



Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, June 5, 2025
7:00 p.m.
Room E1-609 - HPHA Stratford General Hospital

MINUTES

Present: John Wilkinson, Chair (virtual)
Jim Battle, Franklin Famme, Steve Hearn, Barry Hutton, Ron Lavoie (virtual), Dr. Kevin Lefebvre, Kathy Lewis, Lynanne Mason, Kerri Ann O'Rourke, Kim Ross Jones, Greg Stewart (virtual), Bill Whetstone, Tricia Wilkerson, Andrew Williams, Mary Cardinal, Iris Michaels, Sue Davey

Guests: Dan Moutte, Director Health Information & Regional Information Technology, Huron Perth Healthcare Alliance
Keith Lawson, Chief Information Security Officer, London Health Sciences Centre

Regrets: Dr. Chuck Gatfield, Dr. Ali Kara, Dr. Heather Percival

1. Welcome & Call to Order

John Wilkinson, Board Chair called the meeting to order and quorum was confirmed.

Appreciation was extended to Dr. Chris Tran, Medical Program Director, and Camerra Yuill Robar, Technical Manager, for the pre-meeting tour of the Laboratory.

2. Land Acknowledgement

Kathy Lewis shared the Land Acknowledgement.

3. Approval of Agenda

The agenda was amended as follows:

- Cybersecurity Presentation moved to Agenda Item 5
- Patient Story moved to Agenda Item 6

It was moved by Steve Hearn, seconded by Franklin Famme:

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

CARRIED

4. Declaration of Conflict of Interest

There were no conflicts declared.

5. Cybersecurity Presentation

Iris Michaels introduced Keith Lawson, Chief Information Security officer at the London Health Sciences Centre and Daniel Moutte, Director of Health Information and Regional

Information Technology at the Huron Perth Healthcare Alliance. Keith holds the lead role for the Local Delivery Group (LDG) and has been working closely with Dan Moutte to transition the Huron Perth Healthcare Alliance into the LDG.

Keith presented an overview of the evolution and current state of the LDG cybersecurity program in Ontario. He explained the LDG model which began as a pilot program in 2021 and expanded to 32 health services providers from 2023/2024 to 2025/2026. LDG provides access to cybersecurity experts and 24/7/365 monitoring for participating healthcare providers. The expansion recognized \$2.1m/year in savings and formation of a Cybersecurity Executive Governance Committee with an emphasis on roadmap development, budget planning and self-sustainment. Details for the South West LDG Governance and Executive Governance Committee structures were presented. The slide deck is attached to the minutes.

Keith and Dan were thanked and left the meeting following the presentation.

6. **Patient Story**

The Patient Story was deferred to the Fall.

The Patient Experience & Engagement Report was included in the Consent Agenda as part of the meeting package. It provided a summary of impactful patient stories received by the Board over the past 10 months, highlighting both successes and challenges that have led to meaningful learning opportunities.

Looking ahead, Jim Battle and Michelle Jones are seeking input from the Board on strategies to further strengthen patient experience at the governance level, with emphasis on the importance of people-centred care and effectively responding to patient feedback to enhance patient and family experiences.

It was noted that Patient Experience reporting is conducted through the Quality & Social Accountability Committee. As the Qualtrics patient feedback system evolves, more robust reporting capabilities are expected. The *Excellent Care for All Act* mandates the implementation of patient relations processes within healthcare organizations. This includes a structured framework for patient relations, quality improvement, public reporting, and standardized responses to patient concerns and complaints.

Following discussion, the Board agreed that offering structured patient rounding opportunities for interested members would be beneficial. This initiative will bridge the gap between governance and patient experience, and to visibly demonstrate the Board's commitment to compassionate, patient-centred care.

7. **Approval of Minutes of Previous Meeting**

7.1. **April 3, 2025**

It was moved by Kerri Ann O'Rourke, seconded by Barry Hutton:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held April 3, 2025.

CARRIED

8. Business Arising from the Minutes

There was no business arising from the minutes.

9. In-Camera Session

9.1. Motion to Move to In-Camera Session

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

THAT the Huron Perth Healthcare Alliance move in-camera at 7:53 p.m.
CARRIED

9.2. Report from In-Camera Session

During the In-Camera Session the Board received reports from the Governance, Community Relations & System Transformation, Medical Advisory and Resources, Audit & Digital Innovation Committees. Updates were provided on the Clinton Public Hospital Emergency Department and upcoming Board Advance, and Ontario Health Reporting was received.

10. Consent Agenda

It was moved by Barry Hutton, seconded by Kim Ross Jones:

THAT the Huron Perth Healthcare Alliance Board of Directors approve the June 5, 2025 Consent Agenda that included reports from the:

- Chief Nursing Executive
- President & Chief Executive Officer
- Patient Experience & Engagement Report

CARRIED

Governance

10.1. Governance, Community Relations & System Transformation Committee

Steve Hearn presented highlights from the Committee meeting held May 27th for informational purposes.

The Terms of Reference for the Community Council were presented. This body will report to the Governance, Community Relations & System Transformation Committee. Two Directors from the catchment area served by the Hospital Corporation will sit on the committee.

It was moved by Steve Hearn, seconded by Bill Whetstone:

THAT the Huron Perth Healthcare Alliance Board of Directors approve of the Huron Perth Healthcare Alliance Community Council Terms of Reference.

CARRIED

Board Members were asked to review and provide feedback on the current format and content of Leadership Reports, and whether the information being provided continues to meet the Board's needs. It was noted that reports from Dr. Lefebvre are submitted through the Medical Advisory Committee.

The Committee received an update on the Huron Perth & Area Ontario Health Team Accreditation Collaborative. Following the Board Meeting, elected Board Members will be receiving a link to complete the Governance Body Assessment Survey. This survey

will evaluate the performance of the governing body and identify opportunities for improvement. Board Members were encouraged to complete this survey as an 80% completion rate must be achieved.

10.2. Medical Advisory Committee

The Medical Advisory Committee met on April 24th and May 22nd and Dr Lefebvre presented the reports for information. He noted that Dr. Parackal, Child and Adolescent Psychiatrist is leaving the Huron Perth Healthcare Alliance (HPHA) at the end of July. Psychiatry patients above age of 16 will continue to receive care at the HPHA; patients under age 16 will require a referral to London. Two offers have been made to physicians to fill the gaps for anaesthesia recruitment.

10.3. Quality & Social Accountability Committee

Kim Ross Jones presented the report from the Quality Committee meeting held May 28th. Highlights included one level 6 critical incident where a detailed quality of care review was undertaken. The Huron Perth & Area Ontario Health Team Accreditation Collaborative welcomed two new members – the Happy Valley Family Health Team and the Listowel Wingham Hospitals Alliance. The Committee heard a trans patient's positive experience that demonstrated inclusivity and respectful affirming care, highlighting the benefits for patients of the Equity, Inclusion, Diversity and Anti-Racism education being undertaken across the organization. The Ethics Committee discussed proposed gender-identify enhancement in the electronic patient record linked to the patient story mentioned.

10.4. Resources, Audit & Digital Innovation Committee

The Committee met on May 29th and Franklin Famme presented the highlights circulated with the agenda package. This included the year-end results which were reported by the Auditors.

It was moved by Franklin Famme, seconded by Kerri Ann O'Rourke:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the year-end March 31, 2025 financial statements and associated reports.

CARRIED

Franklin presented the 2025/2026 budget update, highlighting the following:

- Clinical Service Volumes: Budgeted to remain consistent with 2024/2025 actuals.
- Deficit Projections:
 - Hospital Service Accountability Agreement (HSAA) - \$7.7m
 - Multi-Sector Service Accountability Agreement (MSAA) - \$1.3m
 - Combined Service Accountability Agreement Deficit - \$9.0m
 - Total Margin - (4.5%)
- Key Budget Assumptions:
 - 3% increase in HSAA base funding; no increase for MSAA.
 - Salary and benefit increases of 3% and 4%, respectively.
 - Inflationary adjustments to non-salary expenses.
 - No service or program cuts; all funded beds remain operational.
 - Only confirmed one-time Ministry of Health funding carried forward.
- Deficit Drivers:
 - Funding increases do not match rising compensation costs.
 - \$2.8m in prior year one-time funding not confirmed for carryover.
- Labour Contracts:
 - All three union contracts up for renewal in 2025/2026:

- ONA & OPSEU expired March 31, 2025.
- CUPE expires September 28, 2025.
- Capital Budget: \$12m total
 - \$4m for building-related projects.
 - \$8m for equipment and IT, including \$2.2m for Health Information System project initiation.
- Capital Planning:
 - A comprehensive equipment plan is essential for aligning with Ministry reporting and funding opportunities.
 - Without additional funding, \$4.3m in capital (Health Information System and equipment) will be deferred.
- Financial Position:
 - Planned net debt use: \$2.1m
 - Total consolidated debt: \$24.8m
 - Adjusted current ratio: 0.09 (improves to 0.31 if \$4.3m is deferred)
 - Estimated cash position: (\$11.6m)

It was moved by Franklin Famme, seconded by Tricia Wilkerson:

That the Huron Perth Healthcare Alliance Board of Directors approves the 2025/2026 Operating Plan and associated reports.

CARRIED

It was noted that the Operating Plan was approved under duress subject to conditions from the Province, allowing the Huron Perth Healthcare Alliance to pass a deficit amount. The HPHA has Balanced Budget Waivers in place with Ontario Health.

Bill S-211, the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, received royal assent on May 11, 2023, and came into effect on January 1, 2024. This legislation imposes annual reporting obligations on many Canadian entities, including Ontario hospitals, to help prevent and reduce the risk of forced and child labour in supply chains. The Huron Perth Healthcare Alliance's (HPHA) procurement policy has been updated with support by our legal team to meet the requirements. The 2025 reporting cycle marks the second year of compliance reporting for the HPHA. The Annual Report is posted on the HPHA website.

It was moved by Franklin Famme, seconded by Greg Stewart:

THAT The Huron Perth Healthcare Alliance Board of Directors approves the Bill S-211 Annual Report for May 31, 2025 and associated reports.

CARRIED

It was noted that the HPHA no longer maintains a mandatory COVID-19 Immunization Policy although highly recommends that all Team Members – including staff, physicians, midwives, students and volunteers – remain up to date with their COVID-19 vaccinations. This was fully endorsed by the HPHA's Medical Advisory Committee.

10.5. HPHA Commitments to Our Communities -2024/2025 Corporate Quarter 4 Review

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

10.6. HPHA Commitments to Our Communities -Refresh

Andrew Williams presented the refreshed *Commitment to Our Communities*, the Huron Perth Healthcare Alliance's (HPHA) overarching strategic plan originally established in 2018. He outlined the recent refresh process, which included engagement with both internal and external stakeholders. Feedback supported the existing Vision, Mission, Values, and Guiding Principles. As the Board is aligned with the intent of the refresh, the HPHA team will proceed with exploring effective ways to present the updated content.

It was moved by Barry Hutton, seconded by Kathy Lewis:

THAT the Huron Perth Healthcare Alliance Board of Director approves the refreshed Commitments to Our Communities.

CARRIED

11. New Business

11.1. HPHA By-Law

The Huron Perth Healthcare Alliance By-law has been updated to reflect the new names for the HPHA Board Committees. Based on review by legal, no legislative changes were required this year.

It was moved by Franklin Famme, seconded by Ron Lavoie:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the By-Law revisions to be brought to the Huron Perth Healthcare Alliance Annual & Special Members Meeting on June 25, 2025 for approval by members.

CARRIED

12. Directors Comments/Roundtable

Tricia Wilkerson was congratulated by the Huron Perth Healthcare Alliance Board of Directors and leadership for being recognized by Digital Health Canada and receiving the 2025 Community Care Leader of the Year Award for her work with Amplify Care.

13. Upcoming Meetings and Events

- HPHA Board Advance – June 20, 2025
- HPHA Annual & Special Meeting – June 25, 2025
- HPHA Organizational Meeting – June 25, 2025

14. Adjournment

The meeting was adjourned on a MOTION by Kerri Ann O'Rourke at 9:52 p.m.