
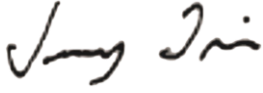


Committee:	HHS COMMON BOARD		
Date:	February 27, 2026	Time:	9:00am-2:10pm
Chair:	Brian Heagle, Board Chair	Recorder:	Alana Ross
Present:	Directors: David Atkinson, Nonie Brennan, Brian Heagle, Heather Hern, Steve Ireland, Christie MacGregor, Glen McNeil, Jared Petteplace, Susan Reis, Jane Sager Ex Officio: Jimmy Trieu, Dr. Natuik, Dr. Patel, Dr. Ryan, Dr. Steinmann		
Regrets:	Lynn Higgs, Tara Oke		
Guest(s):	Robert Lovecky (CFO)		
1 Open Session - Call to Order / Welcome			
1	<ul style="list-style-type: none"> o 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"> • S. Ireland reviewed the land acknowledgement and shared his personal reflection <ul style="list-style-type: none"> o <i>Spending time researching indigenous treaty signing processes to be better informed of our roles and responsibilities; grateful for the care of the land and resources</i> 		
1.2	<u>Story:</u> <ul style="list-style-type: none"> • Dr. Ryan grew up in Fredericton, New Brunswick <ul style="list-style-type: none"> o <i>Inspired by Dr. Tom Barry, who was a family physician, avid golfer, and is now the CEO of the Horizon Health Network</i> o <i>Started Medical School at Dalhousie, and met wife, who is now a Psychiatrist in London, On</i> o <i>Attended UWO and decided to stay in Ontario</i> o <i>Has been at SHH for 18 years, in part due to the exceptional nursing team at SHH</i> 		
2 Education / Guests			
2.1	<u>Governance / Operations:</u> <ul style="list-style-type: none"> • 2026-02-Good Governance-Thought, circulated and reviewed • Thought for today (and every day) <ul style="list-style-type: none"> o <i>'What is the governance priority for brining together two hospitals to build a more connected, coordinated, patient-centred system of care for our region? Ensure decisions are transparent, accountable and guided by the communities we serve.'</i> o <i>How are we doing? What are we doing? What should we be doing? Where are we going?</i> o <i>Transparent, accountable and community-guided governance priorities, with Board oversight, is key in trying to create / build a more connected, coordinated, patient-centred system of care for the region for current and future patients, our families and our friends</i> o <i>Appreciation extended for the ongoing full participation of our Board</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"> o No conflicts were declared 		
3.2	<u>Agenda</u> <ul style="list-style-type: none"> • Approval / Changes <ul style="list-style-type: none"> o Add HPAOHT under 7.1 to provide background to draft motions <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the February 27, 2026 HHS Common Board agenda, as amended. CARRIED.</u></p>		
3.3	<u>Previous Minutes</u> <ul style="list-style-type: none"> • Approval / Changes <ul style="list-style-type: none"> o None 		

	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the January 29, 2026 HHS Common Board minutes. 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
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"> 2026-02-Monthly Report-Patient Experience, circulated
6.2	<p><u>Governance & Nominating:</u></p> <ul style="list-style-type: none"> Discussion moved to 7.1
6.3	<p><u>Resources:</u></p> <ul style="list-style-type: none"> 2026-02-Monthly Report-Resources, circulated 2026-01-22-Resources Minutes, circulated
6.4	<p><u>Audit:</u></p> <ul style="list-style-type: none"> Audit Engagement Letters have been signed; official start to receiving fiscal year-end statements
6.5	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> Next meeting is scheduled for Mar 11
6.6	<p><u>Collaborative Leadership Roundtable:</u></p> <ul style="list-style-type: none"> 2026-02-Monthly Report-Collaborative Leadership Roundtable, circulated <ul style="list-style-type: none"> Appreciation extended to the physicians for finding the time to participate and remain engaged, despite their busy schedules Communication and dialogue is critical and is becoming increasingly important with current issues
6.7	<p><u>Recruitment and Retention:</u></p> <ul style="list-style-type: none"> 2026-02-Monthly Report-Recruitment and Retention, circulated <ul style="list-style-type: none"> Experiencing challenges in OR with expected closures in Apr (Easter Weekend-potential), Jul 20-24 (construction work), and Aug 24-28 (slowdown – no elective cases) Focusing on nursing recruitment; one nurse starting training in Apr, with completion in Sep <ul style="list-style-type: none"> Retention of nursing staff has been an issue for several years, mostly due to a lack of a fulsome OR program, which would provide more full time positions Experienced recent service reductions, causing anxiety among our partner in the region
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"> Great forum for dialogue between Hospitals and Foundations; increasingly important and valuable as Foundations are essential in Hospital funding
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>Governance:</u></p> <ul style="list-style-type: none"> 2026-02-Monthly Report-Governance, circulated 2026-01-09-Governance Minutes, circulated Annual Skills Matrix Summary <ul style="list-style-type: none"> Annual Skills Matrix-Summary, circulated and reviewed <ul style="list-style-type: none"> Thank you to all for the completing the survey in advance of opening the Board recruitment process; allows us to know what skills we are looking for No significant changes from last year Terms of Reference circulated: <ul style="list-style-type: none"> Audit, CLR, CEC, Governance, JH&F, Nominating, QA and Resources <ul style="list-style-type: none"> Governance has reviewed the above noted Terms of Reference

	<ul style="list-style-type: none"> - Changes highlighted on the drafts circulated in the package - To be updated on the Board Portal on approval of the Board - Review will be every 2 years <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the draft Terms of Reference, as presented; unanimous. CARRIED.</u></p> <ul style="list-style-type: none"> • HPAOHT <ul style="list-style-type: none"> ○ HPAOHT has been a standing item of the Governance agenda since inception <ul style="list-style-type: none"> ▪ Board-to-Board Reference Committee has since been disbanded; discussed continued role of HHS and longer term vision for the HPAOHT ▪ Incorporation initiative of OHT has been paused ○ HPAOHT intends to refresh strategic plan with assistance of a consultant <ul style="list-style-type: none"> ▪ Discussed membership fees, government funding, and utilization of funds to date; return on investment ○ Discussed funding of essential vs non-essential services <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To direct CEO to determine how membership dues are applied/used by OHT vs. government funding, and to halt contribution of further fees until approved by this Board; unanimous. CARRIED.</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To direct the Board Chair to confer with Regional Chairs to collectively voice concerns with OHT about its tangible goals, including if and how hospital boards will be engaged going forward, before embarking on a new strategic plan; unanimous. CARRIED.</u></p> <table border="1" data-bbox="240 976 1481 1144"> <tr> <td data-bbox="240 976 857 1144"> <p><u>Action:</u></p> <ul style="list-style-type: none"> • Committee Chairs to contact community members to determine their intent to continue • Discuss and determine necessity of further contributions to OHT in relation to 3-year HSSP </td> <td data-bbox="857 976 1481 1144"> <p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • All; Mar • Board; Mar </td> </tr> </table>	<p><u>Action:</u></p> <ul style="list-style-type: none"> • Committee Chairs to contact community members to determine their intent to continue • Discuss and determine necessity of further contributions to OHT in relation to 3-year HSSP 	<p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • All; Mar • Board; Mar
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<p>7.2</p>	<p><u>President & CEO:</u></p> <ul style="list-style-type: none"> • 2026-02-Monthly Report-CEO, circulated • Attended OHA members meeting <ul style="list-style-type: none"> ○ MOH was in attendance and provided an update about happenings across the sector <ul style="list-style-type: none"> ▪ Med/Surg patients stabilization in Q4; yet access to services remains difficult and wait times are increasing ▪ Discussed MOH sectoral challenges, increased patient demand, HHR issues, investments, etc., struggles with global economic uncertainty ▪ Focused on cash instability, cash flow and debt management across the province ▪ HSAA extensions, planning and performance ▪ Capital and master planning projects paused; utilization of HIRF to improve our facilities ▪ Ongoing challenges of flu season combined with COVID-19 outbreaks • Clinical Services Planning discussions • Received operational direction from OH directing all hospitals to pause back office, digital and lab service upgrades, and to not sign any new contracts <table border="1" data-bbox="240 1638 1481 1711"> <tr> <td data-bbox="240 1638 857 1711"> <p><u>Action:</u></p> <ul style="list-style-type: none"> • Plan appreciation letter with pizza lunch </td> <td data-bbox="857 1638 1481 1711"> <p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • CEO; Mar </td> </tr> </table>	<p><u>Action:</u></p> <ul style="list-style-type: none"> • Plan appreciation letter with pizza lunch 	<p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • CEO; Mar
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<p>7.3</p>	<p><u>CFO:</u></p> <ul style="list-style-type: none"> • Financial Results and Risk Management <ul style="list-style-type: none"> ○ 2026-02-Monthly Report CFO P10, circulated ○ F2526-P10-Monthly Report-YTD Financial Results, circulated and reviewed <ul style="list-style-type: none"> ▪ Acknowledgement of the Financial staff for their day-to-day duties, i.e., A/P, A/R, payroll, balancing accounts, preparing financial statements, etc.; those staff are really are important to CFO role in preparing the reports presented to the Board 		

	<ul style="list-style-type: none"> ▪ Numbers continue to trend that same in the 10th month of the F2526 fiscal ▪ HHS shows a \$1.5M deficit compared to a budgeted deficit of \$4M; positive variance of \$2.4M; year end deficit anticipated to land around \$1.9M, which is about \$900K more than last years number ▪ South Huron received an additional 1% base funding for small hospitals in Jan ▪ Cash flow remains in a good position ▪ Reviewed ERP, Human Capital Management System, HIS renewal strategy <ul style="list-style-type: none"> – Reviewed KPIs
	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the President & CEO and Financial Results and Risk Management reports pursuant to items 7.2 and 7.3, as presented. CARRIED.</u></p>
7.4	<p><u>CNE:</u></p> <ul style="list-style-type: none"> • 2026-02-Monthly Report-CNE, circulated <ul style="list-style-type: none"> ○ Discussed mandatory educational courses, i.e., BLS, ACLS, etc., and payment of
7.5	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> • 2026-01-21-MAC Minutes, circulated • AMGH Surgical program closures affecting multiple services across the region; COS has been approached by other CEOs / COSs in the region regarding the recent closures questioning if this will be an ongoing issue <ul style="list-style-type: none"> ○ Closures happening due to lack of adequate retention of nursing staff, resulting in on-call issues and transfer of surgical cases to other hospitals in the region; issue has been ongoing over the past 10yrs ○ Regional opportunities available; suggested that all representatives should be involved in discussions to determine what the future should look like and provide ideas of how we get there ○ OR Manager has been asked to provide a schedule of what the summer will look like; expecting 6 to 8 days without coverage • Appreciation extended to Dr. Natuik and Dr. Ryan for their work as Chief of Staff over the years
7.6	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> • 2026-02-Monthly Report-COS, circulated • 2026-01-29-MAC Minutes, circulated <ul style="list-style-type: none"> ○ Re Regional Planning meeting discussions around surgical on-call between HPHA and AMGH, appreciated that all hospitals involved submitted 24/7 emergency as a non-negotiable
7.7	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> • Dr. Steinmann will be moving into the Chief of Staff position as of Jul 1 • New President of Medical Staff TBD <ul style="list-style-type: none"> ○ Appreciation extended to Dr. Steinmann for her role as President of Medical Staff; looking forward to Dr. Steinmann continuing on the Board in her new role • Hospitalist coverage gaps in Mar and Jun; Hannah Carr has been helpful in circulating ads to attract locum coverage; working on covering Easter weekend as there is no local coverage • Working on dealing with fatigue, stress, and pressure as a group
7.8	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> • 2026-02-Monthly Report-Pres MS, circulated
	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept all Standing Reports and MAC Minutes pursuant to items 7.4 to 7.8, as presented. CARRIED.</u></p>
8	New and Other Business
8.1	<p><u>Hospital Governance Advisory Table:</u></p> <ul style="list-style-type: none"> • New OH Advisory Table developed; tabled until further information is available
9	HHS Common Board Work Plan
9.1	<p><u>Work Plan:</u></p> <ul style="list-style-type: none"> • Work plan is moving along • Annual meeting (June 25, 2026) planning begins in Mar
10	<p><u>In-Camera Session</u></p> <ul style="list-style-type: none"> ○ In-camera session is not recorded or transcribed, and no minutes will be created.

	<ul style="list-style-type: none"> ○ 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	<p>Move into In-Camera:</p> <ul style="list-style-type: none"> • Hospitalist Programs • Budget / Capital Projects <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move into an in-camera session at 10:57am. CARRIED.</u></p>		
10.2	<p>Move Out of In-Camera:</p> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move back into the open session at 2:07pm. CARRIED.</u></p>		
11	Common Board Evaluations		
12	Next Meeting & Adjournment		Regrets to alana.ross@amgh.ca
	Date	Time	Location
	March 26, 2026	4:30pm-6:30pm	AMGH Boardroom / MS Teams available
	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To adjourn the February 27, 2026 HHS Common Board meeting at 2:10pm. CARRIED.</u></p>		
Signature			
			
<hr/> Brian Heagle, Committee Chair		<hr/> Jimmy Trieu, President & CEO	