

MINUTES
Board of Directors Meeting
Wednesday, January 24, 2024
5:00 p.m.

Pembroke Regional Hospital, Boardroom, Tower C (C142)

Attendance					
P = Present R = Regrets					
Voting Directors	P	R	Non-Voting Directors	P	R
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	✓		Resources (Non-Voting)		
Suli Adams	✓		Scott Coombes	✓	
Daniel Burke		✓	Melanie Henderson	✓	
Clay Deighton	✓		Brent McIntyre	✓	
Kim Drake	✓		Carolyn Levesque		✓
Matthew Neadow	✓		Recorder		
Neil Nicholson	✓		Sarah Mellish	✓	
Les Scott	✓				
Lisa Edmonds, Foundation Chair		✓			
Diana Gagné, President of Hospital Auxiliary	✓				

	Agenda Items	Minutes
1.0	Board Education Session	
1.1	Automatic Dispensing Units – Presentation and Tour	The Board was provided with a viewing and <u>overview</u> of the new Automated Dispensing Units (ADUs). This new technology will completely transform the way in which medication distribution takes place throughout the Hospital.
2.0	Call to Order	David Unrau called the meeting to order at 5:53 p.m.
2.1	Opening Prayer	Amy Sicoli led the Board in an opening prayer.
2.2	Land Acknowledgement	David Unrau read the Land Acknowledgement Statement.
3.0	Adoption of Agenda	The agenda was reviewed and the following additions were made: <ul style="list-style-type: none"> • Item 8.1 – 2023/24 HSAA • Item 13.0 – Meeting Without Management
	Motion 1	Moved by Richard Wilson, seconded by Les Scott, that the agenda of the January 24, 2024 Board meeting be accepted as amended. CARRIED

4.0	Declaration of Conflicts of Interest	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"> • Epic Journey • Equity, Diversity, Inclusion (EDI) Committee Update • Ottawa Valley Ontario Health Team • Pembroke Warming Centre • Holiday Season Summary 	<p>On December 1, 2023, the Board of the Catholic Health Sponsors of Ontario considered and approved by motion the implementation of an Epic Hospital Information System (HIS) and a one-time investment of up to \$17.3M.</p> <p>Highlights from the most recent meeting of the Equity, Diversity and Inclusion Committee Include:</p> <ul style="list-style-type: none"> • Recorded the Hospital's first EDI video in January which will speak about our EDI journey • Developing plans to host Indigenous Cultural Awareness Training as well as the Kairos Blanket Exercise with involvement from frontline staff • Plans to host a session on the use of inclusive language at Grand Rounds and also ways to incorporate this type of training into an eLearning module • Plan to host staff "Lunch and Learn" sessions on the topics of anti-stigma and anti-bias <p>Great progress has been made in embedding the activities of the OVOHT firmly within the strategies of the hospital and leading some of the important project teams and enabler groups. Every member of the Senior Leadership Team is now involved in at least one of the OHT Committees.</p> <p>PRH has been participating in an important initiative to provide shelter for the homeless population in our area. Our Community Mental Health team has provided training and daily support to the centre and our Environmental Services team have taken on the linen exchange. As the most recent meeting of the oversight committee, the County's Warden thanked the PRH Board and leadership for this support.</p> <p>The Board was provided with a summary of the events and activities that took place over the 2023 Christmas season.</p>
6.0	Patient Story	Melanie Henderson provided the Board with an overview of a patient story.
7.0	Strategic Matters – Generative Discussion	
7.1	Changes to EORLA Membership Agreement	Scott Coombes provided the Board with a <u>presentation</u> on the Eastern Ontario Regional Laboratory Association (EORLA) Agreement Renewal.

		<p>It was noted that, in the past, PRH only had a microbiology lab so this partnership with EORLA has been extremely beneficial to staff and patients.</p> <p>It was confirmed that EORLA is its own entity and not under the mandate of Ontario Health or Ontario Health East.</p>
7.2	Update on Strategic Planning	<p>Sabine Mersmann provided the Board with an update on the strategic planning process to date. All discussions have been centered around the information gathered at the Board Retreat involving caring for our people, our community and our partners with enablers to support these. A meeting was also held to discuss the Mission, Vision, Values Statements. It was agreed to keep the current Mission as is and work has been done to revise the Vision and Values to make both statements aspirational and relevant for our day to day work. All of this will be brought forward to the next Strategic Planning Steering Committee meeting and consultation will then be sought from the Patient and Family Advisory Council and the staff, physicians and volunteers. A draft of the Strategic Plan and Vision and Values will then be presented to the Board at the next Strategic Planning Retreat on February 28th.</p>
7.3	Update on Epic	<p>The Board was provided with an update on the Epic journey. At this time, there is the potential for another organization to join Epic at the same time as Pembroke Regional Hospital. It is understood that the other organization is bringing their business case forward for approval in the January/February timeframe and once approval has been granted, further timelines will be confirmed. As there will be efficiencies and savings in having another organization join Epic at the same time as us, a discussion will be held with The Ottawa Hospital implementation team to confirm an appropriate mutual “go live” date.</p> <p>Sabine Mersmann and Scott Coombes have met with the local municipalities regarding the Hospital’s proposal for a new hospital information system and each of the councils were supportive of this initiative.</p> <p>A meeting has also been arranged for the CEO and Board Chair to meet with MPP John Yakabuski to discuss the priority in moving this initiative forward and gaining the support of Ontario Health.</p> <p>A discussion was also held with the primary care providers regarding their participation in joining Epic and it was agreed that they are not ready to join Epic at this</p>

		time but there is opportunity for further discussion in the future.
8.0	Business/Committee Matters – Generative Discussion	
8.1	2023-2024 Hospital Services Accountability Agreement (HSAA)	<p>The Board was reminded that Pembroke Regional Hospital was amongst a group of Hospitals that have not yet signed a 2023/24 Hospital Services Accountability Agreement (HSAA) at this time due to the uncertainty around funding. A 2023-24 HSAA was received by the Hospital yesterday with an ask for signature by January 31, 2024. Given the continued level of financial uncertainties, it is expected that this agreement will be provided with an extension for the next year. It was confirmed that this agreement reflects the current financial situation and forecast for the future.</p> <p>A conversation has been held with Ontario Health East and it was noted that the other hospitals that had not signed an agreement in the past would likely be looking to sign this new agreement at this time.</p> <p>As PRH would be indicating a deficit, there will be a need to sign a balanced budget waiver to be in line with the terms of the HSAA. This is the general state of Ontario hospitals at this time so PRH is not alone in its current financial situation. A performance improvement plan was also received but direction has been provided not to work on this document at this time.</p> <p>During COVID, there were multiple extensions to the HSAA currently in place so it makes sense to sign a new agreement to ensure we are using all of the current templates. The recommendation would be to move forward with signing the 2023/24 HSAA.</p> <p>A copy of the 2023-24 HSAA and balanced budget waiver will be uploaded to the Board Portal for the Board's information and will be added to the website once a fully signed copy is received.</p> <p style="text-align: right;">Motion 2 Moved by Richard Wilson, seconded by Clay Deighton, that the Board of Directors approves the Hospital Services Accountability Agreement (HSAA) for the period of April 1, 2023 to March 31, 2024. CARRIED</p>
8.2	CHSO Care for All Webinar – “Equity: why it matters and what you don’t know”	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 "Equity: why it matters and what you don't know". A generative discussion was held on the webinar by those who were in

		<p>attendance.</p> <p>The next webinar will be held on February 29, 2024 and everyone is welcome to participate. A discussion will follow at the next Board meeting.</p>
8.3	Physician Recruitment Update	<p>Dr. Hurley provided the Board with an update on specialist physician recruitment.</p> <p>There has been a lot of success with internal medicine and critical care with two new hires and a current offer pending.</p> <p>There are 13 physicians that the Hospital is actively recruiting and a potential recruit for a urologist position is being provided with a tour on Saturday.</p> <p>There are challenges with Emergency Department Medicine recruitment but these challenges are being felt provincially. It was asked if hiring more emergency department physicians would help with wait times. Dr. Hurley clarified that wait times are determinant on a number of other things such as lab test availability, diagnostic procedures, and patient acuity.</p> <p>A discussion was also held on what draws people to the area and it was noted that the most successful recruit is someone who wants to work in a rural area and enjoys the community.</p>
9.0	Consent Agenda	
9.1	Board of Directors	<ul style="list-style-type: none"> • Verified the minutes of November 29, 2023
9.2	Medical Advisory Committee	<ul style="list-style-type: none"> • Received the minutes from the Medical Advisory Committee meeting held January 17, 2024 and approved the following motions: <ul style="list-style-type: none"> • that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new Term applications: <p><u>New Term Applications</u> Dr. Greemberg, Rony – Family Med (NRP/WB) Dr. McNaughton, Andrew – Internal Medicine Dr. Pulchan, Krishna – Critical Care/ICU</p> • that the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following new Courtesy applications:

		<u>New Courtesy Applications</u> Dr. Campbell, Carig – Internal Medicine (CPSO supervision only)
9.3	Board Quality and Patient Safety Committee	<ul style="list-style-type: none"> Received the minutes from the Board Quality and Patient Safety Committee meeting held January 16, 2024
9.4	Board Executive Committee	<ul style="list-style-type: none"> Received the minutes from the Board Executive Committee meeting held January 18, 2024
9.5	Resource and Audit Committee	<ul style="list-style-type: none"> Received the minutes from the Resource and Audit Committee meeting held December 7, 2023 and approved the following motion: <ul style="list-style-type: none"> that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves a 3.5% inflation adjustment for Non Union Staff (other than Senior Leadership), effective April 1, 2023.
9.6	CHSO Report	<ul style="list-style-type: none"> Received the CHSO Report
9.7	Auxiliary Report	<ul style="list-style-type: none"> Received the Auxiliary Report
9.8	Foundation Report	<ul style="list-style-type: none"> Received the Foundation Report
10.0	Open Forum	There were no items brought forward for discussion during the open forum.
11.0	Next Meeting	<i>Next Board Meeting on Wednesday, March 27, 2024 at 5:00 p.m. – Boardroom, Tower C (C142)</i>
11.1	Board Committee Meetings Calendar	The Board Committee Meetings Calendar was provided for information.
11.2	Attendance Record	The attendance record was provided for information
12.0	Adjournment Motion 3	Motion to adjourn by Matthew Neadow at 7:13 p.m.
13.0	Meeting without Management	A brief meeting with only the CEO was held followed by a meeting without management.



D. Unrau, Board Chair



S. Mersmann, President & CEO