

## MINUTES

**Board of Directors Meeting**  
Wednesday, October 30, 2024  
5:00 p.m.

Pembroke Regional Hospital, Boardroom, Tower C (C142)

<b>Attendance</b>					
P = Present R = Regrets					
<b>Voting Directors</b>	<b>P</b>	<b>R</b>	<b>Non-Voting Directors</b>	<b>P</b>	<b>R</b>
Dean Sauriol, Chair	✓		Sabine Mersmann, President & CEO	✓	
Neil Nicholson, Vice Chair	✓		Dr. Thomas Hurley, Chief of Staff	✓	
Rebecca Paulsen, Vice Chair		✓	Dr. Amanda Williamson, President of Professional Staff	✓	
David Unrau, Past Chair	✓		Beth Brownlee VP Clinical and Support Services / CNE	✓	
Amy Sicoli, CHSO Designate	✓		<b>Resources (Non-Voting)</b>		
Suli Adams	✓		Scott Coombes	✓	
Daniel Burke		✓	Melanie Henderson	✓	
Sean Crozier	✓		Brent McIntyre	✓	
Clay Deighton		✓	Carolyn Levesque	✓	
Matthew Neadow	✓		<b>Recorder</b>		
Les Scott	✓		Sarah Mellish	✓	
Richard Wilson	✓		<b>Guests</b>		
Lisa Edmonds, Foundation Chair	✓		Shelley Sheedy, Board Community Representative	✓	
Diana Gagné, President of Hospital Auxiliary	✓		Dr. Colin Macpherson, Board Community Representative	✓	

	<b>Agenda Items</b>	<b>Minutes</b>
<b>1.0</b>	<b>Board Education Session</b>	
1.1	Tour of New Surgical Wing	The Board was provided with a tour of the nearly completed Inpatient Surgical Space on the 3 <sup>rd</sup> Floor of Tower A. The Grand Opening of the space is scheduled for November 15, 2024.
<b>2.0</b>	<b>Call to Order</b>	Dean Sauriol called the meeting to order at 5:30 p.m. and introductions were made by everyone in attendance.
2.1	Opening Prayer	Amy Sicoli led the Board in the opening prayer.
2.2	Land Acknowledgement	Dean Sauriol read the Land Acknowledgement statement.
<b>3.0</b>	<b>Adoption of Agenda</b>	
	<b>Motion 1</b>	<b>Moved by Lisa Edmonds, seconded by Les Scott, that the agenda of October 30, 2024 be accepted as presented.</b>
		<b>CARRIED</b>
<b>4.0</b>	<b>Declaration of Conflicts of Interest</b>	A call for declarations of conflicts of interest was made. No conflicts of interest were declared.

		<p><i>Addendum:</i> Following the meeting, during the Board Executive Committee meeting held on November 6, 2024, Neil Nicholson declared a potential conflict of interest under Agenda Item 7.1 with the part of the presentation surrounding the HART Hubs.</p>
<b>5.0</b>	<b>President and CEO's Report</b>	
	<ul style="list-style-type: none"><li>Construction Updates</li></ul>	<p>Over the next couple of months, our facility will undergo a significant physical transformation as our three major construction projects are seen through to completion. The inpatient surgical space that has been completely renovated will be handed over to us for occupancy at the end of the month and we will be having a grand opening celebration on November 15, 2024.</p> <p>In Tower C, the work on the new main entrance and space for relocating Mulvihill Drug Mart is coming along with an anticipated handover date of November 27<sup>th</sup>. Mulvihill Drug Mart will fit up the space by the end of December at which time we will then focus efforts on the future space for the gift shop. This project should be complete by March 2025.</p> <p>In Tower D, plumbing and electrical work is well underway in our new Medical Day Care / Systemic Therapy space which is scheduled for completion in mid-December.</p>
	<ul style="list-style-type: none"><li>Epic Update</li></ul>	<p>The official countdown towards our Epic Go-Live on November 29, 2025 began with an information session and demonstration hosted by The Ottawa Hospital on October 10<sup>th</sup> followed by a "Project Horizon" kickoff for all staff and physicians on October 22, 2024.</p>
	<ul style="list-style-type: none"><li>Renfrew County's HART Hub Application Has Been Submitted</li></ul>	<p>An application has been submitted on behalf of partners in Renfrew County to develop one of 10 HART (Homelessness and Addiction Recovery Treatment) Hubs being funded by the province. HART Hubs will enable enhanced access to a range of locally tailored health and human services supporting the treatment and recovery of individuals with complex service needs.</p>
	<ul style="list-style-type: none"><li>Transition to Use of Force Security Guards</li></ul>	<p>In response to valuable input from frontline staff and management, enhancements will soon be made to our hospital's security services which are aimed at improving safety for both staff and patients. In addition to having an increased security presence in key areas of the hospital, our security guards will be</p>

	<ul style="list-style-type: none"><li>• Mental Health Services of Renfrew County Introduces Geriatric Case Worker</li><li>• New Funding Allows for Greater Use of CT and MRI</li><li>• Application Submitted for Partial Designation Under the French Language Services Act</li><li>• Electronic Wayfinding Trial Underway</li><li>• EORLA Staff Recognized for Achieving Long Service Milestones</li></ul>	<p>trained in Non-Violent Crisis Intervention (NVCi) and Gentle Persuasive Approach (GPA) – two key skills which are vital in being able to de-escalate many situations. Once trained, these guards will work as part of the Code White team, ensuring greater support for incidents involving violent or aggressive behavior. In addition, we have changed some of their duties so that their main focus will now be supporting the Emergency Department, Medical Program and Acute Mental Health.</p> <p>As part of a pilot project to better support clients over the age of 62, a Geriatric Case Worker has been introduced for clients in the Pembroke area. Currently, 25% of active clients involved in case management are within this age bracket.</p> <p>The Ministry of Health has provided additional funding orders in order to reduce our MRI and CT wait times. As a result, we have expanded our MRI hours to include weekends and our CT hours to include evening appointments Monday through Thursday.</p> <p>While quite a few steps still need to be completed in order to make this official, our application to achieve partial designation for the x-ray service in Diagnostic Imaging has been submitted and we anticipate having the designation approved by next summer. In the meantime, and to further support our commitment to French language services, we have introduced buttons and stickers for our bilingual staff to wear which will let our patients and visitors know that they are French speaking, enhancing our inclusivity and patient care.</p> <p>As part of our new minimalistic approach to signage, and following a number of site visits to other hospitals, our Visual Building Improvement Audit Committee has decided to trial electronic wayfinding outside of the Mural Café. To achieve this, a projector has been installed in the ceiling at the corridor intersection which projects a message onto the floor. We are in the process of gathering feedback on this from staff, patients, and visitors to see if this method might be helpful going forward.</p> <p>Earlier this month, we hosted a special celebration for our Lab staff as we aligned their years of service recognition with the hospital's Long Service Recognition Program. A total of 19 staff were recognized for five to 30 years of service. In 2025, their milestones will be recognized as part of our hospital-wide celebrations.</p>
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	<ul style="list-style-type: none"> <li>• Auxiliary Contributes \$50,000 to New Fundraising Project</li> <li>• Pharmacy Accreditation</li> <li>• Christmas 2024 Celebrations</li> </ul>	<p>The Auxiliary held their Fall Luncheon and Fashion Show on October 2<sup>nd</sup> where they presented the Hospital with a cheque in the amount of \$50,000 towards the purchase of new Bone Density Test Equipment valued at \$150,000.</p> <p>On October 23, 2024, surveyors from the College of Pharmacists came to PRH for their annual accreditation assessment and the Pharmacy passed with flying colours. The accreditor commended us for all of the amazing improvements that led to a top-notch survey and also congratulated the PRH Foundation for supporting this very important work in renovating the sterile rooms for chemotherapy preparation.</p> <p>The Hospital's Staff Association Christmas Dinner and Dance will be held on December 7, 2024 and everyone is welcome to attend. More details will be coming soon regarding our Board celebration plans.</p>
<b>6.0</b>	<b>Patient Story</b>	Melanie Henderson provided an overview of a patient story.
<b>7.0</b>	<b>Strategic Matters – Generative Discussion</b>	
7.1	<b>Renfrew County Drug Strategy</b>	Sabine Mersmann and Melanie Henderson provided the Board with a thorough <u>presentation</u> on the Renfrew County Drug Strategy.
<b>8.0</b>	<b>Business/Committee Matters – Generative Discussion</b>	
8.1	<b>Incorporation and Administrative By-Laws – Update</b>	<p>Sabine Mersmann provided an update on the work being done to facilitate our change from federal to provincial incorporation and the updates to our Administrative By-Laws and associated policies to further comply with the Ontario Not for Profit Corporation Act (ONCA).</p> <p>The Board Executive Committee has been meeting with the lawyers from BLG Law Firm and will be meeting with them next on November 6, 2024 to review their recommended changes to our documents in order to align with ONCA. The next steps will be to bring everything to the full Board of Directors for review and approval at the November Board meeting followed by a submission to our Sponsors, the Catholic Health Sponsors of Ontario, for final</p>

		<p>approval.</p> <p>Sabine Mersmann will be having a call with the CEO of CHSO to review the process so far and to go over the new proposed language being used in the Articles of Incorporation in the next few weeks.</p>
8.2	<b>Verbal Update from Resource and Audit Committee</b>	<p>Richard Wilson provided the Board with an update on the work of the Resource and Audit Committee including an update on the current 2024/25 budget and where we are at to date. PRH has received funding for the first half of the year and continues to work with the provincial government to ensure funding for the remaining six months. Cash flow continues to be monitored. An update was also provided on debt strategies.</p>
8.3	<b>Verbal Update from Board Quality and Patient Safety Committee</b>	<p>In Rebecca Paulsen’s absence, it was noted that the Committee’s work is going well and the Committee receives reports regularly on quality programs in the Hospital as well as reports on critical incidents that occur and the follow-up work that has been completed.</p>
8.4	<b>CHSO Care for All Webinar – “Mission Integration in the Life Cycle of Boards and Staff”</b>	<p>As part of the Board’s Formation education, the CHSO is continuing to provide webinars as part of its “Care for All” series. The most recent webinar was titled “Mission Integration in the Life Cycle of Boards and Staff”. A generative discussion was held on the webinar by those who were in attendance.</p>
9.0	<b>Consent Agenda</b>	
9.1	<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>• Verified the Board Minutes of May 29, 2024</li> </ul>
9.2	<b>Medical Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Received the minutes from the Medical Advisory Committee Meetings held September 18, 2024 and October 16, 2024 and approved the following motions: <ul style="list-style-type: none"> <li>• that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new applications: <p><u>New Courtesy Applications</u> Dr. Milton, Kelly – Ambulatory Clinics (Pediatric Endocrinology)</p> </li> <li>• that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new applications:</li> </ul> </li> </ul>

New Term Applications

Dr. Asmer, Muhammed Samer –  
Obstetrics & Gynecology  
Dr. Bacskai, Gabor – Emergency Medicine  
Dr. Joo, Gul Pil – Emergency Medicine  
Dr. Murphy, Kathleen – Emergency  
Medicine  
Dr. Skead, Charlenn - Critical Care (ICU)

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new applications:

New Term Applications

Dr. Bellack, Neil – Emergency Medicine  
Dr. DeJong, Danica – Emergency Medicine  
Dr. Fadare, Daniel – Internal Medicine  
Dr. Gauthier, Isabelle – Diagnostic Imaging  
(Radiology)  
Dr. Hopper, Hannah – Family Medicine  
Dr. Imrie, Kevin – Ambulatory Clinics -  
Hematology  
Dr. Ramos, Alessander – Diagnostic  
Imaging (Radiology)  
Dr. Su, Charles – Emergency Medicine  
Dr. Wang, Han Xiong (Henry) –  
Emergency Medicine

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new applications:

New Midwifery Term Applications

RM Fisher, Lia – Obstetrics & Gynecology  
(Midwifery)  
RM Payne, Joanne - Obstetrics &  
Gynecology (Midwifery)

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new applications:

New Term Applications

Dr. Jean Marc Benoit – Emergency  
Department

9.3	<b>Board Quality and Patient Safety Committee</b>	<ul style="list-style-type: none"> <li>Received the minutes of the Board Quality and Patient Safety Committee meeting held September 10, 2024</li> </ul>
9.4	<b>Board Executive Committee</b>	<ul style="list-style-type: none"> <li>Received the minutes from the Board Executive Committee meetings held September 17, 2024 and October 19, 2024 and approved the following motion: <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Board Executive Committee and recommends that the Minutes of the 2024 Annual General Meeting be approved by the Board of Catholic Health Sponsors of Ontario (CHSO)</li> </ul> </li> </ul>
9.5	<b>Resource and Audit Committee</b> <ul style="list-style-type: none"> <li>Minutes from the meeting held October 23, 2024</li> </ul>	<ul style="list-style-type: none"> <li>Received the minutes from the Resource and Audit Committee meeting held October 23, 2024 and approved the following motions: <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the hospital's 2024-25 budget with a projected operating deficit of \$4.9 million</li> <li>that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the 2024-25 Community Mental Health budget with a projected operating deficit of \$0.7 million</li> </ul> </li> </ul>
9.6	<b>Foundation Report</b>	<ul style="list-style-type: none"> <li>Received the Foundation report</li> </ul>
10.0	<b>Open Forum</b>	There were no items brought forward for discussion during the open forum.
11.0	<b>Next Meeting</b>	Next Board Meeting on Wednesday, November 27, 2024 at 5:00 p.m. – Boardroom, Tower C (C142)
11.1	<b>Board Committee Meetings Calendar</b>	The Board Committee Meetings Calendar was attached for information.
11.2	<b>Attendance Record</b>	The Attendance Record was attached for information.
12.0	<b>Adjournment</b> <span style="float: right;"><b>Motion 2</b></span>	<b>Moved by Suli Adams, seconded by David Unrau, that the meeting be adjourned at 6:56 p.m.</b> <p style="text-align: right;"><b>CARRIED</b></p>



D. Sauriol, Board Chair



S. Mersmann, President & CEO