



Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, December 7, 2023

7:00 p.m.

St. Marys Memorial Hospital Site

MINUTES

Present: Steve Hearn, Chair
Gary Austin (virtual), Jim Battle, Barry Hutton, Dr. Chuck Gatfield, Ron Lavoie (virtual), Dr. Kevin Lefebvre, Kathy Lewis, Lynanne Mason, Kerri Ann O'Rourke, Dr. Heather Percival (virtual), Kim Ross Jones, Greg Stewart (virtual), Tricia Wilkerson, John Wilkinson, Andrew Williams (virtual)
Mary Cardinal, Ken Haworth, Sue Davey

Regrets: Joe Looby, Dr. Ali Kara

1. **Welcome & Call to Order**

Steve Hearn, Board Chair called the meeting to order at 7:00 p.m. and quorum was confirmed.

Barry Hutton shared the Land Acknowledgement.

Dr. Heather Percival was recognized and congratulated for her long service award she received for 30 years of service with the Huron Perth Healthcare Alliance.

2. **Approval of Agenda**

It was moved by John Wilkinson, 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**

Jim Battle provided an update on the Patient & Caregiver Partners (PCP) Program, Qualtrics, current engagement and project involvement. He shared feedback received from a patient who had been at the St. Marys site and who expressed their appreciation for the care by the staff, and who recognized Dr. Schiedel, Dr. Berta and Dr. Wilson for their exceptional care. He noted that the individuals of the PCP appreciated being able to participate in the Leadership Planning Day and feedback received was valuable input to refresh their program.

Jim profiled and highlighted Jim Young, one of the longest serving patient and caregiver partner volunteers, for his dedication to continuous quality improvement and for the valuable contributions he provides to our organization.

5. Minutes of Previous Meetings

5.1. November 2, 2023

It was moved by Tricia Wilkerson, seconded by Kathy Lewis:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held November 2, 2023.

CARRIED

6. Board Education/Focused Discussion

• Stepped Care Model for Outpatient Mental Health: The Journey

Presented by: Jacqui Tam, Director; Taryn McBride, Project Manager of Stepped Care Project, Lynanne Mason, Vice President

On November 2, 2023, the Huron Perth Healthcare Alliance (HPHA) transitioned to a Stepped Care Model for Outpatient Mental Health Services. An overview of the project undertaken to transition to this model was provided. The Stepped Care Model is a tiered approach to service provision to provide and monitor care and treatment, linking individuals with the right level of support needed. Assessment tools are used to identify the individual's level of care, assist staff in supporting individuals through their transition points and to help prevent individuals from being placed onto wait lists. The Stepped Care Model aligns with the Province's *Roadmap to Wellness*, local priorities for an integrated approach to mental health and addictions in Huron Perth, and the Huron Perth & Area Ontario Health Team's (HPA-OHT) priority population of Mental Health and Addictions. Anticipated outcomes and next steps were shared. The goal of stepped care is to improve the client and caregiver experience, and the HPHA will work closely with the HPA-OHT and other community partners to ensure a continuum of mental health care across the region. The slide deck will be circulated to the Board following the meeting.

Jacqui Tam and Taryn McBride left the meeting at 7:56 p.m.

7. In-Camera Session

7.1. Motion to Move to In-Camera Session

It was moved by John Wilkinson, seconded by Barry Hutton:

THAT the Huron Perth Healthcare Alliance move in-camera at 7:57 p.m.

CARRIED

7.2. Motion to Move out of In-Camera Session

It was moved by John Wilkinson, seconded by Barry Hutton:

THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:21 p.m.

CARRIED

7.3. Report from In-Camera Session

During the In-Camera Session the Board received the report from the Medical Advisory Committee, a union update and discussed organizational structure.

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 December 7, 2023 Consent Agenda that included reports from the:

- Chief Nursing Executive
- President & Chief Executive Officer

CARRIED

Alliance Chief of Staff – Update

- Human resources continue to be challenging and recruitment continues for a third Ophthalmologist, Paediatrician, Anaesthetists.
- Offer made to new Ophthalmologist.
- Dr. Chris Tran has accepted the position of Medical Program Director, Laboratory and Inter-Hospital Lab Partnership, starting in January.
- Locum physicians are covering family physician practices to help existing physicians although not taking on new patients.
- Hospitalist Model will be standardized across all sites.

9. Governance

9.1. Board Committee Reports

9.1.1. Local Advisory Committees

Clinton Public Hospital

The Clinton Public Hospital (CPH) Local Advisory Committee met on November 17th and Greg Stewart presented the report for informational purposes.

St. Marys Memorial Hospital

Kim Ross Jones presented the report from the St. Marys Local Advisory Committee meeting held November 16, 2023. Congratulations was extended to the St. Marys Healthcare Foundation for reaching their goal of \$3m! The tour prior of the patient room refresh redevelopment project was appreciated and members of the Board are looking forward to the results.

Seaforth Community Hospital

The Seaforth Community Hospital Local Advisory Committee met on November 14th and Ron Lavoie presented highlights. He noted that the Foundation is grateful to the community for their continued support of the hospital.

Stratford General Hospital

The Stratford General Hospital Local Advisory Committee met on November 20th and Kathy Lewis presented the report for informational purposes. She thanked the Stratford General Hospital Foundation for inviting the Huron Perth Healthcare Alliance Board of Directors to their Christmas Luncheon. As of December 7th, the Foundation's *In Your Hands* Campaign has reached 89% of their \$30m campaign goal.

9.1.2. Medical Advisory Committee

Dr. Lefebvre presented the report from the meeting held on November 23rd for informational purposes.

9.1.3. Quality Committee

Kim Ross Jones presented the report from the meeting held November 22. The Committee received an overview of the Quality and Safety Program initiatives including the implementation of the Critical Incident Triage Team Process that is triggered following a serious incident.

9.1.4. Hospital Service Accountability Agreements – 2023-2024

Hospitals have been asked to sign off on Hospital Service Accountability Agreements (H-SAA) for 2023/2024 and Balanced Budget Waivers. The H-SAAs have been reviewed and there are no concerns other than monetary. The Huron Perth Healthcare Alliance has a forecasted year-end deficit of \$20m that is impacted by Bill 124, union contracts and non-salary wage adjustments. Expenditure submissions have been made to the Ministry for \$19.2m and \$2m has been received so far. The importance of a balanced budget to ensure reinvestment into the organization was highlighted.

It was moved by Barry Hutton, seconded by Ron Lavoie:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the signing of the Hospital Service Accountability Agreements for the Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community Hospital and Stratford General Hospital by the Board Chair and President & CEO and the Balanced Budget Waivers for the Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community Hospital and Stratford General Hospital by the President & CEO.

CARRIED

9.1.5. HPHA Proposed Amalgamation Update

Andrew Williams provided an update on the proposed amalgamation of the Huron Perth Healthcare Alliance (HPHA) following the Special Corporate Members Meeting held on November 30, 2023. The application to the Minister of Health will be completed next week. He noted that Matthew Anderson, President and CEO of Ontario Health and Susan deRyk, Chief Regional Officer of Ontario Health West fully support the HPHA's plans to amalgamate. Support has also been received from the Huron Perth & Area Ontario Health Team, and from Jimmy Trieu, President & CEOs of the Huron Health System (Alexandra Marine & General Hospital, South Huron Hospital) and Karl Ellis, President & CEO of the Listowel & Wingham Hospitals Alliance. It was noted that regardless of the Minister's decision regarding the amalgamation, Local Advisory Committees will be replaced with one Community Council to strengthen community engagement. This Council will play a role in community engagement, setting direction for the organization and populating Board Committees. An Ad Hoc Committee of the HPHA's Governance & Stakeholder Relations Committee will be formed to develop the Community Council and its Terms of Reference, providing a recommendation for this new structure to the Board of Directors.

10. Directors Comments/Roundtable

A note was read to the Board from Barb Fewster, Patient & Caregiver Partner and member of the St. Marys Memorial Hospital (SMMH) Local Advisory Committee. She expressed her appreciation and thanks to Jim Battle and Michelle Jones for their work with the Patient & Caregiver Partners Council, the St. Marys Healthcare Foundation for their fundraising efforts and support for the SMMH, and to the staff of the Huron Perth Healthcare Alliance.

11. Next Meeting

- Huron Perth Healthcare Alliance (HPHA) Board of Directors
 - February 1, 2024 @ 7:00 pm – HPHA Stratford General Hospital Site

12. Adjournment

The meeting was adjourned on a MOTION by Tricia Wilkerson at 8:42 p.m.