



Board of Directors Regular Board Meeting  
 March 7, 2018  
**MINUTES**

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Approved – May 2, 2018

Present: Ed Enge ©; Sheron Suutari, Jeff Lehman, Karen Lusignan, Darcey Bailey, Jennifer Learning, CNO; Dr. Joanne Spencer, COS; Doug Moynihan, CEO; Brent Harris, Chief Financial Officer

Guest: Mike McKinnon, Atikokan Progress

Absent: Jeremy Dickson, Marlene Davidson, Dr. Van Der Loo

Recorder: Bonnie Clairmont

	Action Req'd/Date
<b><u>1. CALL TO ORDER</u></b>	
E. Enge chaired and called the meeting to order at 5:05 pm.	
<b><u>2. DECLARATION OF CONFLICT OF INTEREST – None declared.</u></b>	
<b><u>3. AGENDA</u></b> Items 5.3: District of Rainy River Sub Region Terms of Reference and 5.4: Update on Non-Urgent Transportation were added to the March 7 <sup>th</sup> agenda. The agenda was reviewed and accepted as amended.  <b>MOTION: S. Suutari/K. Lusignan</b> <b>“That the Board approve the agenda of March 7, 2018 as amended.”</b>  <p style="text-align: right;"><b>CARRIED 2018-014</b></p>	
<b><u>4. CONSENT AGENDA</u></b> The Consent Agenda was reviewed. Changes were noted for the Finance Committee minutes of February 7 <sup>th</sup> , Governance meeting minutes of February 7 <sup>th</sup> and HPRR minutes of March 1 <sup>st</sup> . The consent agenda was accepted as amended.  <b>MOTION: K. Lusignan/D. Bailey</b> <b>“That the Consent Agenda be approved as amended.”</b>  <p style="text-align: right;"><b>CARRIED 2018-015</b></p>	

	Action Req'd/Date
<p>With the adoption of the Consent Agenda, the following items were approved:</p> <ul style="list-style-type: none"> <li>a) Approval of Regular Board meeting minutes of January 10, 2018</li> <li>b) Acceptance of Finance Committee minutes of February 7, 2018</li> <li>c) Acceptance of Governance Committee minutes of February 7, 2018</li> <li>d) Acceptance of Medical Advisory Committee meeting minutes of January 31 and February 6, 2018.</li> <li>e) Acceptance of Health Professional Recruitment &amp; Retention (HPRR) Committee meeting minutes of March 1, 2018.</li> </ul> <p><b>5. BUSINESS ARISING</b></p> <p><b>5.1 Rainy River District West Health Hub (RRDWHH) Update:</b>                      D. Moynihan shared that the work happening in Fort Frances is helpful and well organized. It gives us valuable information as we look to form our own local hub. The next meeting is on April 12<sup>th</sup> and both E. Enge and D. Moynihan plan to attend.</p> <p><b>5.2 Board Retreat Recap:</b> E. Enge shared that the board retreat held with the Family Health Team was successful. K. Lusignan and D. Moynihan have been in touch with A. Katz who will work to get our Caregiver’s group on board. A. Katz will be encouraged to follow Direction 1 from the board retreat report which is to “Engage with local Caregivers Group to determine interest and enlist support.”The Family Health Team will contact the Caregiver’s Group to let them know that A. Katz will be contacting them to get their input. A. Katz will also attend the Caregiver’s Meeting on March 22<sup>nd</sup>.</p> <p>The strategic plan was reviewed and put in place for 2018-2022 with an annual review. A copy of the Assumptions and Beliefs questionnaire (in conjunction with Ted Ball’s article <u>“Designing Integrated Healthcare Service Delivery Systems”</u> (that was reviewed at the retreat) was distributed to all board members for completion. The results will be discussed at the Governance meeting in April. The questionnaire and article will also be shared with Family Health Team as well as the leadership team at the hospital.</p> <p>E. Enge had also sent a link to a board self-assessment provided by the Ontario Hospital Association (OHA). E. Enge had asked board members to let him know when they had completed the survey so we could get a report prepared.</p>	

	Action Req'd/Date
<p><b>6. STRATEGIC DISCUSSION</b></p> <p><b>6.1 Report from the President and CEO</b> See report attached to minutes.</p> <p>D. Moynihan recapped some of the highlights from his report including completing an application for additional long term care beds. We are asking to convert three existing rooms to LTC designation. We are working with Colliers Project Leaders to prepare an application to build a new wing on the hospital for a new emergency department, lab services and possibly other functions. We plan to send in our submission in August.</p> <p>We are working with the Ontario College of Pharmacy, Cancer Care Ontario and the MOHLTC to build action plans to meet the new NAPRA standards. J. Learning, C. Anderson and H. Mosbeck took part in QUESS training in Montreal to learn how to compound hazardous (chemotherapy) goods properly and wearing and using the necessary equipment to clean the chemo room to meet the NAPRA standards. Our policies and policies will be updated to meet the standards which go into effect in January, 2019.</p> <p><b>6.2 Quality/Patient Safety Report by Jennifer Learning, CNO</b> See report attached to minutes.</p> <p>J. Learning recapped some of the highlights including nurse staffing (2 new RPNs and 2 new RNs). Chemotherapy services are on hold until the end of May when our chemo nurses will be trained. We have hired a casual X-ray technologist who will also be a casual ward clerk. Abdul Wadood, our new lab manager will arrive on March 12<sup>th</sup>. He will work with K. Parker to prepare for the April 13 and May 2<sup>nd</sup> lab accreditation.</p> <p>M. Cornell is working on summarizing the results of our Quality Improvement Plan (QIP) for 2017/18 and submitting our 2018/19 QIP. The plan will also be shared with the Patient and Family Advisory Council which meets later this month.</p> <p>The pharmacy is getting ready for the Ontario College of Pharmacist's accreditation that will take place in July. C. Anderson and J. Learning will apply their training from the QUESS training session they attended to ensure the necessary standards are in place for the pharmacy accreditation.</p>	

	Action Req'd/Date
<p><b>6.3 Analysis of Hospital Services:</b> D. Moynihan and J. Learning reviewed the analysis for January and February, 2018 and noted that our Emergency Department visits were down. Currently our acute department census is low with only four ALC patients.</p>	
<p><b>6.4 Financial Services Manager Report:</b> B. Harris distributed updated copies of the January, 2018 and gave an overview of the balance sheet and summary of operations. Under Current Assets, our cash is down due to a redevelopment project payment. At January 31<sup>st</sup>, the hospital was sitting at a deficit of \$139K. Salary and wages continue to be our biggest variance in the budget. This includes nursing and new maintenance staff wages. From the Community Mental Health Programs, our Sessional Fees are not showing because we have not received invoicing yet.</p> <p><b>Capital Budget 2018-2019:</b> The capital budget for 2018-19 was presented which also includes future years' plans. Some big items in this budget include a new Security/Communication System. The AGH Foundation has offered to contribute towards this item or we may be able to use HIRF funding. D. Bailey noted the purchase of Smart boards in the proposed budget and cautioned their value and warned of licensing fees. J. Lehman found them very useful in his profession. K. Lusignan shared that the Family Health Team have just purchased a smart board and will share their opinions.</p> <p>Under Building Services, we list a \$125K cost for Emergency entrance repairs. FCAP engineers have noted structural repairs that must be done within two years. If the entrance is considered a safety risk, we may be able to get HIRF funding to do repairs. Another item under Building Services is Sprinkler Updates for the old LTC wing including hallway and patient rooms. We have secured a contract with Vipond to have this work done before the end of 2018. We have money earmarked from our Rainycrest fund for this project.</p> <p>There are no changes to the capital budget for Community and Mental Health programs.</p> <p><b>MOTION: K. Lusignan/D. Bailey</b>  <b>“That the Capital Budget Submission for 2018/2019 be approved as presented at the March 7, 2018 Board Meeting.”</b></p> <p style="text-align: right;"><b>CARRIED      2018-016</b></p>	

<p>B. Harris also reviewed the Mental Health Rent Supplement agreement. This is rent subsidy funding that comes from the Ministry, which is not LHIN funded.</p> <p><b>MOTION: J. Lehman/S. Suutari</b>  <b>“That the Rent Supplement Program Submission for 2018/2019 be approved as presented at the March 7, 2018 Board Meeting.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-017</b></p> <p>The CAPS budget submission was discussed at the January 10<sup>th</sup> regular board meeting. The motion to approve that submission follows:</p> <p><b>MOTION: D. Bailey/K. Lusignan</b>  <b>“That the CAPS Submission for 2018/19 be approved as presented at the March 7, 2018 Board Meeting.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-018</b></p> <p><b>7. <u>GENERATIVE</u></b></p> <p><b>7.1 Quality Improvement Plan Draft Narrative Review and Feedback:</b>  A copy of the Quality Improvement Plan (QIP) narrative was distributed. Board members were asked to review the document and let J. Learning or D. Moynihan know of any changes. The QIP from 2017/18 and proposed QIP for 2018/19 along with the narrative will be reviewed at the upcoming Quality Council and Quality Committee of the Board meetings. The 2018/19 QIP will need to be signed at the March 28<sup>th</sup> Quality Committee of the Board meeting.</p> <p><b>7.2 Accreditation 2019 Governance Team Leader and members:</b>  Accreditation Canada is a company that sets international standards for hospital functions. E. Enge will lead the Accreditation team which will review the Governance standards. Surveyors from Accreditation Canada will come to the Atikokan hospital in March, 2019 to check if we have attained the standards. A Governance Tool questionnaire was distributed to all board members for completion by March 15<sup>th</sup> to be reviewed at the next Governance meeting. J. Lehman has volunteered to sit on the Governance Accreditation team.</p> <p><b>7.3 District of Rainy River Sub Region Table Update:</b> D. Moynihan gave a recap from recent meetings. Atikokan has four representatives that are part of the DORR Sub Region Table: M. Davidson, K. Lusignan, B. Kwasnicia and D. Moynihan. D. Moyihan shared that the main objectives of the table are to a) Advise up to the LHIN on regional issues; b) Implement down from the LHIN and c) Collaborate with partners horizontally. The table has no decision making power.</p>	
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	Action Req'd/Date
<p><b>7.4 Update on Non-Urgent Transportation:</b> D. Moynihan shared that due to geological challenges, \$1.5 – 3 million is currently being spent on non-urgent transportation. There are 34 different agencies within our LHIN working on a solution.</p> <p><b>8. <u>IN CAMERA SESSION</u></b></p> <p><b>MOTION:</b> K. Lusignan/S. Suutari</p> <p>“That the Board move to an in-camera session of the meeting at 6:15 pm.”</p> <p style="text-align: right;"><b>CARRIED 2018-019</b></p> <p><b>9. <u>RETURN TO OPEN SESSION</u></b></p> <p><b>MOTION:</b> K. Lusignan/D. Bailey</p> <p>“That the Board return to an open session of the meeting at 6:40 pm.”</p> <p style="text-align: right;"><b>CARRIED 2018-020</b></p> <p><b>MOTION:</b> D. Bailey/K. Lusignan</p> <p>“That the Board approve the In-Camera minutes of January 10, 2018.”</p> <p style="text-align: right;"><b>CARRIED 2018-021</b></p>	
<p><b>MOTION:</b> S. Suutari/K. Lusignan</p> <p><b>Credentialing: (from February 6, 2018 MAC Meeting)</b></p> <p><u>Locum Staff Appointment</u></p> <p>“That the following professional staff:</p> <p>Dr. Stephen Lee</p> <p>be approved for appointment to the Locum staff for the remainder of the calendar year 2018.”</p> <p style="text-align: right;"><b>CARRIED 2018-022</b></p>	
<p><b>MOTION:</b>K. Lusignan/D. Bailey</p> <p><b>Credentialing: (from February 6, 2018 MAC Meeting)</b></p> <p><u>Courtesy Staff Appointment</u></p> <p>“That the following professional staff:</p> <p>Kristi Withrow, Nurse Practitioner</p> <p>be approved for appointment to the Courtesy staff for the remainder of the calendar year 2018.”</p> <p style="text-align: right;"><b>CARRIED 2018-023</b></p>	

	Action Req'd/Date
<p><b>MOTION: K. Lusignan/J. Lehman</b>  <b>Credentialing: (from February 6, 2018 MAC Meeting)</b>  <u>Regional Staff Appointments</u>  <b>“That the following professional staff:</b>                      Dr. Rey Acedillo                      Dr. Giampiero Bartolucci                      Dr. Armour Boake                      Dr. Cheryl Foster                      Ms. Shannon Halvorsen, Midwife                      Dr. Aleem Jamal                      Dr. Lorena Jenks                      Dr. Shaquil Kassam                      Dr. Yameen Khan                      Dr. Sibongikosi Khumalo NP                      Ms. Colleen Morrow NP</p> <p><b>be approved for appointment to the Regional staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-024</b></p>	
<p><b>MOTION: K. Lusignan/J. Lehman</b>  <b>Credentialing: (from February 6, 2018 MAC Meeting)</b>  <u>Active Staff Re-Appointment</u>  <b>“That the following professional staff:</b>                      Dr. Joanne Spencer                      Dr. Sara Van Der Loo</p> <p><b>be approved for re-appointment to the Active staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-025</b></p>	
<p><b>MOTION: S. Sutari/K. Lusignan</b>  <b>Credentialing: (February 6, 2018 MAC Meeting)</b>  <u>Locum Staff Re-Appointment</u>  <b>“That the following professional staff:</b>                      Dr. Joseph Barbero                      Dr. Albert Beller                      Dr. Rajni Bhatia                      Dr. Jeffrey Bradley                      Dr. Usne Butt                      Dr. Monica Carter                      Dr. Theresa Clinton                      Dr. Jonathan Ding                      Dr. Joseph Ennett                      Dr. Houman Farzin                      Dr. John Fotheringham                      Dr. Colleen Fuller                      Dr. Karlene Gleason                      Dr. Steven Green                      Dr. Christine Hwang                      Dr. Shoan Kale                      Dr. Melissa Lui                      Dr. Nelson Lyon                      Dr. Vivian Ma                      Dr. Andrew Maeng                      Dr. B Mukhopadhyay                      Dr. Jesse Myers                      Dr. Joanne Reid                      Dr. David Renner                      Dr. Priya (Kohli) Shah                      Dr. Amit Shah                      Dr. Dan Shilensky                      Dr. Eileen Ten Cate                      Dr. Aneesh Vaghadia                      Dr. Kimberly Varty                      Dr. Nicholas Wang                      Dr. Denise Wong</p> <p><b>be approved for re-appointment to the Locum staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-026</b></p>	

	Action Req'd/Date
<p><b>MOTION: D. Bailey/K. Lusignan</b>  <b>Credentialing: (February 6, 2018 MAC Meeting)</b>  <u>Courtesy Staff Re-Appointment</u>  <b>“That the following professional staff:</b>                      Dr. Hazem Al-Tajjar                      Dr. Margaret Anthes                      Ms. Kathryn Bean                      Dr. Minoo Bozorgzadeh                      Dr. Adrien Chan                      Dr. Perry Choi                      Dr. Robert Cooke                      Dr. Carlos De Sequeira                      Dr. Amir Faghieh                      Dr. Ehsan Haider                      Dr. Melissa Kern                      Dr. Nicole Laferriere                      Dr. Christopher Lai                      Dr. JAMES MACDONALD                      Ms. Nikita Matichuk NP                      Dr. Michael McLennan                      Dr. Mitesh Mehta                      Dr. Lise Mozzon                      Dr. John Rawlinson                      Dr. Dolores Sicheri                      Dr. Sundeep Toor</p> <p><b>be approved for re-appointment to the Courtesy staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-027</b></p>	
<p><b>MOTION: K. Lusignan/S. Suutari</b>  <b>Credentialing: (February 6, 2018 MAC Meeting)</b>  <u>Regional Staff Re-Appointment</u>  <b>“That the following professional staff:</b>                      Dr. Amel Abdallah                      Dr. M Abdel-Hamid                      Dr. Ian Ayers                      Dr. Olivier Baho                      Dr. Ghazala Basir                      Dr. Kevin Bezanson                      Dr. Dennis Boparai                      Dr. Brian Bowerman                      Dr. Teresa Brun                      Dr. Robert Carlson                      Dr. Lindsay Churchley                      Dr. Rene Coulombe                      Dr. Claude Cullinan                      Dr. Thaddeus Czolpinski                      Dr. Neema Daggostar                      Ms. Ursula Danner NP                      Dr. Eric Davenport                      Dr. Geoff Davis                      Dr. Peter de Bakker                      Mr. Shawn Dookie NP                      Dr. Amber Dudar                      Dr. Graham Exley                      Dr. Henry Fairley                      Dr. Wesley Fidler                      Ms. T Fletcher-Stackhouse NP                      Ms. Carolyn Gagnon NP                      Ms. Sara Gleeson NP                      Dr. Sanjoy Gupta                      Dr. Andrej Habjan                      Dr. Iftikhar Haq                      Dr. William Harris                      Ms. Ashley Hilton NP                      Dr. Maria Hudecova                      Dr. David Jacobs                      Ms. Sharon Jaspers NP                      Dr. Jon Johnsen                      Dr. Naana Jumah                      Dr. Tina Le Francois                      Dr. B Lehmann-Bender                      Dr. Michael Long                      Dr. Vanessa Luks                      Dr. Mary MacDonald                      Dr. Andrea MacDougall                      Dr. Bryan MacLeod                      Dr. Saleem Malik                      Dr. Gabriel Mapeso                      Dr. Stephen McCluskey                      Dr. Lindsay McLeod                      Dr. Ellen Melton                      Ms. Carey Murphy Midwife                      Dr. Sarah Newbery                      Dr. Frank Nigro                      Dr. Janet Noy                      Dr. Robert Nugent                      Dr. Eliseo Orrantia                      Ms. N Phipps-Wetelainen NP                      Ms. Evie Pietila NP                      Dr. Gordon Porter                      Dr. Owen Prowse                      Dr. David Puskas                      Dr. Kevin Ramchandrar                      Dr. John Remus                      Dr. Jillie Retson                      Dr. Blair Schoales                      Dr. Douglas Scott                      Dr. Nasim Shahbazi                      Dr. Walid Shahrour                      Ms. Vivian Siciliano NP                      Dr. Raga Sirror                      Dr. Elena Sokolova                      Ms. Lisa Stein NP                      Dr. Mark Thibert                      Dr. Teegan Trochimchuk                      Dr. Colleen Valente                      Dr. Lea Velsher                      Dr. Bertha Vidal Peralta                      Dr. Richard Whitlock                      Dr. Kevin Wilberforce                      Dr. Tracy Wilson                      Mr. Jeff Yahn NP                      Dr. Ji Zhou</p> <p><b>be approved for re-appointment to the Regional staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-028</b></p>	



	Action Req'd/Date
<p><b>MOTION: K. Lusignan/D. Bailey</b>  <b>Credentialing: (February 27, 2018 MAC Meeting)</b>  <u>Regional Ordering Staff Re-Appointment</u>  <b>“That the following professional staff:</b>                      Dr. Lukasz Kwapisz                      Dr. Rory Silverberg                      Ms. Paula Stringer-Hussey NP</p> <p><b>be approved for re-appointment to the Regional Ordering staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-029</b></p>	
<p><b>MOTION: J. Lehman/K. Lusignan</b>  <b>Credentialing: (February 27, 2018 MAC Meeting)</b>  <u>Locum Staff Re-Appointment</u>  <b>“That the following professional staff:</b>                      Dr. Shauna Gallagher                      Dr. Shauna Pawa                      Dr. Ankeeta Tatkase</p> <p><b>be approved for re-appointment to the Courtesy staff for the remainder of the calendar year 2018.”</b></p> <p style="text-align: right;"><b>CARRIED 2018-030</b></p>	
<p><b>10. ADJOURNMENT</b>  <b>With no further business, the meeting was adjourned at 6:48 pm on a motion by K. Lusignan/D. Bailey.</b></p> <p style="text-align: right;"><b>CARRIED 2018-031</b></p>	
<p>The next <u>regular Board meeting</u> will be held on Wednesday, May 2, 2018 at 5 pm.</p> <p>The Quality Committee of the Board Meeting will be held on Wednesday, March 28, 2018 at 5:00 pm. The joint Finance Committee/Governance Committee meeting will take place on Wednesday, April 11<sup>th</sup> at 5:00 pm.</p>	
<p>_____</p> <p>Ed Enge, Board Chair</p>	<p>_____</p> <p>D. Moynihan, CEO</p>

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## **CEO Report to Board of Directors Atikokan General Hospital- March 7, 2018**

### **Integrating Health Care in Atikokan Health**

In keeping with direction from the Ministry of Health and Long term Care (MoHLTC) and our NWLHIN we are working on creating a Local Health Hub. We will reach out to other Health Service Providers in Atikokan to identify the opportunities to improve the quality of care for our residents.

### **Application for more Long Term Care Beds**

We have responded to the government's invitation to apply for additional long term care beds. We are asking to convert three (3) of our existing recently renovated rooms to officially be designed for LTC.

### **Pre Capital Submission for phase two construction**

We are in the process of completing the application to build a new wing on the hospital to contain such services as a new emergency department, new laboratory, and possible other functions. Schedule for submission is August .

### **Regional Transportation Program**

A large committee representing many stakeholders in our LHIN have been working on creating a system to transport non-urgent patients. The planning and exploring of options is aimed in part to incorporate the Ministry of Transportation's grant for intercommunity service.

### **District of Rainy River Health Care Planning**

This Sub-region planning table's role is to advise the LHIN on local health care priorities and local strategies.

### **Rainy River District West Health Hub**

This is a large group of health care providers in the Fort Frances area who are looking at improving the delivery of care. Ed and I have observer status at their table and it is very valuable for us to see what steps they are taking to build their Hub. They have completed an inventory of services and now are generating ideas to fill the GAPS in service.

### **Regional Pharmacy Standards**

All the hospitals in our LHIN continue to collaborate with the Ontario College of Pharmacy, Cancer Care Ontario, and the MoHLTC to build action plans to meet new standards for the safe delivery of Chemotherapy drugs.

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## Chief Nursing Officer's Board Report March 7, 2018

**Nursing:** We have two new RPNs hired and are being orientated and two new RNs who are hired and are being orientated. We have two RNs taking the chemotherapy course from April to the end of May and then we will be able to offer chemotherapy again.

**Diagnostics:** We have hired a casual x-ray technologist, Emily Butts, to help cover call for the department and she will also be working as a casual ward clerk. It was very successful having Cindy Huston from Red Lake come here for two days to do ultrasounds in January. She is willing to come back in the spring to help Robert with ultrasound case load and train him on certain exams not normally done here.

**Rehab:** Our Kinesiology intern has put together a proposal for a chronic pain program to be run here in Atikokan with the assistance of the Family Health Team. We are hoping to partner with the town also in order to provide use of the pool for water exercises.

We had two Physiotherapy students here for six weeks from Queen's University. They found the experience valuable and enjoyed their learning experience. We have an Occupational Therapy student from McMaster coming here at the end of the month for six weeks also.

**Lab:** We have hired a new lab manager, Abdul Wadood, who comes from southern Ontario with a lot of lab experience and leadership education. He is arriving March 12 and Karen will be orientating him and working with the entire team to get ready for lab accreditation April 13 and May 2. Karen will be finished after accreditation is done.

**Risk Management/Infection Control:** Marie is working on Quality Improvement reports for 2017/18 and working on submitting our 2018/19 Quality Improvement Plan (QIP). She is also gathering final data from the various departments in the hospital who participated in quality Improvement for their different areas. Each department is planning what they will be working on for a quality improvement project for 2018/19. These will be incorporated into our QIP plan that we submit to Health Quality Ontario. The Patient Advisory Group is going to be meeting in March to review our Quality Improvement plan and give us further feedback with ideas for our survey questions.

**Pharmacy:** We are getting ready for the Ontario College of Pharmacist's accreditation that will probably take place in the summer of 2018 here. Corina and Jennifer went to Montreal to get training on how to ensure that any compounding of hazardous goods is done properly, wearing the proper equipment and following best practice standards for safety. We are working hard on making sure we have all the necessary standards in place for when we do our pharmacy accreditation.