

**HDH** HANOVER &  
DISTRICT  
HOSPITAL  
**MINUTES OF THE REGULAR BOARD MEETING**

**DATE:** Tuesday, January 27, 2026

**TIME:** 1700 hours

**PLACE:** Hybrid (HDH Boardroom/Virtual)

**PRESENT:** **Voting Directors:** Tina Shier (Chair), Pamela Matheson (First Vice Chair), Keith Hopkins (Second Vice Chair), Chris Prues (Treasurer), Don Butland, Leigh Butler, Réjane Dunn, Lorna Eadie Hocking, Cathy Lansink, 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), Dr. Nick Abell (President of Medical Staff)  
**Invited Staff:** Kim Mighton (Vice President of Finance & Operations), Victoria Cumming (Recording Secretary)

**REGRETS:** **Voting Directors:**  
**Non-Voting Directors & Invited Staff:**

**1. CALL TO ORDER**

P. Matheson called the meeting to order at 1700 hours and provided opening remarks.

**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 amended to add Item 7.3 – Repurchase of Land.**

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: EMERGENCY CODES**

K. Mighton, VP of Finance and Operations provided an overview of Hanover District Hospital's emergency codes and preparedness activities. The presentation outlined the purpose of each emergency code, the circumstances under which it is activated, and the expected staff response.

Discussion Points:

- The group discussed expectations for Board involvement during emergency codes. In accordance with policy, the Board is to be notified of specific codes such as Code Black and Code Silver. It was also noted that if Board members are onsite during any emergency event, they will be treated as visitors, and staff will direct them based on the situation
- Annual documentation and review occur through the Code Team meetings, where all

debrief findings are also presented. The Board expressed interest in receiving a summary of total code occurrences on their scorecard. This information will be provided at future meetings.

- Clarification was provided that all codes are announced overhead by Switchboard staff. After-hours, codes may be paged overhead from any hospital phone.
- Details were shared regarding the annual mock Code Red/Green exercise. The Hanover Fire Department serves as an independent observer for these drills. HDH also conducts annual training on the use of the Evacu-trac device, which supports safe vertical evacuation when required.

## **7. STRATEGIC MATTERS**

### **7.1 HSAAs Approach Update**

D. Howes and K. Mighton provided a briefing note to the Board regarding the 2026-27 Hospital Sector Accountability Agreement (HSAAs) process, which will include a one-year provincial extension of all HSAAs to March 31, 2027, with extension letters expected by March 1, 2026.

Planning continues under the Hospital Sector Stabilization Plan (HSSP), focusing on efficiency initiatives and regional improvement opportunities, with the HSAAs cycle aligning these activities to ensure multi-year forecasts remain current.

The Board asked for explanation on how these submissions will fit with the 2026-27 proposed budget for the hospital. It was explained that this process is a separate and distinct process as it utilizes provided assumptions that differ from the regular budgeting process. For the regular hospital budgeting process HDH is waiting for more information around possible assumptions. In the previous year there was a lot of uncertainty due to the election but hopefully there will be more clarity for this year in the next couple of weeks. The difference in the HSSP forecast and the hospital budget forecasted can be shared with the Board.

### **7.2 ROMA Conference – ED Renovation Advocacy**

D. Howes provided information to the group that HDH collaborated with the Town of Hanover in preparing for its delegation to the Rural Ontario Municipal Association (ROMA) Conference held January 18-20, 2026. The Town secured a meeting with the Minister of Health, Sylvia Jones, and requested HDH's support in advocating for the Emergency Department Renovation Project. HDH provided a high-level briefing note, which informed the presentation delivered by Mayor Sue Paterson and Deputy Mayor Warren Dickert, with MPP Paul Vickers also attending. The delegation was well received, with the Minister and her team showing strong interest and asking thoughtful questions regarding the project's importance to the community.

D. Howes also updated that she has plans to reach out in March to thank them for the delegation and keep the conversation open.

The fundraising process for the ED Renovation project was discussed as there was concern that fundraising hasn't already started. It was clarified that HDH needs to be a bit further in the process before fundraising can start. The ED Renovation approval process is a five stage process that can take 5-10 years to gain approval.

### **7.3 Repurchase of Land**

D. Howes provided an update that HDH has successfully repurchased the land located across from the hospital, along with the additional one-acre parcel previously owned by the Town. The transaction closed on January 16, 2026. It was explained that there are no immediate plans for the land.

## 8. **OFFICER REPORTS**

### **8.1 Board Chair Report**

T. Shier reported that her activities this month included the signing of the land agreement and ongoing communication with the President and CEO as required.

### **8.2 President & CEO Report**

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

- Registration Relocation and Wayfinding: The registration area was successfully moved to the front lobby with no service disruption, and feedback has been very positive. New colour-coded wayfinding has also been well received.
- Valuing Our People and Teams – Christmas Events: Holiday activities organized by the Wellness and Mental Health Committee boosted morale and supported a positive workplace culture.
- Meeting with Local Hospital CEOs and MPP Paul Vickers: HDH highlighted patient surge and rural-specific pressures, noting concerns with the Hospital Sector Stabilization Plan and the need for careful system reform.
- Southwest Performance Planning Meeting: Ontario Health reiterated caution around high-risk initiatives and signaled increased focus on Conservable Bed Days, with no new directions provided in follow-up meetings.

## 9. **BUSINESS/COMMITTEE MATTERS**

### **9.1 Finance/Audit & Property Committee Report**

C. Prues reported that the Finance/Audit & Property Committee met January 22, 2026. The Finance report for the nine months ending December 31, 2025 showed a surplus of \$36,351 before building amortization and a deficit of \$177,915 after amortization, with December reflecting a favourable variance of \$214,512. It was explained that this favourable variance is largely due to base funding that was received. It was also explained that the insurance claim around loss supplies due to a chiller malfunction was denied. Administration plans to appeal this decision. HSAA metrics (current margin and current ratio) are both onside at this time.

The Investment Policy was reviewed at the November meeting and minor revisions have been included as a recommendation for approval by the Board.

Moved and Seconded

***THAT the Board of Directors accepts Board Policy # 214 – Investment of Hospital Funds 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 Nominating Committee met twice since the last Board meeting and interviewed candidate Catherine McKay for a Board Director position. The Nominating Committee would like to recommend her to the Board Director position. Catherine McKay was introduced to the group and a bio was provided for the group.

Moved and Seconded

**THAT the Board of Directors appoint Catherine McKay as a Director of Hanover and District Hospital to fill a vacancy for the remainder of the term ending June 2028, effective immediately; AND THAT, upon completion of this term, Catherine McKay shall be eligible to stand for election for a subsequent three-year term in accordance with the Corporate By-laws.**

MOTION CARRIED

The committee also revised Board Policy #318 – Board Succession to include equity, diversity and inclusion in the Board Director interview questions. Some additional revisions were recommended including the creating consistency on the order of the number scale along with a few other grammatical changes that the Board agreed on.

Moved and Seconded

**THAT the Board of Directors accept the revisions to Board Policy # 318 – Board Succession as revised.**

MOTION CARRIED

**10. CONSENT AGENDA**

Moved and Seconded

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

**10.1 Open Board Session Minutes – November 25, 2025**

**10.2 Board Committee Reports**

- (a) Finance/Audit & Property Committee Minutes – November 20, 2025
- (b) Quality Governance & Risk Management Committee Minutes – November 25, 2025
- (c) Medical Advisory Committee Minutes
  - (i) November 6, 2025
  - (ii) December 4, 2025

**10.3 Reports**

- (a) Finance & Property Report
- (b) VP of Patient Care Services/CNE Report
- (c) HDH Foundation Report

MOTION CARRIED

**11. ROUND TABLE**

Multiple Board Directors welcomed C. McKay as a new Director.

**12. NEXT MEETING**

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

**13. COMPLETION OF BOARD MEETING EVALUATION**

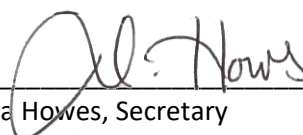
P. Matheson reminded the group to complete the Board Meeting Evaluation.

**14. ADJOURNMENT**

The meeting adjourned at 1804 hours.

  
\_\_\_\_\_  
Tina Shier, Chair

  
\_\_\_\_\_  
Victoria Cumming, Recorder

  
\_\_\_\_\_  
Dana Howes, Secretary