

**Health Sciences North
Board Meeting Minutes – Open Session
January 27, 2026**

Voting Members Present:		
Michel Paulin	Stéphan Plante	Tom Laughren
Marc Despatie	Grace Alcaide Janicas	Francesca Grosso
Chris Leduc	Tammy Eger	Louise Paquette
Pamela Williamson	Chantal Makela	Miriam MacDonald
	Shayne Wisniewski	
Non-Voting Members Present:		
	David McNeil	Lisa Smith
	Dr. Matt Cavanagh	Dr. Ravi Singh
	Dr. Pankaj Bhatia	
Non-Voting Members Excused:		
Staff:		
Debbie McQuarrie	Jessica Diplock	
Anthony Keating	Mark Hartman	
Dr. Rob Ohle	Stephanie Winn	
Jason Turnbull		
Guest(s):		
	Lisa Graham	
	Julie Denomme	
	Kathryn Morrison	
Regrets :		
	Steve Volpini	
Recorder:		
	Christine Hryciw	

1.0 Call to Order

The meeting was called to order at 5:01 p.m. with Tom Laughren at the chair. David provided a brief overview of the meeting logistics to the Board. Tom Laughren subsequently provided a land acknowledgement. No conflicts of interest were declared.

2.0 In Camera Review of Agendas (Open Session)

T. Laughren asked for a motion to stay in the Open Session at 5:02 p.m.

MOTION: T. Eger/L. Paquette

BE IT RESOLVED THAT the Board of Directors review the open and closed session agendas in Open Session. CARRIED

3.0 Approval of Agenda

Approval of the agenda by the Board constitutes approval of each item listed under the Consent Agenda portion of the meeting.

T. Laughren asked for a motion to approve the agenda as presented.

MOTION: T. Eger/L. Paquette

BE IT RESOLVED THAT the agenda for the Open Session of the January 27, 2026 Board of Directors meeting be approved as presented. CARRIED

7.1 Minutes of November 25 2025 Session Board Meeting

BE IT RESOLVED THAT the minutes of the Board of Directors open session meeting held on November 25, 2025 be approved as circulated.

7.3 7.3 Review of Policies V-A-1, V-B-2, V-B-4, V-B-5, V-B-11, V-B-13, V-B-1

BE IT RESOLVED THAT the Board of Directors approve the following revised Board policies, as recommended by the Governance and Nominating Committee at its meeting of November 25, 2025. These four policies were previously deferred due to the vacancy in the Corporate Governance Liaison role. Policies as presented at the Board meeting of January 27, 2026:

Policy V-A-1	Principles of Governance and Board Accountability
Policy V-B-2	Code of Conduct

Policy V-B-4 Ongoing Director Education
Policy V-B-5 Committee / Task Force Principles

AND THAT, the three policies listed below are also scheduled for review at this time. Including them in the November meeting will help ensure we remain on track with the overall policy review schedule:

Policy V-B-11 Legal Duties and Protection of Directors
Policy V-B-13 Closed Session
Policy V-B-14 Media Policy

4.0 New Business

Presentation:

4.1 Board Leadership in Occupational Health and Safety

L. Graham, Manager, Occupational Health and Safety, and J. Denomme, Director, People, Safety & Development, presented on Board Leadership in Occupational Health and Safety. The presentation had been circulated to Board members in advance of the meeting and is included in the minutes as **Appendix A.**

T. Eger congratulated the Occupational Health team on their positive work and inquired about organizational culture. L. Graham advised that organizational culture has improved, which has contributed to more comprehensive reporting. T. Eger also referenced comparator data drawn from the Ontario Hospital Association (OHA), noting that the benchmarking included ten hospitals comparable to HSN.

4.2 Annual Ethics Update

K. Morrison presented the Annual Ethics Update to the Board. The presentation had been circulated to Board members in advance of the meeting and is included in the minutes as Appendix B.

Board members discussed areas of future focus for Ethics, including whether the organization's approach to artificial intelligence is primarily responsive or proactive. It was noted that the organization continues to evaluate evolving AI technologies. Participation in provincial and national communities of practice was highlighted as an important source of shared learning and leading practices.

Discussion also occurred regarding the Uninsured Working Group. Clarification was provided that, while emergency care is a legal obligation, complexities arise in non-urgent care situations. The organization is collaborating with several GTA hospitals to address these challenges. Dr. Bhatia noted that this would ideally be addressed at a provincial or national level; however, this is not currently the case. The financial impact to the organization continues to be examined. An update regarding uninsured patients and urgent care is anticipated within six to twelve months.

Quality Committee

4.3 Patient Story

F. Grosso reviewed the patient story. The patient expresses deep gratitude and admiration for the professionalism, compassion, and attentiveness of the HSN staff, noting that their care not only managed pain effectively but also restored trust and confidence in the healthcare system. The experience left a lasting positive impression, highlighting the exceptional dedication of specific nurses and doctors.

4.4 Approval of 2026-2027 Quality Improvement Plan Indicators

All priority indicators are meeting targets except for one: ED wait time. The three indicators listed in the motion are:

- 90th percentile ED wait time to inpatient bed (TTIB)
- 90th percentile ED wait time to physician initial assessment (PIA)
- Patient experience: Did patients receive enough information at discharge?

These indicators will be included in the 2026–2027 Quality Improvement Plan, as recommended by the Quality Committee of the Board.

MOTION F. Grosso/T. Eger

BE IT RESOLVED THAT the Board of Directors approve that the indicators of 90th percentile ED wait time to inpatient bed (TTIB), 90th percentile ED wait time to physician initial assessment (PIA) and patient experience: did patients receive enough information at discharge? be included in the 2026-2027 Quality Improvement Plan, as recommended by the Quality Committee of the Board at its meeting of January 15, 2026, and as presented at the Board meeting of January 27, 2026.

Monitoring of QIP Targets : ED Wait Times: In October, the emergency department wait time to an inpatient bed was higher but remained in line with provincial averages. December saw a temporary spike due to seasonal factors; wait times have since returned to normal. It was noted that this standard can be difficult to capture accurately, as patients are triaged and cared for prior to physician assessment.

Patient Experience: Performance remains strong. The Board discussed whether current targets are ambitious enough to continue driving improvement.

Performance Improvement Activities (PIA): Current performance indicates that the organization is exceeding targets. Next year's performance metrics are being finalized based on these results.

4.5 Governance and Nominating Committee

Strategic Alignment and Planning for Board Education Sessions

G. Alcaide Janicas provided an overview of the session, noting its role in supporting the organization's commitment to culture, equity, and reconciliation. The session will help ensure decisions reflect equitable considerations for stakeholders and patients, and demonstrate the organization's commitment to the community. Focus was placed on treaty responsibilities and associated territories.

The session is part of a joint plenary with HSNF, HSN, and HSNRI to align messaging, enhance collaboration, and support the development of an advocacy framework. This initiative is expected to improve consistency and effectiveness of messaging across all boards.

MOTION: M. Paulin/C. Makela

BE IT RESOLVED THAT the Board of Directors approve the revised Education Plan, as recommended by the Governance and Nominating Committee at its meeting of December 11, 2025;

MOTION: G. Alcaide Janicas /M. Despatie

BE IT FURTHER RESOLVED THAT the Board of Directors approve the Strategic Alignment and Planning for Board Education, as recommended by the Governance and Nominating Committee at its meeting of December 11, 2025, and as presented at the Board meeting of January 27, 2026.

5.0 Board Chair Report

5.1 Board Chair Report

The Board Chair highlighted advocacy as the primary focus, emphasizing the importance of representing the organization's interests at both the provincial and national levels. Collaboration and teamwork remain central to the Board's approach, ensuring that decisions and initiatives are supported through collective effort and shared expertise.

5.2 CEO Report

The CEO received an update on financial relief, noting \$30M in funding (\$16M one-time, \$14M disbursed over time). The HSSP process indicates no government interest in service reductions. HSN continues to pursue efficiency measures and system improvements, while the Board remains mindful of reliance on cash advances.

Phase 1 Capital Redevelopment Stage 1.3 planning remains pending Ministry approval due to bed projection agreements. HSN has provided detailed bed projection data, including base beds, funded bed adjustments, and local considerations.

The Energy Plan Early Works Project is targeted for completion by December 2027. Surgical Innovation initiatives remain on track with Foundation support, reflecting strong governance and progress toward

a successful Phase 1 capital campaign.

The Board discussed advocacy strategies for capital redevelopment and regional HSSP priorities, including bed support, financial considerations, and efficiency measures. The CEO has engaged with local MPs and MPPs to advance these objectives.

6.0 Adjournment of Open Session

T. Laughren asked for a motion to adjourn the open session meeting at 6:21 p.m.

MOTION: M. MacDonald/ M. Despatie

THERE BEING no further business to discuss, that the Open Session of the January 27, 2026 Board of Directors meeting be adjourned.

CARRIED