



Committee:	<b>HHS COMMON BOARD</b>		
Date:	April 30, 2026	Time:	4:35pm-7:56pm
Chair:	Brian Heagle, Board Chair	Recorder:	Alana Ross
Present:	Elected: Nonie Brennan, Brian Heagle, Steve Ireland, Christie MacGregor, Jared Petteplace, Susan Reis, Jane Sager Ex Officio: Jimmy Trieu, Lynn Higgs, Dr. Shannon Natuik, Dr. Sean Ryan, Dr. Tamra Steinmann		
Guest(s):	Robert Lovecky, Krista McCann (ED, SHHF), Rob Tait (Board Chair, SHHF)		
Regrets:	David Atkinson, Heather Hern, Glen McNeil, Tara Oke, Dr. Neeraj Patel		
<b>1</b>			
<b>Open Session - Call to Order / Welcome</b>			
1	<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>● Rob Lovecky reviewed the land acknowledgement and shared his personal reflection             <ul style="list-style-type: none"> <li>○ Most recent experiences were as a result of trips to Edmonton, Alberta for NHL Hockey games, specifically the Edmonton Oilers</li> <li>○ Was very moved by the indigenous presence and how it represents what Canada is all about, the culture threaded throughout the communities, and the history of people who were here before our ancestors</li> </ul> </li> <li>● Feels a great appreciation for this nation of people and it helps to understand the depth of the reconciliation that is required</li> </ul>		
1.2	<u>Story:</u> <ul style="list-style-type: none"> <li>● Dr. S. Natuik             <ul style="list-style-type: none"> <li>○ Grew up north of Winnipeg, Manitoba; journey to Goderich started in the 4<sup>th</sup> year of medical school, when she had to decide where she wanted to spend her residency</li> <li>○ After speaking to her mentor, who encouraged her to leave Manitoba to experience medicine elsewhere and bring back her knowledge, she had intentions of moving further west for the outdoors, adventure and the optimal wine grown environment in BC, however, she came east instead</li> <li>○ Favourite programs were UWO in London and Dalhousie in Nova Scotia; had to convince her husband to settle in a city smaller than Winnipeg, so they came to London</li> <li>○ Was encouraged by a senior resident to choose Goderich for a 2-month residency; upon completing the rural medicine residency at AMGH, she was significantly impressed by the small caring community, the hospital, the physicians, the staff, and the environment; loves the breadth of medicine and rural medicine provides a little bit of everything</li> <li>○ With the assistance of Gwen Devereaux, Dr. Neal and Dr. Appavoo, it was determined that Dr. Natuik could grow grapes in Huron County, and so she is still here 15 years later</li> </ul> </li> </ul>		
<b>2</b>			
<b>Education / Guests</b>			
2.1	<u>Governance:</u> <ul style="list-style-type: none"> <li>● Financial-Board members recently attended Fundamentals of Financial Oversight for Hospital Boards Sessions, presented by the OHA             <ul style="list-style-type: none"> <li>○ 2026-04-23-Memo re Hospital Finance Fundamentals Post-Session Follow-Up, circulated</li> <li>○ 2026-04-23-Fundamentals of Financial Oversight for Hospital Boards (excerpts), circulated</li> <li>○ 2026-04-21-Fundamentals of Financial Oversight for Hospital Boards (excerpts), circulated                 <ul style="list-style-type: none"> <li>▪ Discussed sources of public funding; development of relationships with funding, Ministry, Government and Hospitals; need for substantive structural systemic reform required to address systemic issues; Ministry priorities; underfunding; increased pressure for contributions are being sought locally from taxpayers, municipalities and foundations; annual funding cycle; lack of multi-year funding commitments; small hospital funding</li> </ul> </li> </ul> </li> </ul>		

	<p>models; lack of access to other funding sources such as GEM, HBAM and QBB; impacts of global economic crisis, imposed tariffs set by Trump administration</p> <ul style="list-style-type: none"> <li>▪ Suggested Board will need to discuss risk tolerance and debt load</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>• 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"> <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>○ Move CEO Annual Evaluation and Fiscal Advisory Committee-TOR from 6.2 to 8.2 for review and motion</li> </ul> </li> </ul> <p><b><i>MOVED AND DULY SECONDED</i></b>  <b><i>MOTION: To approve the April 30, 2026 HHS Common Board agenda, as amended. CARRIED.</i></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><i>MOVED AND DULY SECONDED</i></b>  <b><i>MOTION: To approve the March 26, 2026 HHS Common Board minutes. CARRIED.</i></b></p>
<b>4</b>	<b>Business Arising from Previous Minutes</b>
<b>5</b>	<b>Foundations Report</b>
5.1	<p><u>AMGHF / SHHF:</u></p> <ul style="list-style-type: none"> <li>• Joined by Krista McCann, ED SHHF, and Rob Tait, Board Chair SHHF                             <ul style="list-style-type: none"> <li>○ Gala is scheduled for Fri., Jun 5th, at South Huron Rec Centre; 600 tickets have been sold compared to about 750 at this time of year                                     <ul style="list-style-type: none"> <li>▪ All main sponsors and regular attendees are attending</li> </ul> </li> <li>○ AGM is scheduled for Tue., Jun 23; invites circulated</li> <li>○ ED has been meeting with major sponsors over the last two to three weeks; having great conversations, answering some excellent questions                                     <ul style="list-style-type: none"> <li>▪ Community is interested to know where HHS is at with the SHMC, which is still on pause, while we wait for news of the CT scanner; still accomplishing what we need to today as well as planning for the future</li> <li>▪ Discussed community view of investments set aside, which is critical to have when the Government approves large projects like equipment and renovations; some donors are now directing their donations to the future fund</li> </ul> </li> <li>○ SHHF &amp; AMGHF are developing a strategy to partner in support of the MRI campaign as it is for all of Huron County</li> <li>○ Re Strategic Planning, G&amp;N committee has recently outlined the process; finalization and approval will happen at the next meeting; to AMGHF Board for final approval in Jun, with the launch in Sep</li> </ul> </li> <li>• Appreciation extended to the SHHF for their continued fundraising efforts, support, raising awareness, community generosity, approval of capital equipment, being champions for the hospital, and their partnership</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>• 2026-04-Monthly Report-Patient Experience, circulated</li> </ul>
6.2	<p><u>Governance &amp; Nominating:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-Governance, circulated</li> <li>• 2026-02-13 Minutes, circulated                             <ul style="list-style-type: none"> <li>○ Next meeting May 15</li> </ul> </li> </ul>
6.3	<p><u>Resources:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-Resources, circulated</li> <li>• 2026-03-25 Minutes, circulated                             <ul style="list-style-type: none"> <li>○ Next meeting May 21</li> </ul> </li> </ul>

6.4	<p><u>Audit:</u></p> <ul style="list-style-type: none"> <li>• No meeting or update since last report                             <ul style="list-style-type: none"> <li>○ Next meeting May 21</li> </ul> </li> </ul>
6.5	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> <li>• No meeting or update since last report                             <ul style="list-style-type: none"> <li>○ Next meeting Jun 24</li> </ul> </li> </ul>
6.6	<p><u>Collaborative Leadership Roundtable:</u></p> <ul style="list-style-type: none"> <li>• No meeting or update since last report                             <ul style="list-style-type: none"> <li>○ Next meeting May 19</li> </ul> </li> </ul>
6.7	<p><u>Recruitment and Retention:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Bi-Monthly-Report-R&amp;R, circulated                             <ul style="list-style-type: none"> <li>○ Next meeting May 5</li> </ul> </li> </ul>
6.8	<p><u>Joint Hospitals &amp; Foundations:</u></p> <ul style="list-style-type: none"> <li>• No meeting or update since last report                             <ul style="list-style-type: none"> <li>○ Next meeting Jun 3</li> </ul> </li> </ul>
6.9	<p><u>Community Engagement Council:</u></p> <ul style="list-style-type: none"> <li>• No meeting or update since last report</li> </ul>
<p><b><u>MOVED AND DULY SECONDED</u></b>  <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>	
<p><b>7 Standing Reports</b></p>	
7.1	<p><u>President &amp; CEO:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-CEO, circulated                             <ul style="list-style-type: none"> <li>○ CEO and Board Chair are attending the Annual Healthcare Leadership Summit in Toronto                                     <ul style="list-style-type: none"> <li>▪ Reviewed Ministry of Health announcements regarding investments committed to primary care, hospitals; awaiting funding letters</li> <li>▪ MOH is addressing prevention of chronic diseases</li> <li>▪ ALC rate and capacity has stabilized across the system</li> </ul> </li> </ul> </li> <li>• To all of our physicians at AMGH &amp; SHH:</li> </ul> <p style="text-align: center; color: #00aaff; font-weight: bold; font-size: 1.2em;">HAPPY DOCTOR'S DAY!</p>
7.2	<p><u>CFO:</u></p> <ul style="list-style-type: none"> <li>• Financial Results and Risk Management                             <ul style="list-style-type: none"> <li>○ 2026-04-Monthly Report-CFO, circulated</li> <li>○ F2526-P12-Monthly Report-YTD Financial Results ESTIMATED, circulated and reviewed                                     <ul style="list-style-type: none"> <li>▪ Reviewed Executive Summary</li> <li>▪ F2526 has not been officially closed yet; in process of balancing and reconciling, preparing reports; Auditors will arrive next week</li> <li>▪ Total estimated combined deficit is approximately \$2M compared to a budget deficit of \$4.5M, positive variance of \$2.5M   <ul style="list-style-type: none"> <li>– AMGH received 3% base funding</li> <li>– SHH received 4% based funding, which brought their deficit down almost to the balancing point</li> </ul> </li> <li>▪ Hospitals across Canada continue to experience increased pressures related to wages, supplies, medical supplies, IT costs, etc., which extend beyond the percentage of base funding received and cause deficit</li> <li>▪ Operating costs causing pressure are related to orientation, training, sick time, overtime, hospitalist stipends, unfunded medical centre, etc.; shared role costs has been changed from 50-50 to 60-40</li> <li>▪ Cash reserves are in good standing at this time</li> <li>▪ Capital status report will be updated for the upcoming audit; received 90% of the capital ask of SHHF, and anticipate receipt of approximately 60% of the capital ask of AMGHF</li> <li>▪ Risks and challenges</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>– ERP strategy and the Human Capital Management System, which will standardize our business processes across both hospitals; utilizing existing SHH finance and procurement software at AMGH – to be funded through working capital</li> <li>– MRI suite construction and equipment – funding commitment from the AMGHF is \$6.5M</li> <li>▪ Strategic initiatives projects include IT transition to LHSC and HIS renewal; while there is no government funding available for these types of projects, OH has requested an updated proposal once final numbers have been determined</li> </ul> <ul style="list-style-type: none"> <li>• Suggested inviting an OHA Rep to attend a Board meeting</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>• 2026-04-Monthly Report-CNE, circulated             <ul style="list-style-type: none"> <li>○ Clinical Scholar has been approved for this year</li> <li>○ Reimbursements received for OH Education</li> <li>○ Shortage of RPNs at AMGH; a number of RPNs are bridging into RNs</li> <li>○ Gaps in the OR due to staffing and anaesthesia; there are staff in training</li> </ul> </li> </ul>
7.4	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-COS, circulated</li> <li>• 2026-03-11-MAC Minutes, circulated             <ul style="list-style-type: none"> <li>○ ED schedule is in a good position</li> <li>○ Dr. Steinmann is keeping on top of the Hospitalist schedule                 <ul style="list-style-type: none"> <li>▪ Recently recruited a US trained Canadian physician, who is working at AMGH under supervision; may be able to help at SHH</li> <li>▪ Concern that the Full Plus funding model that has been put in place to boost primary care and ensure attachment of all patients is taking family docs away from rural sites</li> </ul> </li> <li>○ Concern for OR closures; causing pressure on regional surgical services</li> </ul> </li> </ul>
7.5	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-COS, circulated</li> <li>• 2026-03-26-MAC Minutes, circulated             <ul style="list-style-type: none"> <li>○ ED and Hospitalist schedules developed to the end of the year                 <ul style="list-style-type: none"> <li>▪ ED has good coverage</li> <li>▪ Hospitalist schedule has many holes; working on strategies to get these shifts covered, i.e., physician Facebook groups</li> </ul> </li> <li>○ Dr. Nelham has officially retired as of today</li> </ul> </li> </ul>
7.6	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-Pres MS, circulated</li> </ul>
7.7	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Monthly Report-Pres MS, circulated</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	<p><u>Gratitude:</u></p> <ul style="list-style-type: none"> <li>• 2026-04-Letter for Gratitude to All Staff from Board, circulated</li> </ul>
8.2	<ul style="list-style-type: none"> <li>• <u>Governance:</u></li> <li>• CEO Annual Evaluation Policy revised v3, circulated</li> <li>• CEO Annual Evaluation Survey-Board, circulated</li> <li>• CEO Annual Evaluation Survey-Leadership, circulated</li> <li>• CEO Annual Evaluation Timeline, circulated             <ul style="list-style-type: none"> <li>○ Board Executive meets with CEO quarterly to discuss goals, opportunities, and issues</li> </ul> </li> </ul>

	<p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept the CEO Annual Evaluation Policy and associated surveys, for update and circulation to Board and Leadership for completion. CARRIED.</u></b></p> <ul style="list-style-type: none"> <li>• 2026-04-30-Fiscal Advisory Committee-Terms of Reference Final Draft, circulated             <ul style="list-style-type: none"> <li>○ FAC is an operational committee required under the Public Hospitals Act 965; reports to Board</li> <li>○ One committee to be created at each site, with input from physicians, nurses and staff regarding budget planning, fiscal decisions, etc.; meets twice per year, with a report submitted to the Board</li> </ul> </li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To immediately form two Fiscal Advisory Committees (AMGH &amp; SHH), as recommended. CARRIED.</u></b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><b><u>Action:</u></b></p> <ul style="list-style-type: none"> <li>• Finalize and post CEO Evaluation Policy and Surveys; send surveys</li> <li>• Forward FAC-TOR to the committees for review; post</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <p><b><u>By whom / when:</u></b></p> <ul style="list-style-type: none"> <li>• EA; This week</li> <li>• EA; TBD</li> </ul> </td> </tr> </table>	<p><b><u>Action:</u></b></p> <ul style="list-style-type: none"> <li>• Finalize and post CEO Evaluation Policy and Surveys; send surveys</li> <li>• Forward FAC-TOR to the committees for review; post</li> </ul>	<p><b><u>By whom / when:</u></b></p> <ul style="list-style-type: none"> <li>• EA; This week</li> <li>• EA; TBD</li> </ul>
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<b>9</b>	<b>HHS Common Board Work Plan</b>		
9.1	<p><u>Work Plan:</u></p> <ul style="list-style-type: none"> <li>• F2526 Work Plan v4, circulated and reviewed             <ul style="list-style-type: none"> <li>○ Added item 23, Joint Services Agreement development</li> </ul> </li> </ul>		
<b>10</b>	<p><b><u>In-Camera Session</u></b></p> <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	<p><u>Move into In-Camera:</u></p> <ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• CBA</li> <li>• Board Applications</li> <li>• HPHA / AMGH Pharmacy</li> <li>• Magnetic Moments Campaign (MRI)</li> <li>• AMGH Hospitalist Program</li> <li>• AWG</li> <li>• HR Report</li> <li>• Credentials</li> </ul> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To move into an in-camera session at 6:52pm. CARRIED.</u></b></p>		
10.2	<p><u>Move Out of In-Camera:</u></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To move back into the open session at 7:50pm. CARRIED.</u></b></p>		
10.3	<p><u>Motion(s) from In-Camera Session:</u></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To accept and approve the amended and restated Common Board Agreement, effective today. UNANIMOUSLY CARRIED.</u></b></p> <p><i>*Approved in-camera for execution; voting Board Directors in attendance Steve Ireland, Nonie Breanna, Jane Sager, Jared Petteplace, Christie MacGregor</i></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To direct the CEO and Board Chair on behalf of AMGH to sign the draft agreement prepared by AMGHE, and to verify that the schedule is a nil schedule. CARRIED.</u></b></p> <p><b><u>MOVED AND DULY SECONDED</u></b>  <b><u>MOTION: To approved the SHH Credentials list, as presented. CARRIED.</u></b></p>		
<b>11</b>	<b>Common Board Evaluations</b>		

12	<b>Next Meeting &amp; Adjournment</b>			Regrets to <a href="mailto:alana.ross@amgh.ca">alana.ross@amgh.ca</a>
	<b>Date</b>	<b>Time</b>	<b>Location</b>	
	May 28, 2026	4:30pm-6:30pm	AMGH Boardroom / MS Teams	
<b><u>MOVED AND DULY SECONDED</u></b> <b><u>MOTION: To adjourn the April 30, 2026 HHS Common Board meeting at 7:56pm. CARRIED.</u></b>				
<b>Signature</b>				
				
				
_____ Brian Heagle, Board Chair			_____ Jimmy Trieu, President & CEO	