

Minutes of the Meeting of the MICs Board of Directors
Wednesday, January 28, 2026 – 18h00
via Teams (LMH Lead Site)

ANSON GENERAL HOSPITAL	
x	Danielle Delaurier – Chair
x	Ann Zsigmond – Vice-Chair
x	Fern Morrissette – Treasurer
x	Richard Charlebois – Municipal Representative
BINGHAM MEMORIAL HOSPITAL	
x	Oswald Silverson – Chair
x	Gail Waghorn – Vice-Chair
	Vacant – Treasurer
x	Wendy Morrish – Municipal Representative
LADY MINTO HOSPITAL	
x	Denis Clement – Chair
x	Katia Girard – Vice-Chair
	Vacant – Treasurer
x	Sylvie Charron-Lemieux – Municipal Representative
MICs GROUP OF HEALTH SERVICES	
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
GUESTS	
x	Tiffany Smith – MICs Executive Assistant (<i>Recording Secretary</i>)
x	Derek Wilson – MICs Chief Financial Officer
x	Shahbaz Haque – HIROC
x	Winnie Fu – HIROC

1.0 Call to Order & Chairs' Remarks (D. Clement)

- 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.

Wendy Morrish was introduced and welcomed as a new BMH board municipal representative. Each board and site introduced their members and roles.

2.0 Approval of Agenda (D. Clement)

The agenda was reviewed.

Will amend to move 13.2 to item 3.0.

Motion:

Moved by: K. Girard

Seconded by: O. Silverson

Be it resolved,

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

Carried.

3.0 Approval of New Municipal Representative for the Bingham Memorial Board of Directors

Motion:

Moved by: O. Silverson

Seconded by: R. Charlebois

Be it resolved,

THAT the MICs Board of Directors approve the new appointed municipal representative to the Bingham Memorial Hospital Board of Directors as presented.

Carried.

Followed by round table introductions.

4.0 Trustee Education / Presentations (CEO)

4.1 HIROC Presentation – Board Liabilities

HIROC presented an overview of the organization's insurance program, including coverage details, risk management, and claims experience, and addressed board questions on cyber liability and risk assessments.

4.2 Governance Instrument Action Plan

The CNO discussed the results from the board's self-assessment survey, with flagged gaps in knowledge and systemic racism. Action plans and further education were recommended and will be addressed at the ad hoc committee meeting.

5.0 Approval of Minutes (D. Clement)

5.1 Minutes of the MICs Board of Directors meeting held Nov. 26, 2025, were provided for information.

Motion:

Moved by: K. Girard

Seconded by: A. Zsigmond

Be it resolved,

THAT the MICs Board of Directors approve the minutes of the meeting held Nov. 26, 2025, as presented.

Carried.

6.0 Follow-Up Items (CEO)

6.1 Review of the 2025-2026 Board Work Plan

- The Board Work Plan was reviewed/revise for the 2025/2026 year.
- Board Members, Board Peers and Board Chairs Assessments will be circulated this week.
- Follow-up of goals & objectives from Chief of Staff Performance Review were reviewed this month
- Will review of QIP and Corporate Scorecard tonight
- Will review the Patient Relation Aggregate Report tonight
- Board Members were invited to ask questions.

7.0 MICs Finance (CFO)

7.1 Board Chair Brief

- OHA Board Chair Brief was provided for information.

7.2 Dec. 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 Dec. 2025:
BMH – In an operating surplus of \$309,901 at the end of Dec. 2025
AGH – In an operating surplus of \$ \$220,884 at the end of Dec. 2025
SCM – In a deficit of \$(299,219) at the end of Dec. 2025
LMH – In an operating deficit of \$102,807 at the end of Dec. 2025
VM – In a deficit of \$(81,470) at the end of Dec. 2025
- Board Members were invited to ask questions.

Motion:

Moved by: F. Morrissette

Seconded by: S. Charron-Lemieux

Be it resolved,

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

Carried.

- Board Members were invited to ask questions.

8.0 Presentations/Reports (D. Clement)

8.1 Chief Executive Officer Report: (CEO)

- The CEO provided a report:
 - The CT scanner at LMH is up and running and we have performed over 525 scans

to date. We have also saved costs in referred out testing to TaDH as well as transportation costs.

- The LMH Pharmacy renovations is still experiencing delays as a result of the recommendations for further upgrades 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 all sites.
 - The Hospital Sector Stabilization Plan regional working group committee continues to meet to look at ways to address our financial challenges.
 - We did receive new base funding in December – LMH \$1.378M; AGH \$877K; BMH \$592K.
 - The annual Moose FM Radiothon raised \$21,790. The proceeds will go towards the purchase of the contrast injector and patient lift for the CT scanner.
 - I have been asked to sit on the new Hospital Governance Advisory Table (HGAT). It is a time-limited provincial advisory table chaired by Anne Corbett, the Executive Lead of the Ministry’s Health Sector Governance and Oversight Office. HGAT has been established to provide advice and recommendations to the Ministry with respect to governance best practice for Ontario hospitals.
 - The Anson General Hospital is celebrating 100 years, this year. We are planning to have a special fundraising event with the MICs Foundation to celebrate this milestone.
 - The town of Cochrane is expecting over 150 residents from James Bay Coast due to the evacuation. This will be led by Taykwa Tagamou Nation.
- Board Members were invited to ask questions.

8.2 Chief Nursing Officer Report: (CNO)

- The CNO presented Q2 emergency department data, including visit volumes, CTAS levels, and wait times, and led a discussion on factors affecting wait times and strategies for improvement.
 - A slight increase in total ER visits, with most patients triaged at CTAS levels 3 and 4, consistent with previous quarters.
 - Reviewed wait times for low- and high-urgency patients, noting that averages exceeded provincial targets, especially for admitted patients. Discussion highlighted unique challenges for our rural hospitals, including geographic distance from district hospitals, limited on-site diagnostics, and staffing constraints, all contributing to longer wait times.
- Board Members were invited to ask questions.

8.3 On-Call Report Dec. 2025: (CEO)

- Report provided on the events that took place throughout December 25, 2025 – January 6, 2026. The reporting period was marked by significant operational strain related to severe weather, staffing shortages, emergency response events, and a security threat. Through coordinated leadership, collaboration, and exceptional staff commitment, critical services were largely maintained, with minimal service disruptions.

9.0 **Medical Staff** (MICs Chief of Staff)

9.1 Chief of Staff Report

- Chief of Staff provided an update.

Physician Recruitment:

- A meeting was held with representatives from the Ministry of Health, Town of Cochrane, Boreal Pulse, and the Cochrane Family Health Team to strengthen collaboration on physician recruitment. The group agreed to share prospective candidate information early to support coordinated recruitment efforts across primary care, emergency medicine, and specialty services. Ongoing meetings will continue to promote a unified and positive recruitment strategy.
- Dr. Breceda has successfully passed his required licensing exam, enabling him to schedule shifts in the AGH Emergency Department as early as next month, pending completion of final administrative requirements.
- Dr. Nikzad has been approved into the Practice Ready Ontario program sooner than anticipated. His application process is well underway, including receipt of references.

Emergency Department:

- Brief, intermittent ED service disruptions occurred at BMH and AGH. These were unplanned and primarily related to single-physician coverage models, urgent patient transfers requiring physician accompaniment, weather impacts, and limited overlap in locum scheduling.
- Recruitment efforts are expected to strengthen local coverage, with additional physicians joining or already supporting the schedule. Increased on-site physician presence within the communities is anticipated to improve flexibility, on-call support, and overall service stability moving forward.

Surgical Program:

- Will remain in operation with Dr. Klassen filling in the gaps.

CT Scanner Project:

- Over 600 CT scans have been completed to date, with consistently positive feedback, including from Radiology leadership in Timmins. The service is operating as expected and is already contributing to improved patient care, including faster diagnostics, earlier treatment, and improved outcomes. Consideration was raised to formally recognize and communicate the milestone once 1,000 scans are reached, including notifying the Foundation.

9.2 Minutes of the Mac Meeting held Nov. 19, 2025

- Minutes from the previous MAC meeting held Nov. 19, 2025, were attached. Board Members were invited to ask questions.

10.0 Ontario Health North / MOHLTC Business (CEO)**10.1 Letter to Community Partners MOH-CEO Resignation**

- It was noted that the representative from the Northeast Public Health Unit will be resigning effective February 20, 2026. An open house is scheduled for February 2nd in Cochrane, which members plan to attend to acknowledge and thank her for her leadership and contributions to the community. She will be greatly missed and recognized as a strong leader in healthcare.

11.0 MICs Quality Committee (CNO)

11.1 Minutes of the Quality Committee

- The minutes of the Quality Committee meeting held on Nov. 12, 2025, were attached. Board Members were invited to ask questions.

11.2 QIP and Corporate Scorecard

- Reviewed progress on quality improvement initiatives, noting successful implementation of several projects, such as eCTAS and Optisign TV displays, and ongoing audits for safety and medication practices.
- CNO presented the latest corporate scorecard, highlighting areas with strong performance and identifying indicators where data collection remains a challenge, such as turnover rates and patient satisfaction response rates.

11.3 Patient Relation Aggregate Report

- The report summarized complaint rates, types of feedback, service areas involved, and resolution times, with most complaints related to emergency department experiences and communication issues. Discussed more accessible and standardized feedback mechanisms, such as QR codes, tablets, and post-discharge calls, to increase response rates and capture a broader range of patient experiences.

12.0 Physician & HR Recruitment (CEO)

12.1 Boreal Pulse Attraction Team

- The Board discussed representation at the Small Rural Physician Recruitment Fair in Quebec City (April 2026). Estimated costs include approximately \$12,000 for booth registration, plus travel and accommodations for two recruiters. Given upcoming physician recruitment needs across multiple sites, including Black River-Matheson, participation was recommended to ensure organizational presence and maximize recruitment opportunities.
- A motion was brought forward and approved for MICs to participate in the 2026 recruitment fair.

Motion:

Moved by: S. Charron-Lemieux

Seconded by: K. Girard

Be it resolved,

THAT, the MICs Board of Directors approve the attendance of 2 recruiters to attend the Small Rural Physician Recruitment Fair in Quebec City in April 2026.

Carried.

- Additionally, an update was provided that the Town of Black River-Matheson is progressing with primary care recruitment efforts and has secured a four-year return-of-service agreement with a medical learner.

12.2 Cochrane Residents for Family Physicians

- A local group is preparing a presentation on physician recruitment and plans to present findings to the board in February.

13.0 Indigenous and French Language Issues (CEO)13.1 Indigenous Care Advisory Committee

- A meeting was held on January 13, during which the Indigenous Specific Racism and Action Plan Policy and Stakeholder Engagement Framework were approved. The next meeting is scheduled for February 25th.

14.0 Site Business (D. Clement)14.1 Anson General Hospital:

- N/A

14.2 Bingham Memorial Hospital:

- N/A

14.3 Lady Minto Hospital:

- N/A

15.0 Partnership Business (D. Clement)15.1 North Health Partners Evacuations Thank You Letter

- Thanks were extended to health partners for supporting First Nations evacuees during the 2025 wildland fire season and for their contributions to culturally safe care and emergency response improvements.

15.2 HIROC

- The following documents were attached for information related to the 2026 Liability and Crime renewal. There is a 3.9% increase in premium.
 - Pre-Renewal Letter
 - 2026 Liability and Crime Renewal Letter
 - 2026 Liability and Crime Invoice
 - 2026 Liability and Crime Certificate
- Board Members were invited to ask questions.

15.3 Nov. 2025 Board Effectiveness Survey Results

- 8 out of 15 surveys were submitted.

15.4 Jan. Board Effectiveness Survey

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

16.0 In-Camera (D. Clement)16.1 Motion to go In-Camera

Motion:

Moved by: O. Silverson

Seconded by: R. Charlebois

Be it resolved,

THAT, the MICs Board of Directors approve to go in-camera.

Carried.

16.2 SCM Redevelopment Project16.3 Hospital Privileges

16.4 Motion to out of In-Camera

Motion:

Moved by: D. Delaurier

Seconded by: S. Charron-Lemieux

Be it resolved,

THAT, the MICs Board of Directors approve to come out of in-camera.

Carried.

17.0 **MICs News** (D. Clement)

- The Dec. 2025 and Jan. 2026 MICs Newsletters was provided for information.

18.0 **Next Meeting Date** (D. Clement)

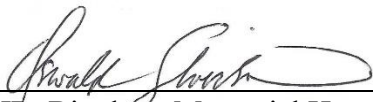
- Wednesday, Feb. 28, 2026, at 6:00 p.m. (AGH Lead Site) via Teams.

19.0 **Upcoming Meeting Dates** (D. Clement)

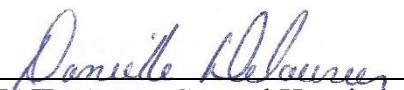
- 2025-2026 Board Meeting Schedule was provided for information.

20.0 **Adjournment** (D. Clement)

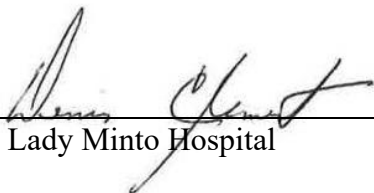
- There being no further business, the meeting adjourned at 9:01 p.m.



CHAIR, Bingham Memorial Hospital



CHAIR, Anson General Hospital



CHAIR, Lady Minto Hospital



SECRETARY, MICs CEO