

**MINUTES**  
**Board of Directors Meeting**  
Wednesday, March 26, 2025  
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	✓	
David Unrau, Past Chair	✓		Dr. Amanda Williamson, President of Professional Staff	✓	
Amy Sicoli, CHSO Designate	✓		Beth Brownlee, VP Clinical Services / CNE	✓	
Suli Adams	✓		<b>Resources (Non-Voting)</b>		
Daniel Burke	✓		Scott Coombes	✓	
Clay Deighton		✓	Brent McIntyre	✓	
Matthew Neadow		✓	Carolyn Levesque	✓	
Les Scott	✓		<b>Recorder</b>		
Richard Wilson	✓		Sarah Mellish	✓	
Lisa Edmonds, Foundation Chair	✓		<b>Guests:</b>		
Diana Gagné, President of Hospital Auxiliary	✓		Dr. Colin Macpherson	✓	
			Shelley Sheedy	✓	

	<b>Agenda Items</b>	<b>Lead</b>
<b>1.0</b>	<b>Board Education Session</b>	
1.1	HART Hubs Presentation	Craig Kelly, Chief Administrative Officer of the County of Renfrew, joined Sabine Mersmann and Brent McIntyre to provide the Board with a <u>presentation</u> on the HART Hub initiative and the work that is already underway.
<b>2.0</b>	<b>Call to Order</b>	Dean Sauriol called the meeting to order at 5:46 p.m.
2.1	Opening Prayer	Amy Sicoli led the Board in an opening prayer.
2.2	Land Acknowledgement	Dean Sauriol read the Land Acknowledgement Statement.
<b>3.0</b>	<b>Adoption of Agenda</b>	The agenda was reviewed and item "8.3 MSAA/HSAA Update" was added.
	<b>Motion 1</b>	<b>Moved by David Unrau, seconded by Les Scott, that the agenda of the March 26, 2025 Board meeting be accepted as amended.</b>  <b>CARRIED</b>
<b>4.0</b>	<b>Declaration of Conflicts of Interest</b>	A call for declaration of conflicts of interest was made. No conflicts of interest were declared.
<b>5.0</b>	<b>President and CEO's Report</b>	

	<ul style="list-style-type: none"> <li>Epic Update</li> </ul>	<p>A regional Epic Kickoff is scheduled to take place April 2<sup>nd</sup> involving the five other hospitals in the Champlain region who will go-live at the same time as us. A collective go-live date is scheduled to take place in the fall of 2026 and this extended time period takes into account the expanded workload to onboard six hospitals, the need to recruit for larger implementation teams, and the lead up training that will have to take place in order to ensure everyone is ready for the go-live date.</p> <p>While this delay of close to a year is disappointing, PRH recognizes the silver lining in that it will mean significant project cost savings and an incredible improvement for staff and physicians with all but two hospitals using the same platform in the Champlain Region. The extended timeline will also provide the opportunity to explore the possibilities around primary care integration.</p> <p>In the meantime, PRH is continuing with the preparatory work already scheduled including linking our Spacelab monitors with our registration system, going electronic with our Urinalysis machines on our Obstetrics Unit and in our Emergency Department and moving our Stress Testing System to electronic capture and interpretation.</p>
	<ul style="list-style-type: none"> <li>Construction Update</li> </ul>	<p>The move-in to the new Surgical Inpatient Unit was completed on March 4, 2025. Work is now being done to give a facelift to the 2<sup>nd</sup> floor with some new paint and patching of the walls. Once that is finished, the Medical Inpatient Unit will again utilize the space for some of their patients.</p> <p>While we had some unexpected delays due to flooring, our Systemic Therapy team moved into their new space the week of March 17th. Work has started on the past phase of the project which will be the construction of a new waiting room, meeting room and training room. A grand opening of the space will be planned for late spring.</p> <p>After experiencing an unforeseen water leak, completion of the first phase of the Tower C main entrance project delayed. We are awaiting an updated timeline for both this work and the start of Phase 2.</p> <p>With our current projects nearing completion, we are working with architects on a proposal to renovate the 2nd Floor Medical Unit in Tower A.</p>
	<ul style="list-style-type: none"> <li>Electric Vehicle Charging Stations</li> </ul>	<p>Nine electric vehicle charging stations are being installed – four in the Deacon Street staff lot, two in the public lot on Deacon Street and three in the lot behind Tower D. We are hoping to see these fully operational by the end of the month.</p>

	<ul style="list-style-type: none"> <li>• PRH to Host a Stroke Education Session for the Community</li> <li>• PRH Collaborates with Regional Public Sector Organizations to Advance Commitment to Truth and Reconciliation</li> <li>• Fireside Chat – Dinner with Residents</li> <li>• EDI Video</li> </ul>	<p>As part of our work in health prevention and service promotion, our hospital is re-launching a series of public education sessions starting with a Stroke Education Session the evening of April 24th at the Best Western Pembroke Inn and Conference Centre.</p> <p>On February 28th, Sabine Mersmann and Beth Brownlee attended the Makwa Community Centre in Golden Lake for Day Two of Advancing Truth and Reconciliation in Renfrew County, an event focused on our collective journey towards Truth and Reconciliation.</p> <p>On March 21, 2025, Mrs. Mersmann held a dinner with nine residents from the Pembroke Family Medicine Teaching Unit to talk about their experience in the community and what is important for us to consider during the recruitment process.</p> <p>The Hospital is also working on the creation of a new Equity, Diversity and Inclusion video. If any Board members would like to be a part of the video, they can contact Carolyn Levesque to participate.</p>
<b>6.0</b>	<b>Patient Story</b>	Beth Brownlee shared a patient story with the Board.
<b>7.0</b>	<b>Strategic Matters – Generative Discussion</b>	There were no strategic matters identified for discussion at this meeting.
<b>8.0</b>	<b>Business/Committee Matters – Generative Discussion</b>	
<b>8.1</b>	<b>Review of the 2024/25 Quality Improvement Plan</b>	The Senior Leadership Team provided the Board with a <u>presentation</u> providing a thorough overview of the work that was accomplished through the 2024/25 Quality Improvement Plan.
<b>8.2</b>	<b>Highlights from the 2025/26 Quality Improvement Plan</b>	<p>Sabine Mersmann provided the Board with a <u>presentation</u> showcasing the highlights of the 2025/26 Quality Improvement Plan.</p> <p>The motion to approve the 2025/26 Quality Improvement Plan was included in the consent agenda.</p>
<b>8.3</b>	<b>Update on HSAA and MSAA Extensions</b>	Scott Coombes provided the Board with an update on the Hospital Services Accountability Agreement (HSAA) and Multi-Sector Services Accountability Agreement (MSAA) that are now both being extended for an additional year to March 31, 2026. Hospitals have not been asked to submit a 2025/26 budget at this time and there continues to be financial uncertainty in the industry. The Ministry of Health continues to provide clear communication not to plan for any service reductions.

		Richard Wilson provided the Board with an overview of the work of the Resource and Audit Committee noting that the Committee reviewed the 2025/26 Operating Budget and recommended it for approval by the Board which was included in the consent agenda.
<b>9.0</b>	<b>Consent Agenda</b>	
<b>9.1</b>	<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>• Verified the regular minutes of January 29, 2025</li> </ul>
<b>9.2</b>	<b>Medical Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Received the Medical Advisory Committee minutes of February 19 and March 19, 2025 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 that the following new Courtesy applications be approved:   <u>New Courtesy Applications</u>  Dr. Mori, Justin – Family Practice  Dr. Rourke, Ryan – Surgery (Otolaryngology)  Dr. Vaccani, Jean Philippe - Surgery (Otolaryngology)</li> </ul> </li> <li>• that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following new Term applications be approved:   <u>New Term Applications</u>  Dr. Chamberlain, Graham – Family Practice (Pediatrics)  Dr. Ghanean, Helia – Family Practice  Dr. Gillanders, Reed – Emergency Medicine  Dr. Jory, Lindsay – Critical Care (ICU)  Dr. Namazi, Hadi – Family Practice  Dr. Ziaee, Ali – Family Practice</li> <li>• that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following new Associate applications be approved:   <u>New Associate Applications</u>  Dr. Christie, Russell – Critical Care (ICU)  Dr. Jaber, Arash – Diagnostic Imaging (Radiology)  Dr. Muzammil, Sadat – Family Practice</li> <li>• that the Board of Directors accepts the</li> </ul>

recommendation of the Medical Advisory Committee that the following new NP Courtesy applications be approved:

New NP Courtesy Applications

NP Lauren Haggerty – Family Practice  
NP Jessica Fraser – Family Practice

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following new Midwifery Term applications be approved:

New Midwifery Term Applications

RM Madeleine McDonald – Obstetrics & Gynecology (Midwifery)

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Antonescu, Raluca – Diagnostic Imaging (Radiology)

Dr. Cantin, Sylvie – Family Practice

Dr. Chander, Sanjeev – Internal Medicine

Dr. Corrigan, Linde – Family Practice

Dr. Davies, John – Hospitalist Medicine

Dr. Duggan, Daniel – Anaesthesia

Dr. Gagne, Mylene – Hospitalist Medicine

Dr. Garretto, Anthony – Emergency Medicine

Dr. Gerus, Lorraine – Anaesthesia

Dr. Kenny, Stephanie – Diagnostic Imaging (Radiology)

Dr. Lane, Lynsay – Hospitalist Medicine

Dr. Lavigne, Paul - Anaesthesia

Dr. Matzinger, Fred – Diagnostic Imaging (Radiology)

Dr. Menzies, John - Diagnostic Imaging (Radiology)

Dr. Mosdossy, Gregory – Emergency Medicine

Dr. Naguib, Tarek – Emergency Medicine

Dr. Needham, Leslie – Hospitalist Medicine

Dr. Quirion, Charles – Emergency Medicine

Dr. Quirt, Kate – Emergency Medicine

Dr. Ratnayake, Wasantha – Hospitalist Medicine

Dr. Roy, Chinmay – Emergency Medicine

Dr. Renehan, Elizabeth – Anaesthesia

Dr. Rowan, Declan – Hospitalist Medicine

Dr. Savoie, Anne-Marie – Hospitalist Medicine

Dr. Stefanski, Pawel – Diagnostic Imaging (Radiology)  
Dr. Stewart, Aviva - Anaesthesia  
Dr. Sugeng, Clarissa – Anaesthesia  
Dr. Szczepanik, Dorota – Emergency Medicine  
Dr. Van Gentevoort, Marlene – Diagnostic Imaging (Radiology)  
Dr. Vijay, Nishka – Psychiatry  
Dr. Ward, Joel – Anaesthesia  
Dr. Weatherston, Evelyn – Family Practice  
Dr. Wu, Mark – Diagnostic Imaging (Radiology)

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Haney, Colleen – General Surgery

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Hurley, Thomas – Emergency Medicine

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Johnson, Richard – Family Practice

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Li, Kong C. – Internal Medicine

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Okechukwu, Valentine – Psychiatry

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications be approved:

Active Reapplications

Dr. Timspon, Debbie – Physiatry

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Associate Reapplications be approved:

Associate Reapplications

Dr. Bzdell, Mandie – Family Practice

Dr. Eason, Brad – Emergency Medicine

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Term Reapplications be approved:

Term Reapplications

Dr. Abou Arkoub, Rima – Ambulatory Clinics (Nephrology)

Dr. Ahmed, Wael – Critical Care (ICU)

Dr. Bark, Frodo – Emergency Medicine

Dr. Beamish, Daniel – Emergency Medicine

Dr. Beckerleg, Weiwei – Internal Medicine

Dr. Bellack, Neil – Emergency Medicine

Dr. Ben Amor, Hanene – Hospitalist Medicine

Dr. Bhatia, Rajni – Emergency Medicine

Dr. Bournival, Emily – Emergency Medicine

Dr. Brown, James – Ambulatory Clinics

Dr. Caza, Greg – Anaesthesia

Dr. Chaput, Alan – Anaesthesia

Dr. Choudhri, Omer – Critical Care (ICU)

Dr. Chuhan, Yadwinder (Ricky) - Psychiatry

Dr. Conway, Emily – Emergency Medicine

Dr. Cortel-LeBlanc, Miguel – Critical Care (ICU)

Dr. Crittenden, James – Emergency Medicine

Dr. Davies, Sarah – Internal Medicine

Dr. DeJong, Danica – Emergency Medicine

Dr. Dave, Chintan – Critical Care (ICU)

Dr. Duggan, Robert – Emergency Medicine

Dr. Federman, Nicholas – Critical Care (ICU)

Dr. Follis, Vivian – Critical Care (ICU)

Dr. Gabra, Genevieve – Internal Medicine

Dr. Greenough, Catherine – Internal Medicine  
Dr. Guy, Courtney – Emergency Medicine  
Dr. Imrie, Kevin – Ambulatory Clinics (Hematology)  
Dr. Iyengar, Akshai – Critical Care (ICU)  
Dr. Joo, Pil – Emergency Medicine  
Dr. Kify, Omar – Ambulatory Clinics (Respirology)  
Dr. Kim, John – Critical Care (ICU)  
Dr. Kipp, Kathryn – Hospitalist Medicine  
Dr. Kuncheria, Joy – Hospitalist Medicine  
Dr. Kutschke, Matthew – Family Practice  
Dr. Lai, Sio Mei – Emergency Medicine  
Dr. Luo, Yun Yu (Lindy) – Emergency Medicine  
Dr. Martel, Judith – Emergency Medicine  
Dr. McLachlan, Alexander – Emergency Medicine  
Dr. Murphy, Kathleen – Emergency Medicine  
Dr. Murthy, Deepak – Family Practice  
Dr. Naser, Mohamed – Internal Medicine  
Dr. Offiah, Chika – Internal Medicine  
Dr. Pulchan, Krishna – Critical Care (ICU)  
Dr. Rae, Christopher – Ambulatory Clinics (Psychiatry)  
Dr. Ramos, Alessander – Diagnostic Imaging (Radiology)  
Dr. Rodgman, Graeme – Hospitalist Medicine  
Dr. Sage, Michael – Hospitalist Medicine  
Dr. Sirzyk, Jeffrey – Hospitalist Medicine  
Dr. Skead, Charlenn – Critical Care (ICU)  
Dr. St. Aubin, Megan – Family Practice  
Dr. Su, Charles – Emergency Medicine  
Dr. Truong, Lan-Linh – Internal Medicine  
Dr. Truong, Long – Emergency Medicine  
Dr. Tuma, Mazin – Critical Care (ICU)  
Dr. Urbain, Jean-Luc – Diagnostic Imaging (Nuclear Medicine)  
Dr. White, John – Emergency Medicine  
Dr. Xu, Xingnan – Internal Medicine

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Courtesy Reapplications be approved:

Courtesy Reapplications

Dr. Aggarwal, Aaron – Ambulatory Clinics (Internal Medicine)  
Dr. Alhrbi, Mashael – Diagnostic Imaging (Nuclear Medicine)  
Dr. Alikhan, Qasim – Ambulatory Clinics (Respirology)  
Dr. Byszewski, Anna – Ambulatory Clinics



(Geriatrics)  
Dr. Charlesworth, Laurel – Ambulatory Clinics  
(Neurology)  
Dr. Choi, Abram – Diagnostic Imaging  
(Radiology)  
Dr. Christinck, Rosemary – Family Practice  
Dr. Cooper, Steven – Emergency Medicine  
Dr. Daniel, Angus – Family Practice  
Dr. Fitzsimon, Jonathan – Family Practice  
Dr. Forfar, Katie – Ambulatory Clinics  
Dr. Gauthier, Todd – Family Practice  
Dr. Jordan, David – Ambulatory Clinics  
(Ophthalmology)  
Dr. Joseph, Geena – Ambulatory Clinics  
(Nephrology)  
Dr. Laidley, David – Diagnostic Imaging  
(Nuclear Medicine)  
Dr. Lee, Cindy – Ambulatory Clinics – Internal  
Medicine  
Dr. Milton, Kelly – Ambulatory Clinics (Pediatric  
Endocrinology)  
Dr. Mir, Hassan – Diagnostic Imaging  
Dr. O'Brien, Christopher – Diagnostic Imaging  
(Nuclear Medicine)  
Dr. Petrini, Michael – Family Practice  
Dr. Pourabdollah, Maryam – Ambulatory Clinics  
(Pathology & Laboratory Medicine – Lab  
Director)  
Dr. Sethi, Jay – Ambulatory Clinics (Psychiatry)  
Dr. Stewart, Andrea – Ambulatory Clinics  
(Psychiatry)  
Dr. Thomas, Gordon – Ambulatory Clinics  
(Psychiatry)

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Term Reapplications Requesting Move to Active be approved:

Term Reapplications Requesting Move to Active

Dr. Needham Nethercott, Natalie – Critical Care (ICU)

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Term Reapplications Requesting Move to Associate be approved:

Term Reapplications Requesting Move to

		<p><u>Associate</u> Dr. Best, Jarrett – Anaesthesia Dr. Boivin, Michel – Critical Care (ICU) Dr. Zakko, Pierre – Internal Medicine</p> <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Associate Reapplications Requesting Move to Active be approved:</li> </ul> <p><u>Associate Reapplications Requesting Move to Active</u> Dr. Boyle, Stefan – Hospitalist Medicine Dr. Cakarevic, Svetlana – Emergency Medicine Dr. Farag, Naguib – Anaesthesia Dr. Ladd, Keri – Hospitalist Medicine</p> <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following Active Reapplications Requesting Move to Courtesy be approved:</li> </ul> <p><u>Active Reapplications Requesting Move to Courtesy</u> Dr. Epps, John – Family Practice</p> <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Medical Advisory Committee that the following NP Courtesy Reapplications be approved:</li> </ul> <p><u>NP Courtesy Reapplications</u> Bart, Pamela – Family Practice Frew, Derek – Family Practice Hatchou, Daveloise – Family Practice Krebsz, Heidi – Family Practice Peplinski, Glory – Family Practice Regier, Amber – Family Practice Rowan, Sharon – Family Practice Schimmens, Crystal – Family Practice Walsh, Kelly – Family Practice</p>
9.3	<b>Board Quality and Patient Safety Committee</b>	<ul style="list-style-type: none"> <li>Received the Board Quality and Patient Safety Committee minutes of March 3, 2025 and approved the following motion:</li> <li>that the Board of Directors accepts the recommendation of the Board Quality and Patient Safety Committee and approves the</li> </ul>

		2025/26 Quality Improvement Plan (QIP) as presented.
9.4	<b>Resource and Audit Committee</b>	<ul style="list-style-type: none"> <li>Received the minutes from the Resource and Audit Committee meeting held March 17, 2025 and approved the following motions:</li> <li>that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the 2025-26 Hospital Operating Budget with a deficit of \$0.5 million.</li> <li>that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the 2025-26 Community Mental Health Services deficit of \$0.2 million.</li> <li>that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the Hospital Services Accountability Agreement (HSAA) and Multi-Sectoral Services Accountability Agreement (MSAA) Extending Letter for 2025/26 fiscal year.</li> <li>that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the initial new capital allocation of \$6,025,660 for 2025-26.</li> </ul>
9.5	<b>Board Nominating Committee</b> <ul style="list-style-type: none"> <li>Minutes from the meeting held February 4, 2025</li> </ul>	<ul style="list-style-type: none"> <li>Received the Minutes of the Nominating Committee meeting held February 4, 2025</li> </ul>
9.6	<b>Motion Regarding Attestations and Declarations of Compliance for 2024/25 Fiscal Year</b>	<ul style="list-style-type: none"> <li>Approved the motion regarding the attestations and declarations of compliance for the 2024/25 fiscal year:</li> <li>that the Board of Directors authorizes the President and CEO and the Board Chair to sign any declarations of compliance for the fiscal year 2024/25</li> </ul>
9.7	<b>Foundation Report</b>	<ul style="list-style-type: none"> <li>Received the Foundation Report</li> </ul>
9.8	<b>Auxiliary Report</b>	<ul style="list-style-type: none"> <li>Received the Auxiliary Report</li> </ul>
10.0	<b>Open Forum</b>	Amy Sicoli noted that, at her last CHSO Designates meeting, a discussion was held on if Board members are receiving any questions in the community on topics such as Medical Assistance in Dying. It was agreed that this

		could be added to the next Board Meeting agenda as a generative discussion item.
11.0	<b>Next Meeting</b>	The next <i>Board Meeting</i> was rescheduled to May 7, 2025 2025 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> <b>Motion 2</b>	Moved by Les Scott, seconded by Daniel Burke, that the meeting be adjourned at 7:06 p.m. <b>CARRIED</b>



D. Sauriol, Board Chair



S. Mersmann, President & CEO