

**WDMH Board of Directors**  
Tuesday February 24, 2026 @ 5:00 p.m.  
Dillabough Board Room & Teams

**Chair: Jennifer Milburn**

<b>Present</b>	Jennifer Milburn, Annik Blanchard, Loriann Harbers, Andrea Jewell, Bruce Millar, Bailey Milne, Eric Stevens, Michelle Perry, Kelly Goulet, Cholly Boland, Dr. Brian Devin, Michelle Blouin, Janie Desroches
<b>Guest</b>	Shannon Horsburgh, Diane Plourde & Tracy Crowder of the Great River Ontario Health Team
<b>Regrets</b>	Louise Arsenaault, Trisha Elliot, Tyson Roffey, Dr Vik Bhagirath, Tamara Williams, Bill Woods
<b>Resource</b>	Lori-Anne Van Moorsel

No.	Item
<b>1.0</b>	<b>Call to Order &amp; Land Acknowledgement</b> J Milburn called the meeting to order at 5:00pm and shared a land acknowledgment.
<b>2.0</b>	<b>Declaration of Conflict of Interest</b> None.
<b>3.0</b>	<b>Agenda Check-In</b> The February 24 <sup>th</sup> , 2026, Board of Directors agenda was approved by consensus.
<b>4.0</b>	<b>Review of Minutes</b> The minutes of November 25, 2025, were reviewed.  <b>Moved by</b> B Millar, seconded by E Stevens, to approve the WDMH Board of Director minutes of November 25, 2025, as distributed. <b>Carried</b>
<b>5.0</b>	<b>Board Education</b> Diane Plourde and Tracy Crowder of the Great River Ontario Health Team (GROHT) provided an overview of their services and programs.  Board members learned: <ul style="list-style-type: none"> <li>• How the OHT is modeled, their governance structure and Vision, Mission and Values</li> <li>• Their key priorities include Primary care access, integrated clinical priorities and capacity building within their catchment.</li> <li>• They are also striving for the growth of interprofessional care teams, expansion of cancer screening initiatives, online appointment booking, reducing Health Care Connect waitlist and increasing the primary care network membership</li> <li>• Some accomplishments include Diabetes initiatives, the Essential Caregiver program, Solution-focused therapy and Heart Failure care</li> </ul>

	<ul style="list-style-type: none"> <li>• Ways WDMH can support GROHT initiatives is by aligning strategic planning initiatives with theirs, provide regular updates about GROHT at Board meetings, promote their communications and apply system-level thinking to innovation / transformation discussions</li> </ul>
<b>6.0</b>	<p><b>Patient Story</b> Shannon Horsburg, Clinical Manager, presented a patient story describing a complex and high-risk obstetrical situation involving an unplanned home birth, limited prenatal care, parental refusal of recommended assessments, and significant concerns regarding newborn safety.</p> <ul style="list-style-type: none"> <li>• The discussion highlighted the importance of compassionate, trauma-informed care and strong inter-agency collaboration to support safe decision-making while balancing parental autonomy with the hospital’s responsibility to protect a vulnerable newborn.</li> <li>• The experience underscored the need for clear protocols, escalation pathways, and clarity around legal roles and duty-to-report requirements in high-risk infant and child-protection situations, resulting in the development of a CODE Amber policy and strengthened collaboration with CAS.</li> <li>• Opportunities to enhance hospital safety and security, particularly during after-hours periods, were identified, leading to the implementation of a Service Protection Agent role and hospital-wide lockdown capability.</li> </ul>
<b>7.0</b>	<p><b>Board Reports</b></p>
<b>7.1</b>	<p><b>Quality Committee</b> E Stevens shared an overview of the recent Quality Meeting highlighting the informative presentation on privacy and consent.</p> <p><b>2026-2027 Patient Care Improvement Plan</b> WDMH’s proposed targets for 2026-2027 were shared for approval. J Desroches explained the process that is undertaken to come to the proposed targets. The Quality Committee recommended some changes which are included in the new draft presented for approval.</p> <p><b>Moved by</b> B Millar, seconded by A Jewell, to approve the changes to the 2026-2027 Patient Care Improvement Plan. <b>Carried</b></p> <p><b>Moved by</b> A Blanchard, seconded by A Jewell, to approve the overall 2026-2027 Patient Care Improvement Plan. <b>Carried</b></p>
<b>7.2</b>	<p><b>Medical Advisory Committee</b></p> <ul style="list-style-type: none"> <li>• Report and minutes from December, January and February are included.</li> <li>• MRI planning, equipment rollout, Kids Come First development, and ED/surgical performance were reviewed.</li> <li>• Family Birthing team has two new Obstetrician/Gynecologist recruits: one Full-time in June and one Part-Time in October</li> <li>• Search continues for an additional Cardiologist and Gastroenterologist</li> <li>• Dr Nathan Chiarlitti accepted the appointment of Chief Medical Information Officer.</li> </ul>

7.3	<p><b>New Professional Staff Appointment and 2025-26 Reappointment</b></p> <ul style="list-style-type: none"> <li>• Dr. Valerie Bohemier – Locum with Admitting Privileges, Obstetrics &amp; Gynecology with Cross Appointment in Surgery</li> <li>• Dr. Rhea Koncy – Locum with Admitting Privileges, Obstetrics &amp; Gynecology with Cross-Appointment in Surgery</li> <li>• Dr. Hazim Hakmi – Locum with Admitting Privileges, Department of Surgery – General</li> </ul> <p><b>Moved</b> by B. Millar, seconded by K. Goulet that the above list of professional staff privileges be approved. All in Favour.  <b><u>Carried.</u></b></p> <p>It was also noted that Dr Elisabeth Antoniak is on Leave of Absence until September 2026.</p>
7.4	<p><b>Medical Staff Organization</b></p> <p>No update.</p>
<b>8.0</b>	<b>Finance Report</b>
8.1	<p><b>Quarterly Financial Report</b></p> <p>The Board reviewed the Q3 financial results for the period ending December 31, 2025, which showed a surplus from hospital operations of \$2.8M, favourable to budget by \$5.5M. The favourable variance was primarily driven by increased MOH funding (base and one-time) and higher OHIP patient billings related to Epic, partially offset by higher salary and benefit costs due to overtime premium changes.</p> <p>Overall, the hospital reported a year-to-date surplus of \$2.6M, compared to a budgeted deficit. Draft year-end audited financial statements will be presented to the Board at the May 2026 meeting.</p>
8.2	<p><b>Financial Update</b></p> <p>C Boland reported that, due to recent funding received, WDMH’s involvement in monthly regional planning and performance working group meetings has lessened. The hospital will continue with their efficiency plans without making any cuts to services.</p>
8.3	<p><b>Operating Budget</b></p> <p>The Board reviewed the 2026–27 Operating Budget, which projects a hospital operating deficit of \$3.36M and a total deficit of \$3.70M. Key assumptions include stable services, a 2% base funding increase, and continued cost pressures related to wages, drugs, utilities, and inflation. Ontario Health has indicated they are trying to convert one-time funding into WDMH’s base budget. If that occurs, there will be no deficit.</p> <p><b>Moved</b> by B. Millar, seconded by A Blanchard to approve the 2026-2027 Operating Budget as presented. All in Favour.  <b><u>Carried.</u></b></p>
8.4	<b>Capital Plan</b>

		<p>The Board reviewed the 2026–27 Capital Budget, which outlines a prioritized list of capital equipment purchases funded through Foundation and Auxiliary funds. High-priority capital needs total approximately \$1.94M, including a contingency, with purchases dependent on available funds from the Foundation and Auxiliary.</p> <p><b>Moved</b> by B Milne seconded by A Blanchard to approve the 2026-2027 Capital Plan as presented. All in Favour. <b><u>Carried.</u></b></p>
<b>9.0</b>	<b>Report of the CEO</b>	
	<b>9.1</b>	<p><b>2025-26 Strategic Priorities Report</b></p> <p>The Board received a Strategic Priorities update, noting achievement of Exemplary Accreditation. WDMH continues to advocate for MRI approval. The hospital remains financially balanced for the current year, with continued emphasis on cost containment, efficiency, and technology initiatives.</p>
	<b>9.2</b>	<p><b>Strategic Planning Update</b></p> <p>Planning continues. We have held one Strategic Planning Day, and another occurs later this week.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>- Senior Management will review and summarize the content from Strategic Planning Days to prepare the plan</li> <li>- The March Board Workshop will include a review of the proposed directions</li> <li>- Strategic Planning Committee meet in April to finalize the plan</li> <li>- The proposed Strategic Plan 2026-2031 will be presented to the Board in May</li> </ul>
	<b>9.3</b>	<p><b>Cybersecurity/Artificial Intelligence Update</b></p> <p>C Boland presented how Artificial Intelligence (AI) is already being used at Winchester District Memorial Hospital (WDMH) and outlines current applications, future opportunities, benefits, and risks. The overall message is that AI can significantly improve efficiency, quality of care, and patient outcomes when implemented thoughtfully and safely. He also noted that the hospital is currently working on a policy.</p>
	<b>9.4</b>	<p><b>MRI Update</b></p> <p>C Boland noted that he continues to have discussions with government and the Ministry. He has discovered that WDMH one of nine hospitals seeking approval. Planning continues.</p>
<b>10.0</b>	<b>WDMH Foundation Report</b>	
	<p>On behalf of T Elliott, B Millar reviewed the Foundation Report, highlighting recent financial results, current cash position, and disbursements to WDMH. Updates were provided on fundraising activities, events, operational improvements, and ongoing initiatives, including direct mail campaigns, website and database enhancements, and volunteer recruitment.</p>	
<b>11.0</b>	<b>WDMH Auxiliary Report</b>	
	<p>The report is shared in the meeting package. No formal update.</p>	

<b>12.0</b>	<b>Report of the RHI Board</b> C. Boland shared some updates from the RHI Board report: <ul style="list-style-type: none"> <li>• The home has surpassed their benchmark of 4 hours of daily care/resident</li> <li>• New construction is going well. Landscaping to begin after snow melts. There are many inspections to open the new home which may result in a late fall/early winter opening.</li> <li>• Recent enteric outbreak</li> </ul>	
<b>13.0</b>	<b>Governance</b>	
	<b>13.1</b>	<b>Director Self-Evaluation</b> J. Milburn requested all Board members complete the evaluation. It will be circulated via email as well.
	<b>13.2</b>	<b>Annual Expression of Interest</b> C Boland reminded members to complete the Expression of Interest forms that were circulated by L Van Moorsel by email.
	<b>13.3</b>	<b>Executive Committee Minutes</b> The February Executive Committee minutes were shared with the package for information.
	<b>13.4</b>	<b>Board Workshop – March 24<sup>th</sup></b> C Boland reminded Board members of the March Board Workshop. There will be presentations on Accessibility as well as Just Culture. These will be followed by a session to finalize the WDMH 2026-2027 Strategic Plan.
<b>14.0</b>	<b>Communications &amp; PR Considerations</b> Nothing noted.	
<b>15.0</b>	<b>Next Meeting</b> The next meeting will take place May 26, 2026 at 5pm in person in the Dillabough Boardroom.	
<b>16.0</b>	<b>Adjournment</b> Meeting adjourned at 6:57pm.	