



## Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, December 5, 2019  
Board Room

St. Marys Memorial Hospital Site  
(with videoconferencing & teleconferencing)

### MINUTES

Present: Ron Lavoie, Chair  
Jack Alblas, Gary Austin, Dick Burgess, Dr. Chuck Gatfield, Steve Hearn, Barry Hutton, Dr. Kevin Lefebvre (v-conf), Joe Looby, Dr. Laurel Moore, Kerri Ann O'Rourke, Dr. Heather Percival (v-conf), Dr. Tyler Rouse (v-conf), Rena Spevack, Andrew Williams (t-conf)

Mary Cardinal  
Sue Davey, Recorder

Guest: Penny Cardno

Regrets: Anne Campbell, Joani Gerber, Kim Ross Jones, Dr. Kyle Armstrong, Dr. Loretta Seeveratnam

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1. **Call to Order**  
Ron Lavoie called the meeting to order and welcomed everyone in attendance. Quorum was confirmed.
2. **Approval of Agenda**  
It was moved by Steve Hearn, seconded by Rena Spevack:  
**THAT the Huron Perth Healthcare Alliance Board of Directors approves the December 5, 2019 meeting agenda circulated.**  
**CARRIED**
3. **Declaration of Conflict of Interest**  
There was no conflict of interest declared by any members.
4. **Approval of Minutes**
  - 4.1 **HPHA Board of Directors Meeting – November 7, 2019**  
The minutes were amended to include Barry Hutton as attending the meeting.  
It was moved by Gary Austin, seconded by Dick Burgess:  
**THAT the Huron Perth Healthcare Alliance Board of Directors approves the amended minutes from the meeting held November 7, 2019.**  
**CARRIED**

**5. Patient Story**

Kerri Hannon, Manager of the Maternal Child Unit provided an overview of the Paediatric Unit at the Stratford Site, a four-bed unit covered by staff who are cross-trained in other areas to look after patients admitted to the unit with a variety of illnesses. She shared a story about caring for a palliative patient on the unit and how the team, including the Paediatrician, Nursing staff, Nutrition and Food Services, came together to provide exemplary care and compassion for the patient and family. This was extremely difficult and emotional for all who cared for this patient, and the family was very grateful to all who contributed to making this experience as best as it could be given the circumstances.

Kerri explained the importance of the debriefing process that is done with staff to help them deal with the emotional aspect of these situations, allowing them to express their feelings and support each other, and the use of other supports including the Employee Assistance Program available for all staff. This is also an opportunity to share learnings and improvement processes that can be implemented in other situations.

There was discussion about community supports available for families and staff, including the residential hospices.

**6. Approval of Consent Agenda**

It was moved by Jack Alblas, seconded by Barry Hutton:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the December 5, 2019 Consent Agenda that included reports from the:**

- **Alliance Chief of Staff**
- **Chief Nursing Executive**

**CARRIED**

**7. Governance****7.1 Board Committee Reports****7.1.1 Fiscal Advisory Committee**

The Fiscal Advisory Committee, a mandated committee where our organization reviews fiscal and operational plans with union representatives, met on November 27<sup>th</sup>, 2019.

The report was pre-circulated for informational purposes. There was discussion about reviewing the committee's membership at the next Governance & Stakeholder Relations Committee to potentially include a Board Member.

**7.1.2 Local Advisory Committee**Clinton Public Hospital

Dick Burgess presented the report from the meeting held on November 20<sup>th</sup> for informational purposes. He highlighted the Foundation and Auxiliary events and recognized their contributions to the hospital. The Community Forum for the temporary closure of the Clinton Emergency Department held recently was well attended and informative for the public.

#### St. Marys Memorial Hospital

The St. Marys Local Advisory Committee met on December 5<sup>th</sup> and the report was presented by Steve Hearn for informational purposes. He highlighted leadership's recruitment and retention model to support novice nurses by pairing them with experienced nurses to gain experience. The room refresh project will begin in the new year and construction plans include minimizing disruption of the inpatient beds. The Auxiliary recently held a well attended "Sip and Shop" event, and they will review the capital equipment list to continue to support needed items.

#### Seaforth Community Hospital

Kerri Ann O'Rourke presented the report of the meeting held November 18<sup>th</sup> for informational purposes. She highlighted the progress of the construction renovations due to the flood which will see improvements to the Gift Shop including an accessible doorway. Unfortunately, the Tree of Lights ceremony was cancelled due to weather.

#### Stratford General Hospital

Rena Spevack presented the detailed report from the meeting held November 21<sup>st</sup> for informational purposes. She highlighted Iris Michael's overview and demonstration of the dashboards and the benefits of real-time patient flow data that informs decision making. Rena recognized Andrea Page and the Foundation for their recent award for their video "Without You, We Have Nothing". The Avoncrest Request for Solution will soon be issued and an internal and external communication plan will be developed.

### **7.1.3 Medical Advisory Committee**

The Medical Advisory Committee met this morning, December 5<sup>th</sup> and Dr. Moore provided a verbal report. Physicians engaged in a robust discussion at their meeting regarding physician workload issues and solutions with the electronic medical record, and follow up will be done with IT and the PATH Team. As the x-ray unit is replaced and the hours are reduced in the Clinton Emergency Department (ED), the Seaforth ED has experienced increased visits that will be monitored.

### **7.1.4 Quality Committee**

Rena Spevack presented the pre-circulated report from the meeting held on November 25<sup>th</sup> for informational purposes.

## **8. New Business**

### **8.1 President & Chief Executive Officer Report**

Andrew Williams presented his report that was pre-circulated. He was pleased to share that the Huron Perth & Area Ontario Health Team (HPA-OHT) has received approval and an official announcement event with MPPs Lisa Thompson and Randy Pettapiece will be held on December 6<sup>th</sup>. Details around next steps are unknown and there is a teleconference being held next week along with an in-person meeting to be held in January. The HPA-OHT is well positioned to move the system forward by working together to improve communication, coordination and navigation of the system to streamline care and reduce duplication. It was noted that governance will remain with the boards of partner organizations, with boards keeping the integrity of their own organization while supporting system goals. Plans are to develop a formal agreement for all partners and focus on the Year 1 priorities. Funding processes are not expected to change during the first year.

## 8.2 Clinton Public Hospital Emergency Department

Andrew Williams and Penny Cardno provided an update following the implementation of reduced hours of the Clinton Public Hospital Emergency Department (ED) on December 2, 2019. Penny has been onsite in Clinton and Seaforth to support the staff and physicians through the transition and is closely monitoring the impacts that may occur at other hospital sites in the area. Kudo was extended to Penny, Dr. Seevaratnam and Dr. Armstrong for their leadership and the work they are doing to manage the department during this time. Discussion highlights included:

- December 2-December 4 - 1 additional patient per night in Seaforth ED.
- Emergency Medical Services (EMS) is available as the doors are locked to reroute patients - no patients have required EMS transfer elsewhere.
- Seaforth has seen an increase in patients during the day likely related to the x-ray replacement in Clinton.
- Up-staffing has allowed nurses the opportunity to work on the Inpatient Unit or have the option to spend time in the ED at the Stratford Site to gain experience.
- There have been no staff layoffs.
- Enhanced training is available and recruitment continues until we can reach a staffing complement to reopen and sustain.
- Working with the Ministry of Health regarding a physician funding model.
- Frequently Asked Questions are being updated and will be made available on the website.
- Decision Support is developing a tracking mechanism for data collection for the closure and EMS is working to automate their data.
- Another Community Forum will be considered.
- Andrew Williams and Michael Barrett from the South Bruce Grey Health Centre will be presenting to the Provincial Emergency Services Group on the current realities and maintaining 24-hour coverage in rural EDs.

There was discussion about community members who would like to fund nursing education and support recruitment through the Foundations. Appreciation was noted and a tangible plan for recruitment and training with deliverables will need to be developed and packaged for the foundations. In regards to advertising, Human Resources places job postings on 125+ job boards and does not normally advertise in print format due to the cost.

## 9. Recess

The Board recessed at 8:13 p.m.

## 10. In-Camera Session

### 10.1 Motion to Move to In-Camera Session

It was moved by Dick Burgess, seconded by Steve Hearn:

**THAT the Huron Perth Healthcare Alliance move in-camera at 8:24 p.m.**

**CARRIED**

**10.2 Motion to Move out of In-Camera session**

It was moved by Gary Austin, seconded by Dick Burgess:

**THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:44 p.m.**

**CARRIED**

**10.3 Report from In-Camera Session**

During the In-Camera Session, the Board received the Medical Advisory Committee Credentialing Report and an update on the Alliance Chief of Staff selection process.

**11. Directors Comments/Roundtable**

Dr. Laurel Moore was recognized and thanked for her leadership, commitment and dedication to the organization during her time as the Chief of Staff.

Recognition of patient partners and the impact they can have on the system was highlighted.

**12. Next Meeting**

The next meeting of the Huron Perth Healthcare Alliance Board of Directors will be held on Thursday, February 6, 2020.

**13. Adjournment**

The meeting was adjourned by the Chair at 8:52 p.m.