



## Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, February 1, 2024  
7:00 p.m.  
Stratford General Hospital Site

### MINUTES

Present: Steve Hearn, Chair  
Jim Battle, Dr. Chuck Gatfield, Ron Lavoie, Dr. Kevin Lefebvre, Kathy Lewis, Joe Looby (virtual), Kerri Ann O'Rourke (virtual), Kim Ross Jones, Greg Stewart (virtual), Tricia Wilkerson, John Wilkinson, Andrew Williams  
Mary Cardinal, Ken Haworth, Iris Michaels, Sue Davey

Regrets: Gary Austin, Barry Hutton, Dr. Ali Kara, Lynanne Mason, Dr. Heather Pervical

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#### 1. **Welcome & Call to Order**

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

John Wilkinson shared the Land Acknowledgement.

#### 2. **Patient/Caregiver Experience**

##### 2.1. **Patient Story**

The Patient Story highlighted the exceptional care provided by the Huron Perth Healthcare Alliance Emergency Department Team at the Stratford Site, ensuring that patient needs are supported in a caring and inclusive manner. The Team was commended for going above and beyond and providing an exceptional patient and caregiver experience, highlighting how fortunate the community is to have such dedicated individuals and the positive affect they have on our patients, families and caregivers.

Adam Hahn joined the meeting at 7:30 p.m.

#### 3. **Board Education/Focused Discussion**

*Recruitment & Retention Strategy*

*Leadership Development*

*By Adam Hahn, Director Human Resources & Environmental Services*

Adam provided an overview and update on recruitment and retention and leadership development. Highlights include:

- Recruitment and retention is trending favourably overall and retention is a key area of focus.
- A number of recruitment and retention initiatives have been implemented.

- HPHA takes advantage of a number of incentive programs for nurses, available for current staff and future recruits.
- Difficult to fill positions across the Alliance include Registered Nurses, Registered Practical Nurses, Personal Support Workers, Medical Lab Technologists, Laboratory Support, Medical Radiation Technologists, Environmental Services, Patient Registration/Bed Allocation.
- Increase in number of postings reflective of addition to complement (e.g. RPNs added to Emergency Departments), leadership recruitment.
- New hires exceeds departures although high number of departures occur within 90 days or in the first year.
- Upgraded exit interview tool launched in December will provide relevant data to develop action plans to reduce turnover.
- Plan to start “stay interviews” in departments/programs of higher turnover and high risk areas.
- Development planning tool for leaders to be implemented in 2024 and will be incorporated into the performance review process.
- Leadership training courses being offered to assist leaders with development planning and courses address skill gaps and needs of the organization.

Adam Hahn departed the meeting at 7:56 p.m.

**4. Approval of Agenda**

It was moved by John Wilkinson, seconded by Kathy Lewis:

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

**CARRIED**

**5. Declaration of Conflict of Interest**

There was no conflict of interest declared by any members.

**6. Minutes of Previous Meetings**

**6.1. December 7, 2023**

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

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held December 7, 2023.**

**CARRIED**

**7. Consent Agenda**

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

**THAT the Huron Perth Healthcare Alliance Board of Directors approve the February 1, 2024 Consent Agenda that included reports from the:**

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

**CARRIED**

## Discussion

- Enhanced supports have been put into place to support the retention of new staff on the frontline and in management positions.
- Having the right people working in the right place leads to a high performing organization and the ripple effect throughout the community highlights the organization as a workplace of choice.

## 8. Governance

### 8.1. Board Committee Reports

#### 8.1.1. Fiscal Advisory Committee

Tricia Wilkerson shared highlights from the Fiscal Advisory Committee meeting held on December 11, 2023. Leadership provided updates to the hospital's union leaders on the Huron Perth Healthcare Alliance's fiscal health, Commitments to Our Communities and the Huron Perth & Area Ontario Health Team priorities. The next meeting will be held in February for a Quarter 3 update.

#### 8.1.2. Governance & Stakeholder Relations Committee

Ron Lavoie presented the report from the Governance & Stakeholder Relations Committee meeting held January 23, 2024.

It was moved by Ron Lavoie, seconded by Kathy Lewis:

***THAT the HPHA Board of Directors approve the harmonized Governance policies as approved by the Huron Perth & Area Ontario Health Team Accreditation Steering Committee for integration into the HPHA Governance Policies.***

- ***Nomination of a Board Director***
- ***Board Effectiveness***
- ***Executive Leader Succession Planning***

**CARRIED**

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

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

- ***Board Accountability Statement***
- ***Board Meeting Agenda***
- ***Code of Conduct***
- ***Conflict of Interest***
- ***Annual Director Declaration and Consent***

***And the adoption of new Governance Policies:***

- ***Board Meeting – Open Session***
- ***Board Meeting – Closed Session***

**CARRIED**

There was discussion about establishing a process for breaches within the Code of Conduct Policy.

#### 8.1.3. Medical Advisory Committee

Dr. Lefebvre presented the report from the meeting held on January 25, 2024 for information. The Committee recognized Dr. Narayan for receiving the Certificate of Merit

Award from the Canadian Association for Medical Education, and for his commitment to building stability in physician human resources and increasing learner presence in the organization. A letter of congratulations will be sent to Dr. Narayan from the Board of Directors to congratulate him for his achievements.

Dr. Christopher Tran has joined the organization from London as the new Director of the Laboratory and InterHospital Laboratory Partnership.

#### **8.1.4. Quality Committee**

Kim Ross Jones presented the report from the meeting held January 24<sup>th</sup>. The Committee received the Quality Improvement Plan (QIP) Progress Reports for 2023/2024 and the 2024/2025 QIP draft Change Plans which will come through the Quality Committee at their next meeting and to the Board for approval in March. The Committee received a presentation on the Huron Perth Healthcare Alliance's End-of-Life initiative and it was suggested that this presentation be provided to the Board at a future meeting.

#### **8.1.5. Resources & Audit Committee**

Joe Looby presented highlights from the Resources & Audit Committee meeting held on October 26<sup>th</sup>. As at December 31, 2023 the organization had a year-to-date deficit of (\$12.m), forecasted to be (\$19m) at year-end. Results are impacted by the Bill 124 repeal, the new ONA contract and an estimated impact for new CUPE contract still being arbitrated. Capital expenditures year-to-date totals are \$16.2m with a forecast of \$25.4m, primarily related to Pharmacy, Chemotherapy and St. Marys Memorial Hospital Patient Room Refresh projects. Non-committed capital expenditures are being deferred until funding clarity occurs. Capital credit facilities are \$18.1m and forecasted to be \$18m by year-end.

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, 2023 financial statements and associated reports.**

**CARRIED**

#### **8.1.6. Proposed Amalgamation Update**

Andrew Williams provided an update noting that the request for the proposed amalgamation of the four hospital sites of the Huron Perth Healthcare Alliance (HPHA) was submitted to the Minister of Health on December 15, 2023. Since the submission, requests have been made for a copy of the initial Alliance Agreement and more details on the engagement process undertaken. An Ad Hoc Committee will be formed to pull together a recommendation to the Board on the structure of the Community Council to replace Local Advisory Committees and strengthen community engagement.

#### **8.1.7. Huron Perth & Area Ontario Health Team Update**

The recent Huron Perth & Area Ontario Health Team newsletter was included in the agenda package. Andrew Williams reported that three award nominations have been submitted for consideration of the Canadian College of Health Leadership's National Awards Program in the areas of patient experience model for heart failure, heart failure initiative and joint accreditation.

**9. HPHA 2023/2024 Commitments to Our Communities****• Quarter 3 Corporate Review**

The detailed Quarter 3 status updates were circulated for informational purposes for the strategic plan priorities for 2023/2024.

Discussion:

- Master planning for each of the Huron Perth Healthcare Alliance (HPHA) sites is being implemented.
- Andrew Williams has advocated for a coordinated approach to master planning for all of the hospitals in Huron Perth.
- Regional master planning across the South West has been suggested without much uptake.
- Population health needs and demographics to be incorporated into planning with an emphasis on investments outside of hospitals and care in the right place.

**10. In-Camera Session****10.1. Motion to Move to In-Camera Session**

It was moved by Kim Ross Jones, seconded by John Wilkinson:

**THAT the Huron Perth Healthcare Alliance move in-camera at 8:33 p.m.**

**CARRIED**

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

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

**THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:56 p.m.**

**CARRIED**

**10.3. 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.

**11. Directors Comments/Roundtable**

None.

**12. Next Meeting**

- Huron Perth Healthcare Alliance (HPHA) Board of Directors
  - March 7, 2024 @ 7:00 pm – HPHA Seaforth Community Hospital Site

**13. Adjournment**

The meeting was adjourned on a MOTION by Kathy Lewis at 9:05 p.m.