

MINUTES
Board of Directors Meeting
Wednesday, November 26, 2025
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
Dean Sauriol, Chair	✓		Sabine Mersmann, President & CEO	✓	
Neil Nicholson, Vice Chair	✓		Dr. Declan Rowan, 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		✓	Resources (Non-Voting)		
Clay Deighton	✓		Scott Coombes	✓	
Dr. Colin Macpherson	✓		Brent McIntyre	✓	
Dr. Constance McLeese	✓		Carolyn Levesque	✓	
Matthew Neadow	✓		Recorder		
Les Scott	✓		Sarah Mellish	✓	
Shelley Sheedy	✓		Guest		
Richard Wilson	✓		Andrew Palubiskie, Community Representative	✓	
Lisa Edmonds, Foundation Chair	✓				
Diana Gagné, President of Hospital Auxiliary	✓				

	Agenda Items	Minutes
1.0	Board Education Session – Epic Update	Laurie Menard, Epic Site Lead, and Scott Coombes, VP Corporate and Support Services/CFO, provided the Board with a high level status update on the progress that has been made to date in preparation for the Fall 2026 go-live of our new health information system.
2.0	Call to Order	Dean Sauriol called the meeting to order at 5:38 p.m.
2.1	Opening Reflection	Amy Sicoli led the Board in the Opening Reflection.
2.2	Land Acknowledgement	Dean Sauriol read the Land Acknowledgement Statement.
3.0	Adoption of Agenda	<p>The agenda was reviewed and Neil Nicholson requested that item 5.5 of the Board Executive Committee minutes be removed from the consent agenda and moved to the regular agenda. This will be added to the Board of Directors Agenda as Item 8.5.</p> <p>A "Meeting Without Management" was also added to the agenda as Item 13.0.</p>
	Motion 1	Moved by Shelley Sheedy, seconded by Constance McLeese, that the Agenda of the November 26, 2025

<ul style="list-style-type: none"> • Operation of Complex Continuing Care Beds Will Return to PRH in 2026 • Regional Cancer Care Representatives Share Their Future Vision of Care Closer to Home • Ontario Medical Association (OMA) President Visits PRH • PRH Welcomed Ontario Health’s Chief Regional Officer • Exploring More Ways to Partner with Garrison Petawawa • Bishop Brehl Tours PRH • CHEO CEO Celebrates 	<p>result, we are now looking at a move-in date sometime in February.</p> <p>For many years, Marianhill has housed and provided care for those of our patients who require admission to Complex Continuing Care beds. This includes patients who no longer have significant acute care medical needs but are still medically complex and could require care for up to 90 days on average versus being discharged to home. In light of Marianhill’s redevelopment and our ability to do so, we are making plans to take back our eight Complex Continuing Care beds and co-locate them on Medical 2A with other Medical patients effective April 1st, 2026.</p> <p>On October 7th, the Hospital welcomed a delegation of regional cancer care partners who met with a number of our team members around the future of cancer care for our patients. Our visitors had some great things to say about our organization, our staff and our physicians including a shout out to our Surgical team for being “high performers” and they acknowledged how we consistently do well in a variety of indicators including timing between cancer diagnosis and surgery.</p> <p>On October 9th, we welcomed OMA President Dr. Zainab Abdurrahman. It was a great opportunity to share some of our challenges around the recruitment of ED docs, their payment structure and similar issues that we are having in some of our specialty fields.</p> <p>On October 29th our Senior Leadership Team welcomed Scott Ovenden, Ontario Health’s Chief Regional Officer for Toronto and East regions. This was his first visit to PRH and he was provided with a tour and a comprehensive overview of the great programs and services we provide as well as where challenges lie.</p> <p>On October 30th, PRH welcomed Base Surgeon Major Megan St-Aubin and Major Diddier Edoukoi, Commanding Officer of the Garrison’s Medical Clinic for an opportunity to tour them through some of the areas used by our military personnel while discussing ways in which we might be able to support and enhance our partnership in the future.</p> <p>Bishop Michael Brehl and Father Ryan Holly were welcomed to PRH on November 3rd for a tour and overview of our hospital services. This was also an opportunity for the Bishop to meet Dan Cuddy, our new Spiritual Care Coordinator.</p> <p>On November 14th PRH welcomed in CHEO President and CEO Dr. Vera Etches who was on hand to</p>
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<p>Surgical Partnership with PRH</p> <ul style="list-style-type: none"> • Cheryl Gallant Visits PRH • Family Flu Shot Clinic • Information Piece • PRH Welcomes New Physician Recruits • Enhanced Recruitment Through Social Media Initiatives • Medical Affairs Attends CSIM 2025 Conference in Halifax • MAC Physician Leadership Program • Renfrew County Medical Society / Professional Staff Gathering at Dobbs House 	<p>personally thank members of our Surgical team for their hospitality and the great partnership that has been formed between their team and ours in order to bring pediatric surgery closer to home for local patients.</p> <p>Our MP recently came to meet with Sabine Mersmann to discuss our emergency preparedness protocols. As part of the visit, she was provided with a tour of the hospital and was impressed with the size and scope of services we are providing at PRH and thanked us for the care we are providing for the community.</p> <p>PRH will be offering a family flu shot clinic on November 30th.</p> <p>The Board was provided with the link to the “Strategy Corp Ontario CEO Survey for 2025” for information.</p> <p>Following a successful site visit in October, Dr. Emeka Orie has officially signed on as a full-time member of the Obstetrics and Gynecology Department. This recruitment addresses staffing challenges that arose after the departure of Dr. Fadare and will help stabilize the on-call schedule while reducing Surgical wait times for patients. Pending completion of immigration requirements, Dr. Orie is expected to begin his practice at PRH in early 2026.</p> <p>In October, Medical Affairs launched new social media platforms on Facebook and Instagram to strengthen physician recruitment efforts and highlight the benefits of rural healthcare and living in the Ottawa Valley.</p> <p>In October, PRH was represented at the Canadian Society of Internal Medicine (CSIM) Conference held in Halifax, Nova Scotia by the Medical Affairs Team and Internist/Intensivist Dr. Natalie Needham Nethercott. This three-day event provided an excellent opportunity to network and promote PRH as a destination for medical careers.</p> <p>PRH is funding complexity leadership training for Medical Advisory Committee members starting in the new year which includes developing skills to deliver measurable improvements in three critical areas; Quality of Care Improvements, Physician Joy and Engagement, and Process and Collaboration Changes.</p> <p>On Friday, November 14th, PRH Professional Staff joined the Renfrew County Medical Society for a joint networking event at the Dobbs House. The purpose of the gathering was to strengthen collaboration between hospital-based and community physicians, fostering relationships that support continuity of care and enhance</p>
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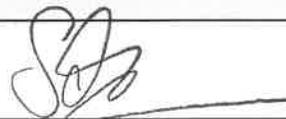
6.0	Patient Story	<p>patient outcomes.</p> <p>Beth Brownlee provided the Board with an overview of some patient stories that highlighted the complex and challenging situations encountered in healthcare and the importance of staying grounded.</p>
7.0	Strategic Matters – Generative Discussion	
7.1	CHSO Care for All Webinar – “Inclusivity in Catholic Health and Social Services: A Dialogue with Fr. James Martin SJ”	<p>As part of the Board’s Formation education, the CHSO continued to provide webinars as part of its “Care for All” series. The most recent webinar was titled “Inclusivity in Catholic Health and Social Services: A Dialogue with Fr. James Martin SJ”. A generative discussion on the webinar was held by the Board on how this topic fits with our Mission.</p>
7.2	Emergency Department Overview and Current Situation	<p>Sabine Mersmann, Beth Brownlee, and Dr. Declan Rowan provided the Board with an overview of the current situation in the emergency department.</p> <p>A thorough discussion was held on the current emergency department physician shortage and the need to recruit more physicians to the core schedule.</p> <p>It was asked what the Board can do to help and it was noted that being aware of the current risk is important as well as providing support to the staff and physicians where possible such as providing explanations on wait times to members of the public when asked. It was agreed that ideas for communication to the public (i.e. information points on wait times and the ED physician shortage concern in rural areas) will be brought back to a future Board meeting for further discussion.</p> <p>A discussion was also held on tools for recruitment and how to show off the community to make it desirable as a place to live and work.</p>
8.0	Business/Committee Matters – Generative Discussion	
8.1	Cybersecurity Debrief	<p>Scott Coombes provided the Board with an overview of the Code Grey – Cybersecurity Incident that happened in June and July 2025.</p> <p>The local delivery group is now bringing partners together on a regular basis to review these types of situations and Sabine Mersmann recently provided that group with an update on what happened at PRH and the lessons learned. The Ottawa Hospital also now openly shares data on how well prepared organizations are to</p>

		<p>handle a cybersecurity incident and it was noted that PRH is now at the top of the chart for preparedness in terms of ability to detect and shut down if needed.</p> <p>Peter Payton, Director of Information Technology, will also be presenting on lessons learned to the local Renfrew County Administrators Group IT Sub-Committee.</p>
8.2	Phoenix Centre Update	Sabine Mersmann provided the Board with an update on the proposed amalgamation of The Phoenix Centre with Pembroke Regional Hospital. The submission to the Minister of Health was completed and included a number of letters of support from our partners and our local MPP. We are currently waiting on a response and to see if the Ministry has any additional questions and additional background work is being completed in the meantime.
8.3	Update from the Board Quality and Patient Safety Committee (<i>if any</i>)	Shelley Sheedy noted that a lot of work is currently being completed on the new “Patient Rights and Responsibilities” document and this will be going to the Patient and Family Advisory Council for their consideration as well.
8.4	Update from Resource and Audit Committee (<i>if any</i>)	There were no additional updates at this time.
8.5	Board Executive Committee – Agenda Item 5.5	<p>Neil Nicholson noted that the October meeting of the Board Executive Committee included a review of the policy “Consent Agenda Development” and the Committee had a discussion on how to ensure that members of the Board were comfortable pulling items out of the consent agenda if they wanted further discussion or information. To demonstrate for members, this item was pulled out of the consent agenda and an explanation of the process provided to the Board.</p> <p>The importance of all members taking the time to review the contents of the consent agenda was discussed as it is important to understand what is being discussed and approved at the committee level.</p>
9.0	Consent Agenda	
9.1	Board of Directors	<ul style="list-style-type: none"> • Verified the Regular Minutes of the September 24, 2025 Board Meeting
9.2	Medical Advisory Committee	<ul style="list-style-type: none"> • Received the Medical Advisory Committee minutes of October 15 and November 19, 2025
9.3	Board Quality and Patient Safety Committee	<ul style="list-style-type: none"> • Received the Board Quality and Patient Safety Committee minutes of October 28, 2025
9.4	Resource and Audit Committee	<ul style="list-style-type: none"> • Received the Resource and Audit Committee Minutes of October 22, 2025 and approved the

		<p>following motion:</p> <ul style="list-style-type: none"> that the Board of Directors accepts the recommendation of the Resource and Audit Committee and approves the Terms of Reference for the Resource and Audit Committee as amended
9.5	Board Executive Committee	<ul style="list-style-type: none"> Received the Board Executive Committee minutes of the meetings held October 8 and November 12, 2025 and approved the following motion: <ul style="list-style-type: none"> that the Board of Directors accepts the recommendation of the Board Executive Committee and approves the policy "Community Representatives on Board Committees" as amended
9.6	Foundation Report	<ul style="list-style-type: none"> Received the Foundation Report
9.7	Auxiliary Report	<ul style="list-style-type: none"> Received the Auxiliary Report
10.0	Open Forum	Dean Sauriol reminded everyone of the Board/Leadership Holiday Gathering on December 9, 2025 as well as the family flu shot clinic at PRH on November 30, 2025.
11.0	Next Meeting	<i>Next Board Meeting on Wednesday, February 4, 2026 at 5:00 p.m. – Boardroom, Tower C (C142)</i>
11.1	Board Committee Meetings Calendar	The Board Committee Meetings Calendar was attached for information.
11.2	Attendance Record	The attendance record was attached for information.
12.0	Adjournment Motion 2	<p>Moved by Richard Wilson, seconded by Dr. Colin Macpherson, that the meeting be adjourned at 7:07 p.m.</p> <p style="text-align: right;">CARRIED</p>
13.0	Meeting Without Management	A brief meeting with only the CEO was held followed by a meeting without management.



D. Sauriol, Board Chair



S. Mersmann, President & CEO