

**MINUTES**  
**Board of Directors Meeting**  
Wednesday, May 29, 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>
David Unrau, Chair	✓		Sabine Mersmann, President & CEO	✓	
Rebecca Paulsen, Vice Chair	✓		Dr. Thomas Hurley, Chief of Staff	✓	
Dean Sauriol, Vice Chair		✓	Dr. Margarita Lianeri, President of Professional Staff		✓
Richard Wilson, 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	✓	
Clay Deighton	✓		Brent McIntyre	✓	
Kim Drake	✓		Carolyn Levesque	✓	
Matthew Neadow	✓		<b>Recorder</b>		
Neil Nicholson	✓		Sarah Mellish	✓	
Les Scott	✓				
Lisa Edmonds, Foundation Chair	✓				
Diana Gagné, President of Hospital Auxiliary	✓				

	<b>Agenda Items</b>	<b>Minutes</b>
<b>1.0</b>	<b>Board Education Session</b>	
1.1	Indigenous Health Partnerships and Prayer Circle	Peggy Dick, RN, Home Care Supervisor and Kevin Lamarr, Indigenous Engagement Specialist with the Ottawa Valley Ontario Health Team (OHT) provided the Board with a <u>presentation</u> on the work that they do to support the people of Pikwakanagan and our local Indigenous population, and how we collaborate on health services.
<b>2.0</b>	<b>Call to Order</b>	David Unrau called the meeting to order at 5:38 p.m.
2.1	Opening Prayer	Amy Sicoli led the Board in an opening prayer.
2.2	Land Acknowledgement	David Unrau read the Land Acknowledgment Statement.
<b>3.0</b>	<b>Adoption of Agenda                      Motion 1</b>	<b>Moved by Richard Wilson, seconded by Les Scott, that the agenda of the May 29, 2024 Board meeting 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.

5.0	President and CEO's Report	
	<ul style="list-style-type: none"> <li data-bbox="337 212 699 275">• Emergency Department Physician Shortages</li>   <li data-bbox="337 646 727 709">• PRH A Partner in Renfrew County's Mesa Strategy</li>   <li data-bbox="337 1052 753 1146">• Ontario Hospital Association Health Care Leadership Summit</li>   <li data-bbox="337 1556 786 1619">• PRH Auxiliary Fulfills \$500,000 Pledge to PRH</li>   <li data-bbox="337 1892 667 1923">• Volunteer Celebration</li> </ul>	<p data-bbox="818 212 1531 611">Pembroke Regional Hospital is currently experiencing some staffing challenges in the Emergency Department with some gaps in physician coverage. This will be an issue in the coming weeks and months, with a number of periods where we will only have three physicians in a 24-hour period instead of the usual five. While this will not result in any type of closure, it may cause longer wait times for our patients. As a result, we have prepared public communication on this to issue as needed, as well as a reminder about when to use the ED and when to use alternative health care services and providers.</p> <p data-bbox="818 646 1520 1010">PRH is actively engaging with other community and health care partners as part of Renfrew County's Mesa Project that is co-led by Renfrew County and Ottawa Valley OHT as well as the Renfrew County Drug Strategy that is co-led by the Renfrew County and District Health Unit and the Ottawa Valley OHT. The work being done aims to address the root causes of homelessness, substance abuse and addictions and mental health while fostering a resilient and healthier community for all residents of the County of Renfrew.</p> <p data-bbox="818 1052 1520 1241">David Unrau and Sabine Mersmann recently attended the Ontario Hospital Association Health Care Leadership Summit in Toronto where the discussion centered around hospitals and their role as anchor organizations and ways in which hospitals should lead and support primary care and prevention.</p> <p data-bbox="818 1283 1511 1514">Mrs. Mersmann was also invited by the OHA's Proximity Institute to a two day retreat in late summer along with eight other Ontario CEOs where the discussions will focus on how we can create and use collective impact in order to make sustainable and significant transformative changes to the health care system.</p> <p data-bbox="818 1556 1520 1839">On April 26, 2024, the Auxiliary held their annual Spring Tea and Fashion Show at Our Lady of Lourdes Church where it was announced that their \$500,000 pledge in support of our Orthopaedics Program and upgrades to our Surgical Inpatient Unit has now been paid in full. A \$15,000 contribution from Delta Bingo and Gaming enabled the group to cap off their seven years of fundraising and fulfill this significant commitment.</p> <p data-bbox="818 1881 1455 1944">On April 30, 2024, the Hospital held a Volunteer Appreciation Dinner as part of National Volunteer</p>

<ul style="list-style-type: none"><li>• National Physicians' Day</li><li>• Nursing Week Celebration</li><li>• Spring Memorial Service</li><li>• Accreditation Update</li><li>• Epic Journey</li></ul>	<p>Month. As part of the event, 16 volunteers were recognized for achieving long service milestones between five and 25 years of service and two special awards were presented.</p> <p>National Physicians' Day was celebrated on May 1, 2024 with a catered lunch sponsored by PRH and an opportunity for all physicians to have professional headshots taken.</p> <p>As part of our expanded celebration of various holidays and professional group recognition dates, National Nursing Week was celebrated May 8-14, 2024 with a full calendar of events not only recognizing our nurses but also our health care team as a whole. Activities included cookie rounds, roaming pet therapy visits, a "Guess the Grad" contest, a "Blessing of the Hands" ceremony, two Lunch and Learn sessions, a muffin and beverage coffee break as well as some additional activities organized by ONA.</p> <p>On Sunday, May 5, 2024, PRH held its Spring Memorial Service at Our Lady of Lourdes Church for families whose loved ones passed away here at the Hospital over the last half of 2023.</p> <p>Following our successful Accreditation Canada Survey in April 2023, our hospital was required to provide evidence of compliance for an additional eight action items (standards) throughout various areas of the hospital by April 5<sup>th</sup> of this year. Over the course of the past year, the teams involved worked hard to implement processes, standardize practices and ensure compliance with best practice standards. The results of these efforts were assessed by the Accreditation Decision Committee last month and we are pleased to say that all follow-up requirements have been met.</p> <p>The first Epic Driver meeting was held on April 29, 2024 where discussions centered around the September launch of the implementation phase and plans for team members to conduct site visits over the next few months at other hospitals using Epic so that we can get some insight into what is required in the early parts of implementation and learn from those who have done this before us. This summer, we will also be evaluating our network and computer equipment needs, ensure that all of our hospital's electronic hardware is in place and that we have adequate power supply to support all of the Epic-related technology.</p>
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6.0	<b>Patient Story</b>	<p>In preparation for Epic implementation, we are also doing work on other projects that will have great importance and tie-in with our new EMR (electronic medical record). This includes the transition to real-time electronic documentation of our patients' vital signs and the introduction of colour-coded patient armbands so that, when Epic is launched, they will serve as a visual cue for staff to make sure they are scanning the right patient for the right encounter in order to ensure that the information goes to the right part of the patient chart.</p> <p>We are still on track for a 14-month Epic implementation period with a projected go-live date of November 2025.</p> <p>Melanie Henderson provided an overview of a patient story.</p>
7.0	<b>Strategic Matters – Generative Discussion</b>	
7.1	<b>Federal vs. Provincial Incorporation</b>	<p>The Board was provided with a <u>presentation</u> from Nick Pasquino, Partner and Regional Manager for Borden, Ladner, Gervais, LLP regarding the Ontario Not for Profit Corporations Act (ONCA) and the benefits of transitioning from Federal to Provincial Incorporation.</p> <p>Recent changes to ONCA required organizations to make revisions to administrative by-laws which must be completed by all organizations under ONCA by October 2024. As Pembroke Regional Hospital is currently federally incorporated, our by-laws were meeting the requirements of the Canada Not for Profit Corporations Act. When exploring this more, it was identified that PRH is in the small majority being federally incorporated as most hospitals are provincially incorporated.</p> <p>PRH therefore is unable to benefit from the work that the OHA is doing to guide hospitals on their bylaws, etc.</p> <p>The history for our federal incorporation was discussed.</p> <p>It was confirmed that the Catholic Health Sponsors of Ontario (CHSO) have been consulted and they currently sponsor organizations that are both federally and provincially incorporated and would have no concerns if Pembroke Regional Hospital were to transition to being provincially incorporated.</p> <p>It was explained that while it is okay for the Hospital to</p>

		<p>be federally incorporated, this could pose some issues in the future. It was agreed that it would be best to align with other hospitals in Ontario and move forward with becoming provincially incorporated. In doing that, we would ensure our Administrative By-Laws align with ONCA regulations.</p> <p>It was asked if there would be a cost associated with making this change and it was noted that there would be a cost to hire BLG to support the transition and we would try to do as much work on our end as possible to help mitigate the cost.</p>
7.2	<b>Update on Emergency Department Wait Times</b>	<p>Beth Brownlee and Dr. Hurley provided the Board with a detailed <u>presentation</u> on Emergency Department Wait Times.</p> <p>A discussion was held on the significant improvements made to the chest pain protocol training nurses to do ECGs immediately on arrival and training patient attendants to know the signs and symptoms associated with chest pain risks.</p> <p>It was confirmed that the physician shortage is happening all over the region and is not specific to Pembroke Regional Hospital.</p>
8.0	<b>Business/Committee Matters – Generative Discussion</b>	
8.1	<b>Resource and Audit Committee – Verbal Report of Meeting Held May 28, 2024</b>	<p>Scott Coombes noted that the Resource and Audit Committee meeting previously scheduled for May 28, 2024 was rescheduled to June 10, 2024 to accommodate the approval of the Audited Financial Statements which were not yet ready for final review. After the Resource and Audit Committee meeting on May 10<sup>th</sup>, an electronic motion will be sent to the full Board of Directors recommending approval of the Audited Financial Statements to be subsequently submitted to the CHSO for their Annual General Meeting.</p>
	<ul style="list-style-type: none"> <li><b>Hospital Information System (HIS) Financing</b></li> </ul>	<p>Mr. Coombes provided an update on the Hospital Information System (HIS) Financing noting that the Ontario Financing Authority is responsible for lending for the province and part of this process is to have Board approval to pursue the loan. It was noted that the interest rates on the loan should be the lowest available.</p>
	<b>Motion 2</b>	<b>Moved by Richard Wilson, seconded by Daniel Burke, that the Board of Directors approves that the Pembroke Regional Hospital proceeds with seeking a loan from the Ontario Financing</b>

	<ul style="list-style-type: none"> <li>• <b>Bill S211 Fighting Against Forced Labour and Child Labour in Supply Chains Act</b></li> </ul>	<p><b>Authority (“OFA”) of up to \$17 million, in support of the Epic Hospital Information System (HIS) implementation.</b></p> <p style="text-align: right;"><b>CARRIED</b></p> <p>Mr. Coombes also explained that there is a new reporting requirement due at the end of May regarding “Bill S211 Fighting Against Forced Labour and Child Labour Supply Chains Act”. A report on this was provided to the Board for review and approval. It was noted that the Hospital sector as a whole will be completing and signing these reports and attestations and the report was developed using a template being used by other hospitals as well. This will be publicly reported as with all of our attestations.</p> <p style="text-align: center;"><b>Motion 3</b></p> <p><b>Moved by Richard Wilson, seconded by Les Scott, that the Board of Directors approves the Board Chair and CEO to sign the Bill S211 Fighting Against Forced Labour and Child Labour in Supply Chains Act report for the 2023/24 fiscal year.</b></p> <p style="text-align: right;"><b>CARRIED</b></p> <p>As part of our CHSO Annual General Meeting requirements, the Board is being asked to make a recommendation of the auditors for the fiscal year ended March 31, 2025. PRH currently has a multi-year agreement with KPMG subject to annual re-appointment by CHSO and is recommending them as the auditors for the next fiscal year.</p> <p style="text-align: center;"><b>Motion 4</b></p> <p><b>Moved by Richard Wilson, seconded by Neil Nicholson, the Board of Pembroke Regional Hospital recommends the firm of KPMG for the fiscal year ended March 31, 2025, be approved by the Board of Catholic Health Sponsors of Ontario as the Members.</b></p> <p style="text-align: right;"><b>CARRIED</b></p>
8.2	<b>CHSO Care for All Webinar – “The Synod and Catholic Health and Social Services: how are they related?”</b>	This item was deferred to the next meeting in June.
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 March 27, 2024</li> </ul>
9.2	<b>Medical Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Received the minutes of the Medical Advisory Committee Meetings held April 17, 2024 and May 15, 2024 and approved the following</li> </ul>

motions:

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new Courtesy application be approved:

New Courtesy Application

Dr. Urbain, Jean-Luc – Diagnostic Imaging (Nuclear Medicine)

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

Active Reapplications

Dr. Davies, John – Hospitalist Medicine  
Dr. Epps, John – Anaesthesia  
Dr. Quirion, Charles – Emergency Medicine  
Dr. Szczepanik, Dorota – Emergency Medicine

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

Term Reapplications

Dr. Abou Arkoub, Rima – Ambulatory Clinics/Nephrology  
Dr. Beamish, Daniel – Emergency Medicine  
Dr. Bhatia, Rajni – Emergency Medicine  
Dr. Choudhri, Omer – Critical Care (ICU)

Dr. Kelly, Erin – Ambulatory Clinics (Haematology)

Dr. Kify, Omar – Ambulatory Clinics (Respirology)

Dr. Kuncheria, Joy – Hospitalist Medicine

Dr. Legare-Archambault, Emmeline – Emergency Medicine

- that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the

		<p>following Term reapplications move to Associate:</p> <p><u>Term Reapplications Requesting Move to Associate</u>          Dr. Nimbe, Olajide – Obstetrics &amp; Gynaecology</p> <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following Courtesy reapplication be approved:</li> </ul> <p><u>Courtesy Reapplications</u>          Dr. Sethi, Jay – Ambulatory Clinics (Psychiatry)</p> <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following Midwifery Active reapplication be approved:</li> </ul> <p><u>Midwifery Active Reapplication</u>          Bennett, Ashley – Obstetrics &amp; Gynaecology (Midwifery)</p> <ul style="list-style-type: none"> <li>that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following Midwifery Term reapplication be approved:</li> </ul> <p><u>Midwifery Term Reapplication</u>          Viveiros, Candice – Obstetrics &amp; Gynaecology (Midwifery)</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 from the meeting held May 13, 2024</li> </ul>
9.4	<b>Board Nominating Committee</b>	<ul style="list-style-type: none"> <li>Received the minutes from the Board Nominating Committee meeting held April 11, 2024</li> </ul>
9.5	<b>Auxiliary Report</b>	<ul style="list-style-type: none"> <li>Received the Auxiliary Report</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>	<p>There were no items brought forward for discussion during the open forum.</p>



<b>11.0</b>	<b>Next Meeting</b>	<i>Next Board Meeting on Wednesday, June 26, 2024 at 5:00 p.m. – Boardroom, Tower C (C142)</i>
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.
<b>12.0</b>	<b>Adjournment</b>	<b>Motion 5</b>
		<b>Moved by Lisa Edmonds, seconded by Les Scott, that the meeting be adjourned at 7:53 p.m. CARRIED</b>

  
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D. Unrau, Board Chair

  
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S. Mersmann, President & CEO