



Listowel Wingham Hospitals Alliance
Board of Directors Meeting Minutes
 Wednesday, April 22, 2026
 WDH Boardroom / Microsoft Teams

PRESENT	Stacey Ash	Jessica Weber (V)	STAFF PRESENT	Rhonda Scheeringa
	Derek Mendez (V)	Garrett Topic (V)		Melissa Scott
	Susan McLaughlin	Erin Hall		Dawood Amjad
	Rosalea Beyersbergen	Esther Millar		
	Sheena Haines	Justine Leslie		
	Mark Foxtan	Dr. Stephen Vander Klippe		
	Laura Phillips	Dr. Terry Suggitt		
	Kailey Fallis	Dr. Sean Henderson		
	Monica Dey			
ABSENT			GUESTS	Janet Haines
REGRETS	Mike Miller		REGRETS	

1. CALL TO ORDER

1.1 Quorum

Chair S. Ash called the Board of Directors meeting to order at 1730 hours.

1.2 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.3 Land Acknowledgement

1.4 Approval of Agenda

Moved by: K. Fallis

Seconded by: S. Haines

THAT the LWHA Board of Directors approves the Agenda for Wednesday, April 22, 2026, as amended with Board nominations being moved into the Board Only Session.

MOTION: CARRIED

2. PREVIOUS MINUTES

2.1 Approval of Previous Meeting Minutes

Amendment requested to reflect Derek Mendez under regrets rather than absent.

Moved by: M. Foxtan

Seconded by: L. Phillips

THAT the LWHA Board of Directors approves the previous Board of Directors Meeting Minutes of Wednesday, March 25, 2026, as amended.

MOTION: CARRIED

3. CONSENT AGENDA MATTERS

3.1 Approval of Consent Agenda Items

Moved by: S. McLaughlin

Seconded by: S. Haines

THAT the LWHA Board of Directors approves the following Consent Agenda reports as circulated:

- LMH Foundation Report
- WDH Foundation Report
- Board Workplan Update
- Board Meeting Evaluation – March 2026

https://www.surveymonkey.com/stories/SM-DGiiEtZ5lepDLrantm5w_2Fg_3D_3D/

MOTION: CARRIED

4. Patient Story

4.1 Patient Story – J. Leslie

A patient story was shared involving a family’s experience in the Wingham Emergency Department during severe weather conditions.

It was noted that road closures prevented EMS transfer to London overnight. The family expressed appreciation for the communication, compassion, and care provided by staff throughout the experience, noting that they felt informed, safe, and supported during a highly stressful situation.

Discussion highlighted the importance of patient experience, communication, and compassionate care in supporting positive outcomes and reinforcing the value of local hospital services.

5. BUSINESS ARISING FROM PREVIOUS MINUTES

5.1 No Business Arising from Previous Minutes

6. MATTERS REQUIRING DECISION: NEW BUSINESS

6.1 Sub-Committee Report: Executive Committee – S. Ash

- Executive Committee Workplan (attached)
- CEO Management Policy (attached)
- COS Management Policy (attached)

Agreement was reached on the Executive Committee Terms of Reference, which will be brought forward for Board approval. Discussion focused on clarifying the role of the Committee following the separation of Governance & Nominating functions, with emphasis placed on ensuring the Executive Committee remains advisory in nature except in emergency circumstances.

Updates to the CEO and Chief of Staff performance evaluation processes, related policies, and associated workplans were also discussed to reflect the revised Terms of Reference and clarify the respective roles of the Executive Committee and Board.

The Executive Compensation Framework will be returned to the Executive Committee in May for further review. Chief of Staff performance evaluation surveys are scheduled for distribution.

Moved by: J. Weber

Seconded by: D. Mendez

THAT the LWHA Board of Directors receives the update from the Executive Committee and approves the Committee minutes.

MOTION: CARRIED

Moved by: S. Haines

Seconded by: S. McLaughlin

THAT the LWHA Board of Directors approves the Executive Committee workplan.

MOTION: CARRIED

Moved by: D. Mendez

Seconded by: S. McLaughlin

THAT the LWHA Board of Directors approves the CEO Management Policy.

MOTION: CARRIED

Moved by: K. Fallis

Seconded by: J. Weber

THAT the LWHA Board of Directors approves the COS Management Policy.

MOTION: CARRIED

6.2 Sub-Committee Report: Quality, Patient Experience, and Social Accountability Committee – D. Mendez

Progress on the Quality Improvement Plan (QIP) was discussed.

Discussion also highlighted early positive feedback regarding the new Qualtrics platform as a tool for community engagement and patient feedback collection, including increased survey participation and opportunities for benchmarking against other hospitals. LWHA continues to encourage participation across Huron Perth hospitals to support broader comparative analysis.

Moved by: K. Fallis

Seconded by: S. Haines

THAT the LWHA Board of Directors receives the update from the Quality, Patient Experience, and Social Accountability Committee.

MOTION: CARRIED

6.3 Sub-Committee Report: Resource & Audit Committee – M. Miller

- Swap Loan – Bank Loan Rate Proposal Summary (attached)
- Operating Budget – WDH/LMH (attached)
- Capital Budget – WDH/LMH (attached)

The Committee reviewed financing options related to the Fisher Clinic construction loan, including mortgage financing and fixed-rate term options. It was noted that BMO, CIBC, RBC, and TD Bank proposals had been reviewed, with RBC providing the preferred 25-year term rate of 4.43%.

Significant discussion occurred regarding the 2026/2027 operating budgets. Significant discussion occurred regarding the 2026/2027 operating budgets including a projected deficit of approximately \$87,000 for Listowel Memorial Hospital and \$266,000 for Wingham & District Hospital.

Discussion emphasized the importance of transparently reflecting oncology program pressures within the budget assumptions and submissions, recognizing the organization's commitment to maintaining local oncology services and avoiding disruption to patient access. Ongoing collaboration with regional CFOs from peer oncology satellite sites includes cost analysis, review of drug wastage reduction opportunities, and development of supporting financial information for future discussions with Ontario Health, recognizing the impact of oncology funding pressures on local hospital operations and financial planning.

Discussion also reviewed recent funding updates, including funding through the Small Rural Northern Funding Program in addition to other base funding increases. It was noted that no one-time funding assumptions had been incorporated into the operating budgets. One-time funding supports provided to address cash failure were noted to be temporary cash flow measures and not available to offset ongoing operating pressures.

The Committee also discussed historical intercompany funding transfers between hospital sites, including repayment planning and measures to strengthen long-term financial sustainability. It was noted that updated cost allocation methodologies will move toward a consistent 50/50 split between sites, excluding site-specific supply costs. Additionally, enhanced reporting processes and quarterly cash flow monitoring are being implemented to support earlier identification of financial pressures and strengthen financial oversight.

Prior to final budget approval, the Board requested that updated two-year budget projections and 12-month cash flow projections for both Listowel Memorial Hospital and Wingham & District Hospital be brought forward at the May or June Board meeting. It was also noted that the three-year sustainability plan submitted to Ontario Health would be provided for Board review.

Moved by: G. Topic

Seconded by: D. Mendez

THAT the LWHA Board of Directors receives the update from the Resource & Audit Committee and approves the Committee minutes.

MOTION: CARRIED

Moved by: K. Fallis

Seconded by: M. Dey

THAT the LWHA Board of Directors approves pursuing the 25-year term swap loan proposed by RBC at 4.43%.

MOTION: CARRIED

Moved by: S. McLaughlin

Seconded by: D. Mendez

THAT the LWHA Board of Directors approves the 2026/2027 Operating Budget for Listowel Memorial Hospital in the amount of \$34,242,385.86, representing a deficit of \$87,667.38, with the addendum that a 2-year budget will be presented at the May or June Board meeting.

MOTION: CARRIED

Moved by: S. Haines

Seconded by: M. Foxton

THAT the LWHA Board of Directors approves the 2026/2027 Operating Budget for Wingham and District Hospital in the amount of \$33,860,848.21 representing a deficit of \$266,199.99, which includes oncology increase, with the addendum that a 2-year budget will be presented at the May or June Board meeting.

MOTION: CARRIED

Moved by: K. Fallis

Seconded by: S. McLaughlin

THAT the LWHA Board of Directors approves the 2026/2027 Capital Budget for Listowel Memorial Hospital in the amount of \$1,494,171, comprised of:

- Listowel Memorial Hospital Foundation - \$1,000,500
- Health Infrastructure Renewal Fund (HIRF) – \$252,605
- Small Rural Network (SRN) - \$141,066
- Working Capital - \$100,000

With an addendum that the 12-month cash flow projection will be brought forward to the May or June Board meeting.

MOTION: CARRIED

Moved by: S. McLaughlin

Seconded by: L. Phillips

THAT the LWHA Board of Directors approves the 2026/2027 Capital Budget for Wingham and District Hospital in the amount of \$2,189,496.04, comprised of:

- Wingham & District Hospital Foundation - \$1,128,854.04
- Health Infrastructure Renewal Fund (HIRF) – \$843,330
- Small Rural Network (SRN) - \$117,312
- Working Capital - \$100,000

With an addendum that the 12-month cash flow projection will be brought forward to the May or June Board meeting.

MOTION: CARRIED

7. MATTERS FOR DISCUSSION

7.1 Executive Nominations – S. Ash

Deferred to the Board Only Session

7.2 Annual Meeting Locations – S. Ash

Mark and Lisa Foxton have kindly agreed to host the Board Social in Wingham.

8. INFORMATION ONLY ITEMS

8.1 Senior Team Report – E. Millar, J. Leslie, R. Scheeringa

The CEO provided an update highlighting ongoing growth in several service areas, including oncology, obstetrics, and surgical services, occurring within a broader environment of financial restraint, increasing system direction, shifting community expectations, workforce volatility, cybersecurity risks, AI-related pressures, and regulatory complexity. Discussion also acknowledged the increasing demands being placed on leadership teams, organizational capacity limitations, and the challenges associated with sustaining continued growth and service expansion in the absence of clear and stable long-term funding direction. An update was also provided on the LMH redevelopment project, including current planning work, provincial hospital capital standardization initiatives, and the importance of maintaining project timelines to remain positioned within the Ministry's capital planning process and mitigate rising construction costs. Discussion noted that projected population growth in North Perth is expected to significantly outpace many other communities across the province, reinforcing the importance of the redevelopment project. Future project funding considerations, including local fundraising requirements and equipment-related costs not covered through Ministry funding, were also discussed. It was noted that the Foundation is aware of future funding implications associated with the project. Recognition was also shared regarding recent financing negotiations related to the Fisher Clinic loan, which are anticipated to reduce long-term borrowing costs.

The VP of Clinical Services and Quality/CNE provided an update regarding ambulance offload delays at the Listowel site and ongoing collaboration with EMS partners to identify improvement opportunities. Discussion also included Ontario Health surgical network planning, with LWHA identifying opportunities to participate in pediatric tonsillectomy and orthopedic surgical initiatives to support regional patient access and flow. It was noted that existing surgical capacity, particularly at the Wingham site, may support additional procedural volumes within existing staffing models, while broader service expansion initiatives may require additional staffing, equipment, and associated funding supports. Discussion also highlighted ongoing planning related to service specialization between sites to support efficient use of resources, patient access, workforce competency, and broader hospital operations.

The VP of Human Resources provided an update regarding recruitment activity and workforce stabilization efforts, including continued strong interest in the Clinical Extern Program and increased applicant volumes for several historically difficult-to-fill positions. Discussion also focused on leadership workload, stress, and burnout pressures within the current healthcare environment. It was noted that leadership assessment work and follow-up planning remain ongoing, with continued focus on organizational priorities, workload management, and team sustainability. The Board acknowledged and expressed appreciation for the ongoing work of staff and leadership teams.

8.2 LMH Chief of Staff Report – Dr. Suggitt

The LMH Chief of Staff provided an update regarding review of practices related to preventing blood clots in admitted patients. Discussion highlighted variation in ordering practices, particularly for locum physicians working across multiple organizations with differing processes. It was noted that pharmacy oversight continues to support identification of potential issues.

An update was provided on the ongoing quality improvement initiative with Dr. Garg, with preliminary results anticipated later this spring. Discussion further included future physician quality initiatives and opportunities to align projects with Ontario Health quality program requirements.

An update was also provided regarding GI specialist coverage. It was noted that Dr. Diab has submitted his resignation due to increasing workload demands within his primary practice. Continued GI coverage remains available through Dr. Nguyen, and further discussions are planned regarding longer-term regional GI service opportunities across both sites.

9. OTHER BUSINESS

9.1 No Other Business

10. IN-CAMERA SESSION

Moved by: S. McLaughlin

Seconded by: K. Fallis

THAT the LWHA Board of Directors meeting move to ‘In-Camera’ session and that staff remain.

MOTION: CARRIED

In-Camera Motions:

Moved by: E. Hall

Seconded by: S. Haines

THAT the LWHA Board of Directors approves that Non-Union Wage increases will align with the highest of ONA or best of LWHA centrally negotiated unions.

MOTION: CARRIED

11. RESOURCES & INFORMATION

12. OTHER BUSINESS

Next Meeting:

- Wednesday, May 27, 2026
- LMH Sarah Ave Building / Microsoft Teams
- 1730 Hours

13. ADJOURNMENT

Moved by: By Consensus

THAT there being no further business the LWHA Board of Directors meeting be adjourned at 2120.

MOTION: CARRIED

14. BOARD ONLY SESSION

Stacey Ash, Chair

Esther Millar, Secretary