



## Huron Perth Healthcare Alliance Board of Directors Meeting

Thursday, December 2, 2021  
7:00 p.m.  
Via Zoom

### MINUTES

- Present: Ron Lavoie, Chair  
Jack Alblas, Gary Austin, Dr. Chuck Gatfield, Barry Hutton, Dr. Kevin Lefebvre, Joe Looby, Kerri Ann O'Rourke, Kim Ross Jones, Dr. Alistair Smith, Greg Stewart, Tricia Wilkerson, Andrew Williams, Deborah Wiseman, Mary Cardinal, Ken Haworth, Sue Davey
- Regrets: Joani Gerber, Steve Hearn, Joe Looby, John Wilkinson, Dr. Candi Flynn, Dr. Heather Percival, Dr. Nadine Potvin
- Guests: Bob Montgomery, CKNX Radio
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**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 Barry Hutton, seconded by Gary Austin:

**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. Minutes of Previous Meetings**

**4.1 November 4, 2021**

It was moved by Jack Alblas, seconded by Tricia Wilkerson:

**THAT the Huron Perth Healthcare Alliance Board of Directors approves the minutes from the meeting held November 4, 2021.**

**CARRIED**

**5. Patient & Caregiver Experience**

**• Patient Story**

Andrew Williams introduced Jennifer Rascao, Director Patient Care who joined the meeting to share the team's experience of caring for a vulnerable individual at risk for

homelessness and the ethical dilemmas faced during this client's journey through the system. She explained how the collaborative efforts through system partnerships (hospital, police, EMS, social services, etc.) continued to respond to the needs of, care for and provide options for this individual for more than a year. The team was recognized for their professionalism in providing patient centred care for this individual and there was discussion about this difficult case. Gaps in the system exist in supporting the vulnerable and these individuals often turn to the healthcare system for non-acute needs since they have nowhere else to go. The impact of social determinants of health and population health needs to be a priority, ensuring that investments strengthen the system to support those we are here to care for.

## 6. Board Education

- **Recruitment & Retention – Staff & Professional Staff**

Presented by: Laurie Roberts, Corporate Lead Medical Staff

Mary Cardinal, Vice President, People & Chief Quality Executive

Laurie and Mary shared a presentation that is attached the meeting minutes.

Professional Staff:

Recruitment has been successful as a number of new Family/Emergency Medicine and Speciality physicians have been brought on board over the past year. A number of these individuals were recruited following their residency due to their positive experiences during their placements. Collaboration efforts, modes of advertising and Ministry Programs and Services tapped into were shared. Retention strategies focus on social, wellness and education opportunities. The credentialing process was explained, highlighting the processes undertaken to include review of physician applications for privileges, committee reviews, recommendation to the Board and appointment to the professional staff, following the processes outlined in the HPHA Professional Staff By-laws, policies and Rules & Regulations. Physician evaluation processes were outlined as well.

Staff:

Recruitment is extremely busy as the HPHA continues to experience a high number of vacancies and positions being filled by both internal and external applicants. Difficult to fill positions were highlighted and it was noted that there have been a number of retirements and temporary positions recruited/hired this year. Retention strategies include opportunities to increase staff capacity and mirroring the efforts of Laurie's Professional Staff recruitment strategies, and building relationships across the four sites. Hiring a Corporate Lead Recruiter role is being considered. As HPHA continues to compete with other healthcare organizations across the province for limited health human resources, focus is on developing strategies internally and externally to include working with the Huron Perth & Area Ontario Health Team partners and municipal partners to optimize and promote HPHA as an employer of choice and promote Huron Perth as a place to work and live.

**7. Consent Agenda**

It was moved by Kim Ross Jones, seconded by Tricia Wilkerson:

**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**
- **Alliance Chief of Staff**

**CARRIED**

There was discussion about the impact of the pandemic on staff and physician wellness, noted as an organizational priority.

**8. Governance****8.1 Board Committee Reports****8.1.1 Local Advisory Committees**Clinton Public Hospital

Greg Stewart presented the report from the meeting held on November 17<sup>th</sup> for informational purposes. The Committee received detailed reports on quarterly site activity, facilities projects and funding received for these projects. The Foundation fundraising events were highlighted in the report, and the Auxiliary “Gift of Light” tree lighting was held November 26<sup>th</sup> without public attendance at the event.

St. Marys Memorial Hospital

The St. Marys Local Advisory Committee met on November 16<sup>th</sup> and the report was presented by Kim Ross Jones for informational purposes. The St. Marys Healthcare Foundation has launched their campaign for the Patient Room Refresh Renewal Project and has raised \$500K so far, in addition to the \$2M accounted for.

Seaforth Community Hospital

The Seaforth Local Advisory Committee met on November 17<sup>th</sup> and Kerri Ann O’Rourke presented the report for informational purposes. The Committee reviewed the site specific activity and received reports to include an update on facilities projects and the funding associated with these. The Foundation continues to hold monthly 50/50 draws.

Stratford General Hospital

Jack Alblas presented the detailed report from meeting held November 19<sup>th</sup> that was included in the agenda package. The committee received the site specific activity report and ALC (alternate level of care) volumes continue to contribute to the occupancy issues at the Stratford Site. The Volunteers of Stratford General Hospital are gradually returning to the hospital, and the Foundation’s “In Our Hands” Campaign has generated \$15.1M in cash and pledges towards their goal.

**8.1.2 Quality Committee**

Kim Ross Jones presented the meeting highlights from the meeting held November 24<sup>th</sup>. The Huron Perth Healthcare Alliance will be preparing a Quality Improvement Plan (QIP) for 2022/2023 and participate in a collaborative QIP with the Huron Perth & Area Ontario Health Team (HPA-OHT). Submissions are due in April and will come through the Board for approval. The HPHA will participate with other organizations in a joint Accreditation Survey with partners of the HPA-OHT on 2023. Kim thanked and expressed her

appreciation to the staff for their participation in Board and Board Committee meetings as their attendance and information shared adds value to the meetings.

**9. HPHA Community Update – Feedback**

The Huron Perth Healthcare Alliance held a virtual Community Update on November 25<sup>th</sup> and feedback by those that attended has been positive. Although the event was attended mainly by those affiliated with the organization, the information shared was excellent and a link to the archived event has been shared through social media. Going forward, a blend of virtual and in-person attendance at these events will be considered.

Bob Montgomery left the meeting at 8:20 p.m.

**10. In-Camera Session**

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

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

**THAT the Huron Perth Healthcare Alliance move in-camera at 8:21 p.m.**

**CARRIED**

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

It was moved by Kim Ross Jones, seconded by Kerri Ann O'Rourke:

**THAT the Huron Perth Healthcare Alliance move out of the in-camera session at 8:36 p.m.**

**CARRIED**

**10.3 Report from In-Camera Session**

During the In-Camera Session the Board received reports from the Stratford General Hospital Local Advisory Committee and Medical Advisory Committee.

**11. Directors Comments/Roundtable**

- Surgical Services “Grow Your Own” program as a strategy to address health human resources challenges is an innovative solution that will likely evolve to other areas of the organization.

**12. Next Meeting**

The next meeting of the Huron Perth Healthcare Alliance Board of Directors will be held on Thursday, February 3, 2022.

**13. Adjournment**

The meeting was adjourned by the Chair at 8:41 p.m.