

# MINUTES


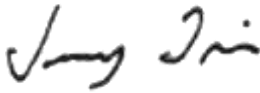
Committee:	<b>HHS Common Board</b>		
Date:	September 12, 2024	Time:	5:00pm-8:32pm
Chair:	Jane Sager, Acting Chair	Recorder:	Alana Ross
Present:	Brian Heagle, Heather Hern, Lynn Higgs, Steve Ireland, Dr. Natuik, Tara Oke, Pat O'Rourke, Susan Reis, Dr. Ryan, Jane Sager, Dr. Steinmann, Jimmy Trieu		
Regrets:	Christie MacGregor, Glen McNeil, Dr. Patel, CFO		
Guests:	Mary Beth Alexander (Human Resources), Hilary Marshall (Communications), Kelly Gillis (AHRIA) 615pm		
<b>1</b>	<b>Call to Order / Welcome</b>		
1.1	<ul style="list-style-type: none"> <li>• Ms. Sager welcomed everyone and called the meeting to order at 5:00pm <ul style="list-style-type: none"> <li>○ Notifications: <ul style="list-style-type: none"> <li>▪ Video/Audio recordings and transcriptions of the open session meeting are retained for the purpose of creating accurate minutes and will be expunged on final approval of the minutes by the Board; in-camera sessions are not recorded or transcribed</li> </ul> </li> </ul> </li> <li>• Welcome to Dr. Tamra Steinmann, President of Medical Staff</li> </ul>		
1.2	<p><u>Land Acknowledgement:</u></p> <p><i>We acknowledge and give thanks for the land on which we gather as being the traditional territory of the Haudenosaunee people of the Longhouse and the Anishinaabe. We recognize the First Peoples' continued stewardship of the land and water, and that this territory was subject to the Dish with One Spoon wampum, under which multiple nations agreed to care for the land and resources by the Great Lakes in peace.</i></p> <p><i>We also acknowledge and recognize the Treaties signed in regards to this land, which include Treaty #29 and Treaty #45 1/2, and our roles, and shared responsibilities as treaty people means we are committed to moving forward in reconciliation with gratitude and respect with all First Nations, Métis and Inuit, indigenous peoples.</i></p> <p><i>On a personal note, I would like to share that I'm committed to learning more about indigenous history and culture and to increase my own personal knowledge and understanding of Canada's first peoples.</i></p>		
<b>2</b>	<b>Education</b>		
2.1	<p><u>Communications:</u></p> <ul style="list-style-type: none"> <li>• Welcome Hilary Marshall, Communications &amp; Marketing Specialist <ul style="list-style-type: none"> <li>○ 2024-09-Marketing &amp; Communications Report, circulated <ul style="list-style-type: none"> <li>▪ Outlines results Hilary has achieved to date, with goals and objectives</li> </ul> </li> </ul> </li> <li>• Enhance communications supporting Human Resources to attract talent and increase online presence through social media</li> <li>• Create consistent branding and streamline internal/external communications, i.e., same story on press releases, social media, website, etc.</li> <li>• Developing consistent look and feel of templates, posters, notices, etc.; 'boilerplate' added to press releases explaining who we are</li> <li>• Staff Spotlight on Facebook; attempting to have all staff follow our FB pages to promote what our staff are doing for their communities</li> <li>• Tracking active times on social media to capture the biggest audience; press releases are being picked up from social media by newspapers</li> <li>• In celebration of the 100 anniversary, developed a social media campaign to encourage community to respond with well wishes; Mayor Bazinet provided a great video</li> <li>• New followers over the past three months - AMGH FB=39, Instagram=27; SHH Facebook=12; AMGH=137% increase in activity; SHH=304% increase in activity</li> <li>• Communities are showing a lot of appreciation for our staff</li> <li>• Encouraging community to share posts, i.e., job postings; working very well</li> </ul>		

	<ul style="list-style-type: none"> <li>Discussed process for handling negative comments and feedback</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>Action:</b></td> <td style="width: 50%;"><b>By whom / when:</b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Add Board member photos to social media</li> <li>Post policy re feedback to social media comments</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Marshall; As available</li> <li>Marshall; As available</li> </ul> </td> </tr> </table>	<b>Action:</b>	<b>By whom / when:</b>	<ul style="list-style-type: none"> <li>Add Board member photos to social media</li> <li>Post policy re feedback to social media comments</li> </ul>	<ul style="list-style-type: none"> <li>Marshall; As available</li> <li>Marshall; As available</li> </ul>
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2.2	<p><u>HR Process re Terminations:</u></p> <ul style="list-style-type: none"> <li>Welcome Mary Beth Alexander, Director, Human Resources and Organizational Development             <ul style="list-style-type: none"> <li>2024-09-Report to Board-HR Director, circulated</li> </ul> </li> <li>Working with a diverse group of staff from baby boomers to millennials in two organizations             <ul style="list-style-type: none"> <li>Bringing two cultures together always presents complexities and challenges</li> <li>Statistics show 1 in 3 employees is experiencing mental health challenges</li> <li>Technology advances creating a hybrid workforce, comes with pressures and challenges</li> </ul> </li> <li>Human Resources manages employees from pre-employee status, recruitment, selection, talent management, onboarding, hiring, compensation, training, development, succession planning, transitioning, and labour relations, to resignation, termination or retirement             <ul style="list-style-type: none"> <li>Managing risk to employees and to the organization</li> </ul> </li> <li>Provided presentation and education regarding the termination process             <ul style="list-style-type: none"> <li>Termination involves a number of considerations, and interactions with Human Resources, however, it is ultimately a leadership decision</li> <li>HR has legal compliance in upholding the values and protecting the interests of the organizations</li> <li>HR has specific knowledge of employment law, training and maintaining best practices                 <ul style="list-style-type: none"> <li>Constantly reviewing trends occurring in the workplace and maintaining the applicable legislation that impact the workplace</li> </ul> </li> <li>Two types of termination are voluntary, i.e., resignation, retirement, and involuntary termination, i.e., unsatisfactory performance, organizational change, misconduct, violations of Code of Conduct &amp; Standards of Behaviour, etc.; terminations can be ‘with’ or ‘without’ cause, and most in Ontario are defined as ‘without’</li> <li>Terminations involve serious proactive planning</li> <li>Review risk around terminations, i.e., people, legal and financial risks, legal considerations, protected grounds, i.e., religious, disability, gender, etc., under the Ontario Human Rights Code, the Employment Standard Act, common law obligations based on number of years with the organization, collective agreement / union employee contract termination policies</li> <li>Executive and non-union terminations are different from union terminations                 <ul style="list-style-type: none"> <li>Termination provisions are clearly defined in the Executive contract; designed to limit legal actions</li> <li>Review of impact on organizations and staff, and is there a successor to step in to the role and provide support</li> <li>Responsible for 8 unions between AMGH &amp; SHH; maintain positive relationships with unions through constant open communication</li> </ul> </li> <li>All staff and incoming staff are trained in regards to MVV, Strategic Priorities, Code of Conduct, HR policies, etc.; quarterly leadership training opportunity are held                 <ul style="list-style-type: none"> <li>Review of leadership behaviours</li> </ul> </li> <li>Discussed what makes a confident leaders versus, inadequate or arrogant leaders; self-awareness and emotional intelligence training defines five oblivious leaders who don’t recognize when there’s dysfunction</li> </ul> <ul style="list-style-type: none"> <li>HR maintains due diligence in training employees and ensuring HR practices are executed in a fair and equitable manner and that professionalism is maintained throughout the process; goal is conduct all health care workers in positive and ethical positions on behalf of the hospital</li> <li>HR has a pivotal role in bringing the AMGH &amp; SHH partnership together</li> </ul> </li></ul>				
2.3	<p><u>AHRIA Consultants (in-camera):</u></p> <ul style="list-style-type: none"> <li>Moved to In-Camera</li> </ul>				
<b>3</b>	<b>Approvals and Updates</b>				
3.1	<p><u>Declaration of Conflict of Interest</u></p> <ul style="list-style-type: none"> <li>Ms. Sager asked if anyone had a conflict of interest to declare based on information contained in the package             <ul style="list-style-type: none"> <li>Mr. Heagle declared a possible Conflict of Interest with section 5.5 regarding physician credentialing</li> </ul> </li> </ul>				

3.2	<p><u>Agenda</u></p> <ul style="list-style-type: none"> <li>• Approval / Changes             <ul style="list-style-type: none"> <li>○ MOVE 2.3 to 8.1 In-Camera, ex officio Directors to be recused                 <ul style="list-style-type: none"> <li>▪ Reviewed reason for exclusion of ex officio Directors during the AHRIA presentation</li> </ul> </li> <li>○ CHANGE 6.2 to Audit Committee and Finance will be discussed under 6.3 Resources</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the September 12, 2024 HHS Common Board agenda, as amended. CARRIED.</u></b></p>
3.3	<p><u>Previous Minutes</u></p> <ul style="list-style-type: none"> <li>• Approval / Changes             <ul style="list-style-type: none"> <li>○ None</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the June 27, 2024 HHS Common Board Annual Meeting minutes and June 27, 2024 HHS Common Board Minutes After the Annual Meeting. CARRIED.</u></b></p>
4	<p><b>Business Arising from Minutes</b></p>
5	<p><b>Staff Reports</b></p>
5.1	<p><u>President &amp; CEO:</u></p> <ul style="list-style-type: none"> <li>• 2024-09-Monthly Report-CEO, circulated             <ul style="list-style-type: none"> <li>○ Thank you to all of the physicians and staff for their dedication and hard work over the summer in keeping our EDs open 24/7; before the summer, there was a number of gaps in the schedule, however, the physicians stepped up to make sure those gaps were filled</li> <li>○ There were some after hours closures in the AMGH OR due to nursing and anaesthesia staffing issues                 <ul style="list-style-type: none"> <li>▪ Recruitment happening for the surgical program</li> </ul> </li> <li>○ Waiting for more funding announcements</li> <li>○ Moving in to the Fall, we are focusing on capacity issues related to ALC patients; end of July, ALC patient numbers reached 5K+ in hospital beds in Ontario                 <ul style="list-style-type: none"> <li>▪ 46% waiting for LTC beds; Ontario Health is pushing for hospitals to focus on the Home First Program / Ontario Health at Home</li> <li>▪ Concern regarding rumours about possible funding issues and restructuring in this field; discharging patients home who don't qualify for home services, etc.                     <ul style="list-style-type: none"> <li>– CEO Table is scheduled in the near future and will discuss</li> <li>– Considering development of a Regional LTC / ALC committee</li> </ul> </li> <li>▪ Physicians are looking to advocate for more physio / rehab / complex care beds</li> <li>▪ New Nursing Home is on track, ETA 2025; hired 75 internationally trained RN nurses, who will start at PSWs; partnership developed with colleges to upskill these nurses to write their Ontario RN exams at an accelerated pace                     <ul style="list-style-type: none"> <li>– Importance of monitoring and maintaining quality</li> </ul> </li> </ul> </li> <li>○ HHS Summits scheduled for Sep 23 (Goderich Comfort Inn) and Sep 24 (Exeter Legion); information is the same for both and all staff, physicians and Board members are encouraged to attend and ask questions</li> </ul> </li> </ul>
5.2	<p><u>CNE:</u></p> <ul style="list-style-type: none"> <li>• Thank you to everyone for their support and patience will Ms. Higgs transitions into her new role of CNE</li> <li>• Appreciation noted for the support of the staff, and their teamwork</li> <li>• Preparing for a number of MAT LOAs; mostly from Goderich ED; working on recruitment</li> <li>• Support of Tanner Steffler Foundation, youth crisis response team, for support of ages 12-29</li> <li>• Medavie, mobile crisis response team, started on Sep 9, and will be providing an in-service Sep 13; supports patients who don't need to be admitted, but may be uncomfortable going home on their own; fact sheets available             <ul style="list-style-type: none"> <li>○ Current hours are 830-430 M-F; not optimal</li> <li>○ Have support of OPP, and will be hiring a specific Social Worker</li> </ul> </li> <li>• \$30K received for education; to be shared today</li> <li>• Shout out to Adriana Walker</li> </ul>
5.3	<p><u>CFO:</u></p> <ul style="list-style-type: none"> <li>• No discussion</li> </ul>

5.4	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• 2024-09-Monthly Report-COS, circulated                             <ul style="list-style-type: none"> <li>○ Appreciation extended to all the physicians and staff for keeping the EDs open over the summer</li> <li>○ Temporary Locum funding has been renewed to Mar 31, 2025; EDLP physicians continue to pick up shifts at AMGH</li> <li>○ Continue to be busy with inpatients and manage a lot of back logs; bed allocation is increasingly challenging</li> <li>○ Concern for sustainability of ED with current physician body vs increasing patient volumes and wait times</li> <li>○ There have been some area OB closures, causing AMGH to send a high risk preterm mom to Brampton; causes frustration                                     <ul style="list-style-type: none"> <li>▪ Great pool of OB nurses at AMGH; lots of training underway</li> </ul> </li> </ul> </li> </ul>
5.5	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• 2024-09-Monthly Report-COS, circulated                             <ul style="list-style-type: none"> <li>○ Amendment to report to show that Temp Locum Funding has been renewed; this temporary funding has been in place for 3½ years, and physicians are looking for permanency</li> </ul> </li> <li>• Appreciation extended again for the Medical Staff and teams at both sites</li> </ul>
5.6	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>• 2024-09-Monthly Report-Pres MS, circulated                             <ul style="list-style-type: none"> <li>○ Happy to be part of the Team; big learning curve ahead</li> </ul> </li> </ul>
5.7	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>• No report</li> </ul>
5.8	<p><u>Patient Relations:</u></p> <ul style="list-style-type: none"> <li>• 2024-09-Monthly Report-Patient Relations, circulated                             <ul style="list-style-type: none"> <li>○ CNE has received some very positive emails regarding impact of HCMHS clinicians in patient care</li> <li>○ One compliment is coming with a significant donation, which will be put towards education</li> <li>○ Gender-Based Violence is currently an epidemic and training will be mandatory across both sites</li> </ul> </li> </ul>
<p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the Staff Reports, MAC Minutes and Credentials reports of September 12, 2024, as presented. CARRIED.</u></b></p>	
<p><b>6 Committee Reports &amp; Previous Minutes</b></p>	
6.1	<p><u>Governance &amp; Nominating:</u></p> <ul style="list-style-type: none"> <li>• G&amp;N meeting held on June 21, 2024                             <ul style="list-style-type: none"> <li>○ 2024-05-17-G&amp;N Minutes, circulated</li> </ul> </li> <li>• Appreciation extended to Christie MacGregor and Steve Ireland who have been recruiting throughout the summer for the three vacant Board positions                             <ul style="list-style-type: none"> <li>○ Aileen Knip also supported the recruitment process</li> <li>○ Recommendation of three highly skilled, highly qualified people will be made to G&amp;N on Sep 20, which will be forwarded to the Board meeting in Oct</li> <li>○ Anticipating that the new members will begin on Nov 14</li> </ul> </li> <li>• OHA Governance Sessions scheduled and paid for; all Board member encouraged to attend                             <ul style="list-style-type: none"> <li>○ Sep 26, Oct 3, 10 and 17, 7:30am-9am; contact <a href="mailto:alana.ross@amgh.ca">alana.ross@amgh.ca</a> if you require the links</li> <li>○ Thank you to CEO for providing this education opportunity to the Board</li> </ul> </li> <li>• G&amp;N will be meeting on Sep 20; working on committee structure and filling in the membership gaps for the coming year; looking for a Chair of QA                             <ul style="list-style-type: none"> <li>○ Will be polling the Board members to fill the vacant positions</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the verbal update of the Governance &amp; Nominating Committee and the May 17, 2024 G&amp;N minutes, as presented. CARRIED.</u></b></p>
6.2	<p><u>Audit:</u></p> <ul style="list-style-type: none"> <li>• Audit meeting held on September 5, 2024, documents circulated:                             <ul style="list-style-type: none"> <li>○ 2024-03-07-A&amp;F Minutes</li> <li>○ 2024-05-22-A&amp;F Minutes</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Audit meeting held in Sep; discussed the current state of finances, but this piece has been moved to the Resources Committee</li> <li>• Audit will now have quarterly meetings with topics to be determined, i.e., management letter updates, etc.</li> <li>• See 6.3 Resources for discussion of P3 Statements of Operations</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the verbal update of the Audit Committee, and the March 7, 2024 and May 22, 2024 A&amp;F minutes, as presented. CARRIED.</u></b></p>
6.3	<p><b><u>Resources:</u></b></p> <ul style="list-style-type: none"> <li>• Resources meeting held on September 5, 2024, documents circulated:             <ul style="list-style-type: none"> <li>○ 2024-06-06-Resources Minutes</li> <li>○ 2024-06-30-AMGH P3 Statement of Operations; reviewed / accepted</li> <li>○ 2024-06-30-SHH P3 Statement of Operations; reviewed / accepted</li> </ul> </li> <li>• P3 Statements of Operations were reviewed at Audit and Resources committees due to the transition of duties of those committees</li> <li>• There was discussion regarding the upcoming summits</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the verbal update of the Resources Committee, the June 6, 2024 Resources minutes and the AMGH &amp; SHH P3 Statements of Operations, as presented. CARRIED.</u></b></p>
6.4	<p><b><u>Joint Hospitals &amp; Foundations:</u></b></p> <ul style="list-style-type: none"> <li>• JH/F meeting held on September 4, 2024             <ul style="list-style-type: none"> <li>○ 2024-06-05-JH/F Minutes circulated</li> </ul> </li> <li>• Great representation from both hospitals and foundations             <ul style="list-style-type: none"> <li>○ SHHF Gala raised \$500K+ this summer</li> <li>○ SHHF Golf Tournament tomorrow</li> <li>○ Planning underway for new SHMC</li> <li>○ AMGH Long Table Dinner held in Aug; numbers are not available yet</li> </ul> </li> <li>• With insufficient government funding available, there is significant pressure on building capacity, forcing our foundations across Ontario to be more creative and attract more funding</li> <li>• Foundation Board members are encouraged to attend board meetings when able</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the verbal update of the Joint Hospitals &amp; Foundations Committee and the June 5, 2024 JH/F minutes, as presented. CARRIED.</u></b></p>
6.5	<p><b><u>Quality Assurance:</u></b></p> <ul style="list-style-type: none"> <li>• QA meeting held on June 19, 2024, documents circulated:             <ul style="list-style-type: none"> <li>○ 2024-01-24-QA Minutes</li> <li>○ 2024-03-20-QA Minutes</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the verbal update of the Quality Assurance Committee and the January 1, 2024 and March 20, 2024 QA minutes, as presented. CARRIED.</u></b></p>
6.6	<p><b><u>Recruitment &amp; Retention:</u></b></p> <ul style="list-style-type: none"> <li>• R&amp;R meeting held on September 3, 2024, documents circulated:             <ul style="list-style-type: none"> <li>○ 2024-05-07-R&amp;R Minutes</li> <li>○ 2024-07-02-R&amp;R Minutes</li> </ul> </li> <li>• Dr. Michele Doering and Dr. Anne Rose, Psychiatrists, will be joining AMGH in 2025</li> <li>• Dr. Dixon, Psychiatrist is scheduled to begin at AMGH Nov 2024</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the verbal update of the Recruitment &amp; Retention Committee and the May 7, 2024 and July 2, 2024 R&amp;R minutes, as presented. CARRIED.</u></b></p>

<b>7</b>	<b>New and Other Business</b>		
<b>8</b>	<b>In-Camera Session</b> <ul style="list-style-type: none"> <li>○ Notifications:           <ul style="list-style-type: none"> <li>▪ All Board and Ex Officio Members are invited to remain for in-camera sessions, and guests will be invited by the Board Chair, as required; any members with conflicts of interest during in-camera discussion, can be recused as needed</li> <li>▪ All participants of the in-camera session are expected to declare that their surroundings are secured from unauthorized participants</li> </ul> </li> </ul>		
8.1	<u>Move into In-Camera:</u> <ul style="list-style-type: none"> <li>• AHRIA Presentation; ex officio directors will be recused for this presentation</li> <li>• Human Resources</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To move into the in-camera session at 6:20pm. CARRIED.</u></b></p>		
8.2	<u>Move Out of In-Camera:</u> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>Recommendation made to move back into open session at 8:31pm. CARRIED.</u></b></p>		
8.3	<u>Motions made based on In-Camera discussion:</u>		
<b>9</b>	<b>Round Table</b>		
<b>10</b>	<b>Board Evaluations</b>		
<b>11</b>	<b>Next Meeting &amp; Adjournment</b> <span style="float: right;">Regrets to <a href="mailto:alana.ross@amgh.ca">alana.ross@amgh.ca</a></span>		
	<b>Date</b>	<b>Time</b>	<b>Location</b>
	October 10, 2024	4:00pm-6:00pm	SHH Boardroom / MS Teams available
	<u>Motion to Adjourn Meeting:</u> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To adjourn the September 12, 2024 HHS Common Board meeting at 8:32pm. CARRIED.</u></b></p>		
<b>Signature</b>			
 			
Ms. Jane Sager, Acting Chair		Mr. Jimmy Trieu, President & CEO	