

### Board

- The Board received an educational presentation from Scott Goodchild, Manager of Information Technology, pertaining to cybersecurity, with a focus on data confidentiality (privacy), integrity and system safety. In addition to information on collaborative working occurring with partners across the region to enhance cybersecurity, it was shared that DRDH cybersecurity practices and process have been set up to align with Canadian Standard CAN/DGSI 118:2023 to ensure best practices are in place across the organization to maintain system security.
- The Board received a presentation from Executive Vice President and Chief Financial Officer, William Willard, on the draft 2026-2027 budget. Since early November, the Leadership team has been working to review revenue generation streams and expense reduction strategies, and was successful in capturing these improvements and adjustments in the budget that was presented. The Board also received a comparison of the budget that was first presented in December, showing the progress from originally projected accounting position of 3% deficit to the improved position of 2.4% deficit. The Board was advised that the organization is well positioned to pivot throughout the fiscal year to ensure ongoing health and fiscal responsibility, and subsequently approved the 2026-2027 budget as presented with a 2.4% deficit position.
- The Board received a summary update of the Strategic Planning & Partnership Committee's meeting in January, highlighting discussions around partner support in medical recruitment. The Committee is recommending a proposal for a Joint Medical Recruitment Committee with revised Terms of Reference and membership base. The Chair of the Committee also shared with the Board that the Committee viewed a sample of the Employment Value Proposition (EVP) video, which is planned to launch in April 2026.
- The Board, through the Resource & Audit Committee, received an updated Expense & Reimbursement Policy as well as an updated multi-year Capital Plan. Both were endorsed by the Committee, and approved by the Board.
- The Board further received, through the Resource & Audit Committee, a draft of the 2026-2028 Human Resources Plan for the organization. The Chair of the Committee noted that the plan is heavily focused on the recruitment activities and onboarding processes related to Long-Term Care development. The Board discussed risks of potential lack of housing for the new staff and mitigation plans that are currently being explored by municipal partners. The Board of Directors approved the 2026-2028 Human Resources Plan as presented.
- The Board also received a report from the Quality, Risk and Safety Committee, which included quarterly quality status report for Q3 2025-2026 as related to the annual Quality Improvement Plan, Risk and Incident summary and Patient Feedback. In addition, the Committee reviewed the update as related to the 2022-2025 Patient Safety and Accessibility Plans, and received the 2026-2028 Patient Safety Plan and Multi-Year Accessibility Plan for input and endorsement. It was confirmed that the plans will be brought to the Board for approval.
- The Board was advised that the organization has received an amendment to the Atlas Alliance Master Services Agreement reflecting changes to the membership as part of the onboarding of group of new members under wave 3. The Board endorsed the Executive to sign the amended agreement.

### **Capital Development:**

- The Board received a report on both the Primary Care Capital Development Project as well as the Long-Term Care Capital Development Project.
  - Primary Care Capital Development – The project team continues to work through

deficiency items, with modifications to the stairs now completed, sign off from the Building inspector is pending. Final reconciliation of project costs continues with the goal to completed by January 31, 2026.

- Long-Term Care Capital Development - Construction activities continue, with enclosure of the building nearing completion, with work progressing on interior framing.
- Enbridge Gas has yet to provide a timeline for the main gas line reinforcement for the project. The Construction team has had to put contingencies in place, resulting in propane heaters in use for the current winter conditions. The project team continues to seek a timeline from Enbridge Gas to mitigate this additional cost.
- Work towards identifying the philosophy of care and care model for the new long-term care program continues, with exploration of specific models of memory care to be undertaken over the next several months.
- Planning for Occupancy and Operationalization with the DRDH internal team will kick off in February. The first major milestone for the team will be to draft the first Long-Term Care Occupancy Plan, for submission no later than July 31, 2026.

### **DRDH Foundation Updates**

- The Foundation's Board of Directors representative, Jeremy Tyrell, provided a high-level overview of the successful fundraising events and campaign hosted in December 2025 – *Dip to Donate – Polar plunge, Trim the Tree* and Holiday mail out campaign. Mr. Tyrell also reported on the upcoming plans to commence a new mini campaign in February with the goal to raise funds to purchase wheelchair/ stretcher accommodating accessible vans / buses to support meaningful connections to active, social living for the Long-Term Care Home residents and provide accessible transportation to patients / residents to their medical appointments.
- It was also stated that the Foundation reached a commendable milestone with \$1 million of revenue generated in the first three quarters of FY 2025-2026.

### **Health Campus Updates**

#### Diagnostic Imaging

- Due to an unforeseen leave, there continues to be limited ultrasound availability at 3 days per week. Regular service will be resuming early February with the return of a full-time sonographer.

#### Emergency Department

- Emergency Department (ED) Modernization Project is expected to begin in the coming weeks, with communication to staff and public to be released in coordination with the work beginning. Phase One will encompass re-design of registration to create a private registration space for patients arriving in the ED, expansion of the waiting room, and flooring replacement for the waiting room and hallways.

#### Emergency Preparedness

- DRDH will be hosting Incident Management System 200 in-person training onsite in February, provided by Emergency Management Ontario. Potential Incident Management Team members and back-ups from across DRDH will be participating, and the opportunity has been shared with health system partners across the Ottawa Valley. Long-term care (LTC) homes from across the County will be sending representatives, to support addressing requirements in LTC legislation to enhance emergency preparedness measures and capacity in the sector.

#### Family Health Team

- Recruitment of a Physician Assistant for the Family Health Team (FHT) continues, with no successful candidates yet identified.

- ConnectWell Community Health has begun providing a Lung Health program, in coordination with the primary care team. This service is funded by and a part of the successful expression of interest DRDH was a part of regionally.
- Training has started with practitioners in the FHT through Plum Tree Memory Care for the implementation of a MINT Memory Clinic. This training is at no cost to the organization, and operational planning is underway.

#### Four Seasons Lodge

- A Ministry of Long-Term Care (MLTC) Compliance Inspector arrived onsite on December 8 for an unannounced inspection. One minor non-compliance related to pain assessment was found and rectified prior to the end of the inspection. Infection prevention and control, recreation activities, and pain were the focuses of this assessment.

#### Human Resources

- Go Live of the new electronic Scheduling System remains on track for March. Training for core users, managers and supervisors continues, with front user training planned for February of 2026.

#### Infection Prevention and Control (IPAC)

- The annual influenza campaign continues, with 69% staff having received vaccination to date.
- Details of the respiratory outbreak declared on December 20, 2025, on Four Season Lodge were shared, including that the outbreak was contained quickly with no additional spread to residents / patients / staff. The outbreak was declared clear on December 30, 2025.
- The Board was also advised that on January 5, 2026 a norovirus (gastroenteric) outbreak was declared on the Medical Inpatient Unit and then later was extended to the Four Season Lodge with significant number of staff being affected. The outbreak was declared clear on January 19, 2026. It was confirmed that the norovirus is immune to alcohol-based cleaners and adjustment to the IPAC protocol was immediately implemented to minimize the exposure and spread of the infection. It was noted that internal debrief meetings are planned to take place early February and an education session is being coordinated in collaboration with regional IPAC partners. Full debrief report will be shared with the Board through the Quality, Risk and Safety Committee at the next scheduled meeting.

#### Medical Affairs & Recruitment

- Working with partners across the county and the Ottawa Valley Ontario Health Team, planning for 2026 recruitment events and participation are underway.

#### Medical Inpatient Unit

- On January 14, 2026 a new Operational Directive was enacted by Ontario Health related to timelines and process for patient repatriation. The expected timeline to review and accept repatriations has shortened from 24 hours to 12 hours, with an expectation that the patient is repatriated within 48 hours of the initial request. Charge Nurses are monitoring this directive closely to meet these timelines. Additionally, it is now the expectation that repatriations are accepted into unfunded beds, meaning acceptance up to 18 inpatients. Previously, DRDH did not accept repatriations above 16 inpatients.

#### Nursing Workforce

- Despite recent staffing challenges associated with norovirus outbreaks, overall nursing vacancy rates remain low. This reflects continued workforce stability despite short-term operational pressures. Work will now begin to optimize models of care, with a focus on improving efficiency and reducing overtime expenditures.

## Organizational & Workforce Development

- The 2SLGBTQ+ Foundations Course has been completed by 93.3% of team members as of the end of December 2025.
- A call for Expression of Interest from current team members to participate in the LTC Management Training program, provided by Advantage Ontario resulted in 7 responses. Two spaces are being supported in the January cohort, with the plan over 2026 to continue to expand current team participation in subsequent opportunities. Announcement of the successful candidates to happen the week of January 19, 2026.
- The first Leadership Development Institute of 2026 was held in January. Over 20 leaders, formal and informal, from across the organization came together for an educational planning day looking ahead at 2026 operations. The team conducted a working session to identify, review and map priorities for the organization, resulting in mapping of several priority projects that are critical dependencies for LTC expansion.

## Regional Partners

- In coordination with the Ottawa Valley Ontario Health Team, DRDH hosted a local Mental Health Planning Day on January 20, 2026. Participants included regional mental health providers and partners, as well as local participants from emergency services, police, municipalities, spiritual communities and individuals representing DRDH and the surrounding communities.

## Quality

- The Board was advised that the Leadership Team is pursuing to conduct the Accreditation survey earlier than previously planned in February 2027, to align with operational capacity and change. A 12-month countdown will be initiated in February.