



Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, November 4, 2021
7:00 p.m.
Via Zoom

MINUTES

Present: Ron Lavoie, Chair
Jack Alblas, Gary Austin, Dr. Chuck Gatfield, Joani Gerber, Steve Hearn, Barry Hutton, Dr. Kevin Lefebvre, Joe Looby, Kerri Ann O'Rourke, Dr. Nadine Potvin, Kim Ross Jones, Dr. Alistair Smith, Greg Stewart, Tricia Wilkerson, John Wilkinson, Andrew Williams, Deborah Wiseman, Mary Cardinal, Ken Haworth, Sue Davey

Regrets: Dr. Candi Flynn, Dr. Heather Percival

Guests: Jesse Harold
Bob Montgomery, CKNX Radio

1. Welcome & Call to Order

Ron Lavoie, Board Chair called the meeting to order and quorum was confirmed. He provided our Land Acknowledgement, and guests and the media were welcomed to the meeting.

2. Approval of Agenda

It was moved by Tricia Wilkerson, seconded by Joe Looby:

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

CARRIED

3. Declaration of Conflict of Interest

There was no conflict of interest declared by any members.

4. Patient & Caregiver Experience

• Patient Story

Joani Gerber introduced individuals who joined the meeting to share the patient story:

- Cheryl Livingston, Family Member
- Rebecca Gonser, Manager Surgical Inpatients
- Dr. Adam Maruscak, General Surgeon

Cheryl Livingston shared her family's story beginning with the unfortunate passing of her father-in-law and subsequent illness requiring surgical intervention that her mother-in-law experienced shortly after, just prior to the scheduled Celebration of Life. This was a very complicated surgical case explained by Dr. Maruscak, at a time that was so soon

after losing her husband, and he worked with the team to make arrangements for her to have a leave of absence to attend the Celebration of Life, although the family decided to reschedule it to a later date due. Cheryl and her family were extremely grateful for the care provided by the team who had taken the time to treat both her mother-in-law's physical and emotional well-being while she was in hospital. Rebecca noted the importance of sharing these stories at team huddles, demonstrating how the team goes beyond the patient and their medical story, meeting the needs of the whole person. Joani thanked Cheryl for sharing this story and wished her mother-in-law in her recovery.

5. Board Education

• HPHA's Patient & Caregiver Program Refresh

Joani Gerber provided an overview of the Huron Perth Healthcare Alliance's (HPHA) Patient & Caregiver Program Refresh that has been undertaken starting in 2020 and to be finalized by December 2021. It was noted that an evaluation of the program with all patient partners/caregivers was undertaken and helped inform the refresh. Changes include:

- Name change to Patient & Caregiver Program
- Formation of a Steering Committee that meets frequently and includes Michelle Jones, Corporate Lead and Joani Gerber, Chair and 3 to 5 Patient Partners/Caregivers.
- Development of an Accountability and Responsibility Framework.
- Formalized roles and terms of engagement for existing and new members.
- Creation of a Leadership Guide for the HPHA team

Joani shared next steps and priorities to include recruitment of new patient partners/caregivers to meet the demands of the organization.

There was discussion and Michelle Jones provided an update on the Call Centre. Five volunteers have expressed interest and these individuals will be doing follow-up experience calls with patients 24-48 hours after an Emergency Department visit using an Ontario Hospital Association validated survey.

6. Minutes of Previous Meetings

6.1 September 9, 2021

It was moved by Jack Alblas, seconded by John Wilkinson:

THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held September 9, 2021.

CARRIED

7. Consent Agenda

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

THAT the Huron Perth Healthcare Alliance Board of Directors approves the November 4, 2021 Consent Agenda that included reports from the:

- Chief Nursing Executive
- President & Chief Executive Officer

CARRIED

8. Governance

8.1 Board Committee Reports

8.1.1 Governance & Stakeholder Relations Committee

The Governance & Stakeholder Relations Committee met on October 26th and Greg Stewart presented the report that was pre-circulated.

- The Ontario Hospital Association (OHA) Board Self-Assessment Survey is not being conducted this year. This tool will be used internally to gauge areas of strength and gaps for improvements.
- The OHA is surveying members to assess their governance learning tools and resources.
- The Alliance Agreement is undergoing review to bring current, removing redundant and historical information.
- The Huron Perth & Area Ontario Health Team is polling partner organizations for interest in a joint accreditation in 2023.
- The Huron Perth Healthcare Alliance's Communication Plan is being refreshed.

8.1.2 Quality Committee

Kim Ross Jones provided highlights from the meetings held September 29th and October 27th for informational purposes. She commended Penny Cardno and the team who worked with community partners to implement quality improvements for the Walton Motocross Events that can be spread for use during other events. Kim noted the operational indicators included in the report that are not meeting target mainly related to pandemic challenges. The Huron Perth Healthcare Alliance continues to move forward with quality improvement initiatives in absence of a Quality Improvement Plan (QIP) for this fiscal year although planning is expected to resume in April. Ontario Health Teams will be submitting a QIP for 2022/2023 and hospital specific indicators will be included.

8.1.3 Medical Advisory Committee

Dr. Kevin Lefebvre presented the reports from the meetings held on September 23rd and October 28th. He noted the successful recruitment in primary care that will decrease the number of unattached patients in the Stratford area. Dr. Malcolm Carlson has retired from his role as the Laboratory Director for the Huron Perth Healthcare Alliance and the Inter-Hospital Laboratory Partnership. Dr. Chopra has stepped into this position in the interim until the end of December and recruitment is underway for a permanent replacement.

8.1.4 Resources & Audit Committee

Joe Looby presented the report from the meeting held October 28th. He shared the updates to include funding for working capital, Health Infrastructure Renewal Funding and COVID-19 surge bed funding and expense reimbursements expected for quarter 2. He noted that the Ministry has not confirmed whether hospitals will receive reimbursement for pandemic expenses for quarters 3 and 4. Capital expenditures year-to-date (YTD) total \$4.2M and forecast is less than plan primarily due to timing and availability of contractors and supply chain issues. Debt totaled YTD is \$15.1M with a forecast for year-end of \$12.4M. It was noted that there is outstanding debt related to capital projects that foundations fundraise for and purchases/work is completed while pledges turn to cash and are transferred over to the hospital from the foundations. The province's fall economic statement looked positive for hospitals.

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

THAT the Huron Perth Healthcare Alliance Board of Directors approves the Quarter 1, September 30, 2021 financial statements and associated reports.
CARRIED

Joe reported that there are a number of red flags on the dashboard for People in the areas of sick days, performance appraisal completion and workload complaints that are heavily influenced by the pandemic. He added that there is high turnover in human resources and positions filled as there is a lot of demand in the system for health care workers so retention is a challenge.

9. 2021/2022 Commitments to Our Communities

• Corporate Quarter 2 Review

Focus on Culture and Wellness

Develop a diversity, equity and inclusion (DEI) strategy for HPHA by March 31, 2022

Milestone: Establish regular meetings of HPHA DEI Committee, develop and facilitate an all staff/physician/patient and caregiver partner survey focusing on culture and perceptions of DEI at HPHA

- DEI survey was deferred and is being carried out in November.

Ending hallway medicine with patient flow improvements

Achieve a 10% reduction for HPHA Head to Bed Time by March 31, 2022

Milestone: Develop standard work for Bed Allocators and Team leads on all units at all sites

- Patient Flow Policy will be finalized to inform standard work and guide teams.

Advancing the Huron Perth & Area Ontario Health Team

1. *Favourably “shift” 30-day hospital readmissions rates for acute congestive heart failure patients*

Milestone: Build CHF Workplan Q2-4 secure expansion

- Team is being pulled together to identify baseline data.

2. *80% of Mental Health and Addictions community interactions by Mobile Crisis Rapid Response*

Milestone: Grow and formalize Mental Health and Addiction Network and working teams; finalize project plan for project

- Program is evolving and focus of work is mobile crisis in the community rather than an Emergency Department admission.
- Community partnership that demonstrates additional future potential benefits.

3. *Greater than 90% adoption rate of standardized Infection Prevention and Control (IPAC) policies and procedures across the HPA-OHT partner organizations*

Milestone: Launch Event for HPA-OHT IPAC Program; work with member organizations to align policies

- IPAC launch events held with partners to standardize and adopt consistent IPAC policies and procedures across partner organizations in the OHT.

There was discussion about the ALC (alternate level of care) challenges being experienced. It was noted that the Huron Perth Healthcare Alliance monitors and

manages volumes daily while working with system partners for patient transitions, although challenging given the lack of long-term care capacity.

Jesse Harold and Bob Montgomery left the meeting.

10. In-Camera Session

10.1 Motion to Move to In-Camera Session

It was moved by Gary Austin, seconded by Kim Ross Jones:

THAT the Huron Perth Healthcare Alliance move in-camera at 8:04 p.m.

CARRIED

10.2 Motion to Move out of In-Camera Session

It was moved by Kerri Ann O'Rourke, seconded by Greg Stewart:

THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:54 p.m.

CARRIED

10.3 Report from In-Camera Session

During the In-Camera Session the Board received an update regarding the HPHA COVID-19 Immunization Policy and Family & Caregiver Guidelines. Reports were also received from the Governance & Stakeholder Relations, Medical Advisory and Resources & Audit Committees.

11. HPHA Virtual Update to the Community

The Huron Perth Healthcare Alliance will hold a virtual update to the Community in November. The date and agenda will be confirmed. Advertising will take place in newspapers across Huron Perth and the community will have the opportunity to submit questions prior to the event.

12. Directors Comments/Roundtable

- Dr. Kevin Lefebvre shared the physician's Movember video clip and the opportunity for members to support men's health.

13. Next Meeting

The next meeting of the Huron Perth Healthcare Alliance Board of Directors will be held on Thursday, December 2, 2021.

14. Adjournment

The meeting was adjourned on a MOTION by Steve Hearn at 8:47 p.m.