
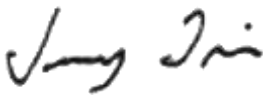


# MINUTES

Committee:	<b>HHS Common Board</b>		
Date:	January 9, 2025	Time:	4:01pm-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, Jared Petteplace, Susan Reis, Dr. Ryan, Jane Sager, Dr. Steinmann, Jimmy Trieu		
Regrets:	Dr. Patel		
Guests: <i>(Open Session Only)</i>	Robert Lovecky (CFO)		
<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 4:01pm <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> </ul> </li> </ul>		
1.1	<u>Land Acknowledgement:</u> <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>• 2025-01-Monthly Report-Patient Relations, circulated</li> </ul>		
<b>2</b>	<b>Education / Guests</b>		
<b>3</b>	<b>Approvals and Updates</b>		
3.1	<u>Declaration of Conflict of Interest</u> <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	<u>Agenda</u> <ul style="list-style-type: none"> <li>• Approval / Changes <ul style="list-style-type: none"> <li>○ None</li> </ul> </li> </ul> <p><b><i>MOVED AND DULY SECONDED</i></b> <b><i>MOTION: To approve the January 9, 2025 HHS Common Board agenda. CARRIED.</i></b></p>		
3.3	<u>Previous Minutes</u> <ul style="list-style-type: none"> <li>• Approval / Changes <ul style="list-style-type: none"> <li>○ None</li> </ul> </li> </ul> <p><b><i>MOVED AND DULY SECONDED</i></b> <b><i>MOTION: To approve the December 12, 2024 HHS Common Board minutes. CARRIED.</i></b></p>		
<b>4</b>	<b>Business Arising from Minutes</b>		
<b>5</b>	<b>Consent Agenda Part 1 – Standing Reports</b>		
5.1	<u>President &amp; CEO:</u> <ul style="list-style-type: none"> <li>• 2025-01-Monthly Report-CEO, circulated</li> </ul>		
5.2	<u>CNE:</u> <ul style="list-style-type: none"> <li>• 2025-01-Monthly Report-CNE, circulated</li> </ul>		
5.3	<u>CFO:</u> <ul style="list-style-type: none"> <li>• 2025-01-Monthly Report-CFO, circulated</li> </ul>		
5.4	<u>AMGH Chief of Staff:</u> <ul style="list-style-type: none"> <li>• 2025-01-Monthly Report-COS AMGH &amp; 2024-11-20-MAC Minutes, circulated</li> </ul>		

	<ul style="list-style-type: none"> <li>○ Appreciation extended to Dr. Ryan for mentioning the great meeting that was held for the Regional Group Hospitals</li> </ul>				
5.5	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>● 2025-01-Monthly Report-COS SHH &amp; 2024-12-12-MAC Minutes, circulated</li> </ul>				
5.6	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>● 2025-01-Monthly Report-Pres. MS AMGH, circulated</li> </ul>				
5.7	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>● No report</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; Jan 2025, cancelled; next meeting scheduled for Feb 21, 2025</li> <li>● Documents circulated:                             <ul style="list-style-type: none"> <li>○ 2025-01-Report to Board-G&amp;N</li> <li>○ 2024-11-15-G&amp;N Minutes</li> <li>○ F2425 Board Work Plan v4-DRAFT, for approval                                     <ul style="list-style-type: none"> <li>▪ This plan will only be for the Board; G&amp;N will separate out duties specific to each committee and pass them on to the Committee Chairs to assist in developing their own work plans</li> <li>▪ Operational items that are completed by Senior Leadership Team have been removed</li> <li>▪ Appreciation extended to the G&amp;N Committee for reviewing and editing this document</li> <li>▪ Document to be added under Board Agenda-New &amp; Other Business 7.3, for review monthly to quarterly; written report to include prominent items for completion</li> </ul> </li> </ul> </li> </ul> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b><u>Action:</u></b></td> <td style="width: 50%;"><b><u>By whom / when:</u></b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>● Add Work Plan to Board Standing Items</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>● EA; Feb 2025</li> </ul> </td> </tr> </table>	<b><u>Action:</u></b>	<b><u>By whom / when:</u></b>	<ul style="list-style-type: none"> <li>● Add Work Plan to Board Standing Items</li> </ul>	<ul style="list-style-type: none"> <li>● EA; Feb 2025</li> </ul>
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6.2	<p><u>Resources:</u></p> <ul style="list-style-type: none"> <li>● Resources meeting held on Jan 8, 2025; next meeting scheduled for Feb 6, 2025                             <ul style="list-style-type: none"> <li>○ 2024-12-05-Resources Minutes-circulated</li> </ul> </li> <li>● Town of Goderich made a Delegation to the Ontario Hospital Association at the Association of Municipalities of Ontario (AMO) Conference and invited Mr. McNeil as Chair of HHS to participate, which he did                             <ul style="list-style-type: none"> <li>○ Follow up included three OMA representatives visiting Goderich, as organized by Town of Goderich                                     <ul style="list-style-type: none"> <li>▪ Good physician representation and well received</li> <li>▪ Physicians toured the representatives around AMGH &amp; MVMC and discussed challenges from a rural perspective</li> </ul> </li> <li>○ Mr. McNeil has since held a conversation with Ms. Lisa Thompson, MPP, and extended an invitation to Dr. Jane Philpott to visit HHS and review Rural Healthcare for her ensuing report</li> </ul> </li> </ul>				
6.3	<p><u>Audit:</u></p> <ul style="list-style-type: none"> <li>● Next Audit meeting scheduled for Mar 6, 2025; no discussion</li> </ul>				
6.4	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> <li>● Next QA meeting scheduled for Jan 15, 2025; no discussion</li> </ul>				
6.5	<p><u>Recruitment &amp; Retention:</u></p> <ul style="list-style-type: none"> <li>● R&amp;R meeting held on Jan 7, 2025; next meeting scheduled for Mar 4, 2025                             <ul style="list-style-type: none"> <li>○ 2024-11-05-Recruitment &amp; Retention Minutes, circulated</li> </ul> </li> <li>● Dr. Dixon, Psychiatrist, started at AMGH in Nov/Dec 2024</li> <li>● Dr. Rose and Dr. Doering, currently Locum Psychiatrists, will be starting at AMGH full time as of Summer/Fall 2025</li> <li>● Dr. Naeem and Dr. Mahmoud joined SHH as Hospitalists in 2024</li> <li>● Looking forward to hosting Dr. Jane Philpott at HHS to bring a rural perspective to some of the challenges that she is hoping to solve through her new model</li> </ul>				

	<ul style="list-style-type: none"> <li>Board Chair extended appreciation to all involved in the recruitment and retention of medical staff at our sites</li> </ul>
6.6	<p><u>Joint Hospitals &amp; Foundations:</u></p> <ul style="list-style-type: none"> <li>Next JH/F meeting scheduled for Mar 5, 2025; communication has been very good between HHS, AMGHF &amp; SHHF</li> </ul>
<p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the Committee Reports, Minutes and Board Work Plan, as presented. CARRIED.</u></b></p>	
<p><b>7 New and Other Business</b></p>	
7.1	<p><u>HHS Financial Update:</u></p> <ul style="list-style-type: none"> <li>2024-11-HHS-P8 Results, circulated and reviewed             <ul style="list-style-type: none"> <li>Executive Summary outlines how HHS is doing year to date and as of Nov 2024</li> <li>Actual deficit at this time for AMGH &amp; SHH together is \$1.8M against a budget of \$2.2M deficit (original budget was \$4.4M), with a positive variance of \$437K                 <ul style="list-style-type: none"> <li>Out of 144 hospitals, there are only 4 or 5 that are in a balanced or surplus position, and HHS is in a much better position than a number of hospitals currently in deficit position; Ministry is aware of our positions and encourages us to continue moving forward with our operations and programs as they are, continue realizing efficiencies and providing the best care with limited resources that we can</li> </ul> </li> <li>Year-to-date we are doing better than budget for both organizations, and year-end forecast is not significantly different than today's numbers                 <ul style="list-style-type: none"> <li>Hoping for further one-time funding, which will result in an even better year-end, however, funding is not guaranteed</li> <li>Bill 124 remains a significant contributing factor of the deficit, with an overall magnitude of \$1.5M, and hospitals are not being reimbursed at 100% of this cost</li> <li>Other factors in the deficit include vacant positions equal \$500K, unrealized Out-of-Country patient revenues, unbudgeted benefits, physician remunerations (stipends), and unbudgeted one-time funding related to nursing training and support programs, etc.,</li> <li>Overtime is mostly related to nursing and surgical call-backs</li> <li>Board expressed concern over the amount of overtime and sick time in the sense that the workload continues to put serious pressure on our staff and physicians creating burnout</li> </ul> </li> <li>Reports to the Ministry are made accordingly as two separate organizations</li> <li>HHR constraints continue across the Province</li> <li>Regarding liquidity, SHH does not have a lot of extra cash, and may be required to withdraw some of the \$2M investments to support future SHH strategic initiatives such as ERP transformation</li> <li>Discussed HSAA and Key Performance Indicators (KPIs)                 <ul style="list-style-type: none"> <li>Current Ratio (ability for organization to pay back its short term obligations); standard is 2 and we have a target of 1</li> </ul> </li> <li>Information regarding infrastructure and capital projects will continue to be provided to Resources on a quarterly basis and in turn, shared with the Board, as these projects are slow moving</li> </ul> <ul style="list-style-type: none"> <li>New fiscal information is upcoming             <ul style="list-style-type: none"> <li>While both organizations are in positive working capital positions, bank loans are anticipated to support planned HIS, ERP, procurement and renovation projects, and DI equipment</li> <li>Working with Foundations and financial Institutions; Ontario Finance may also be able to provide loans, and Board will be consulted in any loan requests                 <ul style="list-style-type: none"> <li>While, financially, it is not the best timing, these replacements cannot wait; Finance team is attempting to work out a balanced approach to financing these initiatives, and to ensure that the Board is comfortable with moving forward</li> </ul> </li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the HHS F2425 Period 8 Results, as presented. CARRIED.</u></b></p> </li></ul>

7.2	<u>Community Engagement Council:</u> <ul style="list-style-type: none"> <li>Anticipating next meeting to be held in Jan</li> </ul>		
7.3	<u>MRI Group N Designation Board Resolution:</u> <ul style="list-style-type: none"> <li>2024-12-Group N Designation Board Resolution, circulated                             <ul style="list-style-type: none"> <li>Appreciation extended to the Board members who voted in favour of the circulated resolution, which allows the hospital to run an MRI, and is the final piece to move forward with the project</li> <li>All necessary documents have been submitted to the Capital Branch</li> <li>Anticipating news around end of Jan, beginning of Feb</li> </ul> </li> </ul>		
8	<b>In-Camera Session</b> <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	<u>Move into In-Camera:</u> <ul style="list-style-type: none"> <li>Hospitalist Model</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To move into the in-camera session at 5:07pm. CARRIED.</u></b></p>		
8.2	<u>Move Out of In-Camera:</u> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>Recommendation made to move back into open session at 5:17pm. CARRIED.</u></b></p>		
8.3	<u>Motions made based on In-Camera discussion:</u> <b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: Directed to proceed as discussed in-camera. CARRIED.</u></b> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: The HHS Common Board supports pursuing the Hospitalist Model at AMGH. 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>		
	<b>Date</b>	<b>Time</b>	<b>Location</b>
	February 13, 2025	4:00pm-6:00pm	SHH Boardroom / MS Teams available
	<u>Motion to Adjourn Meeting:</u> <b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: To adjourn the January 9, 2025 HHS Common Board meeting at 5:19pm. CARRIED.</u></b>		
<b>Signature</b>			
			
<hr/> Mr. Glen McNeil, Board Chair		<hr/> Mr. Jimmy Trieu, President & CEO	