureter. Our urologist was not onsite that day so the surgeon consulted urology at TOH and together they determined the patient would need transfer to TOH for further care. As transfers from the OR to other facilities are rare the team had trouble with the transfer. There was difficulty contacting the patient's partner to let them know of the change in care plan. Upon transfer to TOH the patient was seen by urology and had a second surgery for insertion of a ureteric stent. What we learned: <ul style="list-style-type: none"> • Staff will receive education regarding patient transfer protocols and transfer flow sheet • The importance of ensuring patient's emergency contacts are accessible
5.0	Board Education Sam Hutchingame, Corporate Manager, presented an overview of Emergency Preparedness initiatives. This included details regarding the emergency response to a flood (Code Red) originating in the Penthouse (mechanical floor) last winter and the actions taken. It is recommended to continue work on simulations internally and regionally, including mass casualty events (i.e. bus crash). Staff will also be participating in fire extinguisher training.

	<p>The Board learned:</p> <ul style="list-style-type: none"> • About the Command Centre and how it is initiated/used • An overview of Emergency Codes: White, Brown, Orange, Green, Red, Silver, Purple • Next steps to keep WDMH Safe: upgrade to fire plan, evacuation muster points, evacuation routes and memorandums of understanding. • Identified regional opportunities that WDMH participated in for Emergency Preparedness as well as simulations conducted onsite
6.0	Board Reports
6.1	<p>Quality Committee</p> <p>Key points from the recent Quality Committee meeting:</p> <ul style="list-style-type: none"> • Very informative presentation regarding the Breast imaging program and the introduction of Densitas technology for reading images. Also, C Boland presented a recap of the Quality Committee’s roles and responsibilities • Paracentesis program development was presented and shared as a safer and more efficient service for patients rather than reporting to the ER. <p>Extensive discussion took place regarding the patient satisfaction surveys and how to engage more responses.</p>
6.2	<p>Medical Advisory Committee</p> <ul style="list-style-type: none"> • Report and minutes from June, July and September are included. • We welcomed 5 new Family Medicine Residents this summer. • Internal recruitment is underway for a new Chief of Staff • Chart deficiencies have improved considerably. • Obstetrics & Gynecology continues to be a struggle following Dr Li’s withdrawal from her contract. Strategies continue to be discussed to meet the needs of the department. Regional relationships are being considered with Brockville General • A question arose regarding the AI pilot in the Emergency Department and it was noted that the current product is not ideal and only half of the physicians are interested in using AI. <p>Chief of Obstetrics & Gynecology</p> <p>On July 23, 2025, a Board e-vote was conducted to approve the appointment of Dr Patricia Toomey as Chief of Obstetrics & Gynecology and is included in this package to form part of the minutes.</p>
6.3	<p><i>New Professional Staff Appointment and 2025-26 Reappointment</i></p> <ul style="list-style-type: none"> • Dr. Kaitlin Endres – Locum without Admitting privileges in Department of Emergency Medicine with designate Clinical Supervisor, Dr Nicholas Schouela until June 30th, 2026 • Dr. Eugene Wang - Locum without Admitting privileges in Department of Anesthesia • Dr. Benoit Chin – Associate with admitting privileges in the department of Family Medicine with cross appointment in Emergency Medicine. • Dr. Gaurav Jain – Associate with admitting privileges in the department of Family Medicine with cross appointment in Emergency Medicine (ED Mentorship). • Dr. Michael Seabrooke – Term with admitting privileges department of Emergency Medicine (ED mentorship) with cross appointment in Family Medicine

		<ul style="list-style-type: none"> • Dr. Haruto Sugawara – Regional Affiliate Diagnostic Imaging (Off Site) • Dr. Zack Li – Term without admitting privileges department of Surgical Assist • Dr. Reza Shojeaian – Associate with admitting privileges in Family Medicine with cross Appointment in Surgery and Emergency Medicine (ED Mentorship) • Benson Wong – Locum without admitting privileges Internal Medicine (PFT) • Dr. Alessandro Ramos – Associate without admitting privileges Diagnostic Imaging • Dr. Daniel Chung – Associate with admitting privileges Internal Medicine; Neurology • Dr. Mohammad Javad Niazmand – Associate without admitting privileges Family Medicine; Surgical Assist • Sylvie Gervais – Midwife Term with admitting privileges (missed reappointment deadline and is asking privileges to be reinstated) • Karynne Boucher-Rimmer - Midwife Term with admitting privileges (missed reappointment deadline and is seeking reinstatement) • Rachel Kreps – Midwife Term with admitting privileges • Sarah Brooks – Midwife Term with admitting privileges <p>Additionally, Robert McManus– Paramedic is doing an observership in ER (Included as a FYI).</p> <p>Moved by E. Stevens, seconded by K. Goulet that the attached list of professional staff privileges be approved as distributed. All in Favour.</p> <p style="text-align: right;"><u>Carried.</u></p>
	6.4	<p>Medical Staff Organization</p> <p>Dr Vikas Bhagirath is the new President and will have a seat at the Board. MSO meeting frequency will be reduced to 5 times per year.</p>
7.0	Finance Report	
	7.1	<p>Financial Report – First Quarter</p> <p>This hospital’s financial results for the first quarter (Q1) period ending June 30, 2025 show a deficit from hospital operations of \$1.2 million that is unfavourable by \$0.2 million from the budgeted deficit. This deficit can be attributed to salaries and benefits due to overtime as well as increased supply and drug costs.</p>
	7.2	<p>Financial Update</p> <p>C Boland reported that the introductory regional planning and performance working group meeting took place on September 26th. It was shared that of the 20 hospitals in the region, 11 have balanced budgets with surplus of \$8.8 million and 9 hospitals are in a deficit of \$134 million. Meetings will continue on a regular basis to find regional opportunities for partnerships and savings.</p> <p>It was also noted that there will be a parking increase effective November 1st, 2025. Daily parking rate will be \$6 and staff parking will increase to \$30/month.</p>
	7.3	<p>Banking Services</p> <p>On September 22, 2025, a Board e-vote was conducted to approve the addition of lines of credit for RBC and is included in this package to form part of the minutes.</p>

8.0	Report of the CEO	
	8.1	2024-25 Strategic Priorities Update C. Boland shared the strategic priorities document noting everything is trending well.
	8.2	Strategic Planning Update Our September meeting of the Strategic Planning Committee hosted two individuals from OHA who provided a presentation on the regional health landscape, which is included as part of the Board meeting package, for information. The public and internal strategic planning surveys are still open, and the committee will examine results in December.
	8.3	Cybersecurity Update WDMH has used the iSecurity team to provide auditing and clean up services following our cyber event. TOH is considering a service and WDMH could sign up with them however this is not mandatory. WDMH is investigating the opportunity.
	8.4	Risk Management Update M Blouin provided a summary of the risk register and risk matrix tool WDMH uses to determine risk. The Board was put through a risk assessment exercise.
	8.5	Human Resource Strategic Plan Update Brenda Fancey, Corporate Manager, presented the HR Strategic Plan which aligns with WDMH's priorities of Accountability, Our People and Partnerships & Integration. Brenda provided an overview of the current human resource landscape and outlined plans to encourage recruitment and retention of capable staff using tools such as workforce forecasting and succession planning. WDMH takes pride in its partnerships and will soon move to automated scheduling with UKG Workforce Management.
	8.6	MRI at WDMH C Boland is seeking the Board members' approval to accept the terms of the Ministry's proposal for MRI so WDMH can move forward with the project. It is noted that the ministry will not provide operating funds which signifies a potential risk if the hospital cannot locate operating funds. The current provincial financial exercise is projecting the next 3 years however the MRI project would not be completed until after that time. It was noted that some hospitals have included operating funds in their fundraising. Many suggestions for funding were mentioned, including research funding. Moved by J Milburn, seconded by T Williams, to indicate to the ministry that WDMH commits to using its own funds to operate an MRI but to remain eligible for ministry funding. The board will be updated at all decision points as the MRI process proceeds. 1 Abstained vote. All others in Favour.
		<u>Carried</u>
9.0	WDMH Foundation Report T. Elliot shared the Foundation Report, noting that an ongoing list of purchases will be included in every report going forward. There have been investments in consultants for digital capacity and mail risk. New staff are being onboarded as well.	

10.0	<p>WDMH Auxiliary Report In L. Arsenault's absence, A. Blanchard shared the WDMH Auxiliary Report, noting that the recent bazaar made \$2710 in addition to the Gift Shoppe making \$1100.</p>
11.0	<p>Report of the RHI Board C. Boland shared some updates from the RHI Board report:</p> <ul style="list-style-type: none"> • Construction is 68% complete, on budget and on schedule and the building should be fully enclosed in the coming weeks. • This time next year, residents should be moved in or in the process of moving in. • 20 international nurses have been hired, and welcoming events have taken place. Recruitment continues, to serve the new building capacity.
12.0	<p>Governance</p>
12.1	<p>Board meeting evaluation – May 2025 The evaluation was reviewed.</p>
12.2	<p>MOH – Office of Governance C Boland noted that he and J Milburn have completed an extensive Governance Survey from OHA regarding WDMH's Board of Directors procedures.</p>
13.0	<p>Communications & PR Considerations</p> <ul style="list-style-type: none"> - Accreditation - Upcoming Fundraisers - Parking increase
14.0	<p>Next Meeting: The next meeting will take place November 25th at 5pm in person in the Dillabough Boardroom.</p> <p>A meeting will be held in October for the Board Executive and Quality Chair in preparation for the Accreditation interview.</p>
15.0	<p>Adjournment Meeting adjourned at 7:29pm.</p>
16.0	<p>In-Camera Meeting An in-camera meeting followed the regular meeting.</p>