

Annual General Meeting Message from the Chair - June 15, 2022

Good evening members and guests

It is my pleasure, as Chair of the Board of Directors, to deliver remarks to this 67th Annual General Meeting (AGM) of the Carleton Place & District Memorial Hospital.

For inspiration, I went back to my remarks given at last year's AGM, where I had stated that the year had been an extraordinary one due to the pandemic and its impact on hospital operations, the delivery of patient care as well as on the well-being of our physicians, nurses, front-line workers and staff. I further stated that it had required the Board to adapt and operate under a new "normal", in terms of fulfilling its fiduciary responsibilities while overseeing ambitious initiatives which would lead to a brighter future for our hospital and the community it serves.

Fast forward one year, and I feel much of what I would like to say will simply be a repeat of what I said last year, as the pandemic environment did not let up, and the hospital continued to operate under its so-called new normal which essentially meant being continuously vigilant of the pandemic's impact on operations, staff and patients.

HOWEVER, despite these "groundhog-day-like" circumstances, this past year did feature a number of very positive and important undertakings of which the end results will become important inflection points for the future of our hospital. For the sake of brevity, I will highlight only three of these undertakings....

* **The Emergency Department:** In April of this year, after many months of active and meticulous planning, the Emergency Department Capital Project team received the green light from the Capital Branch of the Ontario Ministry of Health to move forward to the final stage (the tendering stage) of the five stage planning process for the construction of our new state-of-the-art Emergency Department. The tendering process will be undertaken this summer, with the expectation of a ground-breaking ceremony in the Fall. Sincere congratulations on this exciting and monumental achievement are extended to Randy Shaw, Integrated Vice President of Corporate Support Services and Capital Projects for his tireless commitment to this project as well as to the many individuals, including physicians

and staff, who were involved in the internal and external consultations. This announcement from the Ministry could not have come at a more opportune time, what with the health care needs of our catchment area growing exponentially.

* **Redevelopment of the Carleton Place & District Memorial Hospital (CPDMH):** It is my sincere hope that the construction of the new Emergency Department will serve as an impetus for another equally important (and much needed) capital project - the redevelopment of the CPDMH. The current hospital was constructed in 1955 and opened to great fanfare. The hospital has served (and continues to serve) its community admirably these past 65+ years, but there are issues; not the least being that infrastructure ages; and the current space has many operational limitations. One must recognize that the health service delivery needs of the community of yesteryear are insufficient for the health service delivery needs of today and tomorrow. Taking all of the above into account, the Board of Directors has enthusiastically endorsed the recommendation from the Joint Capital Projects Committee to initiate a redevelopment process for the construction of a new hospital in Carleton Place. The first steps have been taken - external consultants have been engaged to review and refresh the initial capital planning proposal for a new hospital which was first developed in 2008, taking into consideration such components as facility space requirements, operational needs, clinical service delivery and programs, and capital costing.

* **The Mississippi River Health Alliance:** This Alliance, established in 2016 between CPDMH and Almonte General Hospital (AGH), illustrates how powerful collaboration can be between two hospitals. For example, this collaboration has resulted in an alignment of each hospital's Strategic Plans and Quality Improvement Plans; the adoption of a common Clinical Services Plan; the integration of select services at each hospital in order to create efficiencies and reduce redundancy, as well as standardization of policies and processes... all of which has created (and continues to create) multiple opportunities for the delivery of better care to the catchment areas each hospital serves. This past year saw a lot of time and effort given by both hospital boards to complete the final piece of work required to establish a viable governance approach which will offer oversight on the delivery of a coordinated system of health services for both hospitals; namely, the establishment of an

Allied Boards governance structure. The ground work for this endeavour involved the drafting of new common administrative by-laws for each hospital; as well as a revised Alliance Agreement which outlines how each hospital will collaborate and strive to improve access to and quality of care; to optimize service delivery and sustainability; and to improve resource allocation. I should point out that the heavy lifting (which involved many hours of work) that has culminated in the establishment of the Allied Boards, was undertaken by the members of the Joint Governance and Nominating Committee – ably co-chaired by Richard Chmiel (CPDMH) and Randy Larkin (AGH), and brilliantly quarterbacked by our Chief Executive Officer (CEO), Mary Wilson Trider as well as top-notch external legal expertise. Recognition for the support and endorsement of this significant milestone must be extended not only to our own CPDMH Board of Directors, but also to the AGH Board of Directors under the leadership of its very astute Chair, Dave Perley. The collective wisdom of both Boards has led to this historic achievement, which really is a testament to trust, vision and frankly, common sense.

Much of the credit for the positive successes the hospital has achieved this past year needs to be directed to our outstanding leadership team, led by CEO – Mary Wilson Trider, as well as Chief of Staff – Dr. Jamie Fullerton. I want to personally thank Mary for the excellent advice and guidance she has given me during my two-year term as Chair of the Board. Jamie has been an outstanding Chief of Staff, much respected by his fellow physicians and staff for his leadership and positive energy. His outreach activities with colleagues from partner hospitals has elevated CP&DMH's standing within the region, and it has given notice to all that CPDMH is a hospital that delivers exceptional health care and is a great place to work for our current and future medical staff. Jamie stepped down as Chief of Staff on March 30.

Dr. Allyson Champagne – a Carleton Place family physician as well as the hospital's Chief of Anesthesia – was appointed as Jamie's successor, and took over her duties as Chief of Staff on April 1 (no joke!!).

Equally skilled and highly competent members of the senior management team who also deserve their

moment in the spotlight because of their tireless work in what has been another challenging year are Kimberley Harbord, Integrated Vice President of Diagnostic Services & Chief Financial Officer; Randy Shaw, Integrated Vice President of Corporate Support Services and Capital Projects; and, Jason Hann, VP of Patient and Resident Care and Chief Nursing Executive. We thank Jason for the amazing work he has accomplished over his tenure at both hospitals and wish him well as he embarks on a new and exciting career opportunity in Kingston. Very deserving thanks are also extended to Dr. Gillian Buckley for her role as President of the Medical Staff at CP&MH, who also juggles a full-time family practice in Carleton Place along with working as an emergency physician at the hospital.

Not to be forgotten with our thanks is our very competent administrative team - Tina McLelland, Angie Kelly and Cindy Skebo - who do an exceptional job, day in and day out, supporting the leadership team, Medical Staff as well as the Board and its committees.

No remarks from the Chair would be complete without acknowledging the incredible work undertaken by the hospital's Foundation, under the leadership of Foundation Board Chair, Linda McGreevy, and Executive Director, Robyn Arseneau. The Foundation has the unenviable task of raising funds for the purchase of Clinical equipment and technology, staff education as well as hospital redevelopment renovations. To this end, the Foundation allocated this year more than \$500K for hospital clinical equipment as well as \$110K for bed replacement. In tandem with these fundraising efforts, the Foundation has been coordinating a \$4M Emergency Department Comprehensive Capital Campaign. This Campaign is in very good hands, competently co-chaired by Lori Cavanaugh and Richard Kidd. Under their leadership, the two-year Campaign has been very, very successful. Kudos to our generous community who understands and appreciates the benefits of having excellent health care close to home.

Finally... I wish to thank my fellow directors who allowed me the privilege of serving a two-year term as their Chair. This past year was an intense year in terms of governance matters and I cannot state enough my appreciation for your candour, advice and thoughtful input as we weighed in on the many files and issues. You should be very proud of the bold steps you have taken to endorse forward-thinking initiatives which will lead to a

brighter future for our hospital. No one ever said governance was easy...but your collective wisdom certainly made it seem that way.

I would also like to take this opportunity to thank Richard Chmiel, who will be stepping down from the Board after nine years of dedicated service. His quiet demeanour was a bellwether for the wise advice and support he would give in the multiple committees he served during his time on the Board, including as Chair of the Capital Projects Committee, co-chair of the Joint Governance and Nominating Committee and as Vice Chair of the Board these last two years. You will be missed, Richard, but we wish you well.

In closing...We need to continue to learn from the adaptations and innovations that arose as a result of working within a pandemic environment. We need to continue to push to their rightful conclusions the positive initiatives mentioned earlier in my remarks and nurture new ones as they arise. We need to continue to celebrate and support our brilliant leadership team, dedicated staff, physicians and front-line workers as it is because of their resilience and what they do day-in and day-out that allows us to say we have the best health care close to home. Remember- The Carleton Place & District Memorial Hospital may be small, but it is mighty!