



Board

- The Board received a report from the Chair regarding a presentation to Petawawa Town Council in December. The CEO and Board Chair shared with the Council general Deep River and District Health (DRDH) campus and project updates, utilization and employment statistics, as well as plans for future medical recruitment discussions.
- Education was provided by the Chair of the Board, guiding Board members through a high-level summary of the KPMG Education session on *Safeguarding Integrity in Ontario Hospitals: Board Oversight and the Anti-Fraud Culture*, as delivered to the Resource & Audit Committee on November 7. The session highlighted the highest fraud risks noted by hospital auditors, recommendations for effective fraud control for Boards, and tips on what Boards should do as part of their Governance oversight.
- The Board also received a report from the Chief Financial Officer and Executive Vice President, William Willard, on the budget development process and progress towards development of the 2026-2027 budget.
 - The Board was advised that the FY 2025-2026 end of year forecast, based on the current trends and mid-year forecast, is projecting a slight surplus. Factors such as higher than anticipated Ministry of Health funding, agency staffing usage over the summer, Alternate Level of Care (ALC) revenues, Non-OHIP covered services, and delay in opening the Primary Care Building building have been some of the contributors to this positive financial position.
 - The Board was advised that first budget projections for FY 2026-2027 indicate a deficit position, attributed to current utilization trends, economic conditions, and other cost escalations.
- The Board held its annual Fiscal Advisory Committee in early December, providing budgetary updates and seeking input from key internal stakeholders. A call for input into the 2026-2027 budget was sent out to all team members following the meeting, to gain a wide range of input and perspectives on budget development for the next fiscal year.
- The Governance Committee provided recommendations for inclusion of a Land Acknowledgement at all future Board Meetings, which was unanimously endorsed. The Board will continue to seek out Indigenous Cultural Training to further enhance knowledge and understanding.
- The Board, through the Governance Committee, endorsed the revised organizational Standards of Behaviour (Code of Conduct) that was updated by the organization's broader leadership group at the last Leadership Development Institute. This updated standards will be communicated in early 2026, and address the need to accurately reflect and solidify the organization's culture ahead of the growth expected in the coming years.
- The Board received reports from the Quality, Risk and Safety Committee, the Resource & Audit Committee and the Governance Committee, highlighting the actions of Board sub-committees and oversight of quality, finances and governance activities.

Capital Development:

- The Board received a report on both the Primary Care Capital Development Project as well as the Long-Term Care (LTC) Capital Development Project.
 - Primary Care Capital Development – The project team continues to work through deficiency items, which are expected to be completed over the next several weeks. Progress towards finalization of the project continues, with Colliers as well as internally, as final reconciliation of project costs is underway. The corrections to the outdoor staircase at the rear end of the building to meet the new building code will be finalized

when weather permits. At this time, the staircase remains closed and the accessible pathway is being used as alternate walkway.

- Long-Term Care Capital Development - Construction activities continue, with enclosure of the building nearing completion, with the goal of full enclosure before the end of 2025.
- Progress towards reinforcement of the main gas line to the site are underway, with the project team working with Enbridge to seek a timely solution. No confirmation from Enbridge of timing has been received, however the work has been confirmed to be in the work queue.
- The final sessions to determine the philosophy of care for the new LTC programming have been held, with a range of participants including DRDH team members, residents and community partners. Work towards consolidating input to finalize LTC programming approach is underway, with the plan to finalize by end of January enabling staffing planning work to begin.
- The project team met with the Ministry of Long-Term Care Project Manager for the project, reviewing Occupancy Planning requirements and submissions required over 2026 and 2027 pre-occupancy. Ongoing cost escalations were raised, with a follow-up meeting with the Assistance Deputy Minister planned to share project specific concerns and costs.

Health Campus Updates

Diagnostic Imaging

- Due to an unforeseen leave, a short service interruption in ultrasound will be experienced between December 12, 2025 and January 5, 2026.

Emergency Department

- The Emergency Department (ED) team has seen a recent increase in visits to the ED related to respiratory illnesses, in alignment with other hospitals in Ontario. This wave of respiratory illness is having a large impact on children, which is reflected in a large portion of DRDH ED visits over the past weeks. The importance of influenza vaccination to lessen impacts of respiratory illnesses was highlighted.
- Procurement for phase one of construction of the ED Modernization project is underway, with work planned to start in January. Phase one of the multi-year project will focus on creation of a new registration desk, installation of new privacy doors for triage, flooring replacement in the waiting area and hallways as well as expansion of the ED waiting areas. Communication strategies are under development to share any potential interruptions in flow through the department while work is underway.

Emergency Preparedness

- The annual Emergency Planning Attestation was signed and submitted to the Ministry of Long-Term Care, confirming emergency planning preparedness activities to meet requirements of the Fixing Long-Term Care Act for 2026.

Family Health Team

- Recruitment of a Physician Assistant for the Family Health Team (FHT) continues, with outreach occurring to partners to attempt to fill this new position at the health campus.
- An agreement has been executed in collaboration with ConnectWell Community Health to provide a Lung Health program here at DRDH. Operationalization planning is underway with the goal of opening this service in January. This service is funded by and a part of the successful expression of interest DRDH was a part of regionally.

Four Seasons Lodge

- The Ministry of Long-Term Care (MLTC) arrived onsite for an unannounced proactive annual inspection on December 8, 2025. The inspection focused on two targeted areas, as determined by external non-compliance trends. The final report will be shared once received with the Quality, Risk and Safety Committee at the next meeting.

Human Resources

- Preparation for implementation of the new electronic scheduling system remains ongoing, with the go-live date pushed to February 2026 to support confirmation of system functionality and process. Training for core users, managers and supervisors continues, with front user training planned for January and February of 2026.
- Completion of the 2SLGBTQ+ Foundations Course continues across the organization, with 77% of team members having completed the course as of the end of November 2025.
- Three DRDH team members will be participating in the LTC Management Training program, offered through Advantage Ontario. The training aims to increase leadership capabilities and capacity of current DRDH team members in preparation for the anticipated staffing needs for the new LTC home. Eight (8) internal applications were received for the opportunity, demonstrating high level of organizational commitment and interest in professional development in alignment with the expanded LTC operations.

Infection Prevention and Control

- The annual influenza campaign continues, with 61% staff having received vaccination to date.
- A successful tabletop exercise was completed with the Infection Prevention and Control (IPAC) Committee to review enteric outbreak processes and procedures.

Medical Affairs & Recruitment

- The first teaching day with medical residents in the Rural Medicine Program through the Pembroke Family Medicine Teaching Unit was held at DRDH on November 21, 2025. The day was a successful opportunity to showcase DRDH, Deep River and area, as well as support medical students to learn about DRDH and the local community. The medical and admin teams will continue to host teaching and community engagement events on quarterly basis as part of a larger recruitment strategy.

Regional Partners

- The CEO attended a Caregiver Connection session, hosted by the Deep River Public Library. Health campus updates, as well as an open Question & Answer session provided information on DRDH activities including medical recruitment, primary care, long-term care development and hospice planning. Feedback was received to support development of both the LTC Care Philosophy as well as to help inform community engagement expectations regarding hospice planning.
- Team members from the Pikwakanagan Family Health Team were welcomed for a visit to the health campus. The team was offered a tour of the new Primary Care building and information sharing on both the build and operationalization of the clinic, in support of the new Pkwakanagan clinic build now underway.