

MINUTES

Committee:	HHS Common Board		
Date:	September 14 th , 2023	Time:	4:11pm-6:40pm
Chair:	Glen McNeil, Board Chair	Recorder:	Alana Ross
Present:	Allan Ball, Dr. Aaron Daters, Brian Heagle, Heather Hern, Steve Ireland, Aileen Knip, Christie MacGregor, Glen McNeil, Dr. Shannon Natuik, Dr. Mark Nelham, Pat O'Rourke, Susan Reis, Laura Stire, Jimmy Trieu, Michelle Wick		
Regrets:	Tara Oke, Jane Sager, Bruce Shaw, Dr. Sean Ryan		
Guests:	Matt Trovato, Julie Sawchuk, Bob Robson		
1	Call to Order / Welcome		
1.1	<ul style="list-style-type: none"> • Mr. McNeil welcomed everyone and called the meeting to order at 4:11pm <ul style="list-style-type: none"> ○ Mr. Robson was presented with a Board appreciation gift 		
2	Education		
2.1	<p><u>Accessibility:</u></p> <ul style="list-style-type: none"> • Ms. Julie Sawchuk, best selling author, accessibility strategist and educator joined to present 'Simplify Accessibility' <ul style="list-style-type: none"> ○ Ms. Sawchuk sustained a spinal cord injury in 2015 and provides accessibility ratings for all commercial and institutional buildings across Ontario ○ Report presented recommending accessibility improvements that can be made within our organizations without major renovations ○ Impact of non-accessible spaces and equipment, mammograms machines, gynecological exam tables, etc. • Team is working to improve the accessibility requirements of legislation in the Accessibility of Ontarians with Disabilities (AODA) for the worst cases <ul style="list-style-type: none"> ○ Hospitals are required to submit to AODA every three years; HHS submitted in April 2022 <ul style="list-style-type: none"> ▪ Requested Ms. Sawchuk to review plan prior to next submission ○ Also reviewing building codes as they are very low at this time; requires working from a best practices perspective, i.e., consider best choices from an accessibility or usability point view for visitors, patients and staff • Safety, independence and dignity are important requirements when considering accessibility; these considerations provide confidence, and reduce stress, anxiety and expense of the energy • Considerations / preventative measures <ul style="list-style-type: none"> ○ Rapidly aging population in the area, i.e., toileting needs ○ Invisible disabilities, i.e., back issues that could be prevented with simple addition of toilet seat lids ○ Removal of some chairs and/or other equipment to provide 'parking' spaces for wheelchairs ○ Addition of brail to signage and relocation of signage to provide access for those who read brail ○ 'Wheelchair' parking is limited to two spaces, is in gravel, at the bottom of a hill, with limited signage ○ Consider signage for those who don't know the building like we do ○ Remap the toilet rolls; update emergency call bells ○ Registration desk, i.e., communication issues ○ Auto locking doors, i.e., communication mechanisms are too high, and doors can break down easily ○ Add a designated accessibility page on the website, i.e., map out best access, and utilize screen readers; currently working on a website refresh ○ Use of space, i.e., store of equipment in hallways ○ Considering working with Huron County Accessibility Committee ○ Opportunity to be a leader in accessibility, and prevent incidents and complaints 		

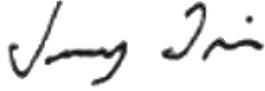
3	Approvals and Updates					
3.1	<u>Declaration of Conflict of Interest</u> <ul style="list-style-type: none"> • Mr. McNeil asked if anyone had a conflict of interest to declare based on information contained in the package <ul style="list-style-type: none"> ○ No conflicts were declared 					
3.2	<u>Agenda</u> <ul style="list-style-type: none"> • Approval / Changes <ul style="list-style-type: none"> ○ None <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the September 14th, 2023 HHS Common Board agenda. CARRIED.</u></p>					
3.3	<u>Previous Minutes</u> <ul style="list-style-type: none"> • Approval / Changes <ul style="list-style-type: none"> ○ None <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the June 29th, 2023 HHS Common Board minutes. CARRIED.</u></p>					
4	Business Arising from Minutes					
5	Staff Reports					
5.1	<u>President & CEO:</u> <ul style="list-style-type: none"> • Appreciation extended to all the physicians and staff for their tremendous work over the summer months to keep our EDs open; shared Canada-wide closure data • Outbreaks of COVID-19, accompanied by influenza and RSV are happening within the region; working on re-establishing our masking policy in clinical areas and waiting rooms for the season <ul style="list-style-type: none"> ○ Health Canada has approved the Moderna vaccine for COVID-19, and it will be available later this month; and, the flu vaccine is expected to be available around the end of Oct • Mr. Shaw, Mr. McNeil and CEO had the opportunity to talk about the South Huron Medical Clinic to the South Huron Town Council on Sep 5th <ul style="list-style-type: none"> ○ Approach was in relation to operational funding and the need for the Council to be involved in the future of healthcare planning in South Huron (development of a task force); clarified some of the information in conversation with the SH CAO this morning • Recruitment <ul style="list-style-type: none"> ○ Success in recruiting Dr. Peter Dixon, Psychiatrist, to AMGH, who will be starting Jan 2024; appreciation extended to the Town of Goderich for their assistance in recruiting ○ Working on implementing cataract surgery procedures at AMGH with Dr. Anjema, which could lead to the provision of the ocular plastics ○ In preliminary stages of recruiting a Cardiologist/Internist / General Surgeon husband and wife team • \$150K each one-time funding received at AMGH & SHH to target reduction in length of stay and improve patient access and experience in the ED; working on plans for utilizing the funding <ul style="list-style-type: none"> ○ \$18M was designated to 88 hospitals across Ontario; there was no specific criteria required this year, however, next year EDs will be required to remain open to access this funding; closures will result in the funding being redistributed • South Huron Hospital Foundation held a mixer for Board member relationship building this past week; Kimberley Payne would also like to organize a mixer with the AMGH Foundation Board members <ul style="list-style-type: none"> ○ SHHF / HHS Board mixer was well received and successful ○ Increased participation is encouraged <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the President & CEO report, as presented. CARRIED.</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><u>Action:</u></td> <td style="width: 50%;"><u>By whom / when:</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Discuss plans for ‘mixer’ between HHS/AMGHF Boards with Ms. Payne </td> <td> <ul style="list-style-type: none"> • Trieu; TBD </td> </tr> </table>		<u>Action:</u>	<u>By whom / when:</u>	<ul style="list-style-type: none"> • Discuss plans for ‘mixer’ between HHS/AMGHF Boards with Ms. Payne 	<ul style="list-style-type: none"> • Trieu; TBD
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5.2	<u>CNE:</u>					

	<ul style="list-style-type: none"> • Ontario is double the provincial average for COVID-19 cases as this point in time; implementing masking protocols as of next week based on discussion with IPAC and Huron Perth Public Health <ul style="list-style-type: none"> ○ HPPH has captured data to promote support of masking; masking will be encouraged among patients and visitors, however it will not be enforced ○ Concern for increase violence towards healthcare workers • Excited at the introduction of Therapeutic Courts <ul style="list-style-type: none"> ○ <i>The therapeutic court model is an alternative justice model in which a collaborative court team composed of a supervising judge, district attorney, defense counsel, probation officer and/or substance abuse or mental health treatment provider, oversees and closely monitors participants who choose the treatment program in lieu of incarceration</i> ○ Source: https://www.bing.com/search?q=therapeutic+court+model&FORM=QSRE1 • SHH went live with electronic document in the ED in May 2023 and more recently in the inpatient department; AMGH remains paper-based at this time <ul style="list-style-type: none"> ○ Electronic documentation is very efficient for pulling data trends <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the CNE report, as presented. CARRIED.</u></p>
<p>5.3</p>	<p><u>COO:</u></p> <ul style="list-style-type: none"> • Reviewed the P4R (pay for results) funding in our EDs; \$150K each for AMGH & SHH • Reviewed retroactive payments based on Bill 124 repeal; two letters have been received from the Ministry outlining funding support for union and non union retroactive payments, however, a dollar amount is not known • Have met with Ontario Health over the summer to discuss pressures due to area ED closures that have impacted AMGH & SHH; data is available and irrefutable <ul style="list-style-type: none"> ○ AMGH & SHH are the only two hospitals in the County whose EDs have remained open consistently since the start of the pandemic; this comes with a cost of absorbing the increased volumes of patients coming into our hospitals, i.e., in 2018/19 we saw 42% of the visits in Huron County, which has increased to 47%, or 2,200 extra annual visits per year, where staffing and beds has not increased ○ Based on the data, the total impact of staying open is \$2.4M due admissions with an average 6 days stay (11% of visits), repatriation transportation costs, increase in frontline based FTEs (\$1.2M annually cost), etc. • Ministry announced extension of ED summer funding program to Mar 31st • Conversations continue with the Ministry around a common HSAA agreement • Business case has been developed in support of the CT scanner project at SHH; architectural plans are underway for submission to Ministry <ul style="list-style-type: none"> ○ Met with Ontario Health Capital Branch over the summer to discuss capital investment plan; it is anticipated that this will be approved as a funding source ○ Electrical project has an estimated completion time of Spring 2024; negotiated great terms at a savings of \$800K, which has allowed the patient elevator upgrade, a new exhaust hood in the kitchen, parking lot paving, and some improvement on the building foundation ○ WiFi upgrade is almost completed at SHH; going from 22 to 53 access points • AMGH ED secure room is almost complete; it will start out being used as a regular examination room until the locking mechanism has been finalized and training has been provided • HIRF funding is awarded based on all hospitals submitting a schedule of their major infrastructure project needs and the Ministry provides funding based on the scheduled received; reviewed process • Planning AMGH MRI implementation, which involves a diagnostic imaging suite renewal <ul style="list-style-type: none"> ○ Siemens are now building MRIs in containers that are delivered and ready to be go, once placed against hospital buildings; just have to build an entrance • Biggest operational challenges noted are finances, capital and HHR, i.e., MLTs are in short supply <ul style="list-style-type: none"> ○ Infrastructure and equipment are aging, makes accessibility upgrades challenging • Continuing to advocate for support in our rural programs, i.e., TeleStroke • Three items for the Board to consider are Provincial ED work, i.e., Why am I Waiting?; the OHT funding envelope, i.e., input on where the money goes; and continued partner collaboration, i.e., repatriation, flow, access to care, etc.

	<ul style="list-style-type: none"> Master Planning is a delicate balance; MRI approved in 2022 and we have until 2025 to implement this piece or lose the funding vs. impact of continued community 'asks' <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the COO report, as presented. CARRIED.</u></p>
<p>5.4</p>	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> With an increased population, continual area ED closures, ED holders have increased by 50% over the last 13 years with no 'pressure valve' to transfer the patients out <ul style="list-style-type: none"> Concern for cough and cold season and number of people in the ED Suggested boosting physio services to encourage increased mobility and reduce discharge wait times; introducing rehab beds would be a positive approach to recruiting Looking forward to recruiting three new physicians to AMGH <ul style="list-style-type: none"> Finding a replacement OB/GYNE may be more difficult as we don't have the workload or complexity of cases to attract to this specialty Difficulty attracting anaesthetists Cataract Surgery program will increase daytime hours for nurses, without increasing need for anaesthesia; this will assist with retention <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the AMGH Chief of Staff report as presented. CARRIED.</u></p> <ul style="list-style-type: none"> <i>Items included in motion: 2023-09-Chief of Staff Report, 2023-05-17-MAC Minutes, etc.</i>
<p>5.5</p>	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> MAC met this morning; priority is getting the group organized for the transition of Medical Staff Leaders <ul style="list-style-type: none"> Dr. Ryan will be taking on the Chief of Staff position as of November; Dr. Patel will be assuming the President of the Medical Staff position; in process of appointing a new Chief of ED Trying to increase effectiveness of committees by cleaning up membership, scheduling, feedback and reporting to MAC; support of accreditation requirements SHH has managed to keep its ED open, however, there is concern for the EDLP funding that is scheduled to end as of Sep 30, which will affect the physician work force covering the ED <ul style="list-style-type: none"> Having a CT Scanner installed at SHH (and MRI at AMGH) will go a long way towards recruitment; very encouraging Improves the immediacy of delivery of healthcare to our communities Expansion of our primary healthcare program is a priority; that includes inside and outside the hospital setting as we rely on our primary care physicians to provide our workforce within the hospital <ul style="list-style-type: none"> Breaking ground and building a new clinic will go a long way to support this Will allow implementation of a Nurse Practitioner program Will allow immediate increase in enrolment of unattached patients Encouraged continued government contact to move this forward Appreciation extended to Dr. Nelham for his role as Chief of Staff and his dedication to South Huron Hospital and the community CEO noted that EDLP funding is extended to Mar 31st 2024, and will be a CEO Table meeting with the OHA next week with a recommendation to extend the funding right through to Mar 31st 2025 <ul style="list-style-type: none"> Pressures on the ED will continue from a doubled population over the summer months right into COVID-19 / Flu / RSV season; without the continued funding, areas closures will increase <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the SHH Chief of Staff report as presented. CARRIED.</u></p> <ul style="list-style-type: none"> <i>Items included in motion: 2023-09-Chief of Staff Report, 2023-06-08-MAC Minutes, etc.</i>
<p>5.6</p>	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> Recruiting for Anaesthesia and general surgery in OR <ul style="list-style-type: none"> Anaesthesia program is no longer able to operate at 100%, but committed to 80%; review of impact on OR, i.e. OB, epidurals, C-sections, emergency surgeries, etc. Reviewed patient volumes and impact of lack of operating room nursing on-call; referrals for elective cases are increasing, resulting in longer wait times Working on implementation of inpatient hospitalist program

	<ul style="list-style-type: none"> ○ This program will take a significant amount of the workload away from the ED physicians, once patients are admitted, and also provide an important point of contact for nursing staff, improving patient flow and earlier discharge rates ○ Reviewing Fergus Hospital’s Hospitalist Model ○ Next steps include developing a business plan and presenting to SLT <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the AMGH President of Medical Staff report, as presented. CARRIED.</u></p>		
5.7	<p><u>Patient Experience Story:</u></p> <ul style="list-style-type: none"> ● Reviewed positive patient stories ● Expressed appreciation for the dedication of the staff at AMGH & SHH <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the Patient Experience Story as presented. CARRIED.</u></p>		
6	Committee Reports & Previous Minutes		
6.1	<p><u>Governance & Nominating:</u></p> <ul style="list-style-type: none"> ● G&N meeting held on June 16th, 2023 <ul style="list-style-type: none"> ○ Planning an Ad Hoc meeting for policy review in Oct to address outstanding policies and Terms of Reference of the Board; reviewing common language <ul style="list-style-type: none"> ▪ Executive & Resources is pending finalization ○ Director Consent form circulated along with election dates for each director; to be signed and submitted to EA for compliance with legislation and By-Law <ul style="list-style-type: none"> ▪ Community members will be asked to sign the consent as well ○ G&N Chair has retired; new Chair to be discussed at G&N meeting scheduled for tomorrow <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Governance & Nominating Committee, as presented. CARRIED.</u></p> <ul style="list-style-type: none"> ● <i>Items included in motion: 2023-09-14-G&N Report, 2023-05-26-G&N Minutes, recommendations, etc.</i> <table border="1" data-bbox="245 1087 1474 1220"> <tr> <td data-bbox="245 1087 857 1220"> <p><u>Action:</u></p> <ul style="list-style-type: none"> ● Sign and return Director Consent for HHS ● Include communication with consent form for community members </td> <td data-bbox="862 1087 1474 1220"> <p><u>By whom / when:</u></p> <ul style="list-style-type: none"> ● All; Sep ● Ireland / EA; Sep / Oct </td> </tr> </table>	<p><u>Action:</u></p> <ul style="list-style-type: none"> ● Sign and return Director Consent for HHS ● Include communication with consent form for community members 	<p><u>By whom / when:</u></p> <ul style="list-style-type: none"> ● All; Sep ● Ireland / EA; Sep / Oct
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6.2	<p><u>Audit & Finance:</u></p> <ul style="list-style-type: none"> ● A&F meeting held on September 7th, 2023 <ul style="list-style-type: none"> ○ Reviewed AMGH & SHH Period 4 results; accepted ○ Waiting for a lot of information on potential revenue and program details regarding the SHH Medical Clinic / FHT approval; presentation made to South Huron Council ○ Will have a clearer picture in the new year of the budget deficits we are facing based on Senior Leadership briefing, and will understand better what decisions HHS Common Board needs to make <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Audit & Finance Committee, as presented. CARRIED.</u></p> <ul style="list-style-type: none"> ● <i>Items included in motion: 2023-09-14-A&F Report, and acceptance of the AMGH & SHH F23 Period 4 Results, etc.</i> 		
6.3	<p><u>Community Engagement:</u></p> <ul style="list-style-type: none"> ● CEC meeting held on June 15th, 2023 <ul style="list-style-type: none"> ○ Looking at increasing community membership opportunities to include Bayfield; there is enthusiasm about what the group is doing ○ Need to increase awareness of galas and long table dinners to Bayfield; could increase participation and donations <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Community Engagement Committee, as presented. CARRIED.</u></p> <ul style="list-style-type: none"> ● <i>Items included in motion: 2023-09-14-CEC Report, 2023-03-16-CEC Minutes</i> 		

6.4	<p><u>Executive & Resources:</u></p> <ul style="list-style-type: none"> • E&R meeting held on September 7th, 2023 <ul style="list-style-type: none"> ○ Minutes circulated, no discussion <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Executive & Resources Committee, as presented. CARRIED.</u> <ul style="list-style-type: none"> • <i>Items included in motion: 2023-09-14-E&R Report, 2023-06-01-E&R Minutes & recommendations, etc.</i> </p>				
6.5	<p><u>Joint Hospital & Foundation:</u></p> <ul style="list-style-type: none"> • JH/F meeting held on September 6th, 2023 <ul style="list-style-type: none"> ○ A very positive and successful meeting was held with all four organizations in attendance; Chair expressed the importance of the relationship between both Hospitals and Foundations <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Joint Hospital & Foundation Committee, as presented. CARRIED.</u> <ul style="list-style-type: none"> • <i>Items included in motion: 2023-09-14-JH/F Report, 2023-06-07-JH/F Minutes, etc.</i> </p>				
6.6	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> • QA meeting held on April 19th, 2023 <ul style="list-style-type: none"> ○ Dr. Hodsman has left the HHS Common Board and the Quality Assurance Chair position; replacement pending <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Quality Assurance Committee, as presented. CARRIED.</u></p>				
6.7	<p><u>Recruitment & Retention:</u></p> <ul style="list-style-type: none"> • R&R meeting held on September 5th, 2023 <ul style="list-style-type: none"> ○ Successful meeting held with Town representatives; supportive of recruitment initiatives ○ CEO, CofS and Pres. MS have all expressed ongoing concern for the challenges in recruiting for physician positions; physicians continue to reach out to their networks to attract physicians to our area ○ Physician Recruiter will be attending recruiting events in Ontario, i.e., Ottawa, Hamilton, etc., and will hopefully be able to bring a physician along, i.e., Dr. Natuik or Dr. Neal <ul style="list-style-type: none"> ▪ Dr. Neal is retired from his active position, however, he is an experienced speaker on behalf of healthcare in our area <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Recruitment & Retention Committee, as presented. CARRIED.</u> <ul style="list-style-type: none"> • <i>Items included in motion: 2023-09-14-R&R Report, 2023-06-13-R&R Minutes, etc.</i> </p>				
7	New and Other Business				
7.1	<p><u>BMO Signatory for SHH:</u></p> <ul style="list-style-type: none"> • Review and approval to sign and submit the BMO signatory pages for SHH, as outlined <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the BMO signatory documents for SHH, as circulated, and to approve signature and submission by Steve Ireland, Matt Trovato, Jimmy Trieu, Glen McNeil and Shane de Jong.</u></p> <table border="1" data-bbox="245 1577 1474 1650"> <tr> <td data-bbox="245 1577 857 1650"><u>Action:</u></td> <td data-bbox="857 1577 1474 1650"><u>By whom / when:</u></td> </tr> <tr> <td data-bbox="245 1612 857 1650"> <ul style="list-style-type: none"> • Forward signed pages to Shane de Jong </td> <td data-bbox="857 1612 1474 1650"> <ul style="list-style-type: none"> • EA; Today </td> </tr> </table>	<u>Action:</u>	<u>By whom / when:</u>	<ul style="list-style-type: none"> • Forward signed pages to Shane de Jong 	<ul style="list-style-type: none"> • EA; Today
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8	In-Camera Session				
8.1	<p><u>Move into In-Camera:</u></p> <ul style="list-style-type: none"> • XXXX <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move into the in-camera session at 6:27pm. CARRIED.</u></p>				
8.2	<p><u>Move Out of In-Camera:</u></p> <p><u>MOVED AND DULY SECONDED</u></p>				

	<u>MOTION: To move out of the in-camera session at 6:33pm. CARRIED.</u>		
8.3	Motions Moved Out of In-Camera: <u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the resignation of Dr. Anthony Hodzman from the HHS Common Board as of September 14th, 2023. CARRIED.</u>		
9	Round Table		
10	Board Evaluations		
11	Next Meeting & Adjournment Regrets to alana.ross@amgh.ca		
	Date	Time	Location
	October 12 th , 2023	4:00pm-6:00pm	MS Teams available
	Motion to Adjourn Meeting: <u>MOVED AND DULY SECONDED</u> <u>MOTION: To adjourn the September 14th, 2023 HHS Common Board meeting at 6:40pm. CARRIED.</u>		
Signature			
			
_____ Mr. Glen McNeil, Board Chair		_____ Jimmy Trieu, President & CEO	