



**Board of Directors Meeting – Minutes  
Wednesday, March 18, 2026 at 5:30 p.m.  
St. Joseph's Heritage, Georgian Room**

**Present:**

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

**By Invitation:**

Sheila Brown, *Recording Secretary*  
Byron Ball, *Vice President, Infrastructure and Planning & CFO*  
Paul Francis, *Vice President, N'doo'owe Binesi (virtual)*  
Kim Callaghan, *Director, Communications & Government Relations*  
Dr. Michel Bédard, *Scientific Director, Centre for Applied Health Research*  
Shayna Cummings, *Research Coordinator, Centre for Applied Health Research*  
Diane Walker, *Strategic Plan Facilitator on behalf of St. Joseph's Foundation of Thunder Bay*  
Mark DeGagne, *Board Vice Chair, St. Joseph's Foundation of Thunder Bay*  
Gail Brescia, *President & CEO, St. Joseph's Foundation of Thunder Bay*

**Regrets:**

Dr. Armour Boake\*                      Paula Bouchard                      Sharon Hollinsworth  
Adam Shaen, *Vice President, People & Mission*  
Andrea Docherty, *Vice President, Clinical & Community Health*  
Brenda Mason, *Elder in Council*

**Client & Resident Satisfaction Survey Results**

Dr. Michel Bédard provided the Board with an update on the Client and Resident Satisfaction Survey, conducted from September 8 to November 3, 2025. Of 2,695 surveys distributed, 1,677 responses were received (62.2% response rate), covering demographics, overall satisfaction, compassionate care, and open-ended feedback. Overall satisfaction was high, with most respondents rating care as good or excellent. There were disparities noted in the responses from Indigenous clients, with the most significant difference on the question about raising concerns without it negatively affecting care.

*Dr. Bédard and S. Cummings were excused from the meeting.*

**St. Joseph's Foundation of Thunder Bay Strategic Planning**

Diane Walker, Mark DeGagne, and Gail Brescia were welcomed. D. Walker led a discussion with the Board on the Foundation's strategic planning, philanthropy, and collaboration with St. Joseph's Care Group. The refreshed mission to inspire philanthropy and the importance of strategic alignment to maximize impact were highlighted. Board members raised concerns regarding accessibility, diversity, Indigenous priorities, sustainability, and accountability. A short survey will be circulated to the Board for further feedback.

*D. Walker, M. DeGagne, and G. Brescia were excused from the meeting.*



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**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 7:34 p.m.

**1.1 Land Acknowledgment and Opening Prayer**

B. Jarvela 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 February 18, 2026**

**Moved by: F. Pottinger**

**Seconded by: B. Raison**

***“That the Board of Directors approves the March 18, 2026 Agenda as circulated and approves the Board of Directors Minutes of February 18, 2026 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 progressing as planned and remain on track.

**2.3 Governance Support for Accreditation**

J. Black briefed the Board on upcoming accreditation requirements and confirmed the virtual session is set for April 29, 2026, 8:00-9:00 a.m. A detailed guide with policies and section notes was pre-circulated, and Board member assignment was discussed and completed to ensure full coverage. Ongoing support was emphasized, with members encouraged to use the Board portal.

**3.0 REPORTS**

**3.1 Report from the Chair**

The Chair thanked Board members who expressed interest in officer roles and Chair of the Quality, Safety and Risk Committee, noting a recommendation will be presented at the April Governance and Nominating Committee



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meeting. Recruitment for new Board members will begin shortly, and members were encouraged to share any postings.

**3.2 Report from the President & CEO**

The Leadership Team Report was pre-circulated for information, emphasizing alignment between quality practices and accreditation requirements. The passing of Elder Aaron Theriault was acknowledged, with condolences noted and a formal tribute to appear in a future Walking with Humility report.

**3.3 Report from St. Joseph's Foundation of Thunder Bay**

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

**4.0 CONSENT MOTION**

**4.1 Board Quality, Safety & Risk Committee**

The February 17, 2026, Board Quality, Safety & Risk Committee minutes were pre-circulated. Highlights included receipt of the Q2 Quality, Safety & Risk Report, minor amendments to the Financial Whistleblower Policy, endorsement of the 2026-2027 Quality Improvement Plan, and review of the 3rd Quarter Quality Improvement Plan progress report.

**4.2 Board Governance & Nominating Committee**

The March 3, 2026, Board Governance & Nominating Committee minutes were pre-circulated. Highlights included a progress update on the Governance Quality Improvement Action Plan, discussion of accreditation support and resources, review of board membership, recruitment, and officer matters, and review of the February 18, 2026, Board meeting evaluation results.

**4.3 Medical Advisory Committee**

The March 5, 2026, Medical Advisory Committee minutes were pre-circulated. Highlights included approval of the Principles of Conduct to ensure accountability, an update on Meditech Expanse implementation, and progress on the bylaw review, with professional staff feedback and legal review planned prior to Board approval.

**Moved by: S. Livitski**

**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 – February 17, 2026;***

***4.2 Board Governance & Nominating Committee – March 3, 2026;***

***4.3 Medical Advisory Committee – March 5, 2026."***

**CARRIED**

## 5.0 COMMITTEE REPORTS HELD FROM CONSENT MOTION

There were no items held from consent motion.

## 6.0 NEW BUSINESS – None

### 6.1 Quality Improvement Plan 2026-2027

C. Freitag presented the 2026-2027 Quality Improvement Plan, developed in line with Health Quality Ontario and the Excellent Care for All Act, incorporating stakeholder engagement. The plan addresses five quality dimensions: access and flow; equity and Indigenous health; client and resident experience; provider experience; and safety. Executive performance on selected quality indicators is linked to compensation. The Board Quality, Safety, and Risk Committee reviewed the plan and recommended Board approval.

**Moved by:** S. Livitski

**Seconded by:** D. Pierce

***“That the Board of Directors approves the 2026-2027 Hospital and Long-Term Care Quality Improvement Plan based on recommendation from the Board Quality, Safety & Risk Committee.”***

### CARRIED

## 7.0 FOR INFORMATION – None

## 8.0 IN CAMERA (CLOSED) SESSION

**Moved by:** F. Pottinger

**Seconded by:** E. Phippard

***“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 March 3, 2026, Board Governance & Nominating Committee report, the March 4, 2026, Board Executive Committee report, and the March 5, 2026, Medical Advisory Committee report, including the physician privileges detailed in the Credentialing report.

## 10.0 DATE OF NEXT MEETING – Wednesday, April 15, 2026

## 11.0 ADJOURNMENT – The meeting adjourned at 8:06 p.m.

## 12.0 BOARD MEETING EVALUATION – The Board engaged in a roundtable session.



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A handwritten signature in black ink, appearing to be "J.M.", written over a horizontal line.

Chair, Board of Directors

April 15, 2026

Date

A handwritten signature in black ink, reading "Sheila Brown", written over a horizontal line.

Recording Secretary