
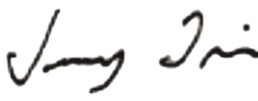


Committee:	HHS COMMON BOARD		
Date:	January 29, 2026	Time:	4:31pm-6:38pm
Chair:	Brian Heagle, Board Chair	Recorder:	Alana Ross
Present:	Elected: David Atkinson, Nonie Brennan, Brian Heagle, Heather Hern, Steve Ireland, Christie MacGregor, Glen McNeil, Tara Oke, Jared Petteplace, Susan Reis, Jane Sager Ex Officio: Jimmy Trieu, Lynn Higgs, Dr. Natuik, Dr. Tamra Steinmann		
Regrets:	Dr. Patel, Dr. Ryan		
Guest(s):	Robert Lovecky		
1 Open Session - Call to Order / Welcome			
1	<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 <ul style="list-style-type: none"> J. Trieu reviewed the land acknowledgement and shared his personal reflection <ul style="list-style-type: none"> <i>As someone who works in healthcare, this land acknowledgement reminds me that learning about the histories, cultures and lived experience of Indigenous peoples is essential to how we care for others. I continue to reflect on how the legacy of colonization and systemic inequalities affects health and access to care today. Honoring Indigenous peoples means listening with respect, building trust, and committing to care that is culturally safe, inclusive, and grounded in humility. This is ongoing work and I take responsibility personally. I sit on the hospital's DEI committee, which is well attended. It is held every two months, and we talk about issues that affect, not only indigenous peoples, but the LGBTQ community as well, and it gives us a good understanding of those that we serve, and also those that work for us on a daily basis.</i> 		
1.2	<u>Story:</u> <ul style="list-style-type: none"> N. Brennan shared a recent personal healthcare experience <ul style="list-style-type: none"> <i>Dr. Brennan's family member was admitted to AMGH in January, after a stressful drive into town. Highways 4, 8 and 21 were all closed and Dr. Brennan became snowed in at the hospital, as all hotels were booked solid. Despite a full hospital and overflow patients in the ED, Dr. Brennan's family were treated with kindness</i> <i>Dr. Brennan provided a personal 'thank you' to Dr. Steinmann for her kindness, compassion and exceptional care, and noted that everyone involved exhibited the highest level of professionalism</i> <i>Despite short staffing, everyone was working hard to provided support to co-workers and patients, and to be invested in each patient by listening and caring</i> <i>Thank you to all at AMGH for this remarkable experience</i> 		
2 Education / Guests			
2.1	<u>Good Governance in Healthcare:</u> <ul style="list-style-type: none"> Thought for today (and every day) <ul style="list-style-type: none"> <i>'The community depends on use to set direction (management steers the ship), safeguard the future (management runs the present) and ask hard questions (oversight and not micromanagement of operations) to ensure the hospital remains safe and sustainable.'</i> <i>B. Heagle expressed pride in Board for understanding what is Governance and what is Operations, and when the two need to speak to each other</i> 		
3 Approvals and Updates			
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"> ○ Move 6.2 to 7.8 for discussion and motion <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the January 29, 2026 HHS Common Board agenda, as amended. CARRIED.</u></p>
3.3	<p><u>Previous Minutes</u></p> <ul style="list-style-type: none"> • Approval / Changes <ul style="list-style-type: none"> ○ None <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve December 12, 2025-Special Meeting, December 18, 2025, and January 14, 2026-Special Meeting Minutes of the HHS Common Board. CARRIED.</u></p>
4	Business Arising from Previous Minutes
5	Foundations Report
5.1	<p><u>AMGHF / SHHF Quarterly Rotation:</u></p> <ul style="list-style-type: none"> • Deferred to Mar / Apr, as the Feb Board meeting has been combined with the Board Advance
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"> • 2026-01-Monthly Report-Patient Experience, circulated <ul style="list-style-type: none"> ○ Gratitude for care received from patients outside of Huron County
6.2	<p><u>Governance & Nominating:</u></p> <ul style="list-style-type: none"> • 2025-12-12-Governance Minutes, circulated <ul style="list-style-type: none"> ○ Report moved to 7.8 for discussion / motion
6.3	<p><u>Resources:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-Resources, circulated • 2025-12-11-Resources Minutes, circulated
6.4	<p><u>Audit:</u></p> <ul style="list-style-type: none"> • Next meeting scheduled for Mar 19
6.5	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> • 2026-01-Quarterly Report-QA, circulated • 2025-10-22-QA Minutes, circulated
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"> • 2025-11-04-R&R Minutes • Working Group Verbal Update <ul style="list-style-type: none"> ○ Reorganizing the committee into two groups <ul style="list-style-type: none"> ▪ Strategic (Municipal Leaders, Board members) ▪ Operational (HR, Talent Acquisition Specialist, Chiefs of Staff, CEO and CNE) for discussions regarding recruitment of Physicians, Allied Health, etc.
6.8	<p><u>Joint Hospitals & Foundations:</u></p> <ul style="list-style-type: none"> • Next meeting scheduled for Mar 4 <ul style="list-style-type: none"> ○ HHS Strategic Plan 2026-2029 draft will be presented to Foundation Boards for review and alignment with the Foundation Strategic Plans
6.9	<p><u>Community Engagement Council:</u></p> <ul style="list-style-type: none"> • B. Heagle, J. Trieu and D. Greer met Jan 27 to discuss the next Community Engagement Forum
	<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"> • 2026-01-Monthly Report-CEO, circulated

	<ul style="list-style-type: none"> ○ Review of healthcare landscape; OHA is advocating for budgets on behalf of all Ontario Hospitals; OHA President is touring Ontario to help the Government understand the needs of healthcare <ul style="list-style-type: none"> ▪ OHA ask is related to growth / inflation, and system stabilization, multi-year funding for planning and coordination purposes, investment in innovation and transformation, regional capacity planning, and to address deterioration of working capital in hospitals due to funding that is not matched to growth and inflation ▪ HHS, LWHA and HPHA group has been invited to participate in the Annual OHA Healthcare Leadership Summit discussion regarding how innovative regional care can be changed from the ground up ▪ Still facing ALC capacity issues, increased ED volumes and labour costs, ongoing impact of COVID-19 on the total global economy, and need for investment in regional Health Information System Renewal ○ Government plan is to return to a surplus by the end of F2728 amid trade and tariff issues <ul style="list-style-type: none"> ▪ Commitment of \$56B into healthcare infrastructure over 10 years to boost economy by creating new jobs <ul style="list-style-type: none"> – Establishment and expansion of Care Teams; stabilization of HHR through learning grants, clinical scholar and extern programs; independent / integrated community health centres (private diagnostic companies) ▪ Government ensuring governors across Ontario have a good foundation and understanding of their roles; to be led by Ann Corbett
<p>7.2</p>	<p><u>CFO:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-CFO P9, circulated • F2526-P9-Monthly Report-YTD Financial Results, circulated <ul style="list-style-type: none"> ○ CFO reviewed Executive Summary, capital and operations, and risks for both sites ○ ¾ of the way through F2526, HHS deficit is \$1.8M compared to budgeted deficit of \$3.5M; \$1.7M positive variance; yearend is expected to land around \$2.3M deficit compared to budgeted deficit of \$4.6M; positive variance of \$2M <ul style="list-style-type: none"> ▪ AMGH deficit is \$700K compared to budgeted deficit of \$1.8M; \$1.1M positive variance ▪ SHH deficit is \$1M compared to budgeted deficit of \$1.65M; \$600K positive variance ○ Positive variances due mostly to base and one-time funding received, however, funding still does not match the cost of running a hospital <ul style="list-style-type: none"> ▪ Other factors include lower than expected supplies and expenses, seasonal timing, lower than expected maintenance costs, etc. ▪ Snow removal has shown a \$20K savings due to RFP process ○ Pressures include higher than expected compensation costs, i.e., sick time, overtime, orientation and training, AMGH Hospitalist program revenues are lower than expected, SHMC is unfunded and covered by the Hospital, referred out costs ○ Capital <ul style="list-style-type: none"> ▪ AMGH-Mental Health unit project is almost complete; cardiac monitor project, new vendor, solid phased approach plan in place; planning implementation of Oracle Health System to align with SHH and LHSC ▪ SHH-CT scanner, waiting for news from OH re approval; facility upgrades and equipment purchases ○ Risks and Challenges <ul style="list-style-type: none"> ▪ ERP / standardized and integrated back office system for finance, procurement and human resources; developing a strategy around procuring a Human Capital Management System that integrates all scheduling, payroll, and human resources business processes; RFP process started <ul style="list-style-type: none"> – SHH scheduling system is at end-of-life and poses risks ▪ IT strategic initiatives-related costs ▪ Missed opportunities due to late funding, i.e., HIRF ▪ Cash reserves stable at this time • Finance team is working on F2627, for presentation to the Board in the near future; reviewed budget building process <ul style="list-style-type: none"> ○ Will be providing a forecast update to OH Feb 6

	<p><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></p>
7.3	<p><u>CNE:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-CNE, circulated <ul style="list-style-type: none"> ○ Reviewed equipment and costs to fix breakage ○ Staff dedication and support during severe weather has been excellent ○ Physicians, staff and EMS worked diligently during severe weather to get patients in and out ○ Increased volume and acuity on the Mental Health unit ○ Recognized Dorothy Lyndon, a long time Auxilian, who passed in Jan ○ 4% base funding increase to MSAA ○ Attempting to upgrade cell phone service for HCMHS (Exeter office) that has moved into the basement of SHH; cell phone repeater suggested <ul style="list-style-type: none"> ▪ Community Mental Health has sites in Exeter, Goderich, Seaforth, Wingham and Clinton; staffing includes psychotherapists, nurses, clinicians and administrators ▪ Offers eating disorder clinics, addictions, suicide prevention, education for families, etc. ▪ OPP is looking for ways to assist; building great relationships with mental health providers; receiving education on response to codes ○ Shared a personal hospital visit story on behalf of a Board member; great experience <ul style="list-style-type: none"> ▪ Appreciation extended to the caregivers at the hospital, and to businesses that provide 'stuffies' for paediatric patients
7.4	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-COS, circulated • 2025-12-17-MAC Minutes, circulated
7.5	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-COS, circulated • 2025-12-18-MAC Minutes, circulated
7.6	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-Pres MS, circulated <ul style="list-style-type: none"> ○ On behalf of the AMGH Inpatient physicians, appreciation extended to the Board and Leadership for their ongoing support of the Hospitalist program and during negotiation; MOU in place ○ Recognizes the significant financial constraints that the hospitals are facing ○ Appreciation extended to Dr. Steinmann and Dr. Natuik for their leadership of the Hospitalist program and representation of the physician group
7.7	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> • No report
7.8	<p><u>Governance:</u></p> <ul style="list-style-type: none"> • 2026-01-Monthly Report-Governance, circulated <ul style="list-style-type: none"> ○ Governance met on Jan 9 and discussed recruitment of new directors ○ Reviewed By-Laws re range of directors ○ There is one vacancy, plus a planned retirement for Jun, leaving 2 vacancies total for this calendar year ○ Governance recommendation to the Board is to approve the Nominating Sub Committee to move forward with the recruitment process in Feb ○ Nominating Sub Committee to work with EA and Communications Specialist to develop communications ○ F2526 Skills Matrix will assist in determining what skills will be searched for <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: HHS Common Board approves the Nominating Sub-Committee to open the recruiting process in Feb for recruitment of Board member(s), unanimously. CARRIED.</u></p>
	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept all Standing Reports and MAC Minutes pursuant to items 7.3 to 7.8, as presented. CARRIED.</u></p>

8	New and Other Business		
8.1	<u>Strategic Plan Refresh:</u> <ul style="list-style-type: none"> Refreshed Strategic Plan 2026-2029-Summary of Changes, circulated Refreshed Strategic Plan 2026-2029 DRAFT, circulated <ul style="list-style-type: none"> CEO reviewed the alterations to the Strategic Plan Prior to Board and Board Advance meetings scheduled for Feb 27, the CEO and Leadership will be working on objectives and KPIs to meet each of the strategic goals Plan will be shared with Foundations, and is expected to be finalized by the Annual Meeting Jun 25 		
9	HHS Common Board Work Plan		
9.1	<u>Work Plan:</u> <ul style="list-style-type: none"> No discussion 		
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 Hospitalist Program <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move into an in-camera session at 6:19pm. CARRIED.</u></p>		
10.2	<u>Move Out of In-Camera:</u> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move back into the open session at 6:34pm. CARRIED.</u></p>		
10.3	<u>Motion(s) from In-Camera Session:</u> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the AMGH Credentials Report of January 29, 2026, as presented. CARRIED.</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>MOVED: Recommend that the HHS Common Board accept the proposal regarding extending the current compensation model for the Hospitalist Program at SHH until Dec 31, 2026, to be evidenced in writing between the parties. CARRIED.</u></p>		
11	Common Board Evaluations		
12	Next Meeting & Adjournment Regrets to alana.ross@amgh.ca		
	Date	Time	Location
	February 27, 2026	9:00am-11:00am	Regular Meeting, 9am-12pm Board Advance, 1pm-4pm Hessenland
	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To adjourn the January 29, 2026 HHS Common Board meeting at 6:38pm. CARRIED.</u></p>		
Signature			
			
<hr/> Brian Heagle, Committee Chair		<hr/> Jimmy Trieu, President & CEO	