

HDH HANOVER &
DISTRICT
HOSPITAL
MINUTES OF THE REGULAR BOARD MEETING

DATE: Tuesday, February 24, 2026

TIME: 1700 hours

PLACE: Hybrid (HDH Boardroom/Virtual)

PRESENT: **Voting Directors:** Tina Shier (Chair), Pamela Matheson (First Vice Chair), Chris Prues (Treasurer), Don Butland, Leigh Butler, Réjane Dunn, Lorna Eadie Hocking, Corwin Leifso, Terry Leis, Catherine McKay

Non-Voting Directors: Dana Howes (President and CEO), Saskia MacMillan (VP of Patient Care/CNE), Dr. Randy Montag (Chief of Staff),

Invited Staff: Kim Mighton (Vice President of Finance & Operations), Victoria Cumming (Recording Secretary)

REGRETS: **Voting Directors:** Keith Hopkins (Second Vice Chair), Cathy Lansink,

Non-Voting Directors & Invited Staff: Dr. Nick Abell (President of Medical Staff)

1. CALL TO ORDER

P. Matheson called the meeting to order at 1700 hours.

2. LAND ACKNOWLEDGMENT

The Land Acknowledgement was spoken, honouring the Indigenous peoples and their ancestral connection to the land on which we gather.

3. APPROVAL OF AGENDA

Moved and Seconded

THAT the agenda be approved as presented.

MOTION CARRIED

4. DECLARATION OF ANY CONFLICT OF INTEREST

No conflicts were declared and the group was reminded to declare a conflict of interest should one arise.

5. MISSION, VISION, VALUES

The Board reviewed the Mission, Vision, and Values and were asked to keep them in mind throughout the meeting.

6. PRESENTATION: HANOVER & DISTRICT HOSPITAL FOUNDATION (HDHF)

M. Bryan, Executive Director of the HDHF provided an update outlining the strengthened partnership between the Foundation and HDH, the refreshed mission and vision statements, the 2026-2028 Strategic Roadmap, and upcoming priorities related to fundraising, donor engagement, and community outreach. The presentation highlighted plans to diversify revenue streams and enhance the Foundation's role in supporting hospital initiatives.

Questions:

- The Board asked about the Foundation's goal of building a sustainable legacy (planned giving) program. It was noted that current activity is below target and the planned giving committee will need to be rebuilt. Strategies under consideration include outreach to retirement communities, collaboration with lawyers and accountants, one-on-one donor conversations, and exploring engagement opportunities through senior loyalty groups.

7. STRATEGIC MATTERS

7.1 Parking Lot Update

D. Howes provided a briefing note on the agenda noting that the Hanover & District Hospital Foundation has unanimously approved funding support for the parking lot infrastructure project. This approval includes replacement of the aging gate system and the redesign of the main entrance to the parking lot to create a single controlled access point. With this commitment in place, the Hospital is now able to move forward with the next steps of the project in alignment with its broader financial sustainability strategy.

C. Prues entered the meeting.

7.2 Georgian Bay Informaton Network (GBIN) Update

D. Howes provided an update noting that HDH continues to await provincial approval for its proposed transition to the TSSO shared HIS instance. In parallel, the Georgian Bay Information Network (GBIN) is preparing for an anticipated dissolution as member organizations pursue alternate shared-instance models. GBIN has engaged Healthtech to lead a structured 16-week transition and planning process to support partners through governance, operational, and data-migration considerations.

7.3 Physician Recruitment Update

D. Howes provided an update on ongoing recruitment efforts for two Family Medicine positions—one with Emergency Department specialty and one with obstetrical specialty. The Board was advised that recruitment remains challenging, and the Joint Physician Recruitment Committee continues to evaluate the effectiveness of its current engagement with Medfall as the contract approaches expiry. New housing support for medical learners have been established through an agreement with the Town of Hanover, helping alleviate accommodation barriers for residents and clerks completing placements locally. Upcoming recruitment activities include attendance at the Rural and Remote Medicine Conference in Quebec, supported by refreshed promotional materials and an enhanced booth presence to modernize HDH's approach and increase visibility with potential candidates. The Committee is also working toward a more clearly defined and shared recruitment and onboarding process across all partners.

Members emphasized the importance of updating and modernizing recruitment materials and investing in a stronger presence at recruitment fairs to better attract candidates. It was clarified who would be attending the recruitment conferences.

It was noted that conditions in Quebec have led to significant physician dissatisfaction, presenting a potential opportunity to target recruitment efforts toward candidates from that region.

8. OFFICER REPORTS

8.1 Board Chair Report

T. Shier provided her monthly report as outlined in the agenda. She also shared that she attended an Ontario Hospital Association (OHA) webinar earlier in the day, which provided an update on government directions related to the Hospital Sector Stabilization Plans (HSSPs). A key highlight from the session was the indication that responsibility for hospital infrastructure is expected to shift from the Ministry of Health to the Ministry of Infrastructure.

8.2 President & CEO Report

D. Howes provided a report on the agenda that highlighted;

- Hanover Family Health Team: Met on February 10 to review ongoing collaborative

initiatives, explore opportunities for improved alignment, and strengthen communication pathways to support seamless transitions between hospital services and community-based care.

- Southwest Emergency Services Spectrum Committee: Continued participation in the regional Emergency Services Subcommittee, which is assessing emergency service delivery across the Southwest region and exploring sustainable care models amid ongoing health human resource pressures. The most recent meeting occurred on February 12 with several regional partner hospitals.
- New Board Member Orientation: Completed a full Board orientation for new Director Catherine McKay on February 9, including governance overview, organizational structure and funding review, and a tour of the hospital.

9. BUSINESS/COMMITTEE MATTERS

9.1 Finance/Audit & Property Committee Report

C. Prues reported that the Finance/Audit & Property Committee met February 19, 2026. The financial report for the ten months ending January 31, 2026 showed a surplus of \$68,105 before building amortization and a deficit of \$169,767 after amortization, with a favourable variance of \$177,293 for the period. HSAAs indicators (current margin and current ratio) remain outside at this time.

Key financial highlights noted included:

- Forecasted year-end shortfall of approximately \$600,000
- Cash position of \$1.2 million
- Strong receivables-to-payables position
- Ongoing management focus on alignment with the Hospital Sector Stabilization Plan (HSSP) and continued advocacy for additional funding

The Committee reviewed the 2026–27 Capital Equipment Budget, including the breakdown of items to be funded through the Foundation, HIRF, partnership requirements, and operating contributions. Approximately \$900,000 will be required from operating revenues, with the investment fund serving as a contingency should external funding not be secured.

A question was raised regarding the proposed bone density machine. It was clarified that while an approval application is required, no endorsement beyond that is needed. The equipment would provide strong community benefit and represents a feasible revenue-generating opportunity.

Moved and Seconded

THAT the Board of Directors approves the 2026-27 Capital Equipment Budget as presented.

MOTION CARRIED

9.2 Fiscal Advisory Committee (FAC) Report

There was nothing to report at this time.

9.3 By-Law Committee Report

There was nothing to report at this time.

9.4 Nominating Committee Report

P. Matheson reported that the Members of the Corporation approved a Special Resolution by written/electronic consent, in accordance with section 2.10 of the Corporate By-laws, fixing the number of Directors at sixteen (16) effective February 24, 2026. The resolution and written consents have been added to the corporate records.

10. CONSENT AGENDA

Moved and Seconded

THAT the items on the consent agenda are approved as follows;

10.1 Open Board Session Minutes – January 27, 2026

10.2 Board Committee Reports

(a) Finance/Audit & Property Committee Minutes – January 22, 2026

(b) Quality Governance & Risk Management Committee Minutes – January 27, 2026

(c) Medical Advisory Committee Minutes – January 8, 2026

10.3 Reports

(a) Finance & Property Report

(b) VP of Patient Care Services/CNE Report

(c) HDH Foundation Report

MOTION CARRIED

11. ROUND TABLE

There was no further discussion.

12. NEXT MEETING

Tuesday, March 24, 2026, at 5:00pm

13. COMPLETION OF BOARD MEETING EVALUATION


P. Matheson reminded the group to complete the Board Meeting Evaluation.

14. ADJOURNMENT

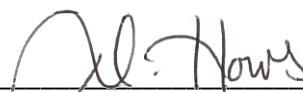
The meeting adjourned at 1742 hours.



Tina Shier, Chair



Victoria Cumming, Recorder



Dana Howes, Secretary