

MINUTES OF THE ALLIED BOARDS OF DIRECTORS
MEETING HELD ON
TUESDAY, MARCH 24, 2026 AT 6:30 PM
CPDMH BOARDROOM

PRESENT:

√	L. Bernes	√	K. Kirkpatrick
√	C. Crosby	√	L. Learmonth
√	A. Champagne	√	B. Lowry Bagshaw
√	M. Fortune	√	M. Maidment
√	J. Fournier	√	M. Vermette - Chair
√	L. Gardiner	√	B. Young
√	B. Harrington		

REGRETS:

X	A. Bennett	X	B. Harvey
X	M. Bastin-Millar	X	S. Persi
		X	S. Snow

STAF/GUESTS:

X	R. Arseneau – CPDMH Foundation Executive Director	√	B. Hilker – VP & CFO
√	S. Cousineau – VP HR/Occ Health/Diagnostic Services	√	P. Kenney – CPDMH Foundation Board Chair
√	V. Dimas – AGH Foundation Executive Director	√	A. McLean – HR Manager – Guest Presenter
X	J. Hildebrand – VP Capital Development & Support Services	√	T. McLelland – Executive Assistant (minutes)

1.0	Welcome Guests
	The Chair welcomed guests to the meeting.
	<p><u>Education Presentation</u></p> <p>A. McLean, HR Manager was introduced and invited to provide a presentation on Diversity, Equity, Inclusion and Belonging at the MRHA. B. Harrington indicated that the DEI & B committee was formed in 2024 and highlighted living the MRHA value of “welcome everyone”. The CEO also noted that the presentation is being provided to the Allied Boards to help close a gap identified in the Accreditation survey about diversity.</p> <p>A. McLean presented information and questions were raised and answered after the presentation.</p> <p>A. McLean was thanked for the presentation and left the meeting.</p>
2.0	Approval of Agenda
	<p>IT WAS MOVED AND SECONDED THAT THE AGENDA BE APPROVED.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>
3.0	Chair’s Remarks
	<p>The Chair addressed the following:</p> <ul style="list-style-type: none"> • Reminded Directors to complete their meeting evaluation which T. McLelland will be sending out after the meeting. • Asked V. Dimas if there was anything to add to the AGH Foundation Report which was included in

	<p>the package. V. Dimas added that the AGH Run for Women’s Health is being held on June 6 and invited Directors to volunteer, participate or donate. The event is family oriented and is largely participated by staff and medical staff. Another event “Good Morning Almonte” is being held May 27 at the Almonte Civitan Club and the topic will include EPIC/IT needs of the Hospital.</p> <ul style="list-style-type: none"> • Asked P. Kenny if there was anything to Report on behalf of the CPDMH. P. Kenney indicated that the Foundation is currently recruiting Directors and that a new Chair will be elected in September. P. Kenny congratulated V. Dimas and R. Arseneau who have been asked to present on Collaboration in Health Environment at the Ottawa Professionals Fundraising Day. • Invited the Chairs of Committees to provide a short recap of the work being addressed.
4.0	<p>Consent Agenda Matters</p>
	<p>IT WAS MOVED AND SECONDED THAT THE FOLLOWING ITEMS CONTAINED IN THE CONSENT AGENDA BE APPROVED:</p> <ul style="list-style-type: none"> a. Minutes of the Allied Boards of Directors Meetings held January 27, 2026 b. IV-1 Signing Authority Policy – updated c. AGH Financial Statements for the 10-month period ended January 31, 2026 d. CPDMH Financial Statements for the 10-month period ended January 31, 2026 e. LCPS Financial Statements for the 1 month ended January 31, 2026 f. Authorization of the CEO to sign the LSAA Declaration of Compliance for the period dated January 2025 to December 31, 2025 g. Authorization of the Allied Boards Chair to sign the Attestation and Report for Fighting Against Forced Labour and Child Labour Supply Chains Act for the period dated April 1, 2025 to March 31, 2026, on behalf of the Almonte General Hospital h. Updated Position Profile of the CEO <p style="text-align: right;"><u>MOTION CARRIED</u></p>
5.0	<p>Business Arising from the Minutes</p>
	<p>There was no business arising from the minutes.</p>
6.0	<p>Matters Requiring Decision</p>
	<p>6.1 AGH/CPDMH/FVM 2026/27 Quality Improvement Plan</p>
	<p>S. Pirie referred to the information included in the package and indicated that in preparation for the annual QIP, the draft is reviewed by several hospital committees including Patient Care/Quality and Integrated Risk Management, Medical Advisory Committees, Patient and Family Advisory Committee and the Board Quality Committee. Final approval is being recommended to the Allied Boards of Directors. L. Learmonth noted continuation of four of the five indicators from last year and one new indicator has been added. No concerns were raised.</p> <p>IT WAS MOVED AND SECONDED THAT THE 2026-2027 QUALITY IMPROVEMENT PLAN FOR AGH/FVM AND CPDMH BE APPROVED.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>
	<p>6.2 FVM Nurse Call-Bell System Lease</p>
	<p>C. Crosby referred to the Briefing Note included in the package regarding a lease to purchase a nurse call-bell system at FVM. It was noted that the committee is recommending leasing as opposed to purchasing as a common way to manage cash flow.</p> <p>No concerns were raised.</p> <p>IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE CEO AND CFO TO ENTER INTO A CONTRACT ON BEHALF OF ALMONTE GENERAL HOSPITAL WITH CCA FINANCIAL TO LEASE THE NURSE CALL BELL SYSTEM FOR AN INITIAL TERM UP TO FIVE YEARS FOR AN AMOUNT NOT TO EXCEED \$77,868 (EXCLUDING TAXES)</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>

6.3 Air Handling Units Procurement Process and Lease

C. Crosby referred to the Briefing Note included in the package regarding the procurement process and lease of two air handling units.

No concerns were raised.

IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE CEO AND CFO TO CONTINUE WITH THE PROCUREMENT PROCESS FOR THE AIR HANDLING UNITS AT AGH.

IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE CEO AND CFO TO ENTER INTO A CONTRACT ON BEHALF OF THE ALMONTE GENERAL HOSPITAL WITH CCA FINANCIAL TO LEASE THE TWO AIR HANDLING UNITS FOR AN INITIAL TERM UP TO SIX YEARS FOR AN AMOUNT NOT TO EXCEED \$138,816 (EXCLUDING TAXES)

MOTION CARRIED

6.4 Borrowing Resolution

C. Crosby referred to the Briefing Note included in the package regarding a borrowing resolution which is required to be updated annually. It was noted that there has been no changes in credit card debt.

No concerns were raised.

IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF ANY TWO OF THE CHAIR, VICE-CHAIR, CEO OR CFO TO BORROW ON BEHALF OF CARLETON PLACE AND DISTRICT MEMORIAL HOSPITAL, AN AMOUNT NOT TO EXCEED \$2,055,000 AT ANY ONE TIME TO MEET OPERATING EXPENDITURES OF THE CORPORATION UNTIL CURRENT REVENUE HAS BEEN RECEIVED, OR TO FUND CAPITAL EQUIPMENT PURCHASES 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, 2026 TO MARCH 31, 2027.

MOTION CARRIED

6.5 Hospital Service Accountability Amending Agreements (AGH & CPDMH)

C. Crosby referred to the briefing note included in the package and indicated that they were discussed further at FRAC but that there were no changes to the agreements, they were simply extensions from the previous year with a supporting letter identifying an anticipated operational deficit at both AGH and CPDMH. No questions were raised.

IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE BOARD CHAIR AND CEO TO SIGN THE HOSPITAL SECTOR ACCOUNTABILITY AMENDING AGREEMENT WITH A SUPPORTING LETTER IDENTIFYING AN ANTICIPATED OPERATIONAL DEFICIT ON BEHALF OF ALMONTE GENERAL HOSPITAL

MOTION CARRIED

IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE BOARD CHAIR AND CEO TO SIGN THE HOSPITAL SECTOR ACCOUNTABILITY AMENDING AGREEMENT WITH A SUPPORTING LETTER IDENTIFYING AN ANTICIPATED OPERATIONAL DEFICIT ON BEHALF OF CARLETON PLACE & DISTRICT MEMORIAL HOSPITAL.

MOTION CARRIED

6.6 Long Term Care Service Accountability Amending Agreement

C. Crosby referred to the briefing note included in the package and noted that the schedules to the LSAA have been updated with the required obligations. Management has reviewed the obligations and anticipates meeting the requirements with the exception of the anticipated operational deficit and the debt service ratio. No concerns were raised.

IT WAS MOVED AND SECONDED THAT AUTHORIZATION OF THE ALLIED BOARDS CHAIR AND THE CEO TO

SIGN THE LONG-TERM CARE SECTOR ACCOUNTABILITY AMENDING AGREEMENT WITH A SUPPORTING LETTER IDENTIFYING THAT THE ANTICIPATED OPERATIONAL DEFICIT AND THAT THE DEBT SERVICE RATIO WILL NOT BE MET FOR THE PERIOD APRIL 1, 2026 TO MARCH 31, 2027, ON BEHALF OF THE ALMONTE GENERAL HOSPITAL BE APPROVED.

MOTION CARRIED

6.7 2026/2027 Operating Budget (AGH & CPDMH)

B. Hilker reviewed the AGH Operating Budget noting that several assumptions have been made. A discussion was held at FRAC regarding expenditures that factor into the deficit. FRAC has also requested that sick leave trends be reported at future FRAC meetings.

A discussion was held regarding laboratory costs. The CEO has expressed concerns at a recent EORLA CEO meeting regarding the remodeling structure and the increase in costs.

IT WAS MOVED AND SECONDED THAT THE 2026/27 OPERATING BUDGET PRESENTED ON BEHALF OF ALMONTE GENERAL HOSPITAL BE APPROVED.

MOTION CARRIED

IT WAS MOVED AND SECONDED THAT THE 2026/27 OPERATING BUDGET PRESENTED ON BEHALF OF CARLETON PLACE & DISTRICT MEMORIAL HOSPITAL BE APPROVED.

MOTION CARRIED

6.8 2025/26 Capital Budget (AGH & CPDMH)

C. Crosby reported that FRAC has reviewed and is recommending the 2026/27 Capital Budget and that the priority of clinical and non-clinical equipment was reviewed with the Senior Team, Department Managers and the MAC's. Feedback was also provided on the draft IT Plan, included in the budget.

B. Hilker noted that the two Foundation's have been approached to commit to clinical and operational items and thanked them for their continued support. P. Kenney reported that the CPDMH Foundation is in the process of approving a new policy to address funding requests. V. Dimas noted that the mission and mandate fit the requirements of the requests but that the AGH Foundation will be doing their due diligence within their approval process.

A discussion was held regarding purpose of a Contingency and B. Hilker informed that it is a mechanism for emergency items not previously approved in the Capital Budget.

IT WAS MOVED AND SECONDED THAT THE AGH 2026/27 CAPITAL BUDGET AS PRESENTED INCLUDING THE EMR AND INCLUDING A \$100,000 GENERAL CONTINGENCY BE APPROVED.

MOTION CARRIED

IT WAS MOVED AND SECONDED THAT THE CPDMH 2026/27 CAPITAL BUDGET AS PRESENTED INCLUDING THE EMR AND INCLUDING A \$100,000 GENERAL CONTINGENCY BE APPROVED.

MOTION CARRIED

The Chair thanked B. Hilker who put a robust process in place to include stakeholders at all levels to provide input.

6.9 2026/2027 MRHA Corporate Goals

B. Harrington reported that the draft Corporate Goals for 2026-27 were included in the package for approval. The Chair noted that the Executive Committee met to discuss. No concerns were raised.

IT WAS MOVED BY B. YOUNG AND SECONDED BY L. GARDINER THAT THE 2026/2027 MRHA CORPORATE GOALS BE APPROVED.

MOTION CARRIED

6.10 2026/2027 Allied Boards Goals

B. Young reported that due to the timing of some of the other Committee meetings, their respective goals have not been discussed for recommendation to the Allied Boards and thus the Governance

Committee is recommending approval be deferred to the May Allied Boards meeting.

IT WAS MOVED AND SECONDED THAT DEFERRAL OF THE 2026/2027 ALLIED BOARDS GOALS TO THE MAY ALLIED BOARDS OF DIRECTORS MEETING BE APPROVED.

MOTION CARRIED

6.9 MRHA Risk Management – Top 10 Risk Register

The CEO referred to the Briefing Note included in the package and reported that in 2023/24 the Risk Management framework was developed by Management and approved by the Allied Boards of Directors. In November 2023, the top 10 risks (Risk Register) were reviewed and re-approved and will continue to be approved by the Allied Boards annually.

The CEO reminded the Directors that they have a fiduciary responsibility to ensure there is a risk management framework in place for the MRHA.

The CEO highlighted the updates to the Risk Register including a new “target score” section with the objective to continue to improve.

IT WAS MOVED AND SECONDED THAT THE MRHA RISK MANAGEMENT - TOP 10 RISK REGISTER DATED MARCH 2026 BE APPROVED.

MOTION CARRIED

7.0 Matters for Discussion

7.1 Report of the AGH Chief of Staff

M. Fortune highlighted the report included in the package and thanked B. Hilker for the leadership provided during the capital equipment process in particularly by involving the physician leads and inviting them to meetings. M. Fortune did not have anything further to report.

No further questions were raised.

7.2 Report of the CPDMH Chief of Staff

A. Champagne referred to the report included in the package. A question was raised regarding the Medical Trainee report now being included in both COS reports. T. McLelland explained that Medical Trainees are temporarily credentialed as medical trainees by the CEO and COS as their blocks of time are anywhere from one day to four weeks and should be reported to the Allied Boards. It was noted that both AGH and CPDMH have a great deal of medical trainees which often help with recruitment after they graduate.

The Chair thanked both Chiefs of Staff for going above and beyond their role as a physician.

No further questions were raised.

7.3 Report of the CEO & Senior Team

B. Harrington noted that the Report was included in the package and highlighted that the CEO has been attending department huddles to roll out the values which has been very well received.

A question was raised regarding the LCPS 10-year Plan indicating that there may be quality implications in it that were not reviewed by the Allied Boards Quality Committee. It was reported that the Plan was drafted by Lanark County management and approved by Lanark County Council. It was agreed that the future of LCPS should be reviewed.

7.4 Quality of Care – Good Catch

L. Learmonth referred to the two “Good Catches” included in the package for information.

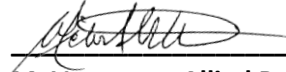
7.5 Quality of Care - Patient Compliment/Concern

L. Learmonth shared a concern received from a patient in the CPDMH ED who registered, waited seven hours and then left as there were only eight patients waiting. The patient expressed that the former ED was better and is fed up with the hospital and the system. L. Learmonth explained that there are

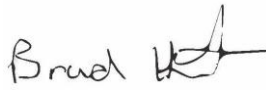
	<p>themes with complaints about staff, the waiting room and patients leaving without being seen. Education is being provided to staff and a phone call to the patient to explain the process and education was arranged.</p> <p>L. Learmonth shared a compliment which was received through the Allied Boards Chair from a patient with deep gratitude for the care they received at the CPDMH ED. They arrived with serious symptoms and staff was very responsive. While admitted to the M/S unit all nurses and support staff gave the best possible care.</p>
8.0	Matters for Information
	The Chair noted the Allied Boards Workplan included in the package for information.
9.0	Other Business
	The Chair wished goodnight to P. Kenny, R. Arseneau, V. Dimas, B. Hilker, S. Cousineau and L. Learmonth who all left the meeting.
	9.1 Elected Members Discussion with CEO & COS's
	9.1.1 AGH Chief of Staff 2026-2027 Goals
	<p>The Chair noted that Directors would have read the Executive Committee minutes in the In-camera package recommending approval of the proposed AGH COS Goals and asked Directors if they had any questions for M. Fortune. The Directors noted that they were pleased to see two Goals encompassing collaboration.</p> <p>No concerns were raised.</p> <p>IT WAS MOVED AND SECONDED THAT THE 2026-2027 AGH CHIEF OF STAFF GOALS & OBJECTIVES BE APPROVED.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>
	9.1.2 CPDMH Chief of Staff 2025-2026 Goals
	<p>The Chair noted that Directors would have read the Executive Committee minutes in the In-camera package recommending approval of the proposed CPDMH COS Goals and asked Directors if they had any questions for A. Champagne. No concerns were raised.</p> <p>IT WAS MOVED AND SECONDED THAT THE 2026-2027 CPDMH CHIEF OF STAFF GOALS & OBJECTIVES BE APPROVED.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p> <p>The Chiefs of Staff were appreciated for working collaboratively together.</p>
	9.1.3 CEO 2026-2027 Goals & Objectives
	<p>The Chair noted that Directors would have read the Executive Committee minutes in the In-camera package recommending approval of the proposed CEO Goals and asked Directors if they had any questions for B. Harrington.</p> <p>The Chair expressed that the Goals were clear, identifiable and measurable. No concerns were raised.</p> <p>IT WAS MOVED AND SECONDED THAT THE 2026-2027 CEO GOALS & OBJECTIVES BE APPROVED.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>
	<p>The Chair wished goodnight to A. Champagne, M. Fortune and T. McLelland who all left the meeting.</p> <p>IT WAS MOVED AND SECONDED THAT THE MEETING MOVE IN-CAMERA.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>
	9.3 Elected Members Discussion with CEO
	<p>Directors continued an in-camera discussion with the CEO. No minutes were recorded.</p> <p>B. Harrington left the meeting.</p>

	<p>9.2 Elected Members Only Discussion</p> <p>Directors continued an in-camera discussion. No minutes were recorded.</p> <p>IT WAS MOVED AND SECONDED THAT THE MEETING MOVE OUT OF CAMERA.</p> <p style="text-align: right;"><u>MOTION CARRIED</u></p>
10.0	Next Meeting /Adjournment
	<p>M. Vermette indicated that the next Allied Boards meeting will be held on May 26, 2025.</p> <p>IT WAS MOVED THAT THE MEETING BE ADJOURNED.</p>

Approved Minutes signed by:



M. Vermette, Allied Boards Chair



B. Harrington, Allied Boards Secretary