



**Board of Directors Meeting – Minutes**  
**Wednesday, January 21, 2026 at 5:30 p.m.**  
**Georgian Room – St. Joseph's Heritage**

**Present:**

Susan Fraser ( <i>Chair</i> )	Janine Black*	Paula Bouchard	Bill Bradica
Bishop Alan Campeau	Deb Comuzzi	Dr. Peter de Bakker*	Carolyn Freitag*
Jordan Hudyma	Barbara Jarvela	Stacey Livitski	Regina Mandamin
Emily Phippard	David Pierce	Garth Postans	Fhara Pottinger
Ben Raison			

**By Invitation:**

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

**Regrets:**

Dr. Armour Boake\*  
Chief Melvin Hardy  
Sharon Hollinsworth  
Andrea Docherty, *Vice President, Clinical & Community Health*

**STAFF EXPERIENCE RESULTS**

Dr. Michel Bédard presented the results of the 2025 Employee and Physician Experience Surveys, conducted from September 8 to November 3, 2025. The surveys were distributed to all permanent full-time and part-time employees, with 1,169 of 1,799 surveys completed—a 65% response rate. The findings offer valuable insights into staff and physician engagement, satisfaction, and workplace experience, helping to guide improvements and strengthen initiatives that support well-being.

**SIMULATED GOVERNANCE MOCK TRACER**

Andrew Williams led the Board through a tracer exercise on the governance process in preparation for the upcoming Accreditation in April 2026. The exercise focused on reviewing governance practices to ensure accountability, ethical decision-making, and effective oversight. Key areas addressed included strategic direction, Board and leadership roles, performance monitoring, equity and inclusion, quality and safety, risk management, stakeholder engagement, and fostering a culture of patient/client and family centred care.

**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 8:33 p.m.

**1.1 Land Acknowledgment and Opening Prayer**

D. Comuzzi 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 December 17, 2025**

*Moved by: P. Bouchard*

*Seconded by: B. Raison*

*“That the Board of Directors approves the January 21, 2026 agenda, with the addition of Item 3.3 – Report from the Board Chair; and approves the December 17, 2025 Board of Directors meeting minutes, as amended to reflect Bishop Alan Campeau as the presenter of the land acknowledgment and opening prayer.”*

## **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 progressing as planned and remain on track.

### **3.0 REPORTS**

3.1 **Report from the President & CEO**

The Leadership Team Report was pre-circulated for information. J. Black highlighted the Mission Moment, emphasizing the vital role of St. Joseph's Care Group's mental health and addictions staff in community safety. She also provided an update on clinical transformation efforts at St. Joseph's Care Group and across the region.

3.2 **Report from St. Joseph's Foundation Thunder Bay**

The President's Report was pre-circulated for information.

3.3 **Report from the Board Chair**

The Chair and Vice-Chair joined the Ogichidaa Onaakonigewin (Elders Council) on January 16, 2025 and received a presentation on the St. Joseph's Indian Residential School Survivor Project. The session included discussion and the sharing of experiences, providing important historical context and insight into the lasting impacts of residential schools, including colonization, intergenerational trauma, and systemic racism.



**Board of Directors Meeting – Minutes  
Wednesday, January 21, 2026 at 5:30 p.m.  
Georgian Room – St. Joseph's Heritage**

The Board acknowledges the organization's historical connection, through its founders, to the operation of a residential school and affirms its commitment to truth, reconciliation, and ongoing healing with Indigenous leaders, staff, and clients, guided by our Commitment Statement to the Anishinaabek.

**4.0 CONSENT MOTION**

**4.1 Medical Advisory Committee**

The minutes of the January 8, 2026 Medical Advisory Committee meeting were pre-circulated for information.

**Moved by: B. Jarvela**

**Seconded by: D. Pierce**

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

***4.1 Medical Advisory Committee – January 8, 2026.***

**CARRIED**

**5.0 COMMITTEE REPORTS HELD FROM CONSENT MOTION**

There were no items held from consent motion.

**6.0 NEW BUSINESS – None**

**7.0 FOR INFORMATION**

**7.1 The Globe and Mail Article – Medical Assistance in Dying Trial Update – B.C. Supreme Court**

An article was included in the meeting package for information.

**8.0 IN CAMERA (CLOSED) SESSION**

**Moved by: P. Bouchard**

**Seconded by: B. Raison**

***“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 January 8, 2026, and the physician privileges outlined in the Credentialing report.



**Board of Directors Meeting – Minutes**  
**Wednesday, January 21, 2026 at 5:30 p.m.**  
**Georgian Room – St. Joseph's Heritage**

- 10.0 **DATE OF NEXT MEETING** – Wednesday, February 18, 2026 – 5:30 p.m.  
**BOARD RETREAT** – Wednesday, February 11, 2026 – 5:30-8:30 p.m. – Georgian Room, SJ Heritage
- 11.0 **ADJOURNMENT** – The meeting adjourned at 8:58 p.m.
- 12.0 **BOARD MEETING EVALUATION** – The Board engaged in a roundtable session.

  
\_\_\_\_\_  
Chair, Board of Directors

  
\_\_\_\_\_  
Recording Secretary

February 18, 2026  
Date