


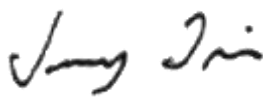
Committee:	HHS COMMON BOARD		
Date:	September 25, 2025	Time:	4:34pm-8:18pm
Chair:	Brian Heagle, Board Chair	Recorder:	Alana Ross
Present:	Directors: Nonie Brennan, Brian Heagle, Heather Hern, Steve Ireland, Christie MacGregor, Glen McNeil, Tara Oke, Jared Petteplace, Susan Reis, Jane Sager Ex Officio: Jimmy Trieu, Dr. Natuik, Dr. Ryan, Dr. Steinmann		
Regrets:	David Atkinson, Lynn Higgs, Dr. Patel		
Guest(s):	Robert Lovecky (CFO)		
1	<u>Open Session - Call to Order / Welcome</u> <ul style="list-style-type: none"><li>Video / audio recordings and transcriptions of open session are retained for the purpose of creating accurate minutes and will be expunged on final approval of the minutes by the HHS Common Board.</li></ul>		
1.1	<u>Land Acknowledgement:</u> <ul style="list-style-type: none"><li>Based on the Indigenous culture of sharing, the Chair ask that the land acknowledgement and person reflection be rotated among the Board</li></ul> <p><i>We begin this meeting by acknowledging that our hospitals are located on the traditional territories of the Anishinaabe: (A-nish-in-ah-bay), Haudenosaunee: (Hode-en-o-shownee) and Neutral Peoples. We recognize the long history and continued stewardship of the land and water by Indigenous Peoples. This territory was subject to the Dish with One Spoon Wampum, under which multiple nations agreed to care for the land 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 ½ and our roles and responsibilities as treaty people committed to moving forward in the spirit of reconciliation, gratitude and respect with all indigenous peoples</i></p> <p><i>We will continue to honor this place.</i></p> <p><i>As we gather today, I want to take a moment to reflect on the National Day for Truth and reconciliation, which occurs annually on September 30<sup>th</sup>.</i></p> <p><i>This day asks more of us than remembrance. It calls us to hold the weight of history-the children who never came home, the survivors who carry deep scars, and the families of communities who continue to live with this legacy.</i></p> <p><i>Almost a decade ago, the Truth and Reconciliation Commission gave us 94 calls to action. Some progress has been made, but many remain unanswered. The gap reminds us that reconciliation is not only the work of governments, it's the responsibility that belongs to each of us.</i></p> <p><i>For me, this day is about slowing down; it's about asking ‘what does reconciliation mean in my life? In my work? In my relationships? It's about listening to indigenous voices. It's about learning truths that were hidden from many of us; and it's about asking how I contribute to healing, to respect, and to equity.</i></p> <p><i>Reconciliation is not a destination, it's a journey; a commitment to keep learning and unlearning, and to keep showing up in ways that matter. So today I invite each of us to take one small step, one act of listening, one act of learning, one act of reconciliation, because those small steps, carried together, can move us forward.</i></p> <p><i>To date, only about 13 to 15 of the Calls to Action have been completed.</i></p> <p><i>As of September 21<sup>st</sup>, there are 32 short-term drinking water advisories in place in First Nation communities located South of the 60<sup>th</sup> parallel. In Ontario alone, there are 17 boil water advisories. Additionally, as of August</i></p>		

	<p>29<sup>th</sup>, there are 39 long-term drinking water advisories affecting 37 communities across Canada, with 28 of these advisories located in Ontario.</p> <p style="text-align: right;">~Tara Oke</p> <p>Resources:  Long-term - <a href="https://www.sac-isc.qc.ca/eng/1614387410146/1614387435325">https://www.sac-isc.qc.ca/eng/1614387410146/1614387435325</a>  Short-term - <a href="https://www.sac-isc.qc.ca/eng/1562856509704/1562856530304">https://www.sac-isc.qc.ca/eng/1562856509704/1562856530304</a></p>
1.2	<p><u>Story:</u></p> <ul style="list-style-type: none"> <li>Jared Petteplace shared his personal healthcare story, which relates to how he became involved in hospital Board work, after driving his sick son through closed roads, late at night, in a snowstorm, to get to a hospital</li> <li>By alerting community members on social media about the difficulties in reaching an open hospital during winter storms, his family was contacted by HPHA, asking if they would like to join the Board; they were also contact by the media</li> <li>It's important to remember that while this may not be happening to you, it could happen to anyone</li> </ul>
<b>2</b>	<b>Education / Guests</b>
2.1	<p><u>Governance / Operations:</u></p> <ul style="list-style-type: none"> <li>Board Chair invited Directors to suggest guests or topics for discussion around governance and operations <ul style="list-style-type: none"> <li>Reading suggestions <ul style="list-style-type: none"> <li>Who we Are-Four Questions for a Life and a Nation, Murray Sinclair/Mazina Giizhik</li> <li>Governance as Leadership-Reframing the Work of Nonprofit Boards, Richard P. Chait, William P. Ryan, Barbara E. Taylor <ul style="list-style-type: none"> <li>Discusses three modes of Board work, i.e., fiduciary, strategic, generative (what keeps you up at night)</li> </ul> </li> </ul> </li> </ul> </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>Mr. Heagle asked if anyone had a conflict of interest to declare based on information contained in the package <ul style="list-style-type: none"> <li>No conflicts were declared</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><b>**NOTE: Board meetings are scheduled from 4:30-6:30 going forward</b></li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the September 25, 2025 HHS Common Board agenda. 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 26, 2025 HHS Common Board minutes. CARRIED.</u></b></p>
<b>4</b>	<b>Business Arising from Previous Minutes</b>
<b>5</b>	<b>Foundations Report</b>
5.1	<p><u>Foundations:</u></p> <ul style="list-style-type: none"> <li>Board Chair met with other hospital Chairs and the Foundation Chairs during the summer to discuss better communication strategies; discussed who sits on what Board, how they operate, etc. <ul style="list-style-type: none"> <li>Foundations have been asked provide a short, quarterly report to the Board</li> <li>SHHF ED and Board Chair to be invited to Oct meeting; AMGHE ED and Board Chair to be invited to Nov meeting</li> </ul> </li> </ul>
<b>6</b>	<b>Consent Agenda (time allotted for any questions and/or updates)</b>
6.1	<p><u>Patient Experience:</u></p> <ul style="list-style-type: none"> <li>2025-09-Monthly Report-Patient Experience Story, circulated</li> </ul>
6.2	<p><u>Governance &amp; Nominating:</u></p> <ul style="list-style-type: none"> <li>Documents circulated: <ul style="list-style-type: none"> <li>2025-09-Monthly Report-G&amp;N   2025-06-20-G&amp;N Minutes</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• HPA OHT Board-to-Board Reference Group meeting was canceled last evening to due to lack of quorum; discussions will be forwarded to the All Members meeting in Oct</li> <li>• Reminder of OHA Governance Training sessions</li> </ul> <p><a href="#"><u>Hospital Legal Framework – October 16, 2025 from 7:30 – 9:00 am</u></a></p> <p><a href="#"><u>Hospital Accountability Within the Health System – October 23, 2025 from 7:30 – 9:00 am</u></a></p> <p><a href="#"><u>Hospital Funding and Accountability – October 28, 2025 from 7:30 – 9:00 am</u></a></p> <p><a href="#"><u>Governance and Management Partnership – November 4, 2025 from 7:30 – 9:00 am</u></a></p> <p><a href="#"><u>Current Issues and Emerging Themes: Bringing It All Together – November 11, 2025 from 7:30 – 9:00 am</u></a></p>				
	<table> <tr> <td><b><u>Action:</u></b></td><td><b><u>By whom / when:</u></b></td></tr> <tr> <td> <ul style="list-style-type: none"> <li>• Add to calendar – Board Report reminders</li> <li>• Submit written Board Reports to EA</li> </ul> </td><td> <ul style="list-style-type: none"> <li>• EA; Thu prior to each Board meeting</li> <li>• All; Fri prior to each Board meeting</li> </ul> </td></tr> </table>	<b><u>Action:</u></b>	<b><u>By whom / when:</u></b>	<ul style="list-style-type: none"> <li>• Add to calendar – Board Report reminders</li> <li>• Submit written Board Reports to EA</li> </ul>	<ul style="list-style-type: none"> <li>• EA; Thu prior to each Board meeting</li> <li>• All; Fri prior to each Board meeting</li> </ul>
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6.3	<b><u>Resources:</u></b> <ul style="list-style-type: none"> <li>• Documents circulated: <ul style="list-style-type: none"> <li>○ 2025-09-Monthly Report   2025-06-05-Resources Minutes</li> </ul> </li> </ul>				
6.4	<b><u>Audit:</u></b> <ul style="list-style-type: none"> <li>• Documents circulated: <ul style="list-style-type: none"> <li>○ 2025-09-Quarterly Report   2025-06-05-Audit Minutes</li> </ul> </li> </ul>				
6.5	<b><u>Quality Assurance:</u></b> <ul style="list-style-type: none"> <li>• 2025-09-Quarterley Report, circulated</li> </ul>				
6.6	<b><u>Collaborative Leadership Roundtable:</u></b> <ul style="list-style-type: none"> <li>• Documents circulated: <ul style="list-style-type: none"> <li>○ 2025-09-Quarterly Report   2025-07-15-CLR Minutes</li> </ul> </li> </ul>				
6.7	<b><u>Recruitment and Retention:</u></b> <ul style="list-style-type: none"> <li>• Documents circulated: <ul style="list-style-type: none"> <li>○ 2025-09-Bi-Monthly Report   2025-05-06-R&amp;R Minutes</li> </ul> </li> <li>• Mayor Finch and Joanne Bowen of SH attended a Family Medicine Resident event in Kitchener; received interest from 6 family residents who are interested in spending some time at SHH; contact information will be provided to CEO for next steps</li> </ul>				
6.8	<b><u>Joint Hospitals &amp; Foundations:</u></b> <ul style="list-style-type: none"> <li>• 2025-09-Quarterly Report, circulated <ul style="list-style-type: none"> <li>○ Foundations have been added to the Board agenda to provide a rotating quarterly updates starting in Oct</li> </ul> </li> </ul>				
6.9	<b><u>Community Engagement Council:</u></b> <ul style="list-style-type: none"> <li>• 2025-09-Quarterly Report, circulated <ul style="list-style-type: none"> <li>○ Council will identify and move forward with subjects as they arise</li> </ul> </li> </ul>				
	<p><b><u>MOVED AND DULY SECONDED</u></b></p> <p><b><u>MOTION: To accept the Patient Experience report and all Committee reports with corresponding Minutes pursuant to items 6.1 to 6.9, as presented. CARRIED.</u></b></p>				
<b>7</b>	<b>Standing Reports</b>				
7.1	<b><u>President &amp; CEO:</u></b> <ul style="list-style-type: none"> <li>• 2025-09-Monthly Report-CEO, circulated <ul style="list-style-type: none"> <li>○ CEO report is changing to capture more of the fiduciary and strategic responsibilities in a dashboard view</li> <li>○ MOH mandated a Hospital Sector Stabilization Plan (HSSP) that requires hospitals to have balanced budgets within three years; a multi-year plan for achieving financial and operational stability while continuing to provide high quality and connected, accessible care; includes 5 pillars <ol style="list-style-type: none"> <li>1. OH Monitoring, i.e., oversight</li> <li>2. Planning and performance, i.e., a framework for hospitals</li> <li>3. Funding optimization, i.e., funding model that support greater flexibility</li> <li>4. Targeted transformation, i.e., Government metrics like CT and surgical wait times</li> <li>5. Governance and accountability, i.e., defines best practices, allows Boards to track and implement enhanced decision making and accountability</li> </ol> </li> </ul> </li> </ul>				

	<ul style="list-style-type: none"> <li>– Developed a Hospital Sector Accountability Office; focus on governance accountability</li> <li>– Provides all board members across the province with foundational knowledge related to governance</li> <li>– OHA Governance Education sessions (see above) have been purchased by EA and calendar invites have been sent to all board members – links will follow as received</li> <li>○ HSSP is led jointly by MOH and OH; supported by both Regional and Provincial Tables; planning is sector-wide rather than local or regional <ul style="list-style-type: none"> <li>▪ How does the planning affect the community and how involved is the community?</li> </ul> </li> <li>○ Huron Perth Hospitals Joint Board &amp; Senior Leadership Team Advance scheduled for Nov 1<sup>st</sup></li> <li>• South Huron Council attended AMO delegation in Aug; Councillor Oak reported that they met with the Parliamentary Assistant to MOH to discuss the need for a CT Scanner in SH <ul style="list-style-type: none"> <li>○ HHS is expecting a meeting with the MOH Capital Branch; waiting for a date</li> </ul> </li> <li>• South Huron Chamber of Commerce is holding a Business Excellence Awards night, Nov 6; SHH has been nominated in one of the categories; further information to follow</li> </ul>
7.2	<p><u>CFO:</u></p> <ul style="list-style-type: none"> <li>• 2025-09-Monthly Report-CFO, circulated <ul style="list-style-type: none"> <li>○ Proposed HSSP will be presented to the HHS Common Board on Oct 17 at the scheduled HHS Board Advance</li> <li>○ HIS <ul style="list-style-type: none"> <li>▪ SH scheduling system is coming to end-of-life; working on a solution</li> <li>▪ Engaging HMMS to determine if there are RFPs or programs we can participate in</li> </ul> </li> <li>○ MRI-going through RFP process, which is scheduled to end in Oct, with vendor demos and selection in Nov <ul style="list-style-type: none"> <li>▪ After this process is complete, we will work with our architect to develop a 2<sup>nd</sup> RFP relating to construction of the facility</li> <li>▪ Updates will be provided to the Foundation on this project</li> </ul> </li> <li>○ Discussed staff recruitment and retention challenges, i.e., registration, med/surg, MH, etc.; Human Resources is participating in upcoming job fairs</li> <li>○ SHH transcription and supply costs is decreasing significantly with the implementation of One Chart Phase II dictation; demonstrates benefits of investment of new technology</li> </ul> </li> <li>• Financial Results and Risk Management, circulated and reviewed <ul style="list-style-type: none"> <li>○ Board meetings have been scheduled later in the month in order to receive the most up-to-date financial information</li> <li>○ Financial Results and Risk Management were discussed at Sep Audit and Resources meetings and have been updated to include Aug results <ul style="list-style-type: none"> <li>▪ Reviewed comparators with other hospitals of like size/services, demonstrating that HHS is managing its deficits well in the current healthcare environment</li> <li>▪ Base funding has improved; forecasted at 2% and now receiving 3%, with a potential to reach 4% by the end of the year <ul style="list-style-type: none"> <li>– Reviewed cash positions; pressures include increased costs related to salaries, Pharmacy drugs, and supplies</li> </ul> </li> <li>▪ HHS deficits for Aug were forecasted at \$2M and came in around \$900K</li> </ul> </li> <li>○ Reviewed strategic initiatives, i.e., HIS and ERP, and importance of investing in standardization of the EMR across the region; request for unsolicited project funding has been submitted to the Ministry</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the President &amp; CEO and Financial Results and Risk Management reports pursuant to items 7.1 and 7.2, as presented. CARRIED.</u></b></p>
7.3	<p><u>CNE:</u></p> <ul style="list-style-type: none"> <li>• 2025-09-Monthly Report-CNE, circulated</li> </ul>
7.4	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• 2025-09-Monthly Report-COS, circulated</li> </ul>

	<ul style="list-style-type: none"> <li>○ New OMA funding agreement has been beneficial; struggles are decreasing and recruitment is picking up; ED schedules are filled to end of Dec</li> <li>○ Hoping OMA will step in and make the Hospitalist program more resilient as well</li> <li>○ Discussed potential transition of HIS system and feedback received at the regional tables</li> </ul>
7.5	<u>SHH Chief of Staff:</u> <ul style="list-style-type: none"> <li>• No report</li> </ul>
7.6	<u>AMGH President of Medical Staff:</u> <ul style="list-style-type: none"> <li>• 2025-09-Monthly Report-Pres MS, circulated</li> </ul>
7.7	<u>SHH President of Medical Staff:</u> <ul style="list-style-type: none"> <li>• No report</li> </ul>
	<p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept all Standing Reports and MAC Minutes pursuant to items 7.3 to 7.7, as presented. CARRIED.</u></b></p>
<b>8</b>	<b>New and Other Business</b>
8.1	<u>Nominating Policy:</u> <ul style="list-style-type: none"> <li>• 2025-09-17-Nominating Policy-DRAFT Slv3, circulated and reviewed <ul style="list-style-type: none"> <li>○ HHS Common Board commitment to a skills-based board <ul style="list-style-type: none"> <li>▪ Will attempt to achieve balanced area representation, while fulfilling identified skills gaps</li> <li>▪ Importance of candidates' experience and expertise, understanding of value and commitment to the HHS Vision, demonstrated ability to work collaboratively</li> </ul> </li> <li>○ Director range is 9-12, HHS currently has 1 position available, but remains high functioning</li> <li>○ Policy is based on the OHA's Guide to Good Governance with some edits reflecting our By-Laws <ul style="list-style-type: none"> <li>▪ G&amp;N is working on a Board Application form, based on discussions with other hospitals</li> <li>▪ A list of qualified applicants will be kept on file</li> </ul> </li> <li>○ Working on Terms of Reference for a Nominating Subcommittee; looking for Board permission to open recruiting</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the updated Nominating Policy, as presented. CARRIED.</u></b></p>
8.2	<u>TOR-CLR:</u> <ul style="list-style-type: none"> <li>• Terms of Reference-Collaborative Leadership Roundtable, circulated and reviewed <ul style="list-style-type: none"> <li>○ Committees of the Board are advisory in nature and do not have the ability to bind the Board or make decisions for the Board, however, recommendations can be brought forward to the Board</li> <li>○ TOR will be reviewed in a years' time</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approve the updated Terms of Reference for the Collaborative Leadership Roundtable, as presented. CARRIED.</u></b></p>
<b>9</b>	<b>HHS Common Board Work Plan</b>
9.1	<u>Work Plan:</u> <ul style="list-style-type: none"> <li>• F2526 Board Work Plan expected to be reviewed at G&amp;N in Oct, with quarterly reports to the Board</li> </ul>
<b>10</b>	<u>In-Camera Session</u> <ul style="list-style-type: none"> <li>○ In-camera session is not recorded or transcribed, and no minutes will be created.</li> <li>○ All Directors remain for any in-camera session, and guests will be invited by the Chair, as required.</li> <li>○ Any Director and/or guest with a conflict or other concern may be recused, as needed.</li> <li>○ All participants must ensure their surroundings are secure from unauthorized participants.</li> </ul>
10.1	<u>Move into In-Camera:</u> <ul style="list-style-type: none"> <li>• Credentials</li> <li>• Human Resources</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To move into an in-camera session at 6:14pm. CARRIED.</u></b></p>
10.2	<u>Move Out of In-Camera:</u>

	<b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: To move back into the open session at 8:15pm.</u></b>		
10.3	Motion(s) from In-Camera Session: <b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: To approve the September AMGH Credentials Report, as presented in-camera. CARRIED.</u></b>  <b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: To approve the September SHH Credentials Report, as presented in-camera. CARRIED.</u></b>		
11	Common Board Evaluations		
12	Next Meeting & Adjournment <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 17, 2025 Special Board Meeting / Board Advance	8:30am-4:30pm	Hessenland, Zurich
	October 30, 2025 Regular Board Meeting	4:30pm-630pm	SHH / MS Teams
	November 1, 2025 Huron Perth Hospitals Joint Board & Senior Leadership Team Advance	8:00am-4:00pm	Mitchell Golf & Country Club
	<b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: To adjourn the September 25, 2025 HHS Common Board meeting at 8:18pm. CARRIED.</u></b>		
Signature			
<div></div> <div></div>			
Mr. Brian Heagle, Board Chair		Mr. Jimmy Trieu, President & CEO	