
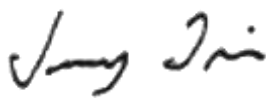


Committee:	<b>HHS Common Board</b>		
Date:	November 13, 2024	Time:	4:00pm-5:19pm
Chair:	Glen McNeil, Board Chair	Recorder:	Alana Ross
Present:	David Atkinson, Nonie Brennan, Brian Heagle, Heather Hern, Lynn Higgs, Steve Ireland, Christie MacGregor, Glen McNeil, Dr. Natuik, Tara Oke, Pat O'Rourke, Jared Petteplace, Susan Reis, Dr. Ryan, Jane Sager, Dr. Steinmann, Jimmy Trieu		
Regrets:	Dr. Patel		
Guests:	Robert Lovecky (CFO); Robert Tait (SHHF Board Chair); Krista McCann (SHHF ED)		
<b>1</b>	<b>Call to Order / Welcome</b>		
	<ul style="list-style-type: none"> <li>• Mr. McNeil welcomed everyone and called the meeting to order at 4:00pm <ul style="list-style-type: none"> <li>○ Notifications: <ul style="list-style-type: none"> <li>▪ 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</li> </ul> </li> <li>○ Welcome to new HHS Board Directors David Atkinson, Nonie Brennan and Jared Petteplace</li> <li>○ Welcome guests Rob Tait and Krista McCann</li> </ul> </li> </ul>		
1.1	<ul style="list-style-type: none"> <li>• Land Acknowledgement reviewed</li> </ul>		
1.2	<u>Patient Relations:</u> <ul style="list-style-type: none"> <li>• 2024-11-Monthly Report-Patient Relations circulated and reviewed <ul style="list-style-type: none"> <li>○ Several patients have reached out this week and last to compliment the hospitals on the high quality care they have received, despite both AMGH &amp; SHH being very busy and over capacity; there have also been a number of positive comments left on social media pages</li> <li>○ Appreciation extended to the Nursing staff, Physicians, and Admin On-Call across both hospitals</li> </ul> </li> </ul>		
<b>2</b>	<b>Education / Guests</b>		
2.1	<u>South Huron Medical Centre:</u> <ul style="list-style-type: none"> <li>• MOU SHHF HHS Medical Centre DRAFT, circulated and reviewed <ul style="list-style-type: none"> <li>○ Reviewed steps taken to date to move forward with construction of a new multifaceted South Huron Medical Clinic</li> <li>○ A number of meetings have been held and the project is moving forward with significant progress</li> <li>○ Ms. McCann review the history of the current South Huron Medical Centre, owned and operated by the South Huron Hospital <ul style="list-style-type: none"> <li>▪ SHH currently pays for all SHMC operating expenses and staffing costs; difference is that other hospitals don't cover 100% of primary care related costs, as determined through discussions with peer hospitals</li> <li>▪ This arrangement was made many years ago to attract physicians to the SHH ED</li> <li>▪ An attempt was made to privatize the clinic to increase space, which did not succeed, leading to a request of the SHHF to fund renovations to resolve the space issues and accommodate more family physicians; potential costs for a small renovation reached \$2M and did not ensure that the addition would meet community needs in 5 years' time</li> <li>▪ The SHMC physician group is not yet recognized as a Family Health Team (FHT), and therefore does not receive government funding that would otherwise cover registration, nursing and NP staff</li> <li>▪ Compared private vs municipal vs community models; municipally built, owned and operated, much like MVMC in Goderich, would be the first choice, but the municipality is unable to support this due to its small size</li> <li>▪ Looked for ways that building and owning this facility would benefit the hospital <ul style="list-style-type: none"> <li>– Recruitment and retention is the #1 goal by providing lease free space to our physician group, who in turn provide services to our hospital</li> </ul> </li> </ul> </li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>– Physicians who work in the SHMC, but do not provide hospital services, will have different arrangements</li> <li>○ A purchase agreement, with conditions, is in place to buy the land immediately adjacent east of the hospital; this step is time-sensitive             <ul style="list-style-type: none"> <li>▪ Deposit made; 60-day closing period</li> <li>▪ Property is physically capable of holding and servicing the proposed building</li> </ul> </li> <li>○ Next steps include design, dimensions and capacity development based on what will be housed in this building             <ul style="list-style-type: none"> <li>▪ Continuing to wait for government approval of an SHH CT Scanner, but it is the intention of the SHHF to include this space as part of the design</li> <li>▪ Determining if there is a way to join the buildings in order to transfer patients easily in the event that a CT Scanner is housed in the new SHMC, and/or to have a staff only connection</li> <li>▪ Considering conjoining the parking lots at the rear of the hospital, as parking has been identified as a challenge</li> <li>▪ In terms of capacity, SHHF will own and be the landlords of the building and the medical practice will be operated by the physician group; transfer of building ownership to SHH to be discussed in the future</li> <li>▪ The building is expected to be three stories and already has the commitment for two large long-term tenants, i.e., physiotherapy / chiropractics, and a pharmacy                 <ul style="list-style-type: none"> <li>– Anticipating to be built and operational by 2027</li> </ul> </li> <li>▪ A new not-for-profit will be established and will hold the debt for the new building, with annual proceeds from operations paying down the debt                 <ul style="list-style-type: none"> <li>– Campaign expected to last 3-5 years; discussed anticipated costs, mortgage timeframe and succession planning</li> <li>– High level donations have already been offered in exchange for community organization meeting space</li> </ul> </li> <li>▪ SHHF continues to grow in capacity year after year, allowing it to support this undertaking; discussed legal liability, risk and protection of SHHF’s assets; Miller Thomson has been engaged                 <ul style="list-style-type: none"> <li>– Discussed lessons learned from discussions with other organizations who have been through this project already</li> <li>– Functional planning exercise suggested to determine the future of the organization, strategic investments, types of services to be offered to the community, clarification of types of space required, etc.</li> </ul> </li> </ul> </li> <li>○ Key component of this project is the Memorandum of Understanding (MOU), which provides the framework of the project between SHHF and HHS             <ul style="list-style-type: none"> <li>▪ Mr. Trieu and Ms. McCann developed the MOU together; SHHF Board has reviewed and approved the MOU</li> <li>▪ MOU is non-binding</li> </ul> </li> <li>○ Campaign and Clinical Advisory Committees are looking for members</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To authorize HHS as signatory to the MOU with the South Huron Hospital Foundation, citing a 90-day termination note. CARRIED.</u></b></p> <table border="1" data-bbox="240 1627 1482 1793"> <tr> <td data-bbox="240 1627 857 1793"> <p><b><u>Action:</u></b></p> <ul style="list-style-type: none"> <li>• Full execution of SHHF &amp; HHS MOU</li> <li>• Meeting with physicians; discuss hospital support, what costs physicians will take over, i.e., staffing costs</li> </ul> </td> <td data-bbox="857 1627 1482 1793"> <p><b><u>By whom / when:</u></b></p> <ul style="list-style-type: none"> <li>• Tait / McCann / McNeil / Trieu; Nov 2024</li> <li>• McCann / Trieu; Dec 5</li> </ul> </td> </tr> </table>	<p><b><u>Action:</u></b></p> <ul style="list-style-type: none"> <li>• Full execution of SHHF &amp; HHS MOU</li> <li>• Meeting with physicians; discuss hospital support, what costs physicians will take over, i.e., staffing costs</li> </ul>	<p><b><u>By whom / when:</u></b></p> <ul style="list-style-type: none"> <li>• Tait / McCann / McNeil / Trieu; Nov 2024</li> <li>• McCann / Trieu; Dec 5</li> </ul>
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<p><b>3</b></p>	<p><b>Approvals and Updates</b></p>		
<p>3.1</p>	<p><u>Declaration of Conflict of Interest</u></p> <ul style="list-style-type: none"> <li>• 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"> <li>○ No conflicts were declared</li> </ul> </li> </ul>		

3.2	<p><u>Agenda</u></p> <ul style="list-style-type: none"> <li>• Approval / Changes                             <ul style="list-style-type: none"> <li>○ None</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the November 13, 2024 HHS Common Board agenda. CARRIED.</u></b></p>
3.3	<p><u>Previous Minutes</u></p> <ul style="list-style-type: none"> <li>• Approval / Changes                             <ul style="list-style-type: none"> <li>○ None</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the October 10, 2024 HHS Common Board minutes. CARRIED.</u></b></p>
4	<p><b>Business Arising from Minutes</b></p>
5	<p><b>Consent Agenda Part 1 – Standing Reports</b></p>
5.1	<p><u>President &amp; CEO:</u></p> <ul style="list-style-type: none"> <li>• 2024-11-Monthly Report-CEO circulated</li> </ul>
5.2	<p><u>CNE:</u></p> <ul style="list-style-type: none"> <li>• 2024-11-Monthly Report-CNE circulated                             <ul style="list-style-type: none"> <li>○ SHH                                     <ul style="list-style-type: none"> <li>▪ Electronic Documentation: all staff, physicians and locum staff have been provided with Cerner OneChart accounts with Dynamic and Dragon (voice recognition software); uptake of notes completed electronically is over 90%, reducing faxing requirements, increasing legibility, decreasing transmission time to external providers</li> <li>▪ Nursing staff are using Camera Capture (secure upload of photos to Cerner OneChart) for wound care monitoring – SHH is the leader in this initiative</li> <li>▪ Allied Health staff (physio, dietitian, social work, speech language) have embraced electronic documentation, allowing their information to flow consistently within the hospital and to other OneChart receiving hospitals</li> <li>▪ Document scanning and inbound eFax initiatives are underway with implementation scheduled for early 2025</li> <li>▪ Pocket Health DI (patient DI portal) and external provider access to images will be made available in Jan 2025; removes the need for DI staff to burn CDs and send to providers</li> <li>▪ SHH is entering the automated Provincial Hospital Resource System (PHRS) over the next few months, which will remove the need for manual daily reporting</li> </ul> </li> <li>○ EDP4R (Emergency Department Pay for Results) – successfully implemented ED wait time data capture for both HHS emergency departments                                     <ul style="list-style-type: none"> <li>▪ Benchmarking against provincial counterparts and quality improvement will now be possible; ED wait time data for small volume hospitals has not been made public yet</li> </ul> </li> </ul> </li> </ul>
5.3	<p><u>CFO:</u></p> <ul style="list-style-type: none"> <li>• 2024-11-Monthly Report-CFO circulated</li> </ul>
5.4	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• Documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-11-Monthly Report-COS</li> <li>○ 2024-09-18-MAC Minutes</li> </ul> </li> </ul>
5.5	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• Documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-11-Monthly Report-COS</li> <li>○ 2024-09-12-MAC Minutes</li> </ul> </li> </ul>
5.6	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>• 2024-11-Monthly Report-Pres MS circulated</li> </ul>
5.7	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>• No discussion</li> </ul>

	<p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the Staff Reports and MAC Minutes, as presented. CARRIED.</u></b></p>
<b>6</b>	<b>Consent Agenda Part 2 – Committee Reports &amp; Previous Minutes</b>
6.1	<p><u>Governance &amp; Nominating:</u></p> <ul style="list-style-type: none"> <li>• G&amp;N meeting held on Oct 18, 2024, documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-11-Report to Board-G&amp;N; 2024-09-20-G&amp;N Minutes</li> </ul> </li> <li>• Welcome to the new HHS Common Board Directors, and thank you to all for completing the committee survey</li> <li>• Next meeting scheduled for Nov 15, 2024</li> </ul>
6.2	<p><u>Resources:</u></p> <ul style="list-style-type: none"> <li>• Resources meeting held on Nov 7, 2024, documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-10-03-Resources Minutes</li> </ul> </li> </ul>
6.3	<p><u>Audit:</u></p> <ul style="list-style-type: none"> <li>• Next meeting scheduled for Dec 5, 2024</li> </ul>
6.4	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> <li>• QA meeting held on Oct 16, 2024, documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-11-Report to Board-QA</li> <li>○ 2024-06-19-QA Minutes</li> </ul> </li> </ul>
6.5	<p><u>Recruitment &amp; Retention:</u></p> <ul style="list-style-type: none"> <li>• R&amp;R meeting held on Nov 5, 2024, documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-11-Report to Board-R&amp;R</li> <li>○ 2024-09-03-R&amp;R Minutes</li> </ul> </li> </ul>
6.6	<p><u>Joint Hospitals &amp; Foundations:</u></p> <ul style="list-style-type: none"> <li>• Next meeting scheduled for Dec 4, 2024</li> </ul>
	<p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the Committee Reports and Minutes, as presented. CARRIED.</u></b></p>
<b>7</b>	<b>New and Other Business</b>
7.1	<p><u>HHS Financial Update:</u></p> <ul style="list-style-type: none"> <li>• Financial Report to Sep Month End circulated and reviewed                             <ul style="list-style-type: none"> <li>○ Objective of the executive summary/report is to provide a high-level overview of our financial results</li> <li>○ In terms of the projected deficit position for HHS, no significant changes have happened over the last month; the number remains at about \$2.4M compared to \$4.4M                                     <ul style="list-style-type: none"> <li>▪ Supporting the positive variance are one-time funding, vacant positions, patient revenues, and technical fees, etc.</li> <li>▪ HHS deficit is about 7% of operating costs; lower than most hospitals in Ontario</li> </ul> </li> <li>○ Ministry of Health has been provided with quarterly updates and is aware of our position; the finance team will be meeting with the Ministry within the next few weeks to review the Q2 reporting, and is expected to come through with the appropriate funding as they have in most past years</li> <li>○ Operating variances at AMGH were attributed to a bad debt not written off, repairs and unexpected increases in software costs</li> <li>○ Quarterly capital status update, i.e., what we’ve spent / committed to, and our total budget and where it is coming from                                     <ul style="list-style-type: none"> <li>▪ AMGH is in Phase II of the Mental Health renovations; contractor selection anticipated for end of Dec 2024, with construction happening Apr-Sep 2025</li> <li>▪ SHH outstanding purchases related to patient care equipment expected to happen over Q3/Q4</li> </ul> </li> <li>○ SHH cash flow has not changed in this period</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the Financial Report to September Month End, as presented. CARRIED.</u></b></p>
7.2	<u>Community Engagement Council:</u>

	<ul style="list-style-type: none"> <li>Reviewed the Community Engagement Council for the new directors; three co-facilitators are David Greer, Brian Heagle and Jimmy Trieu                             <ul style="list-style-type: none"> <li>The group last met as the Community Engagement Committee</li> <li>Opportunity to engage and collaborate with the community on topical issues</li> <li>Anticipating to determine issues in which to involve the community, and schedule a meeting in Jan 2025</li> </ul> </li> </ul>						
7.3	<p><u>Dietitian Coverage:</u></p> <ul style="list-style-type: none"> <li>A new dietitian has been hired at AMGH</li> </ul>						
8	<p><b>In-Camera Session</b></p> <ul style="list-style-type: none"> <li>Notifications:                             <ul style="list-style-type: none"> <li>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</li> <li>All participants of the in-camera session are expected to ensure that their surroundings are secured from unauthorized participants</li> </ul> </li> </ul>						
8.1	<p><u>Move into In-Camera:</u></p> <ul style="list-style-type: none"> <li>Hospital Credentials; 2024-10-Report to Board-Credentials SHH circulated</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To move into the in-camera session at 5:13pm. CARRIED.</u></b></p>						
8.2	<p><u>Move Out of In-Camera:</u></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>Recommendation made to move back into open session at 5:16pm. CARRIED.</u></b></p>						
8.3	<p><u>Motions made based on In-Camera discussion:</u></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the SHH Credentials Report of October 2024, as presented, and to move out of in-camera. CARRIED.</u></b></p>						
9	Round Table						
10	Board Evaluations						
11	Next Meeting & Adjournment <span style="float: right;">Regrets to <a href="mailto:alana.ross@amgh.ca">alana.ross@amgh.ca</a></span>						
	<table border="1"> <thead> <tr> <th>Date</th> <th>Time</th> <th>Location</th> </tr> </thead> <tbody> <tr> <td>December 12, 2024</td> <td>4:00pm-6:00pm</td> <td>SHH Boardroom / MS Teams available</td> </tr> </tbody> </table>	Date	Time	Location	December 12, 2024	4:00pm-6:00pm	SHH Boardroom / MS Teams available
Date	Time	Location					
December 12, 2024	4:00pm-6:00pm	SHH Boardroom / MS Teams available					
	<p><u>Motion to Adjourn Meeting:</u></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To adjourn the November 13, 2024 HHS Common Board meeting at 5:19pm. CARRIED.</u></b></p>						
<b>Signature</b>							
 <hr/> Mr. Glen McNeil, Board Chair	 <hr/> Mr. Jimmy Trieu, President & CEO						