

 HANOVER &
DISTRICT
HOSPITAL
MINUTES OF THE REGULAR BOARD MEETING

DATE: Tuesday, October 28, 2025

TIME: 1700 hours

PLACE: Hybrid (HDH Boardroom/Virtual)

PRESENT: **Voting Directors:** Tina Shier (Chair), Pamela Matheson (Vice Chair), Chris Prues (Treasurer), Leigh Butler, Don Butland, Réjane Dunn, Lorna Eadie Hocking, Keith Hopkins, Corwin Leifso, Terry Leis,
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:** Cathy Lansink
Non-Voting Directors & Invited Staff: Dr. Nick Abell (President of Medical Staff)

1. CALL TO ORDER

T. Shier called the meeting to order at 1853 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 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: LEAN PROJECT

S. MacMillan, VP of Patient Care Services/CNE provided a presentation on a recent LEAN initiative undertaken by HDH. The presentation outlined the application of LEAN methodology to optimize physical spaces. Key highlights included:

- The project's origin, centered on creating a dedicated learning space for local Project SEARCH intern students.
- An overview of LEAN principles and the training provided by Kelsey Sutherland Consulting.
- The HDH LEAN team's efforts to enhance space utilization across various areas of the hospital.
- Visual comparisons showcasing before-and-after improvements in the Project SEARCH classroom, the Acute Care storage alcove, physiotherapy equipment storage and exterior storage area.

Board members expressed appreciation for the LEAN project. It was noted by S. MacMillan that it

has had a broader impact across HDH. Staff have begun applying similar LEAN principles in other areas of the hospital. The initiative was also recognized for its role in mitigating risks, including reducing fall hazards through improved space organization.

It was asked if there are future plans for continuous process improvement. The group was informed that future steps include creating value stream maps to identify additional opportunities for efficiency. This project is being considered for next spring.

A Project SEARCH update was requested, and it was confirmed that the interns began in September and have a teacher and skills trainer on site. Interns are working across multiple departments and will be engaged throughout the entire school year.

7. STRATEGIC MATTERS

7.1 Emergency Department Renovation Update

D. Howes provided an update on the proposed Emergency Department (ED) renovation project. The Ministry of Health's Capital Branch continues to review the submission, which has received endorsement from Ontario Health. Although a timeline for approval has not been confirmed, HDH met with MPP Paul Vickers to request advocacy support. MPP Vickers expressed strong interest in the initiative and committed to raising the matter for further consideration.

The conversation with MPP Vickers also included discussion around funding advocacy and the broader funding models affecting hospitals in the region. MPP Vickers acknowledged the significance of healthcare to the residents of Grey Bruce and expressed a commitment to staying involved.

The Board asked whether there was anything they could do to expedite the approval process. At this time, there are no specific actions required from the board, though opportunities for involvement may arise as the project progresses.

8. OFFICER REPORTS

8.1 Board Chair Report

T. Shier provided an overview of meetings and events attended throughout September. T. Shier and K. Hopkins participated in a Board-to-Board Collaboration session, which brought together representatives from three hospital boards. The meeting offered valuable insights into how each board operated, highlighting differences in meeting frequency, logistics and governance approaches. The session was seen as a strong starting point for future collaboration.

There was also discussion about organizing a joint board retreat in the spring, with the first half of the day focused on brainstorming and exploring regional opportunities and challenges within Grey Bruce. The retreat would serve as an educational and strategic planning opportunity for all three boards.

8.2 President & CEO Report

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

- D. Howes has been appointed the Co-Chair of the Grey-Bruce Ontario Health Team (GB OHT) Coordinating Council. This role will support regional collaboration and system integration to improve access and health outcomes.
- On October 15th, D. Howes attended the Mayor's Breakfast for Business, themed "Hanover Feeds Ontario and Beyond". The event highlighted the strength of the local agribusiness sector and provided networking opportunities with community industry leaders.
- The Interhospital Laboratory Partnership (IHLP) has initiated strategic planning process

with support from Aria Consulting. A strategic planning day is scheduled for November 12, with the goal of finalizing the plan by year-end.

9. **BUSINESS/COMMITTEE MATTERS**

9.1 Finance/Audit & Property Committee Report

C. Prues reported that the Finance/Audit & Property Committee met October 23, 2025. The Finance report for the 6 months ending September 30, 2025. The report showed a deficit of \$70,926 before building amortization and a deficit of \$213,975 after building amortization. Despite the year-to-date deficit, the month of September reflected a favourable variance of \$126,316 compared to budget.

The committee also met with the Investment Advisor who reported a \$570,000 increase in investments. The advisor provided an overview of the current allocation and positioning within the markets and discussed potential opportunities in the private investments market, which the committee will explore further.

C. Prues also highlighted key financial elements including the background on the original budget, expenses exceeding revenue, the current forecast position, and cash position, working capital and the investment account.

9.2 Fiscal Advisory Committee (FAC) Report

C. Prues reported that the FAC met on October 22, 2025. Three topics were discussed including the finance report for the month ended September 30, 2025, the capital equipment list for 2025-26 and an update was provided on the Hospital Sector Sustainability Plan (HSSP).

9.3 By-Law Committee Report

There was nothing to report at this time.

9.4 Nominating Committee Report

(a) 2nd Vice Chair Nomination – K. Hopkins

Moved and Seconded

THAT the Board of Directors acclaim Keith Hopkins to the 2nd Vice Chair of the Executive effective immediately, to serve in this role until June 2026, at which time he will stand for re-election.

MOTION CARRIED

10. **CONSENT AGENDA**

10.4 Board Policy # 318 – Board Succession

It was recommended that the Nominating Committee review the Board Director Interview questions as part of their work this year to add questions about knowledge of EDI.

Moved and Seconded

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

10.1 Open Board Session Minutes – September 23, 2025

10.2 Board Committee Reports

- (a) Finance/Audit & Property Committee Minutes – September 18, 2025
- (b) Quality Governance & Risk Management Committee Minutes – September 23, 2025
- (c) Medical Advisory Committee Minutes – September 11, 2025

10.3 Reports

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

10.4 Board Policy # 318 – Board Succession

MOTION CARRIED

11. ROUND TABLE

P. Matheson

Brought forward a change communicated by Hanover Medical Associates in regards to prescription renewals and the group discussed potential impact for HDH and Emergency visits.

12. NEXT MEETING

Tuesday, November 25, 2025, at 5:00pm

13. COMPLETION OF BOARD MEETING EVALUATION

T. Shier reminded the group to complete the Board Meeting Evaluation.

14. ADJOURNMENT

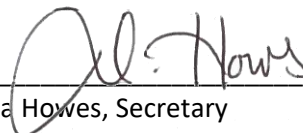
The meeting adjourned at 1941 hours.



Tina Shier, Chair



Victoria Cumming, Recorder



Dana Howes, Secretary