



Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, August 6, 2020
7:00 p.m.
Via Zoom

MINUTES

- Present: Ron Lavoie, Chair
Jack Alblas, Gary Austin, Dick Burgess, Joani Gerber, Steve Hearn, Barry Hutton, Dr. Kevin Lefebvre, Joe Looby, Dr. Nadine Potvin, Kim Ross Jones, Rena Spevack, Andrew Williams
Mary Cardinal
Ken Haworth
Sue Davey, Recorder
- Regrets: Anne Campbell, Dr. Candi Flynn, Dr. Chuck Gatfield, Kerri Ann O'Rourke, Dr. Heather Percival, Dr. Tyler Rouse, John Wolfe
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1. Welcome & Call to Order

The Chair Ron Lavoie called the meeting to order and quorum was confirmed.

On behalf of the Board of Directors, Ron extended deepest sympathies to the family of the late Bob Gulliford, former Board member and Stratford General Hospital Foundation Board member. Condolences were also extended to Mary Lynn Priestap on the passing of her husband Warren recently. Mary Lynn is a member of the Stratford Local Advisory Committee (LAC) and represents the LAC on the Governance & Stakeholder Relations Committee.

2. Approval of Agenda

It was moved by Steve Hearn, seconded by Joe Looby:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the 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 – June 4, 2020

It was moved by Gary Austin seconded by Jack Alblas:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held June 4, 2020.

CARRIED

4.2 HPHA Board Organizational Meeting – June 18, 2020

It was moved by Dick Burgess, seconded by Rena Spevack:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the June 18, 2020 Organizational Meeting minutes.

CARRIED

5. Patient Experience Report

Andrew Williams presented the Patient Experience Report highlighting positive patient experiences and outcomes from Transition Rounds at the Clinton Site.

Andrew shared an email he received from a family thanking the team for the care they provided to their father who subsequently passed away, recognizing the importance of compassion regardless of the situation and outcome.

6. Focussed Discussion

➤ **2020/2021 Commitments to Our Communities**

Andrew Williams presented the 2020/2021 Commitments to Our Communities, the third year of our three-year plan. He highlighted the six objectives and indicators, noting that milestones are set and reported for each quarter through the Board sub-committees. Over the course of 2020/2021, planning will be done to develop the next three-year plan.

PEOPLE

Objective: Right patient in the right location with the right care provider

Indicator: Develop action plans for confirmed recommendations, including implementing quick wins and engaging appropriate OHT partners by March 31, 2021

- Final report has been developed to include environmental scan and recommendations with plans to identify quick wins.
- Opportunities to be explored to improve patient flow and develop strategies to advance internally and externally with system partners.

Objective: Focus on Culture and Wellness

Indicator: Develop action plans for the implementation of 2020/2021 HPHA Wellness Framework initiatives, including implementing quick wins by March 31, 2021

- Wellness Framework developed and presented to Board in March 2020.
- Plans to implement priorities within the Framework.
- Priority area of focus is dealing with internal and external stress.
- New initiatives to be launched include a peer support program.

PERFORMANCE

Objective: Improve Inpatient Bed Flow

Indicator: Leverage technology to increase awareness of patient flow challenges and evaluate to determine effectiveness of practice change regarding documentation of Estimated Date of Discharge and confirmed discharges by March 31, 2021

- Mandatory Quality Improvement Plan change plan.
- Supports the initiative “Right patient in the right location with the right care provider”

Objective: Workplace Violence Prevention

Indicator: Increase awareness of responsive behaviours and implement best practice strategies for staff of the Huron Perth Sub Region Accreditation Team partners in collaboration with Alzheimer Society of Huron and Perth County by March 31, 2021

- Mandatory Quality Improvement Plan Indicator for 2020/2021
- Supports staff safety and collaborative responsive behaviour training along with accreditation partners

Objective: Ramp-up and Ramp-down Framework

Indicator: Development of framework to re-introduce services and ramp-down as required, in alignment with Ministry of Health directions by December 31, 2020

- Develop framework to adjust services – ramp-up and ramp-down.
- Following Ministry direction to ensure 10% capacity.
- Plans include consideration of whether services need to be provided in hospital (i.e. clinics) and/or whether service can be provided virtually.
- Ramp-down plans will include taking precautions while not totally closing down.

PARTNERSHIPS

Objective: Implementation of Huron Perth and Area Ontario Health Team

Indicator: Advance integration around OHT priority populations and develop OHT-wide Infection Prevention and Control Program by March 31, 2021

- Huron Perth and Area Ontario Health Team will work through with recommendations to come forward to partner boards for endorsement.
- IPAC survey was conducted with the intent to focus on capitalizing on standardizing practices and policies across Huron Perth and augment resources.
- COVID lessons learned survey was conducted to look identify gaps and opportunities to work together to respond to the pandemic.

7. Administration Reports

7.1 Chief Nursing Executive

Deferred.

7.2 President & Chief Executive Officer

Andrew Williams presented his circulated report for informational purposes. He noted the operational priority to work with our primary care partners to develop strategies to address the shortage of primary care providers in Huron Perth and improve access for the approximately 1700 people in Huron Perth that do not have a family physician or have a family physician that is hours away. This will help reduce the strain on the two Huron Perth Healthcare Alliance (HPHA) Nurse Practitioners who are following upwards of 400 patients, the HPHA Emergency Departments and our Internists. Andrew, Dr. Lefebvre and Laurie Roberts will be meeting over the next month or so with the Family Health Team leads in Stratford, the community with the highest number of unattached patients, to develop an initial plan to meet the needs of our communities.

7.3 Alliance Chief of Staff

Dr. Lefebvre reported that a regional policy for COVID-19 screening for surgical patients has recently been approved and will be implemented at all hospitals in the South West Local Integration Network area.

8. Governance

8.1.1 Governance & Stakeholder Relations Committee

The Committee met on July 28th and Steve Hearn presented the report pre-circulated. The Committee will be undertaking a review of the Terms of Reference for each Board Committee, specifically looking at incorporating community members with specific skill sets to each committee.

The Governance & Stakeholder Relations Committee will oversee and recommend the Huron Perth & Area Ontario Health Team plans and priorities to the Board and this was added to both the Committee and Board Work Plan. The Board Work Plan was attached to the highlights.

It was moved by Steve Hearn, seconded by Joe Looby:

THAT the Huron Perth Healthcare Alliance Board of Directors approve the Board Work Plan for 2020/2021.

CARRIED

8.1.2 Local Advisory Committees

Clinton Public Hospital

Dick Burgess presented the report from the meeting held on June 23rd for informational purposes. Unfortunately, the 2020 Gala which is the major fundraising event for the hospital, has been cancelled which is disappointing and he commended and recognized the efforts of those involved in the planning this event. Dick welcomed Dr. Candi Flynn and Dr. Nadine Potvin as Site Co-Chiefs, who commenced their roles on July 1, 2020.

St. Marys Memorial Hospital

The St. Marys Local Advisory Committee met on June 23rd and the report was presented by Kim Ross Jones for informational purposes. She highlighted the efforts of the staff and physicians who have been dealing with COVID-19, and recognized the community support they have received during this time. The St. Marys Healthcare Foundation's annual golf tournament is being held on September 10, 2020.

Andrew Williams reported that the St. Marys Healthcare Foundation recently experienced a cyber attack data breach with their Blackbaud fundraising software that uses a cloud server. This has been handled well, there are no concerns, and our insurer was notified. It was noted that the Clinton, Seaforth and Stratford Foundations also use Blackbaud but were not affected as their data resides on a local server.

Seaforth Community Hospital

The Seaforth Local Advisory Committee met on June 22nd and the report was circulated for informational purposes.

Stratford General Hospital

Rena Spevack presented the detailed report from the meeting held June 23rd for informational purposes. She highlighted that Facilities Management Projects are slowly starting up and although the Volunteers of Stratford General Hospital have not been active, they are working on a phased approach and staff are eagerly awaiting their safe reintroduction as services ramp up.

8.1.3 Medical Advisory Committee

Dr. Lefebvre presented highlights from the meetings held on June 25th and the reports were pre-circulated for informational purposes. He shared an update on COVID Assessment Centre planning for two sites, reporting that Stratford is up and running while Seaforth is planned but has not been implemented due to low testing numbers. Physicians are no longer involved and based on presenting symptoms, individuals may be referred to the Emergency Department. A medical directive has been put in place to allow staff to contact individuals with negative results while Public Health follows up with positive results and contact tracing.

8.1.4 Quality Committee

The Quality Committee met on July 27th and Rena Spevack presented the meeting summary pre-circulated for information. She noted that the Huron Perth Healthcare Alliance submitted the 2020/2021 Quality Improvement Plan by April 1st, although the deadline was extended due to COVID, and has not received feedback from Health Quality Ontario regarding it.

8.1.5 Resources & Audit Committee

Joe Looby presented highlights from the meeting held on July 30th. The Committee received the Fiscal Health update to include the 2020/2021 Operating Plan and Quarter 1 results, and a report on Workplace Health. Details are included in the summary pre-circulated.

It was moved by Joe Looby, seconded by Steve Hearn:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the 2020/2021 Operating Plan and associated reports.

CARRIED

It was moved by Joe Looby, seconded by Steve Hearn:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the year-end June 30, 2020 financial statements and associated reports.

CARRIED

Ken Haworth reported the significant COVID financial impact to date, mainly related to staffing and PPE expenditures, and details are outlined in the report. Expenses are being submitted monthly to the Ministry for consideration to be reimbursed and no funds have flowed to HPHA at this point. Lost revenue, projected at about \$500K for Quarter 1, is not recognized at the moment although the Ontario Hospital Association continues to advocate on behalf of hospitals to have this included.

8.1.6 Huron Perth & Area Ontario Health Team Update

Andrew Williams provided an update on Ontario Health Teams (OHT) noting that activity has ramped up provincially over the past few weeks. This includes the announcement of

five new OHTs, including the Western Ontario Health Team out of London, and 17 more teams have been invited to submit full applications, including teams in the sub-regions of Grey Bruce, Oxford and Elgin within the South West Local Health Integration Network area. The Government has committed to \$750K annualized funding for each approved OHT for two years for implementation and this includes the submission of attestations regarding decision-making and adhering to all expectations. Throughout the pandemic, the Huron Perth & Area OHT (HPA-OHT) continued to meet to share sector updates and the government is interested in leveraging OHTs in coordinating the pandemic and the potential “wave 2”. The HPA-OHT Implementation Committee is meeting and overseeing the work of the priority population working groups, and will oversee the formation of the Planning and Priority Setting Committee who will help set priorities for endorsement by the HPA-OHT partner boards. The HPA-OHT Physician Advisory Council and Digital Advisory Group have been formed and are meeting regularly.

9. Other Business

9.1 HPHA COVID-19 Update

COVID-19 has been touched on throughout the meeting and Andrew Williams provided further updates. The Huron Perth Healthcare Alliance’s (HPHA) top priority is safety and has implemented and put protocols in place for universal masking for all patients, families, caregivers, staff and physicians. Andrew shared that HPHA has been challenged by those who refuse to wear a mask so are not permitted to enter the hospital. Although some are claiming medical reasons for not being able to wear a mask, Dr. Lefebvre confirmed that there are no medical indications preventing people from wearing a mask.

Andrew noted that two surveys have been conducted by the Huron Perth & Area Ontario Health Team – one on COVID-19 lessons learned and one on Infection Prevention and Control. Both are being done to look at regional opportunities from a systems perspective to allow us to better respond to the pandemic.

Regarding the HPHA Assessment Centres that Dr. Lefebvre reported on earlier in the meeting, six new Registered Practice Nurses were recruited to support them but will be redeployed elsewhere until needed. At this time, Huron and Perth counties are well served by the current Centres in place to include Goderich, Grand Bend, Listowel and Stratford.

On behalf of the Board of Directors, Ron Lavoie extended kudos to the HPHA staff that stepped up and were redeployed to support 7 long-term care homes during the pandemic.

10. In-Camera Session

10.1 Motion to Move to In-Camera Session

It was moved by Steve Hearn, seconded by Kim Ross Jones:

THAT the Huron Perth Healthcare Alliance move in-camera at 7:28 p.m.

CARRIED

10.2 Motion to Move out of In-Camera Session

It was moved by Rena Spevack, seconded by Dick Burgess:

THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:49 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 Huron Perth Healthcare Alliance Clinton Public Hospital Emergency Department.

11. Directors Comments/Roundtable

There was discussion regarding the private labs and their decision to consolidate during the pandemic, reducing access for outpatient lab services, especially in Seaforth that is serviced by Dynacare. Leaders from the Huron Perth Healthcare Alliance (HPHA) in attendance at this meeting were not aware of their plans for reopening and there are no plans to reopen the Outpatient Laboratory at the HPHA Seaforth Site.

12. Next Meetings

The next Huron Perth Healthcare Alliance Board of Directors' Meeting will be held on Thursday, September 10, 2020.

13. Adjournment

The meeting was adjourned by the Chair at 9:00 p.m.