



**Campbellford
Memorial Hospital**

**Campbellford Memorial Hospital
Board of Directors Open Meeting - Minutes
Tuesday, September 30th, 2025 @ 4:00 PM**

PRESENT: Carrie Hayward (Chair), Jeff Hohenkerk, Liz Mathewson, Marg Carter, Dr. Dimitri Louvish, Doug Hunt, Glen Wood, Heather Campbell, Jennifer Glover, Dr. Danish Chippa, Greg Clarke, Fiona Harrington, June Tutak, Trish Wood, Beth Lucciola, Michael Bunn, Liz Mathewson, Sandra Conley

REGRETS: Dr. Ellen Buck-McFadyen, Deanna Baker

GUESTS: Peter Mitchell (Recorder), Jessica Brandon, Adam Kolisnyk

1. CALL TO ORDER

Carrie Hayward called the meeting to order at 4:02 PM.

1.1 Land Acknowledgement

Liz Mathewson offered a Land Acknowledgement.

1.2 Confirmation of Quorum

A Quorum was confirmed.

1.3 Approval of Agenda

Motion: Be it resolved that the agenda be approved as circulated.

Moved by: Glen Wood

Seconded by: Trish Wood

Carried.

1.4 Declaration of Conflicts of Interest

No conflicts were declared.

2. CONSENT AGENDA

(The following items/recommendations have been identified as part of the consent agenda for the regular meeting. Directors are encouraged to contact the Board Chair, CEO or EA to the CEO/Board in advance of

the meeting if there are questions about a listed consent agenda item. Any Director may request that any of the Materials be moved to the Board or Committee meeting agenda.)

2.1 Summary of Motions in Consent Agenda

Motion: Be it resolved that the Consent Agenda be approved as circulated, including all motions listed in section 2.1 - Summary of Motions in Consent Agenda.

Moved by: Sandra Conley

Seconded by: Marg Carter

Carried.

2.2 Board of Director Meeting Minutes of June 17th, 2025

2.3 Board of Director Meeting Minutes of June 24th, 2025

2.4 Governance Committee Terms of Reference (policy 5-210)

2.5 Resources & Audit Committee Terms of Reference (policy 3-040)

2.6 Redevelopment Communications and Community Engagement Committee Terms of Reference (Policy 5-410)

2.7 Board Committees & Committee Chairs (Policy 5-070)

2.8 Quarterly Compliance Certificate – Q1

2.9 Contract Approvals

2.10 Operating Statements – Q1

2.11 Foundation Report

2.12 Multicare Lodge Report

3. BUSINESS ARISING/COMMITTEE MATTERS

3.1 Governance Committee Report

Governance Committee Chair Michael Bunn presented the Governance Committee report, noting that two of the three directors whose terms are up for renewal have agreed to serve another term. He also informed the Board that Director Deanna Baker has resigned as a member of the Board, effective immediately. The Board requested that a letter of appreciation be drafted to thank Ms. Baker for her service and contributions.

It was noted that the Board is not required to fill the resulting vacancy immediately; choosing not to do so would leave two positions to be filled in the next recruitment cycle. Chair Carrie Hayward requested that the Governance Committee bring forward a recommendation at a future meeting regarding whether the vacant seat should be filled at this time or deferred until the new year.

The Committee also noted that the Board Retreat will take place on December 1st. In addition, it was reported that the Board Portal will be updated with the creation of a new SharePoint site, with the Management Team to provide further updates at an upcoming meeting.

3.1.1 Board Education Sessions – New Format

Governance Committee Chair Michael Bunn informed the Board of a proposed change discussed at the Governance Committee meeting regarding the structure of Board education sessions. Rather than continuing with shorter sessions incorporated into regular Board meetings, the Committee recommended planning three half-day education sessions throughout the year to allow for more in-depth learning opportunities for directors. He noted that implementing this change would require a redraft of the Board Education Policy, which could be completed easily if the Board wished to proceed.

Some directors expressed concern that attendance could become an issue if the sessions were held during the day. CEO Jeff Hohenkerk suggested that sessions could alternatively be scheduled in the evening or recorded for later online viewing. Chair Carrie Hayward proposed that one of the sessions be incorporated into the upcoming Board Retreat, with a second session held during the period when the February Board meeting would normally occur, leaving only one additional session to be scheduled separately.

Directors discussed that the current education sessions tend to be relatively passive, consisting largely of presentations followed by the continuation of regular meeting business. It was noted that more interactive, discussion-based sessions could enhance engagement and learning. While there were concerns about removing education sessions entirely from regular Board meetings, directors agreed that holding some sessions outside of Board meetings could be beneficial.

Following discussion, the Board reached consensus on adopting a hybrid approach, with education sessions held both within and outside of Board meetings, including during the retreat. It was noted that the Board Education Policy will need to be updated to reflect this change. Additionally, directors emphasized the importance of providing more opportunities for input into the selection of education topics, and requested that a survey be circulated to gather feedback on preferred session topics as soon as possible.

3.2 Resource & Audit Committee Report

Resource & Audit Committee Chair Glen Wood reported that the Committee's Q1 report had been circulated in advance of the meeting. He noted that while the report reflects the hospital's financial position as of the end of the first quarter, the cash flow situation has since improved early in Q2, though this improvement is not captured in the current report.

Mr. Wood also drew attention to the positive progress reflected in the report, noting that the hospital is currently agency staff free. He extended his appreciation to the Human Resources team for their efforts in achieving this milestone and for their continued work to support staffing stability across the organization.

4. NEW BUSINESS

4.1 Board of Directors Declaration

It was noted the declaration needs to be updated before directors sign it. This will be brought back to Governance in the November meeting and brought back to the board.

4.2 Board Work Plan 2025/2026

Motion: Be it resolved that the Board of Directors approves the Board and Committee Workplans as recommended by the Governance Committee.

Moved by: Glen Wood

Seconded by: Doug Hunt

Carried.

4.3 Setting Fixed Number of Directors

Motion: Be it resolved that the Board of Directors hereby fixes the number of directors at eighteen (18), in accordance with the range set out in the corporation's articles and by-laws, and in compliance with the Ontario Not-for-Profit Corporations Act.

Moved by: Beth Lucciola

Seconded by: Doug Hunt

Carried.

5. REPORTS

5.1 Chair Report

Chair Carrie Hayward provided the Board with an update regarding recent communication with Northumberland County. She noted that the County had responded to the hospital's letter, which had been sent following their request to have a role on the Board. The County's response was positive and collaborative in tone, expressing interest in strengthening the working relationship between the two organizations.

As part of their reply, Northumberland County suggested that the hospital prepare a delegation to present at an upcoming meeting of the County's Community Health Committee. They also proposed arranging a meeting

between Chair Hayward, CEO Jeff Hohenkerk, and County CAO Jennifer Moore to discuss potential topics for inclusion at the Committee meeting and to explore further opportunities for collaboration.

5.2 President/CEO Report

CEO Jeff Hohenkerk presented his report, which had been circulated prior to the meeting. He provided an update on recent developments in Northumberland Physician Recruitment, noting that a new countywide approach is being implemented to support the recruitment and retention of physicians across the region.

Mr. Hohenkerk also highlighted an upcoming Board education session scheduled for October 20th, which will focus on the development of new performance dashboards and the establishment of strategic planning priorities for the 2026/27 fiscal year. In addition, he provided further details on the development of the new SharePoint-based Board Portal, emphasizing its enhanced functionality and ease of access. Chair Carrie Hayward noted the importance of involving Board directors in the design and implementation process to ensure the portal meets governance needs.

Mr. Hohenkerk and Chair Hayward also provided an update on the Redevelopment work undertaken over the summer months, including progress in recruiting and building out the Redevelopment team and committees. Directors posed several questions regarding the process and anticipated timelines. Mr. Hohenkerk responded that while significant foundational work has been completed, it remains too early to provide specific details at this stage.

5.3 Chief of Staff Report

Chief of Staff Dr. Louvish presented his report, which had been circulated in advance of the meeting, and provided highlights of recent patient care trends and initiatives undertaken over the summer months. Directors expressed their appreciation and noted they were very impressed with the consistent reduction in Alternate Level of Care (ALC) patient numbers throughout the summer period.

Dr. Louvish reported that physician staffing remains stable and shared that physicians from neighbouring hospitals have expressed interest in performing endoscopy procedures at CMH, citing the quality and reliability of the hospital's new equipment.

Dr. Louvish and CEO Jeff Hohenkerk also updated the Board on positive progress within the Emergency Department (ED), including the successful recruitment of additional core physicians and a noticeable improvement in departmental culture, contributing to enhanced teamwork and patient care.

5.4 Auxiliary Report

June Tutak, the Auxiliary representative on the Board, presented the Auxiliary Report, highlighting recent fundraising successes and the implementation of new procedures in the Gift Shop. She also requested the Board's permission for the Auxiliary to incorporate the hospital's new logo into its own updated logo design. The Board expressed its support and had no concerns with the request.

Motion: Be it resolved that the Board of Directors approve the Auxiliary's request to use the hospital logo in the new Auxiliary logo.

Moved by: Marg Carter

Seconded by: Glen Wood

Carried.

6. CORRESPONDENCE

7. NEXT MEETING DATE – October 28th, 2025

8. MOTION TO ADJOURN THE OPEN MEETING

Moved by: Liz Mathewson

Seconded by: Glen Wood

Carried: