



## Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, June 6, 2024

7:00 p.m.

Room W1-213 – HPHA Stratford General Hospital

### MINUTES

- Present: Steve Hearn, Chair  
Jim Battle, Barry Hutton, Ron Lavoie, Dr. Kevin Lefebvre, Kathy Lewis, Joe Looby, Lynanne Mason, Kerri Ann O'Rourke, Kim Ross Jones, Greg Stewart (virtual), Tricia Wilkerson, John Wilkinson, Andrew Williams  
Mary Cardinal, Iris Michaels, Sue Davey
- Guests: Dr. Maarten Bokhout, Carol Mitchell – Clinton Community Working Group  
Bob Montgomery, Media Correspondent
- Regrets: Gary Austin, Dr. Chuck Gatfield, Dr. Ali Kara, Dr. Heather Percival
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**1. Welcome & Call to Order**

Steve Hearn, Board Chair called the meeting to order and quorum was confirmed. He welcome guests in attendance.

**2. Land Acknowledgement**

Greg Stewart shared the Land Acknowledgement.

**3. Approval of Agenda**

It was moved by Kathy Lewis, seconded by Kim Ross Jones:

**THAT the Huron Perth Healthcare Alliance Board of Directors approve the meeting agenda as circulated.**

**CARRIED**

**4. Declaration of Conflict of Interest**

There was no conflict of interest declared by any members.

**5. Patient & Caregiver Partners Program**

***The Caregiver Experience***

Jim Battle introduced Ray Harsant who is a long serving Patient/Caregiver Partner and who was involved with the Connecting the Dots initiative. Ray shared his personal story as a caregiver, and his insights regarding the challenges and issues faced by caregivers. He provided suggestions for how this growing demographic can be better supported by through their care journey, and the potential role for Ontario Health Teams into long-term quality of care planning.

**6. Delegation to the Board****Clinton Community Working Group**

-Dr. Maarten Bokhout, Carol Mitchell

The Clinton Community Working Group (CWG) of 10 individuals formed following a public meeting that was held on April 16, 2024, hosted by Dr. Bokhout where members of the community came together to discuss the status of the Clinton Public Hospital. Dr. Bokhout and Carol Mitchell attended the Huron Perth Healthcare Alliance (HPHA) Board of Directors' meeting to provide feedback from the public meeting and subsequent meetings of the CWG. The main area of concern is the reduced hours of operation of the Clinton Public Hospital Emergency Department (ED). Highlights from the delegation and discussion at Board included:

- Recruitment and retention remains a top priority for the HPHA and a number of nursing specific recruitment/retention initiatives are being undertaken across the HPHA and at the Clinton Site and were shared.
- Despite best efforts, staffing challenges continue and the HPHA is optimistic that ongoing investments will contribute to stabilization of services going forward.
- Rotational ED closures across the HPHA hospital sites are not practical from a staffing and safety perspective.
- Physician remuneration is not a barrier to service provision in Clinton; physician numbers are a pan-Canadian issue as well as a concern locally.
- HPHA offers access to a number of specialists with 10 specialists providing access to 6 different specialties at the Clinton Public Hospital.
- Operating Room (OR) has expanded considerably to include the HPHA's Cataract Program being moved to CPH; 10 surgeons currently operate out of the OR at the site.

There was discussion about communication and it was noted that the HPHA recently hired a new Corporate Communications Specialist who starts later this month. This individual will be assessing the HPHA's Communication Plan to determine if the tools the HPHA uses and how they are used are comprehensive, and to provide recommendations on how to strengthen HPHA communications.

The HPHA committed to providing Dr. Bokhout and Carol Mitchell with the details of the recruitment and retention initiatives and information discussed. The Community Working Group will provide feedback to the HPHA on channels of communication to ensure the community receives timely and factually correct information.

Dr. Bokhout, Carol Mitchell and Bob Montgomery left the meeting at 8:07 p.m.

**7. Minutes of Previous Meetings****7.1. April 4, 2024**

It was moved by John Wilkinson, seconded by Tricia Wilkerson:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held April 4, 2024.**

**CARRIED**

**8. In-Camera Session****8.1. Motion to Move to In-Camera Session**

It was moved by Tricia Wilkerson, seconded by Kim Ross Jones:

**THAT the Huron Perth Healthcare Alliance move in-camera at 8:09 p.m.**

**CARRIED**

**8.2. Motion to Move out of In-Camera Session**

It was moved by Kerri Ann O'Rourke, seconded by Kathy Lewis:

**THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:39 p.m.**

**CARRIED**

**8.3. Report from In-Camera Session**

During the In-Camera Session the Board received reports from the Governance & Stakeholder Relations, Medical Advisory and Resources & Audit Committees. An update was provided on the Service Accountability Agreements.

**9. Consent Agenda**

It was moved by Greg Stewart, seconded by Tricia Wilkerson:

**THAT the Huron Perth Healthcare Alliance Board of Directors approve the June 6, 2024 Consent Agenda that included reports from the:**

- **Chief Nursing Executive**
- **President & Chief Executive Officer**
- **Patient & Caregiver Partners Program**

**CARRIED**

Chief of Staff Report:

- Physician Leaders joined HPHA Leadership at the recent Leadership Summit and are engaged in future planning for the organization.

**10. Governance****10.1. Governance & Stakeholder Relations Committee**

Ron Lavoie presented the report of the Governance & Stakeholder Relations Committee from the May 28<sup>th</sup> meeting for informational purposes.

It was moved by Ron Lavoie, seconded by Kim Ross Jones:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the Governance, Community Relations & System Transformation Committee Terms of Reference.**

**CARRIED**

It was moved by Ron Lavoie, seconded by Tricia Wilkerson:

**THAT the Huron Perth Healthcare Alliance Board of Directors approval of the revised Governance Policies:**

- **Financial Condition and Performance**
- **Freedom of Information & Protection of Privacy Act Delegation of Authority**

**CARRIED**

It was moved by Ron Lavoie, seconded by John Wilkinson:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the 2024/2025 Commitments to Our Communities**

**CARRIED**

#### **10.2. Medical Advisory Committee**

The Medical Advisory Committee met on April 25<sup>th</sup> and May 30<sup>th</sup> and Dr. Lefebvre presented the reports for informational purposes.

#### **10.3. Quality Committee**

Kim Ross Jones presented highlights from the Quality Committee meeting held May 29<sup>th</sup>. She noted that the future focus on social accountability is deemed as a priority and will be discussed with the committee further.

It was moved by Kim Ross Jones, seconded by Kathy Lewis:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the quality and Social Accountability Committee Terms of Reference.**

**CARRIED**

#### **10.4. Resources & Audit Committee**

The Resources & Audit Committee met on May 30<sup>th</sup> and Joe Looby presented the report included in the package that highlights the year-end results. The Huron Perth Healthcare Alliance had a year-end operating surplus of \$50k due to last minute one-time funding received. He reported that the Hospital Service Accountability Agreement (H-SAA) surplus was \$290k and the Multi-Sector Accountability Agreement (M-SAA) had a deficit of \$240k. He noted that although the M-SAA is required to balance, the deficit is due to Ministry reporting requirements directing hospitals to report all Bill 124 in Fund 2 (M-SAA) while corresponding Bill 124 funding needs to be reported as Fund 1 (H-SAA).

Capital expenditures totaled \$26.5m, debt totals were \$5.4m, total debt payments were \$7.2m (\$6m from foundations, \$1.2m of own use funds), the adjusted current ratio was 0.89 and cash balance at March 31, 2024 was \$14.9m.

It was moved by Joe Looby, seconded by Barry Hutton:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the year-end March 31, 2024 financial statements and associated reports.**

**CARRIED**

#### **2024/2025 Budget Update**

The budget is based on assumptions.

- Hospital Service Accountability Agreement (H-SAA) deficit is budgeted at \$22.5m
- Multi-Sector Service Accountability agreement deficit is \$529K. The combined SAA deficit is \$23.0m.

The main driver of the deficit is one-time funding lines comparing with 2023/2024 revenue streams. If 2023/2024 F23/24 one-time funding can be carried over to F24/25 for Bill 124, hospital pressure support, MRI/CT funding and funding toward surgical procedures at last year's level, the deficit would be reduced from \$22.5m to \$9.3m

It was moved by Joe Looby, seconded by John Wilkinson:

**That the HPHA Resources and Audit Committee recommends to the HPHA’s Board of Directors the acceptance of the 2024/2025 Operating Plan and associated reports.**

**CARRIED**

Joe provided highlights from the Workplace Health report noting the increase in active vacancies although the number of postings is lower than in the last 3 years. Hard to fill positions is consistent.

**11. HPHA Commitments to Our Communities – 2023/2024**

• **Corporate Quarter 4 Review**

The detailed Quarter 4 status update was pre-circulated and presented for informational purposes.

**12. Directors Comments/Roundtable**

- Andrew Williams was congratulated for his Mentorship Award from the Canadian College of Health Leaders.
- Huron Perth & Area Ontario Health Team partners that participated in Accreditation were recently recognized by the Leslee Thompson, CEO of Accreditation Canada who attended a celebration event and presented the organizations with their Award of Exemplary Standing.

**13. Next Meeting**

- Huron Perth Healthcare Alliance Annual & Special Members Meeting – June 13, 2024
- Huron Perth Healthcare Alliance Organizational Meeting – June 13, 2024

**14. Adjournment**

The meeting was adjourned on a MOTION by Tricia Wilkerson at 9:13 p.m.