

Committee:	HHS COMMON BOARD		
Date:	December 18, 2025	Time:	4:33pm-8:16pm
Chair:	Brian Heagle, Board Chair	Recorder:	Alana Ross
Directors:	Elected: David Atkinson, Nonie Brennan, Brian Heagle, Heather Hern, Steve Ireland, Christie MacGregor, Glen McNeil, Tara Oke, Jared Petteplace, Susan Reis, Jane Sager Ex Officio: Jimmy Trieu, Lynn Higgs, Dr. Shannon Natuik, Dr. Sean Ryan, Dr. Tamra Steinmann		
Guest(s): <i>(Open session only)</i>	Robert Lovecky, Karima Kanani (Miller Thomson), Lisa Spiegel (Miller Thomson)		
Regrets	Dr. Patel		
1	<u>Open Session - Call to Order / Welcome</u> <ul style="list-style-type: none"> ○ 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. 		
1.1	<u>Land Acknowledgement:</u> Land Acknowledgement LINK G. McNeil reviewed the land acknowledgement and shared his personal reflection. <ul style="list-style-type: none"> ● <i>Glen shared that he is committed to increasing his knowledge and understanding of Canada's First Peoples by learning about Indigenous culture and history. He feels that it is essential as a Leader in the community, and as a farmer, that he obtains a deeper understanding of his relationship with the land, and to apply this learning to support reconciliation. Glen endeavours to learn about the challenges and hardships faced by Indigenous communities, so that they never reoccur.</i> 		
1.2	<u>Story:</u> S. Reis shared her personal reasons for wishing to represent the HHS communities as a member of this Board. <ul style="list-style-type: none"> ● <i>Susan acknowledged her Uncle as having a hand in her becoming a member of the HHS Board; upon retirement and relocation back to this area, her Uncle encouraged her to apply for a position on the Board after insightful discussions regarding politics, tourism, industry, and healthcare</i> ● <i>Susan has been impressed by the insight, vision, forward thinking, care and welcoming environment towards community members throughout Huron County; she commends the dedication of our physicians, staff and clinicians, and is confident in the uniqueness and compassion of our HHS team</i> 		
2	<u>Education / Guests</u>		
2.1	<u>Governance / Operations:</u> <ul style="list-style-type: none"> ● Good Governance in Health Care thought for today (and every day) <i>"Put patients first, uphold accountability, and place integrity at the heart of every decision"</i> ● Importance of respect, culture, inclusiveness and sharing 		
3	<u>Approvals and Updates</u>		
3.1	<u>Declaration of Conflict of Interest</u> <ul style="list-style-type: none"> ● B. Heagle asked if anyone had a conflict of interest to declare based on information contained in the package <ul style="list-style-type: none"> ○ No conflicts were declared 		
3.2	<u>Agenda</u> <ul style="list-style-type: none"> ● Approval / Changes <ul style="list-style-type: none"> ○ Update Agenda template to include J. Sager / S. Ireland as presenters under Governance <u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the December 18, 2025 HHS Common Board agenda. CARRIED.</u>		
3.3	<u>Previous Minutes</u> <ul style="list-style-type: none"> ● Approval / Changes <ul style="list-style-type: none"> ○ None <u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the November 27, 2025 HHS Common Board minutes. CARRIED.</u>		

4	Business Arising from Previous Minutes
5	Foundations Report
5.1	<p><u>AMGHG / SHHF:</u></p> <ul style="list-style-type: none"> • Quarterly Rotation <ul style="list-style-type: none"> ○ Scheduled for Feb (SHHF) / Mar (AMGH)
6	Consent Agenda (time allotted for any questions and/or updates)
6.1	<p><u>Patient Experience:</u></p> <ul style="list-style-type: none"> • Patient feedback helps us to improve what we do on a regular basis
6.2	<p><u>Governance & Nominating:</u></p> <ul style="list-style-type: none"> • 2025-12-Monthly Report-Governance, circulated • 2025-11-14-Governance Minutes, circulated <ul style="list-style-type: none"> ○ Working through Terms of Reference related to voting rights ○ J. Sager and S. Ireland will be rotating Chair duties of the Governance Committee
6.3	<p><u>Resources:</u></p> <ul style="list-style-type: none"> • 2025-12-Monthly Report-Resources, circulated • 2025-11-20-Resources Minutes, circulated
6.4	<p><u>Audit:</u></p> <ul style="list-style-type: none"> • 2025-12-Monthly Report-Audit, circulated • 2025-09-18 Audit Minutes, circulated <ul style="list-style-type: none"> ○ Auditor attend last meeting and provided advice, which has been shared with the Management team
6.5	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> • Next meeting scheduled for Jan 21
6.6	<p><u>Collaborative Leadership Roundtable:</u></p> <ul style="list-style-type: none"> • Next meeting scheduled for Feb 17
6.7	<p><u>Recruitment and Retention:</u></p> <ul style="list-style-type: none"> • Next meeting scheduled for Jan 7 <ul style="list-style-type: none"> ○ Hannah Carr, Talent Acquisition Specialist, began on Dec 15; will be joining R&R <ul style="list-style-type: none"> ▪ Hannah will be supporting recruitment in all areas, with a focus on physicians ○ Plans to refresh R&R committee
6.8	<p><u>Joint Hospitals & Foundations:</u></p> <ul style="list-style-type: none"> • Last meeting held Dec 3; minutes pending
6.9	<p><u>Community Engagement Council:</u></p> <ul style="list-style-type: none"> • No discussion
	<p><u>MOVED AND DULY SECONDED</u> <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></p>
7	Standing Reports
7.1	<p><u>President & CEO:</u></p> <ul style="list-style-type: none"> • 2025-12-Monthly Report-CEO, circulated <ul style="list-style-type: none"> ○ CEO report will be updated next month to better reflect separate HHR positions of the hospitals; AMGH physician have concerns around OR RNs and the OBGYN position ○ Discussed healthcare landscape locally and across the province; OHA had commissioned a survey from the Innovate Research Group, which was completed around Oct by 1K respondents; reviewed highlights ○ SHH CT Scanner; Ministry had questions related to the operational funding gap in years 3, 4, and 5 <ul style="list-style-type: none"> ▪ Cost savings will be realized related to patient transfer and CT billings from other facilities ▪ Hospitals have different designations based on services provided; as part of the business case, HHS is pursuing Class M designation for SHH to become a CT approved site ▪ Waiting for confirmation of OH endorsement ▪ Met last week with Ministry of Health Capitals Branch
7.2	<p><u>CFO:</u></p> <ul style="list-style-type: none"> • Financial Results and Risk Management

	<ul style="list-style-type: none"> ○ 2025-12-Monthly Report-CFO, circulated and reviewed ○ F2526-8-Monthly Report-YTD Financial Results, circulated and reviewed <ul style="list-style-type: none"> ▪ Based on review of Executive Summary, YTD Nov shows a \$1.6M deficit compared to a budgeted deficit of \$3M; \$1.4M positive variance; cash flow remains adequate at this time ▪ Variants include base funding increases, non-budgeted one-time funding, supplies and expenses being lower than expected, compensation and benefit costs, WSIB rebates, operating costs of unfunded SHMC, CT referral costs, etc. ▪ Next quarterly capital expenditures report due in Jan 2026; reviewed cardiac monitors ▪ Leadership, HR and Finance continue working towards updating ERP, HIS and HR systems; engaging with Supply Ontario and HMMS Procurement
<u>MOVED AND DULY SECONDED</u>	
<u>MOTION: To accept the President & CEO and Financial Results and Risk Management reports pursuant to items 7.1 and 7.2, as presented. CARRIED.</u>	
7.3	<u>CNE:</u> <ul style="list-style-type: none"> ● 2025-12-Monthly Report-CNE, circulated <ul style="list-style-type: none"> ○ Shout out to Managers, Scheduler, Physio, Pharmacy, and Nurse Practitioner
7.4	<u>AMGH Chief of Staff:</u> <ul style="list-style-type: none"> ● 2025-12-Monthly Report-COS, circulated ● 2025-11-19-MAC Minutes, circulated <ul style="list-style-type: none"> ○ HHR concerns in OR, closures happening
7.5	<u>SHH Chief of Staff:</u> <ul style="list-style-type: none"> ● 2025-12-Monthly Report-COS, circulated ● 2025-11-27-MAC Minutes, circulated
7.6	<u>AMGH President of Medical Staff:</u> <ul style="list-style-type: none"> ● 2025-12-Monthly Report-Pres MS, circulated
7.7	<u>SHH President of Medical Staff:</u> <ul style="list-style-type: none"> ● No discussion
<u>MOVED AND DULY SECONDED</u>	
<u>MOTION: To accept all Standing Reports and MAC Minutes pursuant to items 7.3 to 7.7, as presented. CARRIED.</u>	
8	New and Other Business
8.1	<u>MRI:</u> <ul style="list-style-type: none"> ● 2025-12-10-AMGHF ED Report, circulated ● 2025-12-Magnetic Moments Press Release FINAL, circulated <ul style="list-style-type: none"> ○ Recognized generosity of communities ○ Pursuing Class N designation (MRI) for AMGH
	<i>~Dr. Steinmann left at 5:29pm</i> <i>~Glen McNeil left at 6:15pm</i>
9	HHS Common Board Work Plan
9.1	<u>Work Plan:</u> <ul style="list-style-type: none"> ● F2526 Work Plan
10	<u>In-Camera Session</u> <ul style="list-style-type: none"> ○ In-camera session is not recorded or transcribed, and no minutes will be created. ○ All Directors remain for any in-camera session, and guests will be invited by the Chair, as required. ○ Any Director and/or guest with a conflict or other concern may be recused, as needed. ○ All participants must ensure their surroundings are secure from unauthorized participants.
10.1	<u>Move into In-Camera:</u> <ul style="list-style-type: none"> ● Credentials ● SHMC ● Hospitalist ● AWG

	<u>MOVED AND DULY SECONDED</u> <u>MOTION: To move into an in-camera session at 5:30pm. CARRIED.</u>		
10.2	Move Out of In-Camera: <u>MOVED AND DULY SECONDED</u> <u>MOTION: To move back into the open session at 8:12pm. CARRIED.</u>		
10.3	Motion(s) from In-Camera Session: <u>MOVED AND DULY SECONDED</u> <u>MOTION: To move forward as discussed in-camera. CARRIED.</u> <u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the credentialing report re status changes, as presented in-camera. CARRIED.</u>		
11	Common Board Evaluations		
12	Next Meeting & Adjournment		
	Regrets to alana.ross@amgh.ca		
Date	Time	Location	
January 29, 2026	4:30pm-6:30pm	MS Teams **VIRTUAL**	
<u>MOVED AND DULY SECONDED</u> <u>MOTION: To adjourn the December 18, 2025 HHS Common Board meeting at 8:16pm. CARRIED.</u>			
Signature			
			
Brian Heagle, Board Chair		Jimmy Trieu, President & CEO	