

**Minutes of the Meeting of the MICs Board of Directors**  
**Wednesday, November 26, 2025 – 18h00**  
**via Teams (BMH Lead Site)**

<b>ANSON GENERAL HOSPITAL</b>	
x	Danielle Delaurier – Chair
x	Ann Zsigmond – Vice-Chair
x	Fern Morrissette – Treasurer
x	Richard Charlebois – Municipal Representative
<b>BINGHAM MEMORIAL HOSPITAL</b>	
x	Oswald Silverson – Chair
x	Gail Waghorn – Vice-Chair
	Vacant – Treasurer
	Steve Campsall – Municipal Representative
<b>LADY MINTO HOSPITAL</b>	
	Denis Clement – Chair
x	Katia Girard – Vice-Chair
	Vacant – Treasurer
	Sylvie Charron-Lemieux – Municipal Representative
<b>MICs GROUP OF HEALTH SERVICES</b>	
x	Paul Chatelain – MICs Chief Executive Officer
x	Christina Preznioslo – MICs Chief Nursing Officer
x	Dr. Joey Tremblay – MICs Chief of Staff
	Dr. Auri Bruno-Petrina – MICs President of Medical Staff
<b>GUESTS</b>	
x	Tiffany Smith – MICs Executive Assistant ( <i>Recording Secretary</i> )
x	Derek Wilson – MICs Chief Financial Officer
x	Jennifer Emond – Executive Lead of Long-Term Care
x	E. Mayer – Director of Operations
x	Mitch Gagnon – Architecture 49
	Dragos Olarescu – Architecture 49

**1.0 Call to Order & Chairs' Remarks (O. Silverson)**

1.1 Land Acknowledgement: We would like to acknowledge that we are hosting this meeting from the traditional territory of the Cree, Ojibwe, Ojicree, Algonquin and Métis Peoples of Apitipi Anicinapek Nation and Taykwa Tagamou Nation, located in Treaty 9 Territory.

We recognize the land as an act of Reconciliation, as recommended by the Truth and Reconciliation Commission's (TRC) 94 Calls to Action and gratitude to those whose territory we reside on, work on or are visiting.

Miigwetch to all Indigenous and Métis partners for sharing their land with us.

- 1.2 The chair opened the meeting and welcomed everyone. They then inquired if there were any declarations of conflict of interest.

There were none.

## 2.0 Approval of Agenda (O. Silverson)

The agenda was reviewed.

Will amend item 11.1 – will separate Ottawa Recruitment Fair and move it to 11.3

Motion:

Moved by: A. Zsigmond

Seconded by: K. Girard

Be it resolved,

**THAT** the MICs Board of Directors approve the board agenda as amended.

Carried.

## 3.0 Trustee Education / Presentations (CEO)

### 3.1 SCM Redevelopment – Architecture 49

Architecture 49 discussed the status of the South Centennial Manor redevelopment, focusing on cost reduction strategies, the rationale and risks of signing a letter of intent with the RFP award. The Board is requested legal review. The board discussed the ongoing funding shortfall and the annual repayment obligation over 25 years. The board emphasized the need for a concrete plan to address the shortfall, including operational savings and fundraising, and highlighted the importance of not jeopardizing hospital programs.

## 4.0 Approval of Minutes (O. Silverson)

- 4.1 Minutes of the MICs Board of Directors meeting held Oct. 22, 2025, were provided for information.

Motion:

Moved by: D. Clement

Seconded by: F. Morrissette

Be it resolved,

**THAT** the MICs Board of Directors approve the minutes of the meeting held Oct. 22, 2025, as presented.

Carried.

## 5.0 Follow-Up Items (CEO)

### 5.1 Review of the 2025-2026 Board Work Plan

- The Board Work Plan was reviewed/revise for the 2025/2026 year.
- Board Orientation was delivered last week, Strategic Planning measures will be reviewed later tonight.
- Board Members were invited to ask questions.

**6.0 MICs Finance (CFO)****6.1 OHA Letter to Minister Jones and minister Bethlenfalvy – Nov. 2025**

- Letter was circulated to the audit and finance committee, letter reiterating the financial hardship, was provided for information.

**6.2 Oct. 2025 Operating Statements**

- The CFO provided a comprehensive financial update for Bingham Memorial Hospital, Anson General Hospital, and Lady Minto Hospital, covering deficits, funding allocations, agency staffing reductions, and cash flow management.
- Operating statements as of Oct. 2025:  
BMH – In an operating deficit of \$(181,192) at the end of Oct. 2025  
AGH – In an operating deficit position of \$(503,679) at the end of Oct. 2025  
SCM – In a deficit of \$(203,188) at the end of Oct. 2025  
LMH – In an operating deficit of \$(479,158) at the end of Oct. 2025  
VM – In a surplus of \$313,657 at the end of Oct. 2025
- Board Members were invited to ask questions.

Motion:

Moved by: D. Clement

Seconded by: G. Waghorn

Be it resolved,

**THAT**, the MICs Board of Directors approve the Oct. 2025 Operating Statements for Bingham Memorial Hospital, Anson General Hospital and Lady Minto Hospital as presented

Carried.

**6.3 Budget Assumptions**

- The capital committee is planning next year's budget earlier to optimize results. Exceptional Circumstance Project (ECP) grant submissions are delayed until February. There are ongoing challenges with late ministry funding, especially for infrastructure projects in Northern Ontario.
- Board Members were invited to ask questions.

Motion:

Moved by: F. Morrissette

Seconded by: D. Clement

Be it resolved,

**THAT**, the MICs Board of Directors approve the Budget Assumptions for the 2026-2027 fiscal year for Bingham Memorial Hospital, Anson General Hospital, Lady Minto Hospital as presented

Carried.

**6.4 Hospital Sector Stabilization Plan**

- Discussed presentation made to the regional working group to review the hospital sector stabilization plan; low risk initiatives were provided.

## 7.0 Presentations/Reports (D. Clement)

### 7.1 Chief Executive Officer Report: (CEO)

- The CEO provided a report:
  - The CT scanner at LMH is up and running, now that we have obtained our letter of designation. We are planning the official grand opening December 4<sup>th</sup> @ 2 p.m. Invitation will be sent out soon.
  - The LMH Pharmacy renovation is still experiencing delays as a result of the recommendations from the Ontario College of Pharmacists (OCP) visit.
  - Other new capital projects are the Honeywell BAS (Building Automation System) controls upgrade and domestic hot water tank replacement at both AGH and BMH.
  - I attended the Cochrane District Services Board (CDSB) Strategic Planning Engagement session in Cochrane on November 10, 2025, representing the hospital sector.
  - I participated in the Queen's Park Advocacy Day on November 24, 2025, organized by the AdvantAge Ontario. The Board met with many MPPs, including the Minister of Long-Term Care and the leaders of the opposition, to lobby for increased funding for Not-for-profit LTC homes as they work on the provincial budget.
  - The annual Moose FM Radiothon is scheduled for Friday, December 5, 2025. The proceeds will go towards the purchase of the contrast injector and patient lift for the CT scanner.
  - Our Long-Term Service Awards are scheduled for:
    - ✓ LMH - December 9 (2 p.m.)
    - ✓ AGH - December 10 (2 p.m.)
    - ✓ SCM - December 11 (2 p.m.)
    - ✓ BMH - December 12 (2 p.m.)Board members are invited to attend the ceremonies.
- Board Members were invited to ask questions.

### 7.2 Chief Nursing Officer Report: (CNO)

- The CNO provided a report:
- Nursing Recruitment and Retention:
  - Discussed nursing recruitment and retention strategies, including the hiring of clinical scholars and the Ed Nursing Education, Retention, and Workforce program. These initiatives aim to provide at-the-elbow support and access to education funds for nursing staff.
- Pharmacy:
  - The CNO provided an update on the pharmacy renovations at Lady Minto Hospital, mentioning delays due to ventilation issues and the need for compliance with NAPRA standards. The project is expected to be delayed by an additional three months.
- IPAC:
  - Vaccine clinics completed on November 6th. Flu vaccine rates at most sites increased. No current outbreaks.
- Meditech Expand:
  - Currently in System Enhancement Phase. eCTAS (Basic Application) went live in September. Now exploring transition to eCTAS (Complex Application).
- Oncology Site Visit:
  - Site visit held on October 21st. No report yet.

- Board Members were invited to ask questions.
- **Occupancy Rates:** Discussed nursing recruitment and retention strategies, including the hiring of clinical scholars and the Ed Nursing Education, Retention, and Workforce program. These initiatives aim to provide at-the-elbow support and access to education funds for nursing staff.
- **Telehealth Visits:**
- **ALC Throughput Ratio:** presented data on occupancy rates, telehealth visits, and ALC throughput ratios for Anson, Bingham, and Lady Minto hospitals. The data showed stable occupancy rates and positive ALC throughput ratios.
- **Clinics:** number of patients seen in our clinics were provided for Q1 and Q2.

## 8.0 Medical Staff (MICs Chief of Staff)

### 8.1 Chief of Staff Report

- Chief of Staff provided an update.

#### **Physician Recruitment:**

- No new updates, ongoing physician recruitment, with MICs attending the NOSM recruitment fair.

#### **NOSM Medical Students:**

- Medical students are rotating through the sites, which supports future recruitment.

#### **Emergency Department:**

- Mental Health Visits on the rise.
- Stable ER coverage at BMH and LMH, but AGH faces challenges due to discontinuation of EDLP and variable physician schedules.

#### **No update on AI Scribe**

#### **Operating Room (OR):**

Locum surgeon interest is increasing, which may help with recruitment.

**CT Scanner Project:** Chief of Staff discussed the impacts of the implementation of the new CT scanner on patient care and hospital operations. He highlighted the benefits of quicker diagnoses with the reduced need for patient transfers to Timmins, improving patient care and staff morale.

### 8.2 Minutes of the MAC Meeting held Sept. 17, 2025

- Minutes of the MAC meeting held Sept. 17, 2025, were provided for information.

### 8.3 Minutes of the MAC Meeting held Oct. 29, 2025

- Minutes of the MAC meeting held Oct. 29, 2025, were provided for information.

- Board Members were invited to ask questions.

## 9.0 Ontario Health North / MOHLTC Business (CEO)

### 9.1 Public Inspection Report – South Centennial Manor

- Reported on recent follow-up inspection at South Centennial Manor related to a violent resident resulted in no findings of non-compliance, reflecting improvements in policies and staff response to resident needs.

### 9.2 Public Inspection Report – Villa Minto Centre

- Reported on notifications regarding responsive behavior policy alignment, infection prevention monitoring frequency, POA notification procedures, and police notification requirements. Policies were updated, staff re-educated, and audit tools implemented to ensure compliance.

**10.0 MICs Quality Committee (O. Silverson)**10.1 Minutes of the Quality Committee meeting held Sept. 10, 2025

- The minutes of the Quality Committee meeting held Sept 10, 2025, were provided for information.

**11.0 Physician & HR Recruitment (CEO)**11.1 Boreal Pulse Attraction Team

- The Board was advised of a critical letter received from Boreal Pulse concerning participation in recruitment fairs without prior approval. CEO and LMH Board Chair recommended that no public response be issued at this time, noting the risk of negative social media exposure. They emphasized that the organization's participation in recruitment fairs reflects longstanding and established recruitment practices.

11.2 Cochrane Residents for Family Physicians

- The Cochrane Residents for Family Physicians group postponed their presentation to the board until January. Board members discussed the group's social media activity and agreed to review their presentation in advance to ensure accuracy and appropriateness.

11.3 Ottawa Recruitment Fair

- Members of our Human Resources Team attended the Ottawa U Recruitment Fair, reporting positive interactions with residents and students. Joey and Denis noted ongoing engagement with potential recruits, including follow-up with a promising second-year resident.

**12.0 Indigenous and French Language Issues (CEO)**12.1 Indigenous Care Advisory Committee

- The committee is planning artwork installations at Lady Minto, improvements to the triage area and ultrasound room, and the creation of a family room. They are also assisting with policy development on racism and Indigenous culture.
- The committee received endorsement from the Cochrane District Health Team for patient navigator roles and is submitting a funding application to support these positions.

**13.0 Site Business (O. Silverson)**13.1 Anson General Hospital:

## 13.11 Recognizing Exceptional Staff

- The Board received a positive note expressing appreciation and gratitude to the staff at SCM for the excellence and quality of care provided.

13.2 Bingham Memorial Hospital:

- N/A

13.3 Lady Minto Hospital:

## 13.31 CT Scanner Letter of Designation

- Received approval to operate our CT Scanner, grand opening will be Dec. 4, 2025.

**14.0 Partnership Business (O. Silverson)**14.1 Strategic Planning – Q2 Performance Measures

- Q2 performance measures were discussed in depth at the Strategic Planning Committee meeting in November.
- Board Members were invited to ask questions.

14.2 HIROC Pre-Renewal Letter

- HIROC Pre-Renewal Letter was provided for information.

14.3 MICs Committee List

- The Committee List was provide for review.

14.4 Oct. 2025 Board Effectiveness Survey Results

- 7 out of 15 surveys were submitted.

14.5 Nov. Board Effectiveness Survey

- The survey will be emailed to the Board Members following the meeting.

**15.0 In-Camera (D. Clement)**15.1 Motion to go In-Camera

Motion:

Moved by: G. Waghorn

Seconded by: A. Zsigmond

Be it resolved,

**THAT**, the MICs Board of Directors approve the to go in-camera as presented

Carried.

15.2 Medical Staff Hospital Privileges15.3 Non-Union Salary Adjustments15.4 Local OPSEU Negotiations15.5 Motion to go out of In-Camera

Motion:

Moved by: F. Morrissette

Seconded by: D. Delaurier

Be it resolved,

**THAT**, the MICs Board of Directors approve the to go out of in-camera as presented

Carried.

15.6 Approval of Medical Staff Hospital Privileges

Motion:

Moved by: D. Delaurier

Seconded by: A. Zsigmond

Be it resolved,

**THAT**, the MICs Board of Directors approve hospital privileges for Dr. Andres Breceda, Active, General, as well as Dr. Jun Park, Dr. Joel Lockwood, Dr. Francis Sem, Dr. Dominique Trudel, Dr. Fatemeh Bakhtiari, Dr. Reyhaneh Keshmiri, Dr. Mina Guindi, Dr. Matthew Solomon and Dr. Ravi Mand as Locum Tenens as recommended by the MICs Medical Advisory Committee as presented

Carried.

15.7 Approval of Non-Union Salary Adjustments

Motion:

Moved by: D. Clement

Seconded by: K. Girard

Be it resolved,

**THAT**, the MICs Board of Directors approve a 3% Non-Union Salary adjustment and a 6% adjustment for Patient Care Managers, totalling \$189,270, including benefits, for the 2025-2026 year, retroactive to April 1, 2025.

**FURTHER THAT**, the MICs Board of Directors approve the Senior Executive compensation for the 2025-2026 year, as follows:

- Total compensation: \$69,870 (including benefits)
- 6% one-time bonus for the period of April-December 31, 2025
- Compensation to be revisited in April 2026
- The period of January-March will be paid out in April 2026

Carried.

15.8 Approval of Local OPSEU Negotiation

Motion:

Moved by: F. Morrissette

Seconded by: A. Zsigmond

Be it resolved,

**THAT**, the MICs Board of Directors approve ratification of the MICs / OPSEU Agreed to Items, negotiated locally on November 28, 2025

Carried.

**16.0 MICs News (O. Silverson)**

15.9 The Nov. 2025 MICs Newsletter was provided for information.

**17.0 Next Meeting Date (O. Silverson)**

15.10 Wednesday, Jan. 28, 2026, at 6:00 p.m. (LMH Lead Site) via Teams.

**18.0 Upcoming Meeting Dates (O. Silverson)**

15.11 2025-2026 Board Meeting Schedule was provided for information.

**19.0 Adjournment (O. Silverson)**

15.12 There being no further business, the meeting adjourned at 8:20 p.m.



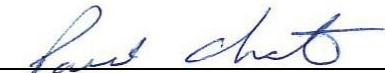
CHAIR, Bingham Memorial Hospital



CHAIR, Anson General Hospital



CHAIR, Lady Minto Hospital



SECRETARY, MICs CEO