



## Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, February 2, 2023  
7:00 p.m.  
Via Zoom

### MINUTES

- Present: Steve Hearn, Chair  
Gary Austin, Joani Gerber, Ron Lavoie, Kathy Lewis, Joe Looby, Kerri Ann O'Rourke, Dr. Nadine Potvin, Kim Ross Jones, Jennifer Rascao, Dr. Alistair Smith, Greg Stewart, Tricia Wilkerson, Andrew Williams  
Mary Cardinal, Ken Haworth, Sue Davey
- Guests: Jean Aitcheson, Paul Vandenberg
- Regrets: Dr. Alex Chun, Dr. Chuck Gatfield, Barry Hutton, Dr. Kevin Lefebvre, Dr. Heather Percival, John Wilkinson
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**1. Welcome & Call to Order**

Steve Hearn, Board Chair called the meeting to order, quorum was confirmed and he provided the Land Acknowledgement.

**2. 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**

**3. Declaration of Conflict of Interest**

There was no conflict of interest declared by any members.

**4. Patient Story**

Deferred.

**5. Stratford Mission Depot – Thank You!**

Jean Aitcheson, a nurse who worked at the Stratford General Hospital from 1968 until her retirement in 2002, as well as casual with the organization until 2016, joined the Board meeting. She wanted to thank the Huron Perth Healthcare Alliance Board of Directors and staff for being a valuable partner and supporting the Stratford Mission Depot with donations of discarded supplies and equipment that have benefitted people in need around the world. Jean shared her experiences with the Board and was recognized for her volunteerism and devotion to her missions, and helping those in

need. She was congratulated for being appointed to the Order of Canada, receiving an Ontario Senior Achievement Award and for being named Stratford's Senior of the Year.

## 6. Board Education

- Recruitment & Retention Update
- Leadership Development Update

Paul Vandenberg, Director of Human Resources provided an overview and update on the Recruitment and Retention and Leadership Development objectives that are linked to the Huron Perth Healthcare Alliance's Commitments to Our Communities. He presented recruitment data noting that there are currently 169 open positions that includes 23 FTE (full-time equivalent) Registered Nurse positions for the Emergency Departments across the HPHA sites. He noted that there is an increase in new graduates joining the organization that require a lot of support and resources dedicated to mentoring and supporting them is being put into place. Strengthening the HPHA's retention strategy and promoting the organization as an employer of choice are priorities. The HPHA's Recruitment and Retention Strategy includes:

- Creating an awareness of employment opportunities in healthcare to build a pipeline of future candidates for positions at HPHA.
- Hiring for potential rather than based on experience.
- Growing our organizational presence within and outside our communities.

The HPHA and partner organizations in Huron Perth were part of a video shown to the Board that promotes the various careers available in the healthcare sector and will be shared with high school students to encourage them to choose a career path that keeps them close to home and supports the local workforce.

Paul shared an update on the Leadership Development objective that includes plans to develop a framework for emerging, new and experienced leaders.

Paul Vandenberg left the meeting at 7:50 p.m.

## 7. Minutes of Previous Meetings

### 7.1. December 1, 2022

It was moved by Gary Austin, seconded by Joe Looby:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held December 1, 2022.**

**CARRIED**

Leadership has met with ONA regarding casual RNs following the last meeting. The Huron Perth Healthcare Alliance (HPHA) has presented ONA with a Memorandum of Understanding that increases the commitment and availability of casual RNs requiring them to provide the organization with a schedule of availability and be available when called. The MOU is currently with ONA and the HPHA is waiting to hear back from them.

## 8. Consent Agenda

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

**THAT the Huron Perth Healthcare Alliance Board of Directors approve the February 2, 2023 Consent Agenda that included reports from the:**

- **Chief Nursing Executive**
- **President & Chief Executive Officer**
- **Alliance Chief of Staff**

**CARRIED**

Andrew Williams reported that as Master Planning processes are being undertaken, the Huron Perth Healthcare Alliance (HPHA) has proposed the development of an integrated Master Plan with hospital partners in Huron Perth that more thoughtfully develops our infrastructure moving forward and is economically responsible for rural communities that cannot afford the investments otherwise. The HPHA will follow-up with the Board Chairs of the other hospital groups in Huron Perth to propose the idea of working through the Master Planning process. Failing traction of this, the HPHA will initiate Master Planning on our own with the province.

Jennifer Rascao was recognized and thanked for her dedication and the incredible way she approached the interim Chief Nursing Executive accountabilities during the transition period.

## 9. Governance

### 9.1. Board Committee Reports

#### 9.1.1. Governance & Stakeholder Relations Committee

Ron Lavoie presented highlights from the meeting held on January 24, 2023. There were no concerns raised from the results of the Annual Ontario Hospital Association Board Self-Assessment Survey. Educational opportunities will be incorporated into the planning for a Board Advance. The joint accreditation survey with Ontario Health Team partners is anticipated to take place in late April/early May 2024. In preparation for the Annual General Meeting, the By-laws will undergo their annual review by legal.

#### 9.1.2. Medical Advisory Committee

The Committee met on January 26<sup>th</sup> and the report was included in the agenda package for informational purposes.

#### 9.1.3. Quality Committee

Kim Ross Jones presented highlights from the meeting held on January 25, 2023. The Quarter 3 update of the 2022/2023 Quality Improvement Plan (QIP) reports 75% completion rate of the policies linked to the QIP and 100% completion rate anticipated by year-end. Draft change plans for the 2023/2024 QIP include accreditation, leadership development and patient experience feedback. These are being finalized for recommendation to the Board for approval.

#### 9.1.4. Resources & Audit Committee

The Resources & Audit Committee met on January 26<sup>th</sup> and Joe Looby presented the highlights from the report noting that as at December 31, 2022 the organization had a surplus of \$1.1m and the year-end forecast reflects a surplus of \$0.9m versus a budget surplus of \$0.8m. The variance is primarily driven by revenue \$2.7m higher than planned and includes one-time COVID-19 funding of \$750k for Quarter 2 to 4. The year-

end forecast reflects a surplus of \$0.8m with contributors including impacts from staffing challenges resulting in significant increases in overtime, sick time and use of agency nursing. Joe noted that there may be an increased risk to budgets due to Bill 124 being struck down and depending on union negotiations. OPSEU pay equity has been settled and high-level estimate is \$700k which will be funded from the pay equity liability being accrued.

Ken Haworth reported that the Hospital Annual Planning submission for 2023/2024 has been resubmitted to Ontario Health and captures increased salary expenses that may result in the requirements for a waiver when the accountability agreements are signed. Ken shared that the overall consensus of hospitals from across the province is that 90% will submit plans for deficits for 2023/2024 and the HPHA is middle of the pack with a deficit submission of \$7m (5% of total revenues) depending on provincial funding.

It was moved by Joe Looby, seconded by Kerri Ann O'Rourke:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the Quarter 3, December 31, 2022 financial statements and associated reports.**  
**CARRIED**

The Committee received a report on Workplace Health. The dashboard indicators are red in the areas of performance appraisals and sick days, a priority for Human Resources to develop strategies for improvement in 2023/2024. Recruitment and Retention challenges exist across the organization and hiring and turnover rates are both high.

The Board recognized and extended thanks to the tremendous effort and commitment of the dedicated staff, leadership and physicians that stepped up across our organizations to care for our patients during the snowstorm at Christmas.

#### **9.1.5. Seaforth Community Hospital Local Advisory Committee**

The Seaforth Community Hospital Local Advisory Committee met on December 8, 2022 and the report was received for informational purposes.

#### **10. 2022/2023 Commitments to Our Communities – Quarter 3 Corporate Review**

The Quarter 3 status update was pre-circulated and presented for informational purposes.

Dr. Alistair Smith signed off of the meeting at 8:18 p.m.

#### **11. In-Camera Session**

##### **11.1. Motion to Move to In-Camera Session**

It was moved by Gary Austin, seconded by Kim Ross Jones:

**THAT the Huron Perth Healthcare Alliance move in-camera at 8:19 p.m.**  
**CARRIED**

##### **11.2. Motion to Move out of In-Camera Session**

It was moved by Ron Lavoie, seconded by Joe Looby:

**THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:35 p.m.**

**CARRIED**

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

During the In-Camera Session the Board received updates from the Board Committees.

**12. Directors Comments/Roundtable**

- COVID-19 outbreaks are causing bed pressures at the sites affected and discussions are ongoing at all levels to develop processes to cohort patients with COVID, as well as revisiting the guidelines for infected staff as COVID-19 infections continue.
- HPHA has been awarded Stroke Distinction by Accreditation Canada.
- Black History Month – Link to recording of a virtual tour of the Amherstburg Freedom Museum is included in inSITES.

**13. Next Meeting**

The next meeting of the Huron Perth Healthcare Alliance Board of Directors will be held on Thursday, March 2, 2023.

**14. Adjournment**

The meeting was adjourned on a MOTION by Tricia Wilkerson at 8:43 p.m.