



HALIBURTON HIGHLANDS HEALTH SERVICES (HHHS)  
MINUTES

REGULAR OPEN MEETING of the BOARD OF DIRECTORS  
Thursday, November 27, 2025 / 2:00 pm / HHHS Boardroom - Haliburton

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Members: Irene Odell, Board Chair\* Diana McNiven, Director\*  
Al Aubry, Director\* Connie Phillipson, Director\*  
Mark Bell, Director\* Don Pierson, Director\*  
Kurtis Bishop, Director\* Charlotte Snider, Director\*  
Sharon Kaasalainen, Director \* Michael Tambosso, Director\*

Ex-Officio: Jen Burns West, Interim CEO Victoria Miscio, Interim CNE & VP  
Dr. Paul Faulkner, Chief of Staff Dr. Ana Costea, President of Medical Staff

Regrets: Jennifer Dailloux, Director Clifford Ottaway, Director  
Liz Danielson, Director

Guest: Ulvi iskhagi-Bayat, Chief Financial Officer

Staff Resources: Michel Henry, EA, Recorder  
\*counts toward quorum

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**1. CALL TO ORDER**

Irene Odell, Chair, called the (Open) meeting to order at 2:00 pm.

**1.1 Quorum** – Quorum was confirmed.

**1.2 Review of Agenda** – The agenda was reviewed with no additional items suggested.

**1.3 Declarations of Conflict of Interest** – None declared.

**2. CONSENT AGENDA**

Items identified as part of the consent agenda were pre-circulated and the related motions were presented as follows:

1. **MOTION:** That the draft minutes of the (Open) Board of Directors meeting of September 25, 2025 be approved.

2. **MOTION:** That the draft minutes of the (Open) Quality, Governance & Planning meeting of November 12, 2025 be received.

3. **MOTION:** That the draft Board of Directors, Executive Compensation and Performance Framework, POL.GOV.37628 be approved.

4. **MOTION:** That the draft minutes of the (Open) Finance, Resources & Audit Committee meeting of November 13, 2025 be received.

5. **MOTION:** That the HR Dashboard Metrics for Q2 of 2025-26 be received.

*(Secretary's Note: Motion #5 HR Dashboard Metrics for Q2 of 2025-26 had been received by the Finance, Resources & Audit Committee and did not need to be received by the Board in the consent agenda.)*

6. **MOTION:** That the minutes of the Highland Wood Residents Council meeting of September 2025 be received.

7. **MOTION:** That the minutes of the Highland Wood Residents Council meeting of October 2025 be received.

8. **MOTION:** That the minutes of the Hyland Crest Residents Council meeting of October 2025 be received.

9. **MOTION:** That the minutes of the Hyland Crest Residents Council meeting of November 2025 be received.

10. **MOTION:** That the minutes of the Hyland Crest Family Council meeting of November 2025 be received.

Thereafter, there was a

**MOTION: THAT the Board of Directors approves motions 1 through 10 on the (Open) Consent Agenda as presented with the exception of Item #5 which had been received by the Finance, Resources & Audit Committee and should not have been included/received in the Consent agenda.**

Mark Bell/ Diana McNiven, **CARRIED.**

### **3. BOARD BUSINESS – QUALITY, GOVERNANCE & PLANNING COMMITTEE**

#### **3.1 Quality & Patient Safety Report Q2 2025/26**

Interim CNE Victoria Miscio reported the highlights of the Q2 report that was presented previously to the Quality, Governance & Planning Committee.

- ED volumes were slightly higher during the summer months
- HHHS can now access a system-wide Hospital/ED Scorecard allowing HHHS to compare its metrics with other low volume community hospitals and the East Region as a whole
- Ambulance offload times are excellent as is Time to Physician Initial Assessment

A suggestion was made that the Board of Directors would like to see the themes of the concerns or complaints expressed by patients. Interim CNE Miscio reported on the policy and process of responding to and learning from complaints. Discussion ensued regarding publicizing wait times and setting the expectations of wait times.

#### **3.2 2025-26 Goals & Objectives Q2**

Interim CEO Burns West reported on the goals and objectives achieved in the second quarter with some of the notable highlights being the completion of some of the goals and objectives and being on target to meet the rest. It was further reported that:

- Documentation for lab accreditation had been submitted
- Service Recognition Awards ceremony was well attended and new awards - the Compass of Excellence Awards and the Physician Impact Award – were well received by staff
- Stay interviews have been launched, no data available at this early stage
- HHHS’ website is being refreshed and will include new photos of staff
- X-ray renovation is slightly delayed with the anticipation it will be finished in February

The LEAN Six Sigma process was described as it had been used to streamline the volunteer intake process.

**4. BOARD BUSINESS – FINANCE, RESOURCES & AUDIT COMMITTEE**

**4.1 2025-26 Financial Statements Q2**

CFO Ulvi Iskhagi-Bayat reviewed the comprehensive financial package that had been pre-circulated. HHHS is projecting a \$6 MM deficit at year-end. Advocacy work is continuing, and it is anticipated that an announcement will be received in early January.

**4.2 HR Plan Update Q2**

The HR Plan Update had been inadvertently left out of the agenda package but would be sent to Board members next day.

**5. BOARD BUSINESS – EXECUTIVE COMMITTEE**

**5.1** There were no items to discuss.

**6. REPORTS**

**6.1 Report of the Executive Director, Haliburton Highlands Health Services Foundation**

Melanie Klodt Wong, Executive Director of the Haliburton Highlands Health Services Foundation provided a verbal report on the activities of the Foundation. The ‘Believe in the Magic of Giving’ campaign is underway. Giving Tuesday is Dec 2<sup>nd</sup> and a matching gift of \$100,000 has been pledged for the month of December.

Diana McNiven/Sharon Kaasalainen, **CARRIED.**

**6.2 Report of the Chief of Staff**

Dr. Paul Faulkner, Chief of Staff, noted the additional physicians who have joined the staff in the Emergency Department have lessened the department’s dependency on Emergency Department Locum Program (EDLP) physicians to fill the schedule. Dr. Max Rannie will be joining the hospitalist program in the Spring and together with the local physicians, the hospitalist program is well-staffed. Dr. Faulkner noted that with the recent physician recruitment, HHHS is in a stronger position for physician staffing than it has been in years.

Following an opportunity for discussion, there was a

**MOTION: THAT the Board of Directors receives the Report of the Chief of Staff.**

Connie Phillipson/ Kurtis Bishop, **CARRIED.**

**6.3 Report of the Chief Executive Officer**

In addition to her pre-circulated written report, Jen Burns West, Interim CEO, noted the following highlights:

- HHHS has achieved EMRAM Stage 5 for Epic. EMRAM is a globally recognized model that tracks a hospital's progress toward a fully electronic, paperless environment
- AI programs are being looked at. Waiting for Safe Use of AI policy (with Privacy Commissioner currently)

- A nurse who had served for 50 years was recently recognized at long service awards (recently retired)
- Community programs were noted i.e. Your Voice Your Choice, Reaching Out and Raising Up
- Website refresh underway, anticipated completion in the new year

Following an opportunity for discussion, there was a

**MOTION: THAT the Board of Directors receives the Report of the Interim President & CEO**

Mark Bell/Michael Tambosso, **CARRIED.**

#### **6.4 Report of the President of the Minden Health Care Auxiliary**

President of the Minden Health Care Auxiliary, Gail Simon, provided a written report highlighting the activities of the Auxiliary in supporting HHHS. It was reported that HHHS had offered to help the Auxiliary celebrate 25 years of service.

Following an opportunity for discussion, there was a

**MOTION: THAT the Board of Directors receives the Report of the President of the Minden Health Care Auxiliary.**

Diana McNiven/Sharon Kaasalainen, **CARRIED.**

#### **7. OTHER BUSINESS**

**7.1 Next Meeting Date:** February 26, 2026

#### **8. FOR INFORMATION**

**8.1** Haliburton Highlands Health Services Foundation 2025 Christmas Campaign

**8.2** KLH-OHT Board Orientation 2025-2026

**8.3** KLH-OHT cQIP Briefing Note

**8.4** KLH-OHT Impact Report

#### **9. MOTION TO ADJOURN THE OPEN MEETING & MOVE INTO THE CLOSED MEETING**

***On a motion by Diana McNiven, the open meeting adjourned at 2:45 pm.*** Following a brief break, the closed portion of the meeting would commence at 2:50 pm.

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Chair

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Date