

**Report from the Pembroke Regional Hospital  
to the  
Catholic Health Sponsors of Ontario / Meeting of the Members  
June 2021  
Report for Fiscal Year 2020 – 2021**

We are pleased to submit this report from the Pembroke Regional Hospital to the Members of our Corporation and Sponsor, the Catholic Health Sponsors of Ontario, for the fiscal year ending March 31, 2021. As requested, this report deals with the three questions posed below:

**What are the most significant risks facing your organization from the perspective of the ‘Signals of Organizational Performance’ – mission integration, quality of care, organizational health and financial health?**

The Pembroke Regional Hospital is on a sound footing with respect to the elements within the Signals of Organizational Performance:

- The Hospital is mission driven and governed by a Board with a solid understanding of our Catholic history and sponsorship and with a commitment to ongoing Board formation and the Health Ethics Guide.
- The Hospital is in sound organizational health and has recently received a commitment from government for working capital relief which will return us to sound financial health.
- The Hospital is fully accredited with exemplary standing and has continued to provide high quality care to patients during the course of the pandemic. During the pandemic:
  - All government directives have been followed.
  - The Hospital was designated as a regional COVID-19 admission centre and actively participated in a number of regional planning and coordination tables.
  - The Hospital, under the direction of our local public health unit, has been responsible for leading local COVID-19 vaccination efforts for our area and has been providing vaccination clinics for eligible members of our community.

This solidity notwithstanding, the most significant risk facing the organization is in the area of leadership development, recruitment and succession planning.

Since January 2018 the Pembroke Regional Hospital has had a shared service agreement with the Mattawa Hospital and Algonquin Nursing Home for a CEO. This arrangement has served the parties well and has recently been extended and renewed until December 31, 2022. And, while leadership at the CEO level has been stable for many years, we have been experiencing a progressively aging workforce demographic and have had significant turnover in the past year at the Vice President and Director levels. Recruitment for vacancies has been successful to date, however, with the securing of a mix of both internal and external candidates into these positions ensuring the stability and ongoing vibrancy within our management team.

In addition to this turnover at the management level, we have also been experiencing challenges in the area of specialist and family physician recruitment along with recruitment challenges in various areas health disciplines, most particularly in nursing.

**What steps do you take to ensure the local Board understands these risks, and how do they act together as a Board to ensure mitigation of the risks?**

The Board of the Pembroke Regional Hospital has been fully engaged in the initiation and renewal of the agreement with the Mattawa Hospital and Algonquin Nursing Home for a shared CEO. The Chairs and Vice Chairs of the two boards also meet regularly to provide oversight on this arrangement and to ensure that the lines of communication remain open between the parties.

The Executive Compensation and Evaluation Committee of the Board is charged with the responsibility for oversight of succession planning for the CEO and the Chief of Staff and has good line of sight on the status of the Senior Leadership Team. Leadership development and succession planning are part of the Committee's annual work plan.

The Board is kept current on human resource recruitment challenges through the Resource and Audit Committee which provides guidance and oversight over both financial and human resources. For instance, there is regular reporting through this Committee on our LEAN Driver which monitors nursing vacancies and initiatives to support recruitment. The Board also supports our ongoing physician recruitment efforts through the allocation of resources for these efforts through the budget approval process. These recruitment investments include funding for a community-based family physician recruiter in order to strengthen our local primary care system resulting in a healthier community and lessened pressure on our acute care system.

**What will be the priority for your organization in the year ahead?**

A key priority in the year ahead will be on recovery post-pandemic once the situation has stabilized and the province begins to reopen. It will be essential to be mindful of the state of health of our staff and the need for some respite and renewal for staff as we return to some semblance of normal.

A second key priority will be on leadership development and succession planning as noted above.

Thank you for receiving this brief report. We would like to take this opportunity to thank our Members and staff of CHSO for their support and guidance over the course of the past year. We value our relationship and look forward to our work together in the year ahead.