

June 26, 2025

Board of Directors – Public Minutes

KCMH Boardroom, Montague

10:00 to 11:30 am

Chair: Dr, Richard Wedge, Acting Chair

Members: Mr. Peter MacDonald, Ms. Colleen Parker, Ms. Mona O’Shea, Mr. Matt Vaughan, Ms. Ouma Cuniah and Mr. Ryan Fahey

HPEI Staff: Ms. Melanie Fraser, CEO
Ms. Maura McKinnon, Interim HR Executive
Ms. Marilee Miller, Strategic Advisor to the CEO
Ms. Kelli O’Brien, Interim CAO
Dr. Ken Farion, Medical Director of Hospital Services & Patient Flow
Ms. Tara Roche, Administrator of Community Hospitals East
Ms. Corinne Rowswell, Provincial Exec Lead, Health System Integration & Flow
Ms. Stephanie Kelly, Senior Communications Officer
Ms. Marilee Miller, Strategic Advisor to the CEO
Ms. Gina Beeley, Assistant to the Board (recorder)

Regrets: Ms. Diane Griffin, Ms. Megan Cheverie, Ms. Jennifer Evans & Dr. William Montelpare

Guests: Jenny Knox, KCMH Foundation: Ray Brow & Mary Grant; EKF – Gail MacInnis, Kim LeBlanc & Bonnie MacDonald; Mayors - JoAnne Dunphy (Souris) & Debbie Johnston (Three Rivers); MLA - Matt MacFarlane & Michelle Patterson;

1.0 CONVENING THE MEETING

Dr. Richard Wedge, Acting Chair, welcomed our guests and the meeting was convened at 10:02 am.

1.1 Declaration of Conflicts

There were no conflicts declared.

1.2 Review of Agenda

The Chair reviewed the agenda for the public session.

MOTION: It was moved by Colleen Parker and seconded by Peter MacDonald to approve June 26, 2025, agenda with no additions.

MOTION CARRIED

2.0 CONSENT AGENDA ITEMS

2.1 Correspondence

No correspondence to report.

2.2 Health PEI Board Minutes

March 27, 2025, public meeting minutes have been circulated to the Board. The Board noted an amendment.

MOTION: It was moved by Ouma Cuniah and seconded by Matthew Vaughan to approve the minutes from March 27, 2025, as amended.

MOTION CARRIED

3.0 BUSINESS ITEMS

3.1 CEO Report to Islanders

Ms. Mel Fraser, CEO, thanked everyone for taking the time to attend this public meeting. She presented her insight into the latest results from Health PEI -

- Mel is very encouraged to put in place her newly approved Executive Leadership Team
- She shared with the meeting the scale of medical transactions carried out annually by Health PEI, utilizing 7,370 employees over 421 professions
- She spoke about the need for access to primary care, and Health PEI's collaboration with neighbouring provinces to deliver healthcare.
- She talked about building a foundation for accountability and excellence, about building a resilient system.
- The Transformation Office has helped to solve problems and install best global practices. Wait times for hospital beds during Level 4 overcapacity during the 2025 flu season decreased by 30%; At PCH discharges increased by 16%; 17 additional staffed beds were opened so far this year.
- Regarding surgeries, the cataract wait list will be cleared by the end of 2025; 600 more Islanders will receive surgeries this year compared to last; surgery cancellations are down; community-based surgery clinics are being explored.
- MRI wait times have been significantly reduced, these are now prioritized. Islanders have a choice to go to Moncton. There were 107 more MRIs in May 2025 versus 2024. Utilizing evening and weekends have helped to accommodate this. Overall, there is 117% increase in MRIs. 19% increase in CTs and 9 % increase in Ultrasounds.
- The Patient registry is now at 36,096. In 2024 9,726 Patients were affiliated, so far in 2025 there has been 4,276. Maple visits in 2024/5 total 20,162.

- 19 physicians have been hired to date in 2025; 1369 staff hired through flex hiring; 10 newly graduated Nurse Practitioners, 54 Internationally educated nurses; UPEI Nursing graduates have accepted positions.

Mel explained that the relentless effort of her staff are behind all of these improvements. Adopting best global practices; maintaining alignment with our Strategic plan; allocating resources to support focused workstreams. A vital part of this work has been to listen to communities, appreciating the different cultures, needs and demographics.

She also talked about the challenges – change resistance, culture shifts and navigating between systems.

She also talked about the future including the use of AI and the PMH at UPEI Faculty of Medicine.

The Chair thanked Ms. Fraser for the report, and for her and her Team's hard work.

MOTION: It was moved by Peter MacDonald and seconded by Ryan Fahey to approve the CEO Report to Islanders.

MOTION CARRIED

3.2 Board Chair Report

The Acting Chair delivered the report on behalf of the Chair. The highlights were: -

- The Chair acknowledged the retirement of Peter MacDonald from the Board; he thanked Peter for his service as many roles for the Board throughout his 4-year term. His business experience and commitment have been obvious while steering each of these roles. The Board has greatly benefited from his wise counsel and mentorship. The transition between Chairs was particularly instrumental in maintaining an even keel at the Board level. The Board are deeply sorry to lose his expertise, and his calm and kind approach, but equally, we are grateful for his service to the Board and, furthermore, all Islanders.
- There is a definite optimism for the future, and the changes already being made in Health PEI. I have completed a Performance Evaluation and Professional Development Plan with our CEO, Melanie Fraser. We have compiled goals for the coming year, and I am very hopeful that much will be achieved. Collaboration with our colleagues in Government has been key to these strives forward; both the Budget and the Throne Speech emphasized the focus and commitment to Health across the Island.
- The first 20 students will be starting at the Faculty of Medicine Physician program this August, exciting times for PEI.
- The new Executive Leadership Structure has been approved and is in place, each position currently filled by Interim staff, and one by one these will be recruited into permanent positions, the Chief Medical Officer being the first to be in place.
- Staff recruitment is going well. The amalgamation of the recruitment arm of the DHW now has been brought under the Health PEI umbrella. I am incredibly pleased with the progress being made, the highlights of which will be presented to the Board later in our meeting. The

number of Health professionals having been recruited this year and in the pipeline is quite extraordinary.

- I am also looking forward to the publishing of our Strategic Plan this Summer, a presentation from Jennifer LaRosa will update us later in the meeting.

MOTION: It was moved by the Chair to accept his report, seconded by Peter MacDonald.

MOTION CARRIED

4.0 RESOLUTIONS/ MOTIONS

4.1 Resolutions and Motions from the Public & in-camera sessions:

1. *It was moved by Colleen Parker and seconded by Peter MacDonald to approve June 26, 2025, agenda with no additions.*
2. *It was moved by Ouma Cuniah and seconded by Matthew Vaughan to approve the minutes from March 27, 2025, as amended.*
3. *It was moved by Peter MacDonald and seconded by Ryan Fahey to approve the CEO Report to Islanders.*
4. *It was moved by the Chair to accept his report, seconded by Peter MacDonald.*
5. *It was moved by Mona O'Shea and seconded by Matt Vaughan to take the meeting in-camera in accordance with the Health Services Act 7.1 (3).*
6. *It was moved by Ryan Fahey and seconded by Jennifer Evans to approve June 26, 2025; agenda as presented.*
7. *It was moved by Peter MacDonald and seconded by Matt Vaughan that the minutes of March 27, 2025, be approved as amended.*
8. *It was moved by Jennifer Evans and seconded by Mona O'Shea to accept the OE 2.2 Treatment of Employees, Other Professionals and Volunteers & OE 2.3 Compensation & Benefits updated to include year-end statistics 2024/25 as presented.*
9. *It was moved by Jennifer Evans and seconded by Colleen Parker to accept the OE 2.8 Emergency Executive Succession as presented.*
10. *It was moved by Jennifer Evans and seconded by Colleen to approve the HR Report.*
11. *Matt Vaughan moved to approve OE 2.4 Financial Condition & Activities Q4, seconded by Peter MacDonald.*
12. *Matt Vaughan moved to approve the 2024/25 Draft Financial Reports as presented on June 26, 2025, subject to no significant changes, other than the \$4.4M RN pay update and a possible Benefit Payment Reallocation impacting the Statement of Financial Position, expected to be a credit of \$7M, seconded by Peter MacDonald.*
13. *Matt Vaughan moved to approve the ARP Committee Report, seconded by Colleen Parker.*
74. *Ryan Fahey moved to approve OE 2.12 Medical Staff as presented seconded by Matt Vaughan.*
75. *Ryan Fahey moved to approve OE 2.1 Quality & Safety (Quarter 4), in compliance provision 4.1 and non-compliant in 4.2, seconded by Mona O'Shea.*
76. *It was moved by Ryan Fahey and seconded by Peter MacDonald to accept Alison MacDonald as a Patient & Family Partner for the Quality & Safety Committee.*

17. *It was moved by Ryan Fahey and seconded by Colleen Parker to approve the Quality & Safety Report.*
18. *It was moved by Colleen Parker and seconded by Ryan to approve the updated Terms of Reference as submitted.*
19. *It was moved by Colleen Parker and seconded by Ryan to approve the CHEC Report as submitted.*
20. *Colleen Parker moved to accept the CEO Risk Report, seconded by Ryan Fahey.*
21. *Peter MacDonald moved to adjourn at 3:45pm*

All Motions were carried

5.0 MINISTERIAL DIRECTIVES

No Ministerial directives received.

6.0 QUESTION PERIOD

6.1 Local Stakeholder Questions

The Acting Chair commented on how impressed the Board were at the level of turnout for this Public Board Meeting. He asked for questions, and Health PEI staff offered responses as follows:

- Ray Brow, recently appointed Chair of the KCMH Foundation asked when can they expect a new hospital. The CEO responded that the government are very close to announcement. When Ray Brow pressed the CEO to commit to when the hospital would be finished, she explained that without construction plans in place she could not commit to a date but would estimate 2 to 3 years. The Mayor of Three Rivers, Debbie Johnston commented that the Government had been in touch with her on this matter.
- Jenny Knox asked the CEO to explain the recently announced Leadership structure and the reasons behind it. Mel Fraser explained the structure, her due diligence looking at other jurisdictions and spoke about the need to streamline the portfolios of her Team; at this stage the positions are undergoing classification. The hope is that the permanent staff will be onboard by the end of the year. She is very optimistic about the changes, further encouraged by the Throne Speech and the Government commitment to healthcare on the Island. She feels the new structure will support our priorities. Jenny asked about the removal of the Chief of Nursing Officer from Health PEI to the DHW. The CEO explained that the centralizing of the Public Nursing made sense, and there is still strong advocacy for Nurses within the new structure, and a focus on strategy, building a pipeline and policy. Jenny also asked about the ramifications on that decision on the Chief Medical Officer, Mel does not feel that the same scenario applies. The policy around Medicine is not the function of the CME, it is Government led.
- Matt MacFarlane asked for clarity regarding the recent media attention and concern over the benchmarks in the Physician Services Agreement. The CEO explained that after reaching

an historic agreement, following a year of very successful negotiations, it was disappointing to be in dispute and the misinformation in the media. The panel policy has been in place since 2016, based on 5 days per week and allowances in place for clinical or hospital work. KPI performance measures are standard across Canada, they are not set to control and are based on national standards and CIHI targets. Taxpayers deserve to have accountability, tracking patient delivery and outcomes needs to be done to ensure value for money. All concerns have been addressed.

- Matt MacFarlane asked whether the PCH Oncology was being shut down, Mel responded that this is not the case. Due to staff shortages, Oncology patients at PCH will be receiving treatments at QEH for a few weeks. This has happened in the past and she has been assured that the PCH staff familiar with their cases will follow their patients through any treatment they receive.
- Teresa Redmond thanked the CEO for her overview; she is encouraged by the community collaboration she has seen. She asked whether there was an opportunity to open a Nurse Practitioner clinic in Montague, there is a space available. Corinne Rowswell feels that there are no barriers and that she is confident that this is close to being resolved.
- Gail MacInnis, Eastern Kings Foundation thanked the Board for travelling East for their meeting. She would encourage nurse staff to be placed at Eastern Kings Hospital. She also announced that Bonnie MacDonald was the new Chair of the EKH Foundation.
- Kim Leblanc asked what will happen to the Cataract Clinic once the wait list has been cleared, the CEO responded that we have a contract committing to volumes, and the extra hours in place to cover the backlog would be reduced. The cost of Cataract Surgery was questioned by Jenny Knox, Mel doesn't have precise details available at the meeting, and asked Jenny to email her office for the information on the cost analysis.

The Chair thanked the guests for their time and attendance.

ADJOURNMENT of the Public Meeting

Colleen Parker moved to adjourn at 11:28 am.

The next board meeting will be held at Mill River Resort, Alberton on October 23, 2025.

<i>Date Approved:</i>	<i>Chair Signature:</i>
November 4, 2025	