Listowel Wingham Hospitals Alliance
Board of Directors Meeting Minutes
Thursday, September 24, 2026
LMH Sarah Ave / Microsoft Teams

PRESENT	Derek Mendez	Esther Millar	**STAFF PRESENT**	Rhonda Scheeringa
	Rosalea Beyersbergen	Mike Miller		Melissa Scott
	Mark Foxton	Dan Murtha		Brady Wood
	Sheena Haines	Laura Phillips		
	Dr. Sean Henderson	Dr. Raji Sextus (V)		
	Erin Hall (V)	Dr. Terry Suggitt		
	Morten Jakobsen	Garrett Topic		
	Justine Leslie	Jessica Weber		
	Patricia Lyons	Dr. Stephen Vander Klippe		
	Susan McLaughlin			
ABSENT			**GUESTS**	
REGRETS			**REGRETS**	Kim Dearing

1. CALL TO ORDER

1.1 Quorum

Chair D. Mendez called the Board of Directors meeting to order at 1800 hours.

1.2 Land Acknowledgement – D. Mendez

1.3 Approval of Agenda

Moved by: G. Topic **Seconded by: J. Weber**

THAT the LWHA Board of Directors approves the Agenda for Thursday, September 24, 2026, as amended, with items 3.1 and 5.5 moved in-camera and a discussion regarding Wingham outpatient lab appointments added under Item 7 – Other Business.

MOTION: CARRIED

1.4 Declaration of Conflict of Interest

There were no conflicts of interest declared.

2. CONSENT AGENDA MATTERS

2.1 Approval of Consent Agenda Items

Moved by: M. Foxton **Seconded by: M. Jakobsen**

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

- LWHA Board of Directors Inaugural Meeting Minutes – June 24, 2026
- LWHA Board of Directors Meeting Minutes – June 10, 2026
- LWHA Board of Directors Meeting Minutes – August 21, 2026
- Wingham & District Hospital Outpatient Lab Briefing Note – For Information Only
- Corporate By-Law – Excerpt of Changes – August 2026
- Terms of Reference – Executive Committee – June 2026
- Terms of Reference – Governance & Ethics Committee – June 2026

MOTION: CARRIED

The Wingham & District Hospital Outpatient Lab Briefing Note was received for information, with further discussion under Item 7.1 – Wingham Outpatient Lab Appointments.

3. BOARD MEETING SURVEY FOLLOW-UP

3.1 Board Meeting Survey Follow-Up

https://www.surveymonkey.com/stories/SM-2JwHNlDa65iBZACMvUs15A_3D_3D/

Item 3.1 was moved in-camera.

4. MATTERS REQUIRING DECISION: NEW BUSINESS

4.1 Sub-Committee Report: Community Relations, Communications & Strategy – M. Foxton

An update was provided from the Community Relations, Communications & Strategy Committee, including the Q1 Strategic Goals and Objectives Report, strategic planning, communications and engagement activities, and future healthcare planning.

A Board survey is being developed to gather initial input on the seven strategic themes. The upcoming Board Retreat will include social, governance education, and strategic planning components, with the survey results helping to identify the themes that will form its focus. These themes were developed using OHA and Ontario Health Team frameworks and aligned with capital planning and Joint Clinical Services Planning. The survey and retreat will provide an initial opportunity for Board input as the broader strategic planning process begins.

Moved by: S. Haines **Seconded by: L. Phillips**

THAT the LWHA Board of Directors receives the update from the Community Relations, Communications & Strategy Committee meeting held on September 17, 2026.

MOTION: CARRIED

4.2 Sub-Committee Report: Resource & Audit – G. Topic

An update was provided from the Resource & Audit Committee, including the Purchasing and Signing Authority Framework and the SWAP loan. The Purchasing and Signing Authority Framework was reviewed, with amendments recommended to strengthen oversight of expenditures outside of previously approved budgets. Alternative financing options are being explored for the SWAP loan after the previously secured RBC rate was no longer available. The matter will return once the options have been reviewed.

Moved by: M. Foxton **Seconded by: M. Miller**

THAT the LWHA Board of Directors receives the update from the Resource & Audit Committee meeting held on Thursday, September 24, 2026.

MOTION: CARRIED

Moved by: G. Topic **Seconded by: M. Foxton**

THAT the LWHA Board of Directors approves the LWHA Purchasing and Signing Authority Framework, with the following amendments:

- Emergency purchases over $200,000 require approval of the CEO and Executive Committee; and
- Consulting services over $100,000 require approval of the CEO and Board of Directors.

MOTION: CARRIED

5. MATTERS FOR DISCUSSION

5.1 Board Education – D. Mendez

Board education priorities were discussed, with a focus on topics directly relevant to the Board's role. Potential areas identified included governance education through OHA; physician recruitment, including the different recruitment pathways and how physicians are brought into the organization; and cybersecurity and AI, which will be the initial education topic. Sessions will draw on individuals within LWHA's network with relevant expertise where possible.

ACTION ITEM: Executive Assistant to coordinate Board education sessions on cybersecurity and AI, physician recruitment, and governance education through OHA throughout the 2026–2027 Board year.

5.2 Chief of Staff Selection – Ad Hoc Committee – D. Mendez

Dr. Vander Klippe has tendered his resignation as WDH Chief of Staff, effective October 31, 2026. An ad hoc Chief of Staff Selection Committee was established to support the recruitment and selection process.

The Committee was established with Derek, Mark, Garrett, Esther, Laura, and Sheena as members. The Committee will review applications, conduct interviews and bring forward a recommended candidate for appointment by the Board.

ACTION ITEM: Ad hoc Chief of Staff Selection Committee to complete the recruitment and selection process and bring a recommended candidate forward to the Board.

5.3 CEO Board Report – E. Millar

The CEO Board Report has been reformatted to focus on strategic priorities and organizational risks and is aligned with the pillars being used to support LWHA's strategic planning.

Regional recognition of LWHA's elastomeric pump project and its impact on ED diversion was highlighted, with opportunities being pursued to share the work more broadly through publication. The importance of more actively communicating organizational successes to the community was also recognized.

Sustainability initiatives were included in the report, with further detail to come forward through future reporting.

Physician coverage was identified as an ongoing risk, with significant recruitment efforts continuing. The risk was identified as particularly acute at LMH, where ED physician coverage and the hospitalist model continue to be significant concerns.

Financial statements will be included in each Board package, with more detailed financial review occurring through the Resource & Audit Committee.

5.4 Chief of Staff Report – LMH – Dr. T. Suggitt

The LMH Chief of Staff Report highlighted anesthesia coverage as a significant risk to the surgical program, particularly as surgical capacity is expanding. Securing sustainable anesthesia coverage remains a significant local challenge, within the context of broader provincial and national shortages. Options to address future anesthesia coverage are being considered, with an update to be brought back to the Board.

5.5 Chief of Staff Report – WDH – Dr. S. Vander Klippe

Item 5.5 was moved in-camera.

6. JOINT CLINICAL SERVICES

6.1 Regional Hospital Collaboration & Governance Framework for Clinical Services Planning – D. Mendez

Joint Clinical Services Planning has been added as a standing Board agenda item. A Regional Governance Team (RGT) has been established with representation from each of the three participating Boards to strengthen Board connection to the regional planning process and provide regular updates to each Board.

Any strategic initiative arising through the regional planning process will require approval from all three Boards before proceeding. Regular joint reporting from the three CEOs will also support Board oversight of the work.

The Board Chair is currently serving as LWHA's representative on the RGT, with another Board member to assume this role in the future.

ACTION ITEM: Board Chair to identify a Board member to assume LWHA representation on the Regional Governance Team.

Moved by: M. Foxton **Seconded by: S. McLaughlin**

THAT the LWHA Board of Directors receives the Regional Hospital Collaboration and Governance Framework.

MOTION: CARRIED

7. BUSINESS ARISING FROM PREVIOUS MINUTES & OTHER BUSINESS

7.1 Outpatient Lab Appointments in Wingham

Concerns were raised regarding patient access to Wingham outpatient laboratory appointments,

including communication regarding the service transition, accessibility for patients unable to use online booking, reported difficulties booking appointments by telephone, and wait times for an appointment.

Administration outlined work underway to improve access, including the introduction of walk-in service, development of an improved online booking option, and continued efforts to stabilize staffing. Clear direction was provided to address the identified access concerns as quickly as possible, while continuing to minimize the impact on resources available for core hospital services.

Administration will continue to monitor patient access and bring further updates to the Board.

ACTION ITEM: Administration to continue addressing patient access and booking concerns related to the Wingham outpatient laboratory and provide a further update to the Board.

8. IN-CAMERA SESSION

8.1 Motion to Move In-Camera

Moved by: M. Foxton **Seconded by: M. Miller**

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

MOTION: CARRIED

9. DATE OF NEXT MEETING

9.1 Next Meeting

- Thursday, October 22, 2026
- WDH Boardroom / Microsoft Teams
- 1800 hours

10. BOARD ONLY SESSION

11. BOARD ONLY + CEO SESSION

12. ADJOURNMENT

Moved by: Consensus

THAT there being no further business the LWHA Board of Directors meeting be adjourned at 2030 hours.

MOTION: CARRIED

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Derek Mendez, Chair Esther Millar, Secretary