



## Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, September 10, 2020  
7:00 p.m.  
Via Zoom

### MINUTES

Present: Kerri Ann O'Rourke, Vice Chair  
Jack Alblas, Gary Austin, Dick Burgess, Dr. Chuck Gatfield, Joani Gerber, Steve Hearn, Barry Hutton, Dr. Kevin Lefebvre, Joe Looby, Dr. Heather Percival, Dr. Nadine Potvin, Kim Ross Jones, Dr. Tyler Rouse, Rena Spevack, Andrew Williams, John Wolfe  
Mary Cardinal  
Ken Haworth  
Sue Davey, Recorder

Regrets: Anne Campbell, Dr. Candi Flynn, Ron Lavoie

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**1. Welcome & Call to Order**

Kerri Ann O'Rourke chaired tonight's meeting and welcomed everyone in attendance. The meeting was called to order and quorum was confirmed. On behalf of the Board of Directors, Kerri Ann extended get well wishes to Ron Lavoie as he recovers from some health issues.

**2. Approval of Agenda**

It was moved by Gary Austin, seconded by Steve Hearn:

**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. Patient Experience Report**

- Managing Patient/Family Expectations – A Challenging Case

Dr. Michael Peirce, an Internist at the Huron Perth Healthcare Alliance (HPHA) shared his experiences of dealing with a difficult patient admission where the expectations of the patient and family presented a challenge in balancing the perceived needs of the patient and the real needs based on professional assessments. This patient had presented to the Emergency Department with no acute medical issues, although was admitted for observation overnight, and spent 9 days in hospital. During admission, the healthcare team went above and beyond caring for this patient and Dr. Peirce noted that he did not to transfer care of this individual to any other physicians during their hospital stay to ensure streamlined and continuous care. Nothing that was done was to their

satisfaction, and it was noted that the patient has had numerous professional assessments by several healthcare providers in the region and beyond, without satisfaction to the patient and their family. When discharge was ordered, this family, who is used to directing care, felt that the patient should remain in hospital, and escalated their concerns to HPHA's Patient Experience Office. This resulted in review of the case by our Ethicist Dr. Butcher, and legal guidance was also sought; all supported the physician and the care plan being undertaken. Dr. Peirce extended his thanks to Anne Campbell, Mary Cardinal and Michelle Jones for supporting him through managing this challenging case. Patient Partner Joani Gerber thanked Dr. Peirce for sharing this complex case and the reality experienced by the healthcare team in difficult situations, highlighting the importance for the Board to hear these stories.

- 2019/2020 Year In Review

The 2019/2020 report was pre-circulated and received for informational purposes. Highlights from the report were reviewed and demonstrated improvements made based on feedback received from patients and their families. There was discussion and it was agreed that reporting to the Quality Committee be enhanced, which will be beneficial for reporting to the Board.

Mary Cardinal shared a heartwarming patient story regarding an individual that had requested a consultation for MAID (Medical Assistance in Dying) and how staff stepped up to help out with interpreter services when the family was not available.

## 5. Approval of Minutes

### 5.1 August 6, 2020

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

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held August 6, 2020.**

**CARRIED**

Discussion:

- No further details are available on the St. Marys Healthcare Foundation cybersecurity breach and donors have been advised that their information may have been compromised.
- Pandemic pay was fully funded by the Ministry, Covid expenses have been submitted with no reimbursement to date, and there is no further information on reimbursement for lost revenue for hospitals although the Ontario Hospital Association continues to advocate on behalf of hospitals with the Ministry.

## 6. Focussed Discussion

### ➤ Huron Perth & Area Ontario Health Team

Andrew Williams provided an update on the activities of the Huron Perth & Area Ontario Health Team (HPA-OHT). New teams were recently announced across the province along with funding for approved teams annualized up to \$750K. Details were included in the agenda package. Funding will support the activities of the HPA-OHT to include the salary for the Project Implementation Lead and digital health opportunities. The Huron Perth Healthcare Alliance will be the fund holder for the HPA-OHT and an attestation form is being completed for sign-off to confirm that the OHT has documented collaborative decision-making arrangements.

The accountability structure was reviewed and it was noted that partner boards/partners will endorse annual OHT priorities and goals and the OHT is accountable to the partners for achieving the goals. The Implementation Committee has representatives from each sector, is co-chaired by Barb Fewster, a patient partner, and has been meeting regularly to build on the structure and develop terms of reference and set membership for the committees. The Digital Advisory Working Group (DAG) and the Physician Advisory Council (PAC) have been very active. The PAC recently developed and circulated a joint statement on mask exemptions and the DAG is pulling together an inventory of assets to look at some common tools to be used across the OHT. Opportunities that have been identified by the HPA-OHT already include working together in the area of Infection Prevention and Control and human resources.

The Ministry has a number of resources and training available for teams to help with implementation and as the team develops and matures, it will be strong given the relationships already in place, will make good decisions, provide good care and will positively impact the health of the population.

There was discussion. Although there is an assumption that OHTs across the province will be provided with common indicators to meet, there is lack of direction from the Ministry about how teams work together (i.e. accountability structures). It was noted that some OHTs will cross boundaries due to the services provided and will work together in a coordinated way to ensure access and care for patients. The South West Local Health Integration Network (LHIN) is still in existence and takes direction from Ontario Health West which is comprised of four LHINs.

## **7. Administration Reports**

### **7.1 Chief Nursing Executive**

The report was pre-circulated and received for informational purposes.

### **7.2 President & Chief Executive Officer**

Andrew Williams report was pre-circulated in the agenda packages and received for informational purposes.

### **7.3 Alliance Chief of Staff**

Dr. Lefebvre provided a verbal update. He noted the Huron Perth Healthcare's involvement in meetings along with Ontario Health Team partners to develop solutions to address gaps in access to primary care for those in the community without a family physician. Ramp up of services continues and the review of ambulatory clinics with consideration of care closer to home is being reviewed for the Clinton, St. Marys and Seaforth sites. Schools reopening is being monitored closely and as illness may trigger children being sent home, those without child care could potentially have to be home to care for them, which may impact service delivery as adjustments are made to schedules.

## **8. Governance**

### **8.1 Board Committee Reports**

#### **8.1.1 Local Advisory Committees**

##### Clinton Public Hospital

Dick Burgess presented the report from the meeting held on August 20<sup>th</sup> for informational purposes. He recognized the ongoing support from the community, the

hospital Auxiliary and the local legion. Looking forward, he noted that the annual CKNX Health Care Heroes Radiothon is being held on October 17, 2020 and benefits the Clinton and Seaforth sites.

#### St. Marys Memorial Hospital

The St. Marys Local Advisory Committee met on August 18<sup>th</sup> and the report was presented by Kim Ross Jones for informational purposes. Kim acknowledged the fundraising support of all the hospital foundations, noting that the St. Marys Healthcare Foundation recently launched an online 50/50 raffle and has already raised over \$4K.

#### Seaforth Community Hospital

The Seaforth Local Advisory Committee met on August 17<sup>th</sup> and the report was circulated for informational purposes.

#### Stratford General Hospital

Rena Spevack presented the detailed report from the meeting held August 20<sup>th</sup> for informational purposes.

## **9. Other Business**

### **9.1 HPHA COVID-19 Update**

Andrew Williams provided an update.

- Huron Perth fortunately has few COVID-19 positive cases in the community, although anxieties run high, especially with schools reopening.
- Huron Perth Healthcare Alliance (HPHA) is experiencing challenges for staffing in the Assessment Centre and for Screeners so recruitment is ongoing.
- COVID-19 Vaccine is under development and there was discussion about this, including the issue of mandatory immunization.
- All COVID-19 tests are sent to the lab in London.
- Individuals can access their COVID-19 test results online and Huron Perth Public Health does direct follow-up with those that test positive.
- Services have ramped up to normal or above normal volumes in most areas at HPHA and 10% bed capacity remains part of planning to deal with potential surge.
- Patient flow challenges continue to exist due to the lack of long-term care beds and community supports for home care across Huron Perth and not being able to move alternate level patients out of hospital. An algorithm has been developed across the South West for responding to children.
- HPHA Human Resources plans are being refreshed to address potential staff absenteeism.

### **9.2 HPHA Diversity & Inclusion**

Paul Vandenberg and Lyndsay Baetz joined the meeting to discuss the Huron Perth Healthcare Alliance's (HPHA) efforts to ensure that diversity and inclusion is embedded into the organization. A Framework is being developed and a Steering Committee that is diverse and inclusive will be formed to assist in developing a strategy and action plan. Plans will include but are not limited to updating policies, reviewing recruitment practices to ensure employment equity, and educating and training the HPHA team, along with providing a means and ways for staff to seek help and get support when they need it.

There was discussion and the HPHA Board agreed to further education and taking a leadership role to ensure that policies and processes reflect a Board and organization that is diverse, inclusive and leads by example, creating a welcoming space for those who want to work and live in our communities. This will be discussed further at the next Governance & Stakeholder Relations Committee meeting.

**10. In-Camera Session**

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

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

**THAT the Huron Perth Healthcare Alliance move in-camera at 9:00 p.m.**

**CARRIED**

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

It was moved by Joe Looby, seconded by Rena Spevack:

**THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 9:25 p.m.**

**CARRIED**

**10.3 Report from In-Camera Session**

During the In-Camera Session, the Board received an update on the Huron Perth Healthcare Alliance Clinton Public Hospital Emergency Department.

**11. Directors Comments/Roundtable**

The Directors did not have anything to add this evening that had not already been discussed during the meeting.

**12. Upcoming Events**

Anne Campbell retires on September 18<sup>th</sup> and Retirement Teas are being held across all Huron Perth Healthcare Alliance sites that day. The Board of Directors, Local Advisory Committees, Foundations and Patient Partners are invited to come to any of these events.

**13. Next Meetings**

The next Huron Perth Healthcare Alliance Board of Directors' Meeting will be held on Thursday, November 5, 2020.

**14. Adjournment**

The meeting was adjourned by Jack Alblas at 9:30 p.m.