

MINUTES

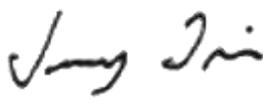
Committee:	HHS Common Board		
Date:	May 9, 2024	Time:	4:00pm-6:45pm
Chair:	Glen McNeil, Board Chair	Recorder:	Alana Ross
Present:	Allan Ball, Dr. Daters, Brian Heagle, Heather Hern, Steve Ireland, Christie MacGregor, Glen McNeil, Dr. Natuik, Tara Oke, Pat O'Rourke, Dr. Patel, Susan Reis, Dr. Ryan, Jane Sager, Bruce Shaw, Laura Stire, Jimmy Trieu, Lynn Higgs, Shane Dejong		
Regrets:	Dr. Ford, Matt Trovato, Aileen Knip		
Guests: <i>(Open Session Only)</i>	Dr. Ondrejicka, Krista McCann, Dr. Mekaiel, Members of the Public		
1	Call to Order / Welcome		
1.1	<ul style="list-style-type: none"> • Notifications: <ul style="list-style-type: none"> ○ Video/Audio recordings and transcriptions of the open session meeting are retained for the purpose of creating accurate minutes and will be expunged on final approval of the minutes by the Board; in-camera sessions are not recorded or transcribed • Recognition Doctor's Day May 1st <ul style="list-style-type: none"> ○ On behalf of the Board, the Board Chair extended appreciation to all the Doctors at SHH & AMGH for their ongoing commitment and dedicated services • Recognition Nurse's Week May 9-13 <ul style="list-style-type: none"> ○ HHS is celebrating Nurse's Week by honouring all nurses who go above and beyond to keep us safe; a special 'thank you' to all of our SHH & AMGH nurses who are essential in providing medical care, and they do this with professionalism, empathy, guidance, grace and determination in routine and unexpected circumstances • Recognition of Mental Health Week 9-13 <ul style="list-style-type: none"> ○ Recognized the importance of looking out for our friends, family and those that they we don't know and to always be kind as we don't know what someone else may be experiencing • Chair to comment on OHA Conference <ul style="list-style-type: none"> ○ Board Chair and CEO attended the OHA Healthcare Leadership Conference in Toronto ○ Venue attended by hospital Board Chairs and CEOs across the province ○ Appreciated the solidarity of the hospitals and their contributions to the OHA; we look to the OHA for advocacy in carrying our message to the provincial government ○ Speakers included Premier Ford and Minister Williams, as well as international speakers with emphasis on the need for diversity in the healthcare structure ○ Doctors have noted that cases are becoming more severe and that prevention education is key 		
2	Education		
2.1	<p><u>Dr. Ford:</u></p> <ul style="list-style-type: none"> • CEO welcomed Dr. Jennifer Ford to AMGH; Dr. Ford is the 3rd General Surgeon for AMGH, and she started in January 2024 • Dr. Ford is from Southwestern Ontario and completed her training in the United States; she has relocated back to Ontario with her family • Congratulations to Dr. Ford on her integration into the team 		
2.2	<p><u>Dr. Ondrejicka:</u></p> <ul style="list-style-type: none"> • 2024-05-07-Letter to HHS Board from SHH Medical Staff circulated • Board Chair welcomed Dr. Ondrejicka, SHH Physician <ul style="list-style-type: none"> ○ On behalf of the physicians of SHH, Dr. Ondrejicka submitted and read a letter of concerns in relation to the partnership between SHH & AMGH with a request to see change ○ Board Chair thanked Dr. Ondrejicka for these legitimate concerns of the physicians ○ Board Chair and CEO will address the concerns in the letter and provide a response to the SHH Physicians within the next week 		

	<ul style="list-style-type: none"> ○ Board members and guests were reminded that this was an open session forum, and more detailed conversation was moved into the scheduled in-camera session <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To receive the presentation provided by Dr. Ondrejicka on behalf of the Physicians of South Huron Hospital. CARRIED.</u></p>
3	Approvals and Updates
3.1	<p><u>Declaration of Conflict of Interest</u></p> <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	<p><u>Agenda</u></p> <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 May 9, 2024 HHS Common Board agenda. CARRIED.</u></p>
3.3	<p><u>Previous Minutes</u></p> <ul style="list-style-type: none"> • Approval / Changes <ul style="list-style-type: none"> ○ 2024-04-11-HHS Common Board Minutes circulated <ul style="list-style-type: none"> ▪ During the HHS Common Board Meeting of April 11, 2024, a request was made for a public participant to present a letter to the Board. Regrettably, this request was declined in accordance with the Board Affairs policy, which stipulates that information intended for the Board must be formally submitted in writing at least 48 hours prior to the meeting. ▪ In consideration of the potentially sensitive nature of the information, an alternative option was proposed. It was suggested that Dr. Ryan and Dr. Patel could review the letter in a closed-door session during the same meeting. The letter was forwarded to the Chair within the week after the meeting. <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the April 11, 2024 HHS Common Board minutes, as amended. CARRIED.</u></p>
4	Business Arising from Minutes
5	Staff Reports
5.1	<p><u>President & CEO:</u></p> <ul style="list-style-type: none"> • 2024-05-Monthly Report-CEO circulated • HP&A OHT Accreditation survey took place in Apr <ul style="list-style-type: none"> ○ Appreciation extended to all the staff, physicians and board members who participated in making this event successful ○ Eight surveyors attended AMGH, SHH and eight other organizations within the Huron Perth & Area OHT and measured us against 2,500 standards and criteria • Permanent funding has been received at both sites for the Nursing Extern Program and for ED Nurse Training • A funding extension has been received at both sites for the Clinical Scholar Program • CEO awaits feedback from the Ministry in regards to the SHH CT Scanner proposal; in Feb, the Ministry requested information regarding staffing, which was provided <ul style="list-style-type: none"> ○ CEO developed the original business case for the CT scanner and has resumed charge of this project in Mr. Trovato’s absence ○ The Ministry has up to 12 months to make a decision; CEO will follow up • CEO has been working with SHHF ED to develop draft plans for the South Huron Medical Clinic project, in regards to committee development, etc.; there are no plans in place for the building itself as yet
5.2	<p><u>CNE:</u></p> <ul style="list-style-type: none"> • 2024-05-Monthly Report-CNE circulated • Board Chair welcomed Lynn Higgs, Interim CNE / VP, Clinical • CNE expressed appreciation for the support she has received over the last three weeks <ul style="list-style-type: none"> ○ A special ‘thank you’ to Shari, Jeannie and Adriana for their hard work during accreditation; both hospitals were very well represented • Celebrations for Doctor’s Day, Nurse’s Week and Mental Health week underway

	<ul style="list-style-type: none"> • Work continues with Quality Improvement Plans (QIP) • Overcrowding in the ED impact our hospitals in terms of unsafe situations <ul style="list-style-type: none"> ○ Last week AMGH had 7 overflow patients in the ED • Accomplishments include accreditation, Skills Days hosted 100 RNs and RPNs, OB Skills Day, success in recruiting nursing staff, Aggressive Responses Training • Falls prevention meetings ongoing with volunteer programs aimed at scheduling volunteers to sit with our dementia patients in South Huron • Congratulations to Jeannie on her retirement • Invited to participate in the Youth Crisis Response Team through the Tanner Steffler Foundation and OPP, targeting ages of 12-29 • Therapeutic courts have been working closely with the District Attorney, Laura Grant • Collaborating with MEDAVIE on patient discharge; mandate has changed • Possible collaboration with OHT in regards to ethics
<p>5.3</p>	<p><u>COO:</u></p> <ul style="list-style-type: none"> • 2024-05-Monthly Report-Operations circulated <ul style="list-style-type: none"> ○ Elevator project at SHH continues; expected live date was May 8, which is now past <ul style="list-style-type: none"> ▪ Work on electrical panels will continue of the next few months ○ Roofing project at AMGH will begin in May; work to be located over DI and ED <ul style="list-style-type: none"> ▪ Attempting to get the work done in cooler weather, before temperatures begin to rise ▪ Monitoring for infection control potential
<p>5.4</p>	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> • Documents circulated: <ul style="list-style-type: none"> ○ 2024-03-20-MAC Minutes • Discussed ED physician staffing challenges for the summer • Have had four meetings with OHW and Ministry representatives; results pending • Working with physicians and CEO on staffing incentives • Discussed area closures in OB and the related impacts at AMGH; minimally staffed but adequate, however, a sick call could result in a service reduction / closure <ul style="list-style-type: none"> ○ Area physicians have been contacted to provide locum coverage for OB; remains a challenge due to short notice and distance ○ Care plans are in place to handle any circumstances that arise • Anaesthesia coverage remains at less than 100% at this time
<p>5.5</p>	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> • Documents circulated: <ul style="list-style-type: none"> ○ 2024-05-Monthly Report-COS (SHH) ○ 2024-04-11-MAC Minutes ○ 2024-05-09-Report to Board-Credentials (SHH) • Eighteen unfilled ED shifts from Jun 1 to Labour Day; equals 20% of coverage <ul style="list-style-type: none"> ○ Not expecting local staff to be able to cover those shifts; issue compounds over the summer months due to vacation planning • Board Chair offered support of the Board wherever possible
<p>5.6</p>	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> • 2024-04-Monthly Report-Pres. MS (AMGH), circulated • Discovery Week 2024 is scheduled for May 27-30; AMGH will host four students this year <ul style="list-style-type: none"> ○ Provides a change for us to showcase our communities to medical students from London ○ Students are scheduled along side physicians for clinical experiences throughout the hospital, and with the recruiter, etc. • There remains 1 week per month where we are unable to provide emergency surgery due to lack of anaesthesia coverage; patients are transferred out <ul style="list-style-type: none"> ○ Have received physician interest to provide 1 week per month of anaesthesia coverage; physician is in credentialing process • In Psychiatry, Dr. Dixon is pushed out another 6 months and is expected in Nov • Looking the Recruitment & Retention committee for assistance in attracting new physicians

5.7	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> • Staffing the ED and inpatient unit continuously remains an issue; scenario is more critical than last year <ul style="list-style-type: none"> ○ Continuing to work on filling gaps in the schedules ○ Anticipating that the presence of a new medical clinic will attract new primary care physicians with an interest in both primary and emergency care ○ Board Chair had the opportunity at the Mayor’s Breakfast to highlight the importance of establishment of a Medical Clinic in SHH • Physicians are encouraged to bring any staffing options/solutions to the CEO and Board for consideration • Discovery Week 2024 is scheduled for June 3-6; SHH will host two students this year <ul style="list-style-type: none"> ○ Students will experience inpatient and emergency medicine, and office-based practices in rural medicine ○ Staff are enthusiastic about hosting medical students in the community; looking forward to seeing these students back in their 3rd and 4th years, and residency programs • HHS Recruitment and Retention committee met recently, and included a presentation regarding the South Huron Municipal R&R committee <ul style="list-style-type: none"> ○ Retention continues to be a challenge across the province ○ Monetary incentives for physicians continues to be discussed, but is very difficult to provide in the rural setting; very competitive ○ Towns are working on promoting the lifestyle on Ontario’s West Coast • It was clarified that the recruiter is to serve both AMGH & SHH <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 SHH recruitment needs with Recruiter </td> <td> <ul style="list-style-type: none"> • CEO; This week </td> </tr> </table>	<u>Action:</u>	<u>By whom / when:</u>	<ul style="list-style-type: none"> • Discuss SHH recruitment needs with Recruiter 	<ul style="list-style-type: none"> • CEO; This week
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5.8	<p><u>Patient Relations:</u></p> <ul style="list-style-type: none"> • No discussion 				
<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the Staff Reports, MAC Minutes and Credentials reports of May 9, 2024, as presented. CARRIED.</u></p>					
<p>6 Committee Reports & Previous Minutes</p>					
6.1	<p><u>Governance & Nominating:</u></p> <ul style="list-style-type: none"> • G&N meeting held on April 19, 2024 <ul style="list-style-type: none"> ○ 2024-03-22-G&N Minutes, circulated • Currently working on preparations for the Annual Meeting, scheduled for June 27, 2024 • Recommendation made at last G&N meeting to begin all HHS Board meetings with a Land Acknowledgement statement <ul style="list-style-type: none"> ○ Huron County has developed a user guide that encompasses Goderich & Exeter and catchment areas ○ Implementation starting at Annual Meeting and going forward ○ Importance of commitment to antiracism and reconciliation with indigenous communities ○ Draft policies will be circulated at next G&N and Board in June <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Governance & Nominating Committee and the March 22, 2024 G&N minutes, 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"> • Share Land Acknowledgement Policy with Ms. McCann • Share personalized Land Acknowledgement </td> <td> <ul style="list-style-type: none"> • Sager; As available • McNeil; Today </td> </tr> </table>	<u>Action:</u>	<u>By whom / when:</u>	<ul style="list-style-type: none"> • Share Land Acknowledgement Policy with Ms. McCann • Share personalized Land Acknowledgement 	<ul style="list-style-type: none"> • Sager; As available • McNeil; Today
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6.2	<p><u>Audit & Finance:</u></p> <ul style="list-style-type: none"> • A&F meeting held on March 7, 2024 <ul style="list-style-type: none"> ○ Reviewed HHS F2324 Year-End Results (unaudited results); accepted <ul style="list-style-type: none"> ▪ AMGH surplus largely driven by onetime funding (guaranteed only for the fiscal year for which it is received; cannot be planned for) <ul style="list-style-type: none"> – CT Wait Time funding (received in Apr) – Two new acute inpatient beds 				

	<ul style="list-style-type: none"> – 85% reimbursement of Bill 124 costs; no commitment of further coverage going forward (received in Feb) <ul style="list-style-type: none"> ○ Compounding incremental costs have been budgeted for – Small Rural and Northern Stabilization Fund – Emergency Department support funding (COVID-19 surge, P4R program) – Locum funding (paid out to physicians with no bottom line impact) ▪ AMGH cash position is good <ul style="list-style-type: none"> – Cautioned that we need to learn more about incremental wage costs that we will be receiving ▪ SHH landed in a deficit position, but did outperform the planned deficit by \$825K; again this is largely driven by onetime funding <ul style="list-style-type: none"> – ED P4R program – Nursing Extern and Clinical Scholar Programs – Again, 85% reimbursement of Bill 124 costs ▪ Received better than expected results on interest rates, which increased the cash position ▪ Stratford has started charging for CT referrals causing unplanned expenditures ▪ Current significant pressure on finances due to unutilized HIRF claw-back (timeline unknown), and project vendor payments that are due at the end of May <ul style="list-style-type: none"> – Monitoring cash and capital position; line of credit available, if needed – HIRF cannot be extended (exception was throughout COVID-19) ▪ Volumes continue to grow with no volume-based funding increases attached ○ Auditors are working on the final reports; scheduled to be ready for June 13th Board meeting <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Audit & Finance Committee and the Year-End Results, as presented. CARRIED.</u></p> <table border="1" data-bbox="245 1020 1482 1150"> <tr> <td data-bbox="245 1020 857 1150"> <p><u>Action:</u></p> <ul style="list-style-type: none"> • Consider possible changes in CT accounting between AMGH & SHH • Discuss partnership cost sharing </td> <td data-bbox="857 1020 1482 1150"> <p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • CEO / Finance; 2024 • CEO; Board Advance May </td> </tr> </table>	<p><u>Action:</u></p> <ul style="list-style-type: none"> • Consider possible changes in CT accounting between AMGH & SHH • Discuss partnership cost sharing 	<p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • CEO / Finance; 2024 • CEO; Board Advance May
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<p>6.3</p>	<p><u>Resources:</u></p> <ul style="list-style-type: none"> • Resources meeting held on April 4, 2024 <ul style="list-style-type: none"> ○ No discussion <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Resources Committee as presented. CARRIED.</u></p>		
<p>6.4</p>	<p><u>Joint Hospitals & Foundations:</u></p> <ul style="list-style-type: none"> • JH/F meeting held on March 6, 2024 <ul style="list-style-type: none"> ○ Meetings are positive and going very well; <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Joint Hospitals & Foundations Committee, as presented. CARRIED.</u></p>		
<p>6.5</p>	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> • QA meeting held on March 20, 2024, <ul style="list-style-type: none"> ○ Reviewed F2425 QIP 		
<p>6.6</p>	<p><u>Recruitment & Retention:</u></p> <ul style="list-style-type: none"> • R&R meeting held on May 7, 2024 <ul style="list-style-type: none"> ○ 2024-03-05-R&R Minutes, circulated • Discussed the Practiced Ready Program, which brings international physicians to the area for recruitment; a 2nd round will begin in the Fall <ul style="list-style-type: none"> ○ In the 1st round, Dr. May Ibrahim was contracted to AMGH and will start in September after her training is completed • Still looking for a permanent psychiatrist 		

	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Recruitment & Retention Committee and the March 5, 2024 R&R minutes, as presented. CARRIED.</u></p>		
7	New and Other Business		
7.1	<p><u>Staff & Community Attendance at Board Meeting:</u></p> <ul style="list-style-type: none"> Staff are looking for access to the monthly board meeting 		
	<p><u>Action:</u></p> <ul style="list-style-type: none"> Add board meeting links, policy and minutes to AMGH & SHHA Websites 	<p><u>By whom / when:</u></p> <ul style="list-style-type: none"> EA; May / Jun 	
8	<p>In-Camera Session</p> <ul style="list-style-type: none"> Notifications: <ul style="list-style-type: none"> All Board and Ex Officio Members are invited to remain for in-camera sessions, and guests will be invited by the Board Chair, as required; any members with conflicts of interest during in-camera discussion, can be recused as needed All participants of the in-camera session are expected to declare that their surroundings are secured from unauthorized participants 		
8.1	<p><u>Move into In-Camera:</u></p> <ul style="list-style-type: none"> Human Resources <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move into the in-camera session at 5:50pm. CARRIED.</u></p>		
8.2	<p><u>Move Out of In-Camera:</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>Recommendation made to move back into open session at 6:43pm. CARRIED.</u></p>		
9	Round Table		
10	Board Evaluations		
11	Next Meeting & Adjournment Regrets to alana.ross@amgh.ca		
	Date	Time	Location
	June 13, 2024	4:00pm-6:00pm	SHH Boardroom / MS Teams available
	<p><u>Motion to Adjourn Meeting:</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To adjourn the May 9, 2024 HHS Common Board meeting at 6:45pm. CARRIED.</u></p>		
Signature			
			
<hr/> Mr. Glen McNeil, Board Chair		<hr/> Mr. Jimmy Trieu, President & CEO	