



HALIBURTON HIGHLANDS HEALTH SERVICES (HHHS)  
MINUTES

REGULAR OPEN MEETING of the BOARD OF DIRECTORS  
Thursday, September 25, 2025 / 2:00 pm / HHHS Boardroom - Haliburton

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Members:	Irene Odell, Board Chair* Al Aubry, Director* Kurtis Bishop, Director* Sharon Kaasalainen, Director *	Clifford Ottaway, Director* Connie Phillipson, Director* Don Pierson, Director* Charlotte Snider, Director*
Ex-Officio:	Jen Burns West, Interim CEO Dr. Keith Hay, Chief of Staff	Victoria Miscio, Interim CNE & VP Dr. Paul Faulkner, Incoming COS
Regrets:	Dr. Norm Bottum Mark Bell, Director Jennifer Dailloux, Director	Diana McNiven, Director Michael Tambosso, Director Liz Danielson, Director
Guest:	Ulvi iskhagi-Bayat, CFO	
Staff	Michel Henry, EA, Recorder	
Resources:		
*counts toward quorum		

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**1. CALL TO ORDER**

Irene Odell, Chair, called the (Open) meeting to order at 2:00 pm. On behalf of the Board of Directors, Chair Odell welcomed the new Chief of Staff Dr. Paul Faulkner, Interim Chief Executive Officer Jen Burns West, Interim Chief Nursing Executive Victoria (Tori) Miscio to the meeting.

**1.1 Quorum** – Quorum was confirmed.

**1.2 Review of Agenda** – The agenda was reviewed and there were no suggested amendments.

**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 May 29, 2025 be approved.

2. **MOTION:** That the draft minutes of the (Open) Quality, Governance & Planning meeting of September 9, 2025 be received.

3. **MOTION:** That the draft minutes of the (Open) Finance, Resources & Audit Committee meeting of September 11, 2025 be received.
4. **MOTION:** That the HR Dashboard Metrics July 1, 2024 – June 30, 2025 be received.
5. **MOTION:** That the draft Terms of Reference, Executive Committee TOR.ADM.34795 be approved.
6. **MOTION:** That the draft Terms of Reference Finance, Resources & Audit Committee TOR.ADM.34796 be approved.
7. **MOTION:** That the draft Terms of Reference, Quality, Governance & Planning Committee TOR.ADM.34797 be approved.
8. **MOTION:** That the draft Terms of Reference, Community Advisory Committee TOR.ADM.34794 be approved.
9. **MOTION:** That the minutes of the Hyland Crest Residents Council meeting of June 2025 be received.
10. **MOTION:** That the minutes of the Hyland Crest Residents Council meeting of July 2025 be received.
11. **MOTION:** That the minutes of the Highland Wood Residents Council meeting of June 2025 be received.
12. **MOTION:** That the minutes of the Highland Wood Residents Council meeting of July 2025 be received.

Thereafter, there was a

**MOTION: THAT the Board of Directors approves motions 1 through 12 on the (Open) Consent Agenda as presented.**

Cliff Ottaway /Sharon Kaasalainen **CARRIED.**

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

#### **3.1 Quality & Patient Safety Report Q1 2025/26**

Interim CNE Victoria Miscio reported on the highlights of the Q1 report that was presented previously to the Quality, Governance & Planning Committee. It was noted that Accreditation Canada had accepted the submission of the outstanding criteria and had closed the file on the 2024 Accreditation. In late Spring, HHHS held its first meeting of the Long-Term Care Quality Improvement Committee (LTCQIC) whose purpose was to ensure compliance with the *Fixing Long-Term Care Act, 2021* and *Ontario Regulation 246/22*. It was further reported that falls reduction continues to be a focus in long-term care.

**MOTION: THAT the Board of Directors receives the 2025-26 Q1 Quality, Patient Safety & Patient Experience Report.**

Al Aubry /Sharon Kaasalainen, **CARRIED.**

### **3.2 2025-26 Corporate Goals & Objectives Q1**

Interim CEO Burns West reported on the goals and objectives achieved in the first quarter with some of the notable highlights being the completion of the iECG implementation, Community Support Services had completed Kaizen events to improve their work flow, employee performance reviews were continuing with the goal being 50% completed by year-end, and the Emergency Department co-pilot with Lakeridge Health Oshawa simulation was underway with its kickoff this evening.

**MOTION: THAT the Board of Directors receives the Q1 update of the 2025-26 corporate goals and objectives.**

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

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

### **4.1 2025-26 Financial Statements Q1**

CFO Ulvi Iskhagi-Bayat reviewed the comprehensive financial package that had been pre-circulated. HHHS is projecting a \$6.5MM deficit at year-end. Pressure funding has not been received, despite an August submission, though processing typically takes two months. Cashflow analysis indicates the \$2.5MM line of credit will need to be accessed in September/October. Supplier payments have been verified, and HHHS continues to uphold strong partner relationships.

**MOTION: THAT the Board of Directors receives the quarterly financial statements, cashflow statements and progress reports for the period April 1, 2025 to June 30, 2025.**

Al Aubry/ Cliff Ottaway, **CARRIED.**

## **5. BOARD BUSINESS – EXECUTIVE COMMITTEE**

**5.1** No meeting held.

## **6. REPORTS**

### **6.1 Report of the Chief of Staff**

Dr. Hay provided the Board with a recruitment update. Dr. Mario Lupu and Dr. Carly Eisbenner are joining the Haliburton Family Health Team and will be working in the Emergency Department as well. Dr. Max Rannie will be joining the HHHS team working as a part-time hospitalist and Emergency Department physician. Dr. Hay further reported on a physician from Australia who was awaiting his CPSO license, and he would be working in the Emergency Department and working part-time as an anesthetist in local area hospitals. Dr. Addo-Yobo, a general internist/respirologist, would be joining HHHS providing out-patient consultations. Chair Odell, on behalf of the Board, thanked Dr. Hay for his work as Chief of Staff and applauded him on the difference he had made to the quality of care provided by HHHS.

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

Cliff Ottaway/Kurtis Bishop, **CARRIED.**

## 6.2 Report of the Chief Executive Officer

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

- Successful extern program was provided over the summer months with 4 participants
- Haliburton, Kawartha, Pine Ridge District Health Unit had merged with Peterborough Public Health and the new organization has rebranded as Lakelands Public Health
- Emergency policies have been updated since the ice storm, with the addition of satellite internet access and pre-determined meeting times
- The intergenerational day camp was discussed, with positive feedback received from participants and parents
- New wait-time board is now in the Emergency Department waiting room and is updated hourly; IT is working through technical challenges to embed the technology on the website

Discussion identified that patients in the waiting room often do not understand the triage process. Solutions focused on education were proposed. It was also suggested that HHHS' positive news stories be highlighted in the media.

Following an opportunity for discussion, there was a

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

Kurtis Bishop / Al Aubry, **CARRIED.**

## 7. **OTHER BUSINESS**

### 7.1 Briefing Note Corporate Membership Confirmation

A summary of applicants for corporate membership was reviewed. Of note, Wendy Aubry had been approved at the June 26, 2025 meeting.

**MOTION: THAT the Board of Directors approves the Annual Membership for those Applicants listed in Appendix A bringing the total to 26 Members.**

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

### 7.2 2025-26 Annual Goals Q1 – Chief of Staff

Dr. Keith Hay reported that his focus had been on recruitment efforts. He also noted that an Environment Committee had been established, and Accreditation Canada's Climate Action Benchmarking Tool had been completed. Dr. Hay noted that HHHS was the smallest hospital in the country to have completed the Climate Action Tool.

Following an opportunity for discussion, there was a

**MOTION: THAT the Board of Directors approves the 2025-26 Annual Goals Report for Q1 of the Chief of Staff.**

Kurtis Bishop/Cliff Ottaway, **CARRIED.**

### 7.3 2025-26 Annual Goals Q1 - CEO

Interim CEO Burns West reported on her goals being continued advocacy with all levels of local government officials, as well as advocacy with the Ministry of Health, Ministry of Long-Term Care and Ontario Health representatives. She also noted that the renovations for the new DI equipment and Emergency Department were progressing well.

Following an opportunity for discussion, there was a

**MOTION: THAT the Board of Directors approves the 2025-26 Annual Goals Report for Q1 of the Interim Chief Executive Officer.**

Kurtis Bishop/Al Aubry, **CARRIED.**

### 7.4 Haliburton Highlands Health Services Foundation

Executive Director, Melanie Klodt Wong, presented her report to the Board with information on the Foundation's activities over the summer including the Matt Duchene Charity Golf Classic, which raised the most money ever (\$234,000) and the Radiothon which raised 66% more than previous years. She highlighted new activities planned for the Fall.

### 7.5 Next Meeting Date:

November 27, 2025

## 8. **FOR INFORMATION**

### 8.1 2025-26 Board Workplan

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

***On a motion by Kurtis Bishop, the open meeting adjourned at 3:04 pm.*** Following a brief break, the closed portion of the meeting would commence at 3:10 pm.

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Chair

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Date