



Board of Directors In Camera Meeting Agenda

Date: Thursday, January 30, 2025
Time: 9:00 - 12:00
Location: Boardroom / Microsoft Teams

Time	Agenda Item	Attachment
9:00	1. Call to Order (Dr. S. Robertson)	
(1 min)	1.1 Confirmation of Quorum	
(1 min)	1.2 Adoption of the agenda	P. 1
(1 min)	1.3 Declaration of Conflict of Interest	
9:03	2. Minutes (Dr. S. Robertson)	
(1 min)	2.1 Approval of previous meeting minutes - January 30, 2025	P. 2-5
(1 min)	2.2 Business arising from minutes	
9:05	3. Education	
(15 min)	3.1 Cyber Security (D. Lorimer)	
9:20	3. Matters for Discussion/Decision	
(5 min)	3.1 Foundation Update (Dr. S. Robertson)	
9:25	4. Consent Agenda	
(1 min)	4.1 Draft MAC Report THAT the Board of Directors approve and receive all documents as presented in the consent agenda.	P. 6-11
9:26	5. Adjournment (Dr. S. Robertson)	

**Meeting moves to open session*

MINUTES OF THE IN CAMERA MEETING OF THE BOARD OF DIRECTORS

Date	Thursday, January 30, 2025		
Time	9:00-12:00		
Location	Boardroom / Microsoft Teams		
Present:	Dr. S. Robertson, Chair	L. Boyling, Vice-Chair	Dr. R. Cardinal
	F. Wetering	G. McDonald	G. Peters
	H. Salib	F. Desjardins	Dr. G. Raby
	C. Nagy	C. Larocque	W. Rozon
	R. Alldred-Hughes, CEO	K. MacGillivray, CHRO	L. Ramsay, CFO
	R. Romany, CNE	Dr. L. MacKinnon, COS	
Regrets:	None		

Moved By: C. Nagy
 Seconded By: W. Rozon
 THAT the Board enter the in-camera session.

CARRIED

1. Call to Order

Dr. S. Robertson, Chair, called the meeting to order at 10:38.

1.1. Quorum

A quorum was present.

1.2. Adoption of the Agenda

The agenda was reviewed.

Moved By: C. Nagy

Seconded By: W. Rozon

THAT the agenda be adopted as presented.

CARRIED

1.3. Declaration of Conflict of Interest

There were no conflicts of interest declared at this time.

2. Minutes

2.1. Approval of the Minutes

The minutes of the last meeting held on November 28, 2024, were presented.

Moved By: L. Boyling

Seconded By: G. Peters

THAT the minutes of the meeting held on November 28, 2024, be approved as presented.

CARRIED

2.2 Business Arising from the Minutes

There was no business arising from the minutes.

3. Matters for Discussion/Decision

3.1 Foundation Updates (Dr. S. Robertson)

The Foundation are working on updating Bylaws and creating policies. With the plan recently approved by the Foundation, the administrative position was terminated as part of restructuring the Foundation and as such, a Foundation Coordinator position will be posted.

3.2 Credentialing (Dr. L. MacKinnon)

Dr. George Tsimiklis is a Cardiologist from QCH who will be part of the Cardiologist group who will be doing readings for the hospital. Dr. Tsimiklis has applied for Courtesy privileges.

Moved By: L. Boyling

Seconded By: Dr. R. Cardinal

THAT the Board of Directors approve the appointment of Dr. G. Tsimiklis to the Professional Staff with Courtesy privileges.

CARRIED

3.3 Reappointment of HGMH Professional Staff 2025 (Dr. L. MacKinnon)

The list of Professional Staff applying for reappointment was presented.

Moved By: W. Rozon

Seconded By: H. Salib

THAT the Board of Directors approve the reappointment of the HGMH Professional Staff for 2025 as recommended by the MAC.

CMA RS ~ HGMH 2025 Credentialing Period Summary					Reappointment List	46
					Newly Appointed	2
					Did Not Reapply	9
					Not Seeking Reappointment	4
					Total Appointments ~ 2025	48
Reappointment List - 46						
Last Name	First Name	Status/Privileges	Department	Division/Section	Cross Appt.	
Bouka	Aimée-Angélique	Courtesy	Emergency Medicine			
El Salibi	Elias	Active	Emergency Medicine			
Farmer	Sara	Active	Emergency Medicine		Active; General Medicine	
Gruner	Doug	Courtesy	Emergency Medicine			
Mackinnon	Lisa	Active	Emergency Medicine		Active; General Medicine	
Ourahma	Ziad	Courtesy	Emergency Medicine			
Power	Ellen	Active	Emergency Medicine			
Rosenbloom	Alan	Courtesy	Emergency Medicine			
Scharf	Lorne	Courtesy	Emergency Medicine			
Seid	Cherinet	Active	Emergency Medicine			
Yuan-Innes	Melissa	Active	Emergency Medicine			
Bilodeau	Eric	Active	General Medicine		Active; Emergency	
Crevier	Julie	Associate	General Medicine			
Isaac	Sandhya	Locum Tenens	General Medicine			
Kucherepa	Nadia	Active	General Medicine			
Miller	Claire	Courtesy	General Medicine			
Peffer	Dale	Active	General Medicine			
Read	Dale	Active	General Medicine		Active; Emergency	
Rivest-Gaudreault	Melissa	Active	General Medicine			
Ross	Anatoly	Active	General Medicine			
Roszbach	Valery	Courtesy	General Medicine			
Assaly	Thomas	Courtesy	Medical Imaging			
Bishop	David	Courtesy	Medical Imaging			
Boubalos	Anastasios	Courtesy	Medical Imaging			
Dabirzadeh	Hamidreza	Courtesy	Medical Imaging			
Galley	Daniel	Courtesy	Medical Imaging			
Ojiaku	MacArinze	Courtesy	Medical Imaging			
Vakili	Maryam	Courtesy	Medical Imaging			
Buyukdere	Hakan	Courtesy	Medicine	Medicine - Biochemistry, Transfusion Medicine		
McCudden	Chris	Courtesy	Medicine	Medicine - Biochemistry, Transfusion Medicine		
Sant	Nadia	Courtesy	Medicine	Medicine - Biochemistry, Transfusion Medicine		
Lin	Charles	Courtesy	Medicine	Medicine - Cardiology		
Kagoma	Peter	Courtesy	Medicine	Medicine - Hematology		
DeYoung	J. Paul	Courtesy	Medicine	Medicine - Internal Medicine		
Ghaly	Ezzat	Courtesy	Medicine	Medicine - Internal Medicine		
Meredith	Joel	Courtesy	Medicine	Medicine - Pain Management		
Schneiderman	David	Courtesy	Medicine	Medicine - Respiriology		
Ywakim	Fikry	Courtesy	Obstetrics	Obstetrics - Gynecology		
Elkurbo	Mohamed	Courtesy	Orthopedics			
Rivard	Marie-Hélène	Courtesy	Psychiatry			
Thomas	Gordon	Courtesy	Psychiatry			
Dang	Yen	Courtesy	Surgery	Surgery - General Surgery		
Naoum	Serge	Courtesy	Surgery	Surgery - General Surgery		

Last Name	First Name	Status/Privileges	Department	Division/Section	Cross Appt.
Shirazi	Sahar	Courtesy	Surgery	Surgery - General Surgery	
Stephens	Leslie	Courtesy	Surgery	Surgery - General Surgery	
Sharda	Rajan	Courtesy	Surgery	Surgery - Urology	
Newly Appointed = 2					
Last Name	First Name	Status/Privileges	Department	Division/Section	Cross Appointment
Grewal	Rasveg Singh	Courtesy	Medicine	Medicine - Cardiology	
Tsimiklis	Georgios	Courtesy	Medicine	Medicine - Cardiology	
Did Not Reapply = 9					
Last Name	First Name	Status/Privileges	Department	Division/Section	Cross Appointment
Menard	Nathalie	Courtesy	Administrative		
Belanger	Gisele	Courtesy	Emergency Medicine		
Bradley	Lucie	Courtesy	Extended Class Nursing		
Lohmeyer	Tracy	Courtesy	Extended Class Nursing		
Nixon	Amanda	Courtesy	Extended Class Nursing		
Whitney	Elisabeth	Courtesy	Extended Class Nursing		
Amaro	Justine	Courtesy	General Medicine		
Edwards	Wesley	Courtesy	General Medicine		
Rafat Zand	Khashayar	Courtesy	Medical Imaging		
Not Seeking Reappointment = 4					
Ayuen	Kim Lin	Locum Tenens	General Medicine		
Lacroix	Daniel	Courtesy	Administrative		
Pantlitz	Shonette	Courtesy	Extended Class Nursing		
Poole	Richard	Active	Emergency Medicine		

The Nurse Practitioners from the clinic did not reapply as they do not provide coverage at the hospital.

CARRIED

4. Consent Agenda

The following were included in the meeting package under consent agenda and reviewed by members prior to the meeting:

4.1 Draft MAC Report - January 14, 2025

4.2 Draft Governance In Camera Report

Moved By: C. Larocque

Seconded By: G. McDonald

THAT the Board of Directors approve and receive all documents as presented in the consent agenda.

CARRIED

6. Closing Remarks & Adjournment

The meeting adjourned at 10:47.

K-L. Massia, Recording Secretary

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MINUTES OF THE MEDICAL ADVISORY COMMITTEE MEETING

February 4, 2025, at 12:00pm

Boardroom and MS TEAMS

Present: Dr. L. MacKinnon Dr. D. Read Dr. S. Farmer
Dr. C. McCudden R. Alldred-Hughes, CEO R. Romany, CNE
Dr. D. Pepper

Absent:

CALL TO ORDER

The meeting was called to order at 12:05 p.m.

Quorum

A quorum was attained.

Adoption of Agenda

The agenda was adopted as presented or with the following changes:

ADD: 5.0 Lab Hours

Motioned by: Dr. S. Farmer

Seconded by: Dr. D. Read

THAT the Medical Advisory Committee approve the agenda as presented with additions.

CARRIED

Declaration of Conflict

There was no declaration of conflict noted.

REPORT OF THE LAST MEETING

Approval of the Minutes

The minutes of the last meeting held on December 17, 2024 were included in the package and approved as presented.

Motioned by: Dr. D. Read

Seconded by: Dr. L. MacKinnon

THAT the Medical Advisory Committee approve the previous meeting minutes as presented.

CARRIED

STANDING ITEMS

Attendance Summary

The attendance summary provided separately at the meeting was reviewed and discussed. It was noted that the upcoming department meetings are scheduled as follows:

- Emergency Physicians Meeting – January 28, 2025
- Inpatient Physicians Meeting – January 30, 2025

Physician HR Plan

The 2024-2025 Physician HR Plan, remains the same with recruitment efforts focused on the following:

Key Points:

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- *Inpatient Unit:* Two positions (part-time and/or locum) have been posted both internally and on HFO Jobs. There is physician interest from two candidates, but Dr. Read has not heard back from either of them.
- *Emergency Department:* A part-time position has been posted internally and on HFO Jobs. To date, we have not received any interest.

Dr. MacKinnon shared that often at medicine conferences hospitals set up booths between sessions for recruitment and there are several upcoming this spring:

- Rural and Remote Medicine Conference will be in Winnipeg April 24-26, 2025 (a little far, but probably the most relevant since they recruit rurally for all specialties and services).
- CAEP (Canadian Association of Emergency Physicians) Emergency Conference in Montreal in May 23-24, 2025. Dr. Farmer is planning to attend.
- Emergency Medicine Update in Toronto in April 9-11, 2025.

The hospital is willing to set up a booth at selected conferences and willing to send a representative to recruit.

Other considerations discussed include:

- Being part of presentations to Ottawa U.
- We will have a hard time recruiting due to HFO – EDLP Hospital.

Dr. MacKinnon reported that from a regional perspective, she has been advised that there has been an ask from the government that family physician provide 24-hour coverage. Arnprior and Renfrew COSs shared that their physician group is pulling away from providing inpatient care in hospital. R. Alldred-Hughes will reach out to the CEO in Arnprior to follow up.

Dr. Peffer reports there is an upcoming meeting this Friday with the local FHO, and he is not aware of any changes happening to this effect on our end.

R. Alldred-Hughes shared that we are trying to set up a call with ROMP (Rural Ontario Medical Program) to discuss 3rd and 4th year medical/clerk, and resident opportunities at our hospital. We will be looking for physicians who are interested in participating in mentoring a student. We will look to our family physician group for interest, as well some physicians in our ED have had students in the past and may be interested in participating. Dr. Peffer reported lots of discussion is happening about the OHA investment into primary care and more support for the Primary Care Physician, more to come on this. He not sure how much interest there is from our group with respect to students but is willing to put out the ask.

We will attempt to get some information to Dr. Peffer by Friday, if not, later this month after meeting with ROMP.

Medical Affairs will work to create a spreadsheet for recruitment plans.

ER P4R Patient Flow Update

Dr. Farmer mentioned that the January data is currently unavailable and will be reported on during the March meeting. We are expected to submit a proposal by the end of the month. Dr. Farmer has been in discussions with K. Duval about counting the COVID-related hours as instances when a second doctor was present. K. Duval is also coordinating effectively with the nurses to ensure the P4R flow remains efficient.

MaiD update

Dr. Read shared that her initial goal was to establish a finalized schedule for MAiD On-Call. However, with Dr. Crevier going on maternity leave, only Dr. Read and Dr. Rossbach will be the primary assessors, so creating a formal on-call schedule may no longer be necessary. Most of

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the inpatient physicians are agreeable to serving as a second assessor, with one exception. During the recent Inpatient Physicians meeting, MAiD was discussed, and the decision was made to prioritize coverage for the inpatient unit, rather than focusing on the community at this time.

BUSINESS ARISING

Rehab Coverage Update

Defer.

ITEMS FOR DISCUSSION/DECISION

Lab Hours

Dr. McCudden noted that he understands the proposal to shift the lab hours to start earlier, which is not an issue, but the suggestion to close earlier than 17:00 may pose some challenges. R. Alldred-Hughes provided an update that he and A. Gharra have a meeting scheduled to discuss this further. Physician offices remain open past 3:30, and an earlier closure could prevent patients from having bloodwork done the same day, potentially requiring them to return. It was brought to senior leadership's attention that lab staff had expressed interest in this change; however, after further inquiry, it was unclear if this sentiment was shared by current employees or if it originated from a staff member no longer with the organization. Dr. McCudden will await further discussion on the matter.

New Policy (draft) ~ Management of Candida Auris (MAC Approval):

Recommendation: [to approve the Management of Candida Auris policy as presented.](#)

Motioned by: Dr. S. Farmer

Seconded by: Dr. D. Read

THAT the MAC approves the Management of Candida Auris policy as presented.

CARRIED

Quality Improvement Plant (QIP) 25/26 (MAC Approval):

Recommendation: [to approve the 2024-25 QIP as presented.](#)

The updated 2025-26 QIP was reviewed, and it was discussed how to present this to the physician group, such as including it as a standing item in department meetings. The key questions to address are: "How can we improve patient-centered care?" and "What is our plan for engaging patients and families in their care?" S. Laframboise will add these questions as standing items in both department meetings. It was suggested to consider inviting a PFAC member to the department meeting when these questions are first raised.

A discussion also took place on improving rehab scores related to patient and family involvement. It was noted that some families appreciate phone updates, while others may have difficulty understanding the information over the phone. It is important to identify the type of information families want and tailor the communication accordingly.

Motioned by: Dr. S. Farmer

Seconded by: Dr. L. MacKinnon

THAT the MAC approves the 2024-25 QIP as presented.

CARRIED

Medical Directive – Quadplex Testing (MAC Approval):

Recommendation: [to approve swabbing everyone with the Quadplex swab as apposed to just a Covid swab when we do admissions.](#)

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There was a recommendation and request from IPAC to do this.

Motioned by: Dr. S. Farmer

Seconded by: Dr. D. Read

THAT the MAC approves swabbing everyone with the Quadplex swab as opposed to just a Covid swab when we do admissions.

CARRIED

Pharmacy & Therapeutics

464-60-XX Nicotine Replacement NRT Consult Form (MAC Approval):

Recommendation: to approve the Medical Directive to eliminate the need for paper-based process.

Motioned by: Dr. S. Farmer

Seconded by: Dr. L. MacKinnon

THAT the MAC approves Nicotine Replacement NRT Consult Form as presented.

CARRIED

End of Life Care Order Set (MAC Approval):

Recommendation: to approve the inclusion of the CADD Order Set with the suggested criteria wording presented in the package.

Motioned by: Dr. S. Farmer

Seconded by: Dr. L. MacKinnon

THAT the MAC approves the inclusion of the CADD Order Set with the suggested criteria wording.

CARRIED

Policy COR.11.008.0.24 Clinical Management of Non-Occupational and Occupational Exposure to Blood Borne Pathogens (MAC Approval):

Recommendation: to approve the policy as presented.

Dr. Read clarified the changes made to this policy are the wording around pregnancy and lactating patients. The other is we have a prophylaxis kit in ED where it states dispense the whole kit (1-month) to the patient. We must be mindful to provide the information that pharmacy would provide the patient if they were doing it.

MAC questions what the need is for dispensing a 1-month supply versus 3-5 day supply and have patient go see their pharmacist. Rachel to follow up with Annik and Kathryn for clarification on the supply amount prior to approving this policy. HOLD decision for more information.

ED DKA~ Revised (MAC Approval):

Recommendation: to approve the revisions made to the inclusion criteria and labs.

Dr. Farmer reports that she and K. Duval have multiple updates for this order set and would like to hold off on approval until this is finalized. Defer for now.

CREDENTIALS

Evaluations

None due this month.

2025 Recredentialing Update

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The summary of recredentialing applications were reviewed and approved by the Board of Directors on January 30, 2025. The formal letters will be sent out by the CMARS system this week.

REPORTS

Chief of Staff

Dr. MacKinnon reported that regionally, ENT and plastics continues to be an issue and the ask is for a central intake for both to help our region access these necessary services.

Chief of Emergency

Dr. Farmer has emailed the ED staff about scheduling availability and preferences, and it looks like a good mix of regular days.

Chief of Inpatient and Ambulatory Care

Dr. Read has asked the inpatient physicians to provide their availability for the end of next week as we will be working on the next 6 months. Dr. Peffer mentioned that Dr. Isaac may have new availability so we can reach out to her with our needs.

Professional Staff Association

Dr. Peffer reports that they are trying to push forward to get prospective data. Using “order sets” so we can get data. A discussion about antibiotics order set identifying that if you use the order set, there is start and stop date.

The next Professional Staff Association meeting has been moved to February 27th.

Chief Executive Officer

R. Alldred-Hughes reported on the following points of interest:

- **Financial projections** will balance with small surplus. This quarter we are in a good position. Looking ahead to next year, there are concerns from a supplier's perspective regarding potential tariffs and their impact on the budget for the coming year. This is a significant worry.
- **Epic.** The Board has come to a resolution on the funding and have given approval to move ahead and move forward. The Epic team will be in to visit tomorrow looking at all our departments. Dr. MacKinnon reports Dr. Farmer has agreed to be the physician lead for Epic.
- **Future Capital Redevelopment** – This process provides us with a valuable opportunity to assess both our current and future service needs. We will be focusing on this initiative over the next few years. With the property in hand, we can explore ways to support primary care, long-term care, and hospice services, while also evaluating the broader community needs for holistic care.

Chief Nursing Executive

R. Romany reported update ED speciality fund – Inpatient nurses have gone through enhance ACLS codes, ED staff will get SIMs training will be provided to nursing.

Consent Agenda

Quality and Safety Advisory Committee Report

The draft meeting minutes from 2024.12.19 were included in the package.

Date and Time of Next Meeting

MAC Minutes

The next meeting is scheduled for March 4, 2025, at 12:00 PM.

Adjournment

The meeting was adjourned at 14:03 pm.

S. Laframboise, Recorder

DRAFT