

PEMBROKE REGIONAL HOSPITAL
President and CEO Report – September 2025

Welcome Back

Joining us as we start this 2025/26 Board year are new Directors Shelley Sheedy, Dr. Colin Macpherson and Constance McLeese. We are also joined at the table by our new Chief of Staff, Dr. Declan Rowan.

For the coming year we are also welcoming two new Community Representatives who will serve on various Board Committees, Andrew Palubiskie and Kathy Smith.

Thank you to each of them for volunteering their talents in support of our local hospital.

Board Education Session

In lieu of this month's regular education session, the Board was provided with a tour of the new Chemotherapy area.

Exciting Summary of The Work Being Done By Kids Come First

In early June, I was excited to be part of the Annual General Meeting for Kids Come First, a collaborative of more than 70 organizations; youth and family partners; nearly 1,100 physicians; and many other individuals including children, youth, and families working to connect high-quality care for children and youth in the Champlain region in order to simplify their journey across the health and social system, providing them with easy access to the right care, at the right time, in the right place.

It was a great opportunity to learn about many of the great initiatives underway including expansion of vaccination clinics in the region, expanded work on the availability of home and community care for pediatric patients and how an expanded scope of practice for Personal Support Workers may benefit our region's young patients and their families.

In terms of our expanded involvement, we are one of 12 hospitals that have put together a joint submission to Ontario Health offering to help alleviate Surgical wait times for pediatric patients by taking on cases outside of CHEO. The proposal has received support from Ontario health and is now at the table of a committee at the Ministry that reviews special projects. We have great hope that it will be funded for next fiscal year,

Currently CHEO has a wait list of 3,000 patients awaiting non urgent surgeries and this proposal could help eliminate the existing wait list within two years if approved, so more to come!

Exploring Ways To Enhance Partnership With Queensway-Carleton Hospital

Over the summer months, Dean and I had the opportunity to meet with QCH President and CEO Dr. Andrew Falconer and QCH Board Chair Chad Schella. We had some great discussions about ways our two hospitals could further collaborate and we plan to have more discussion on this at our upcoming Board Executive and Board meetings in order to see how to proceed next.

Opportunities For Collaboration With RVH

Last month, I was pleased to welcome in Suzanne Madore, President and CEO of St. Francis Memorial Hospital and Renfrew Victoria Hospital for a tour and a fruitful conversation about opportunities for collaboration between our three hospitals.

Suzanne and I have been meeting regularly on a bi-weekly basis, and we have already identified two areas where collaboration could take place. To that end, we will be setting up a meeting with our Chiefs of Staff in order to explore ways that we may be able to improve workflow between our hospitals. I'm very excited to see where this may lead.

PRH Receives The *Using Blood Wisely Hospital* Designation

Our hospital recently achieved the designation as a *Using Blood Wisely Hospital*.

The *Using Blood Wisely Hospital* designation symbolizes a commitment to red blood cell stewardship and to the continuous pursuit of quality improvement by reducing unnecessary red blood cell transfusions. In achieving this designation, we are now part of a select group of 160 hospitals that is making a difference for patients, donors and Canada's blood supply.

Our participation in this program will also count as an organizational quality improvement initiative when we are next up for accreditation.

Accreditation 2027: Our Journey Ahead....

Looking ahead to spring 2027, we're excited to begin preparing for our upcoming accreditation survey. This will be a short-notice survey conducted by Accreditation Canada, meaning we'll receive just 10 days' notice before the assessment begins. This approach is designed to provide a real-time snapshot of our operations and culture, and it gives us a unique opportunity to demonstrate the exceptional work we do every day - exactly as it happens.

The survey will assess all standards across our organization- over 2000 in total. Preparation will include departmental reviews and self-assessments, giving us the chance to reflect, align, and elevate our practices. This is a valuable opportunity to reinforce our commitment to continuous quality improvement, ensuring that our systems and practices evolve alongside emerging standards and best practices.

This is not just about meeting standards - it's about identifying opportunities to improve, embracing new best practices, and continuing to deliver safe, high-quality care.

Our journey will be supported by *Epic*, which will be a powerful enabler in helping us demonstrate alignment with accreditation standards. As we prepare, we'll keep in mind what our documentation environment will look like in 2027, ensuring everything we do now sets us up for success.

There are exciting things ahead, and we're committed to sharing updates and engaging our teams as we move forward together toward Accreditation 2027.

PRH Recognized By Trillium Gift of Life Network (TGLN)

We are very pleased to share that, for the period of 2024 to 2025, we have received two awards recognizing our hospital's ongoing support of organ and tissue donation.

First, for the seventh time, we have received the *Hospital Achievement Award – Provincial Routine Notification Rate* for achieving a 100% routine notification rate in 2024/25. The routine notification rate is the percentage at which hospitals notify Ontario Health (TGLN) when a patient has died and there may be the potential for organ and/or tissue donation.

We will also be receiving an *Award of Excellence* for meeting or exceeding the provincial target for routine notification as set by Ontario Health (TGLN) for four or more consecutive years.

For the 2024-2025 time frame, members of our health care team made 127 notifications to Ontario Health (TGLN) resulting in seven tissue donors which ultimately enhanced the lives of many.

Financial Milestones For Project Horizon

Over the summer, a couple of investment milestones were met as part of our journey to *Epic*. Specifically, the final sign off on the funding loan for the project took place, and we made our first significant payment towards the project!

While this may not sound overly exciting, it does add another layer of realism to the project, coupled with the amount of work that is already taking place.

New Funding for Nurse-Led Critical Care Response Team

Speaking of funding, I am also happy to share that Pembroke Regional Hospital has received over half a million in new dollars from the Ministry of Health for the launch of a Nurse-Led Critical Care Response Team (CCRT). This team will bring added critical care expertise to our general units, offering faster support when a patient's condition begins to decline. The nurse-led CCRT will complement our existing services by providing timely re-assessment and follow-up for patients who have recently transferred out of the ICU. Led by experienced critical care nurses and supported by our Intensivists and interdisciplinary teams, the model has proven successful in other Ontario hospitals and will be a valuable addition to our care at PRH.

Planning is now underway, with a goal to have the team operating 24/7 within the next nine months. This is an exciting step forward for patient care, and we look forward to working with our clinical teams to shape how the service will work best for our hospital.

PRH Receives Over \$2.4 Million in HIRF Dollars

We recently received confirmation that our hospital will be provided with just over \$2.4 million in one-time funding for the 2025-2026 fiscal year through the Health Infrastructure Renewal Fund (HIRF).

HIRF funding is a type of hospital capital grant provided by the provincial government which is used to support crucial infrastructure projects that help extend the useful life or improve the quality of hospital facilities. HIRF grants supplement hospital needs on a priority basis, allowing hospitals to decide where to invest the money and proceed quickly with projects.

This important and impactful funding, more than double what we received last year, will enable us to do roofing and flooring replacements, HVAC heating, cooling and plumbing upgrades, and fire suppression system installation in unprotected areas of our facility – all without having to find other means to fund these much-needed investments.

Our hospital is extremely grateful to be receiving this funding which will be put to good use as we repair and renew some of our patient-facing infrastructure. With four buildings, varying in age, this money is essential to helping keep our operations going and keeping both our patients and staff safe.

Securing The ED

As part of work being done to enhance safety in our Emergency Department, I'm pleased to share that the doors adjacent to triage which lead into the back of the department are now equipped with a controlled locking mechanism (swipe card access) - similar to those that we have on Acute Mental Health and in Surgical Day Care.

This change will enhance patient privacy and confidentiality, strengthen safety and security, and help reduce unnecessary traffic and noise, ultimately contributing to a calmer, more therapeutic environment for patients and staff alike.

Our nursing staff, patient service attendants and security guards will monitor and support access for patients and visitors.

In addition, as of August 18th, we now have overnight onsite security coverage Monday through Friday. Additional team members will be onboarded in the coming weeks to support expanded coverage across all nights of the week and 24/7 coverage on statutory holidays and weekends.

PRH Welcomes Five Project SEARCH Interns

Earlier this month, we welcomed five Project SEARCH interns to our team who will be with us for the next 10 months.

Project SEARCH is a school to work transition program for students aged 18-21 with intellectual and developmental disabilities. The program enables them to find competitive employment by immersing them in the employment environment. We are thrilled to partner with the Renfrew County District School Board (RCDSB), Community Living Upper Ottawa Valley, and Petawawa Military Family Resource Centre (PMFRC) on this program. This initiative highlights our commitment to addressing unmet needs in our community, particularly by supporting a group that, despite their many talents and capabilities, often faces underemployment.

Welcome To Dr. Cameron Leafloor, Intensivist,

We are very pleased to welcome Dr. Cameron Leafloor to our Emergency Department (ED) and Intensive Care Unit (ICU) as a full-time Intensivist.

Originally from Ottawa, Dr. Leafloor completed his medical training, including a Residency in Emergency Medicine, at the University of Ottawa. He recently finished a two-year Fellowship in Critical Care Medicine at the University of Calgary, where he also served as Lead Fellow. His dual expertise in emergency and intensive care medicine makes him a valuable addition to our hospital and health care team, especially we are looking to further grow and improve the services we provide in our ICU.

In addition to his clinical expertise, Dr. Leafloor has a strong interest in health informatics, patient safety, and medical education. He played a key role in the digital transformation of The Ottawa Hospital during its rollout of the *Epic* electronic medical record system in 2019 and he will be pursuing a Master's degree in Health Information Science from the University of Victoria by remote study starting in January. His expertise will be instrumental as Pembroke Regional Hospital prepares for its own implementation of *Epic* in the fall of 2026.

New Peer Support Program Brings Hope and Healing to Stroke Patients and Their Caregivers at Pembroke Regional Hospital

In partnership with March of Dimes Canada, the Pembroke Regional Hospital recently launched *Hospital Peer Connections*, a compassionate and empowering peer support program for stroke patients and their caregivers.

Hospital Peer Connections is a unique in-hospital program developed by March of Dimes Canada that connects stroke survivors and caregivers with trained peer volunteers who have lived experience with stroke. These volunteers offer one-on-one visits to patients and caregivers, providing emotional support, encouragement, and a sense of hope during what can be an overwhelming and uncertain time.

The program is designed to complement clinical care by addressing the emotional and psychological needs of patients and caregivers.

Volunteers are trained to listen, share their experiences, and guide patients toward additional resources, including the After Stroke program offered by March of Dimes Canada. This community-based program provides long-term support, system navigation, and case management to help stroke survivors live independently and thrive after discharge.

The visits themselves take place in patient rooms or private spaces within the hospital, and patients can receive multiple visits during their stay. Caregivers can also be referred independently for support.

Currently, PRH has three dedicated peer volunteers. With plans to expand the program, the hospital is actively seeking more volunteers to increase the reach and frequency of visits.

Actions Taken by the Board at its September 29, 2025 Board Meeting

Approved the following appointments/reappointments:

- 51 physicians for Courtesy privileges
- 26 new physicians for Courtesy privileges
- 8 new physicians for Term privileges
- 2 new physicians and 1 new midwife for Associate privileges

Approved the new Land Acknowledgement Statement

Approved the new Opening Reflection for the Board of Directors