



Board of Directors Meeting – *Minutes*
Wednesday, December 17, 2025 at 5:30 p.m.
Conference Room A – St. Joseph's Hospital

Present:

Susan Fraser (Chair)	Janine Black*	Dr. Armour Boake*	Paula Bouchard
Bill Bradica	Bishop Alan Campeau	Deb Comuzzi	Dr. Peter de Bakker*
Carolyn Freitag*	Barbara Jarvela	David Pierce	Garth Postans
Fhara Pottinger	Ben Raison		

By Invitation:

Sheila Brown, *Recording Secretary*
Adam Shaen, *Vice President, People & Mission*
Andrea Docherty, *Vice President, Clinical & Community Health*
Byron Ball, *Vice President, Infrastructure, Quality & CFO*
Kim Callaghan, *Director, Communications & Government Relations*
Paul Francis, *Vice President, N'doo'owe Binesi*
Brenda Mason, *Elder in Council*

Regrets:

Chief Melvin Hardy	Sharon Hollinsworth	Jordan Hudyma	Stacey Livitski
Regina Mandamin	Emily Phippard		

BOARD GOVERNANCE SESSION

Board members participated in a facilitated governance session led by Diane Walker. The session covered governance fundamentals, the three modes of governance (fiduciary, strategic, generative) and strategies for integrating those modes.

ORIENTATION TOUR

Board members were provided with a tour of St. Joseph's Hospital.

1.0 CALL TO ORDER AND WELCOME

The Chair welcomed Board members, Vice Presidents and guests to the meeting. The meeting was called to order at 8:34 p.m.

1.1 Land Acknowledgment and Opening Prayer

Bishop A. Campeau provided the land acknowledgment and opening prayer.

1.2 Declaration of Conflict of Interest – None

1.3 Delegations of the Board – None

1.4 Approval of the Agenda and Minutes of November 19, 2025

Moved by: B. Raison

Seconded by: B. Jarvela



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“That the Board of Directors approves the December 17, 2025 Agenda as circulated and approves the Board of Directors Minutes of November 19, 2025 as presented.”

CARRIED

2.0 BUSINESS ARISING / STANDING AGENDA ITEMS

2.1 Board of Directors Motion Sheet – Included in the meeting package for information.

2.2 Board of Directors Work Plan

The 2025–2026 Work Plan was included in the meeting package for information. All activities are on track.

3.0 REPORTS

3.1 Report from the President & CEO

The Leadership Team Report was pre-circulated for information and J. Black highlighted some of the items. Additional updates included a session on artificial intelligence in healthcare, earned media from the Chronicle Journal Year in Review, a milestone of over 2,500 staff, and the kickoff of internal and community engagement for the new SJCG.net, targeted for late summer 2026.

3.2 Report from St. Joseph's Foundation Thunder Bay

The President's Report was pre-circulated for information. Recent initiatives included the Be Their Secret Santa and Year-End Fundraising campaigns, raising over \$6,000 through community support and matching donations. Make-A-Will workshops engaged 32 participants, strengthening legacy planning and donor relationships. A staff retreat enhanced collaboration and alignment, while strategic planning for 2026–2029 supports strong governance. Compassionate care grants and community events continue to advance the Foundation's mission with focus, integrity, and generosity.

4.0 CONSENT MOTION

4.1 Board Quality, Safety and Risk Committee

The minutes of the November 18, 2025 Board Quality, Safety and Risk Committee meeting were pre-circulated for information and the key messages were highlighted.

4.2 Board Resources Committee

The minutes of the December 4, 2025 Board Resources Committee meeting were pre-circulated for information and the key messages were highlighted.



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4.3 Medical Advisory Committee

The minutes of the December 4, 2025 Medical Advisory Committee meeting were pre-circulated for information. Key highlights included the appointment of Dr. Aaron Feldstein as Medical Director of Long-Term Care.

Moved by: *D. Pierce*
Seconded by: *B. Bradica*

“That the Board of Directors approves the following committee reports and any motions contained therein:

- 4.1 Board Quality, Safety & Risk Committee – November 18, 2025;**
- 4.2 Board Resources Committee – December 4, 2025;**
- 4.3 Medical Advisory Committee – December 4, 2025.**

CARRIED

5.0 COMMITTEE REPORTS HELD FROM CONSENT MOTION

There were no items held from consent motion.

6.0 NEW BUSINESS

6.1 Accreditation Update

The presentation provided an accreditation overview, the Board's role, key accreditation activities and standards, a progress update, and upcoming Board activities, including notification of a Governance simulated tracer at the January meeting.

6.2 Governance Quality Improvement Plan Action Update

The meeting package included a summary of standards and progress updates, and the governance action items with their status were reviewed.

6.3 Strategic Plan Update

A mid-year update on the 2025–2026 Strategic Plan, including progress, key priorities, and enablers, was provided. Additional metrics will be included in the year-end update at the June meeting.

Effective January 5, 2026, the reporting structure will be revised: the Quality program will report to the VP, Clinical and CNE, enabling the VP, Infrastructure & Planning and CFO to focus on Digital and Data Infrastructure. Regional Programs will be consolidated under the VP, Clinical and Community.

7.0 FOR INFORMATION – Nil



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8.0 IN CAMERA (CLOSED) SESSION

**Moved by: P. Bouchard
Seconded by: B. Jarvela**

“That the Board of Directors move to an In Camera closed session.”

CARRIED

9.0 RISE AND REPORT FROM IN CAMERA SESSION

The Board of Directors approved the Medical Advisory Committee report from December 4, 2025, and the physician privileges outlined in the Credentialing report.

10.0 DATE OF NEXT MEETING – January 21, 2026

BOARD RETREAT – Wednesday, February 25, 2026 – 5:30-8:30 p.m. – Georgian Room, SJ Heritage

11.0 ADJOURNMENT – The meeting adjourned at 9:18 p.m.

12.0 BOARD MEETING EVALUATION – Board members were asked to complete the evaluation via the link provided in the agenda.

Chair, Board of Directors

Recording Secretary

January 21, 2026

Date