

**MINUTES OF THE ALLIED BOARDS OF DIRECTORS  
MEETING HELD ON  
TUESDAY, MARCH 26, 2024 AT 6:30 PM  
CPDMH BOARDROOM – 211 LAKE AVE E, CARLETON PLACE**

**PRESENT:**

√	A. Bennett		
√	A. Champagne	√	D. Oosterhoff
√	C. A. Esnard	√	S. Pirie
√	J. Fournier	√	R. Probert
√	L. Gardiner	√	G. Smith
√	R. Larkin	√	S. Snow
√	L. Learmonth	√	M. Vermette
√	B. Lowry Bagshaw	√	M. Wilson Trider
√	T. Moffa	√	B. Young

**REGRETS:**

X	G. Buckley	X	B. Harvey
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**STAFF:**

√	S. Cousineau
√	K. Harbord
√	T. McLelland
√	R. Shaw

**GUESTS:**

√	Al Roberts, AGH Foundation Managing Director
√	Kelly Isfan, CEO of Ross Memorial Hospital (Lindsay) (VIA Zoom)

**Cyber Attack Learnings – Kelly Isfan, CEO of Ross Memorial Hospital (Lindsay) (VIA Zoom)**

L. Gardiner introduced Kelly Isfan, CEO of Ross Memorial Hospital (Lindsay) who joined the meeting by Zoom. K. Isfan provided a presentation on learnings from a cyber-attack that occurred at the Ross Memorial Hospital. Questions were asked and answered throughout. The Directors were impressed with the information provided and the take-away of learnings to help prepare for and actions to take in the event of a cyber-attack at MRHA.

K. Isfan was thanked and left the meeting.

<b>1.0</b>	<b>Call to Order</b>
	The meeting resumed at 7:10 pm.
<b>2.0</b>	<b>Approval of Agenda</b>
	<b>IT WAS MOVED AND SECONDED THAT THE AGENDA BE APPROVED.</b>
	<b><u>MOTION CARRIED</u></b>
<b>3.0</b>	<b>Chair’s Remarks</b>
	<p>The Chair addressed the following:</p> <ul style="list-style-type: none"> <li>• Noted M. Wilson Trider’s last Board meeting and thanked the CEO for the guidance and leadership to the Directors over the years</li> <li>• Reminded Directors to provide input in their meeting evaluation which T. McLelland will be sending out a Survey Monkey link for after the meeting</li> <li>• Congratulated A. Roberts on upcoming retirement and noted that the Board will have the opportunity to reflect on A. Roberts’ accomplishments at a future meeting</li> <li>• Invited A. Roberts to provide additional information regarding the AGH Foundation: A. Roberts recognized the loss of T. Walsh, a cherished member of the Foundation team and noted the</li> </ul>

	<p>information provided in the Foundation report.</p> <ul style="list-style-type: none"> <li>Invited L. McGreevy to provide additional information regarding the CPDMH Foundation: L. McGreevy added that the Win2024 launch is being held at Beans Chev Olds in Carleton Place on March 28<sup>th</sup> at 7:30 am and encouraged Directors to attend and to thank K. Bean for his continued support of the Hospitals which K. Bean has now raised over \$850,000 for.</li> </ul>
<b>4.0</b>	<b>Consent Agenda Matters</b>
	<p><b>IT WAS MOVED AND SECONDED THAT THE FOLLOWING ITEMS CONTAINED IN THE CONSENT AGENDA BE APPROVED:</b></p> <ol style="list-style-type: none"> <li>Minutes of the Allied Boards of Directors Meeting held January 23, 2024</li> <li>AGH Financial Statements for the ten-month period ended January 31, 2024</li> <li>CPDMH Financial Statements for the ten-month period ended January 31, 2024</li> <li>Position Profile of the President &amp; CEO</li> </ol> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p>
<b>5.0</b>	<b>Business Arising from the Minutes</b>
	There was no business arising from the minutes.
<b>6.0</b>	<b>Matters Requiring Decision</b>
	<b>6.1 AGH/FVM/CPDMH 2024/25 Quality Improvement Plan</b>
	<p>B. Lowry Bagshaw referred to the draft QIP included in the package and referenced a few new categories included. No concerns were raised.</p> <p><b>IT WAS MOVED AND SECONDED THAT THE 2024-2025 QUALITY IMPROVEMENT PLAN FOR AGH/FVM AND CPDMH BE APPROVED.</b></p> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p>
	<b>6.2 Hospital Service Accountability Amending Agreements (AGH &amp; CPDMH)</b>
	<p>R. Larkin reported that memo's for the HSAA agreements were included in the package and invited K. Harbord to provide any additional comments. K. Harbord indicated that there were no changes to the agreements and were simply extensions from the previous year. No questions were raised.</p> <p><b>IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE ALLIED BOARDS CHAIR AND THE CEO ON BEHALF OF ALMONTE GENERAL HOSPITAL TO SIGN THE HOSPITAL SECTOR ACCOUNTABILITY AMENDING AGREEMENT WITH A SUPPORTING LETTER IDENTIFYING AN OPERATIONAL DEFICIT AND THAT AUTHORIZATION OF THE ALLIED BOARDS CHAIR AND THE CEO ON BEHALF OF CARLETON PLACE &amp; DISTRICT MEMORIAL HOSPITAL TO SIGN THE HOSPITAL SECTOR ACCOUNTABILITY AMENDING AGREEMENT WITH A SUPPORTING LETTER IDENTIFYING AN OPERATIONAL DEFICIT BE APPROVED.</b></p> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p>
	<b>6.3 Long Term Care Service Accountability Amending Agreement</b>
	<p>K. Harbord reported that information pertaining to the LSAA was included in the memo. It was noted that a supporting letter identifying that the debt service ratio will not be met, and had not been met previous years, was included with the agreement. No concerns were raised.</p> <p><b>IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE ALLIED BOARDS CHAIR AND THE CEO ON BEHALF OF THE ALMONTE GENERAL HOSPITAL TO SIGN THE LONG-TERM CARE SECTOR ACCOUNTABILITY AMENDING AGREEMENT WITH A SUPPORTING LETTER IDENTIFYING THAT THE DEBT SERVICE RATIO WILL NOT BE MET FOR THE PERIOD APRIL 1, 2024 TO MARCH 31, 2025 BE APPROVED.</b></p> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p>

#### 6.4 AGH & CPDMH Spending Authority to June 30, 2024

R. Larkin noted that the memo regarding AGH & CPDMH spending authority to June 30, 2024 was included in the package. No concerns were raised.

**IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE CEO TO CONTINUE EXPENDITURES ON HOSPITAL OPERATIONS IN ACCORDANCE WITH THE APPROVED 2023/24 AGH OPERATING BUDGET UNTIL THE JUNE 2024 MEETING OF THE ALLIED BOARDS OF DIRECTORS BE APPROVED.**

**MOTION CARRIED**

**IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE CEO TO CONTINUE EXPENDITURES ON HOSPITAL OPERATIONS IN ACCORDANCE WITH THE APPROVED 2023/24 CPDMH OPERATING BUDGET UNTIL THE JUNE 2024 MEETING OF THE ALLIED BOARDS OF DIRECTORS BE APPROVED.**

**MOTION CARRIED**

#### 6.5 Borrowing Resolution (CPDMH)

R. Larkin noted that the memo regarding a borrowing resolution was included in the package. No concerns were raised.

**IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF ANY TWO OF THE CHAIR, VICE-CHAIR, CEO AND THE CFO TO BORROW ON BEHALF OF THE CARLETON PLACE & DISTRICT MEMORIAL HOSPITAL, AN AMOUNT NOT TO EXCEED \$12,755,000 AT ANY ONE TIME TO MEET OPERATING EXPENDITURES OF THE CORPORATION UNTIL CURRENT REVENUE HAS BEEN RECEIVED, OR TO FUND CAPITAL EQUIPMENT PURCHASES AND THE EMERGENCY DEPARTMENT REDEVELOPMENT PROJECT UNTIL CAPITAL FUNDING HAS BEEN RECEIVED BY UTILIZING ANY OF THE OPERATING CREDIT LINES, LETTER OF CREDIT, PROMISSORY NOTE, SCOTIA LEASING DOCUMENTS, OR SCOTIA BUSINESS CARD AGREEMENT FOR THE PERIOD APRIL 1, 2024 TO MARCH 31, 2025 BE APPROVED.**

**MOTION CARRIED**

#### 6.6 CPDMH 2024/25 Capital Budget

K. Harbord reported that the Senior Team has reviewed and is recommending the 2024/25 Capital Budget and that the priority of clinical equipment was reviewed with Department Managers, Chief of Staff and Chief of Emergency. Non-clinical equipment was reviewed with the Senior Management Team. A discussion was held regarding a business case submitted to Ontario Health and the Ministry requesting funding for the sprinkler system for the remaining areas in the hospital (second floor and penthouse have already been completed). No response has been received as of yet. K. Harbord and R. Shaw will follow up this week. It was noted that this work must be done by 2025 and that the Fire Chief has been tracking the progress.

**IT WAS MOVED AND SECONDED THAT THE CPDMH 2024/25 CAPITAL BUDGET AS PRESENTED INCLUDING A \$150,000 GENERAL CONTINGENCY BE APPROVED.**

**MOTION CARRIED**

The CPDMH Foundation was thanked for their commitment of funding capital equipment.

#### 6.7 LSAA Declaration of Compliance

K. Harbord indicated that details of the LSAA Declaration of Compliance for 2023-2024 were included in the package and all but the debt ratio (as noted earlier) has been met. No concerns were raised.

**IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE CEO TO SIGN THE LSAA DECLARATION OF COMPLIANCE DATED MARCH 26, 2024 BE APPROVED.**

**MOTION CARRIED**

#### 6.8 2024-2025 Corporate Goals

C.A. Esnard reported that the Governance Committee met to discuss the draft Corporate Goals for 2024-25 and noted that they were drafted by the Leadership and Senior Team together. Questions were

raised and answered. No concerns were raised.

**IT WAS MOVED BY AND SECONDED BY THAT THE 2024-2025 CORPORATE GOALS BE APPROVED.**

**MOTION CARRIED**

**6.9 Policy V-A-12 MRHA Email Usage**

C.A. Esnard referred to the draft policy included in the package indicating it was new and if approved will apply to all elected Directors of the Allied Boards when sending Boards-related email communications. Board Directors will be provided with a MRHA email account hosted within the Office 365 platform. An additional authentication step will be required to ensure that it is the owner who is logging into their account. Access to email will be web-based however education will likely be needed as an authenticator app will need to be downloaded on individual phones. It was noted that due to the work involved in setting each Director up and the fact that there will be a new slate elected in June, the policy will go in effect September 2024.

**IT WAS MOVED BY AND SECONDED THAT POLICY V-A-12 MRHA EMAIL USAGE BE APPROVED.**

**MOTION CARRIED**

**6.10 Motion of Thanks to The Ottawa Hospital Radiology Group**

K. Harbord reported that as there is a change in provider of radiology services at AGH, severing partnership with TOH, suggested that the TOH radiology group be thanked for the many years of service, often above what was included in the contract.

**IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE BOARD CHAIR TO SEND A MESSAGE OF THANKS FROM THE ALLIED BOARDS OF DIRECTORS TO THE OTTAWA HOSPITAL RADIOLOGY GROUP FOR THEIR SERVICE TO THE PATIENTS OF ALMONTE GENERAL HOSPITAL AND TO EXPRESS APPRECIATION FOR THEIR COMMITMENT BE APPROVED.**

**MOTION CARRIED**

**7.0 Matters for Discussion**

**7.1 Report of the AGH Chief of Staff**

G. McKillop had reported that a meeting was held between himself, M. Wilson Trider and the AGH & CPDMH Chiefs of Emergency to discuss the need for a physician recruiter. M. Wilson Trider will be following up on the possibility of contracting one out from another Hospital.

Drs. Champagne and McKillop met with a neurologist who may be interested in providing a clinic in the future as the physician transitions to the community.

No questions were raised.

**7.2 Report of the CPDMH Chief of Staff**

A. Champagne noted that the Report was included in the package. No questions were raised.

**7.3 Report of the CEO & Senior Team**

M. Wilson Trider noted that the Report was included in the package. M. Wilson Trider provided an update on the hiring of a physician recruiter. After a discussion with the CEO at Perth & Smiths Falls Hospital, it was agreed that PSFDH has capacity to share the recruiter's time. MRHA would purchase a set amount of hours per month to help recruit physicians for the Emergency department.

M. Wilson Trider provided highlights of the Ontario Budget and informed of an OHA meeting scheduled on Thursday for CEO's to discuss further.

The CEO reported that the EMR go-live date has been delayed due to external factors not in CPDMH's control.

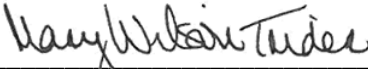
The CEO noted the updated Clinical Services Plan was included in the package and that as it come to an

	<p>end, the new CEO will have an opportunity to refresh it as well as the Strategic Plan.</p>
	<p><b>7.4 Quality of Care – Good Catch</b></p> <p>The Vice President Patient &amp; Resident Services and Chief Nursing Executive L. Learmonth noted that there was not a Good Catch of the Month to include.</p>
	<p><b>7.5 Quality of Care - Patient Compliment/Concern</b></p> <p>L. Learmonth shared a concern received from a couple who visited the Emergency Department who had moved to Almonte from out of town and did not have a family physician. The patient has a pain condition needing a narcotics prescription to manage and although it is not the practice of Emergency physicians to prescribe narcotics, the physician was compassionate and provided it to the patient. When the patient ran out of the pills, they returned to the Emergency Department for a refill and the physician, who was someone different than the first visit, would not provide the refill. The patient was frustrated and decided to try to get it filled at the CPDMH Emergency where they were also denied. The patient then proceeded to complain about the policy/process and called the College of Physicians and Surgeons. A follow up call was made to the patient who was provided with information about virtual medical care and is now being taken care of. Discussions at the Emergency Department meetings were held, and education was provided on where to direct such patients in the future.</p> <p>L. Learmonth shared a compliment from a person who was a patient twice since October 2023 and was delighted with the care they were given by the nurses who were always kind and helped move her car from the front when she needed to be admitted.</p>
<b>8.0</b>	<p><b>Matters for Information</b></p> <p>The Chair noted that the Board Retreat Agenda was included for information and that the calendar invite has been updated to reflect the start time of 8:30 am finishing at 1 pm. It was also noted that the new CEO, B. Harrington will be in attendance and available to converse with.</p> <p>The Chair noted that the Board Work plan was included for information.</p>
<b>9.0</b>	<p><b>Other Business</b></p> <p>G. McKillop, K. Harbord, S. Cousineau, R. Shaw, L. Learmonth, L. McGreevy and A. Roberts left the meeting.</p> <p><b>9.1 Elected Members Discussion with CEO &amp; CPDMH COS</b></p> <p><b>IT WAS MOVED AND SECONDED THAT THE MEETING MOVE IN-CAMERA.</b></p> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p> <p><b>9.1.1 CPDMH Chief of Staff 2024-2025 Goals</b></p> <p>A. Champagne presented the CPDMH Chief of Staff Goals and Objectives for 2024-25.</p> <p>Questions were raised and answered.</p> <p><b>IT WAS MOVED AND SECONDED THAT THE MEETING MOVE OUT OF CAMERA.</b></p> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p> <p><b>IT WAS MOVED BY B. LOWRY BAGSHAW AND SECONDED BY S. PIRIE THAT THE FOLLOWING CPDMH COS GOALS AND OBJECTIVES FOR 2024-25 BE APPROVED:</b></p> <ul style="list-style-type: none"> <li>• Increased support for local family physicians caring for orphan inpatients in the hospital</li> <li>• Improved coordination of perioperative services between CPDMH and AGH</li> </ul> <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p>

	A. Champagne and T. McLelland left the meeting.
	<b>9.2 Elected Members Discussion with CEO</b>
	Minutes and motion for this item have been extracted and included in the In-camera portion of the meeting under item 11.0.  M. Wilson Trider left the meeting.
	<b>9.3 Elected Members Only Discussion</b>
	<b>IT WAS MOVED AND SECONDED THAT THE MEETING MOVE IN-CAMERA.</b>  <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p> The Directors continued the in-camera discussion. No minutes were recorded. <b>IT WAS MOVED AND SECONDED THAT THE MEETING MOVE OUT OF CAMERA.</b>  <p style="text-align: right;"><b><u>MOTION CARRIED</u></b></p>
<b>12.0</b>	<b>Next Meeting and Adjournment</b>
	The Chair reminded Directors of the Board Retreat on Saturday April 13 <sup>th</sup> beginning at 8:30 am and that the next Allied Boards meeting will be held on March 26, 2024.  <b>IT WAS MOVED THAT THE MEETING BE ADJOURNED.</b>

Approved Minutes signed by:

  
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**L. Gardiner, Allied Boards Chair**

  
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**M. Wilson Trider, Allied Boards Secretary**