

MINUTES

Committee:	HHS Common Board		
Date:	November 9, 2023	Time:	4:00pm-5:31pm
Chair:	Glen McNeil, Board Chair	Recorder:	Alana Ross
Present:	Allan Ball, Dr. Aaron Daters, Brian Heagle, Steve Ireland, Aileen Knip, Glen McNeil, Dr. Shannon Natuik, Tara Oke, Pat O'Rourke, Susan Reis, Dr. Sean Ryan, Jane Sager, Bruce Shaw, Laura Stire, Jimmy Trieu, Michelle Wick		
Regrets:	Heather Hern, Christie MacGregor		
Guests: <i>(Open Session Only)</i>	Matt Trovato, Mike Niglas		
1	Call to Order / Welcome		
1.1	<ul style="list-style-type: none"> • Mr. McNeil welcomed everyone and called the meeting to order at 4:00pm <ul style="list-style-type: none"> ○ Reminder: Board Advance, Mon., Nov., 13, 2023 @ 09:00am, Hessenland; light breakfast and coffee available at 08:30am <ul style="list-style-type: none"> ▪ Reading material forwarded by CEO ○ Welcome to Dr. Sean Ryan, new Chief of Staff for SHH ○ Welcome to Mike Niglas, Community Member of G&N, who is joining us today and Monday 		
2	Education		
3	Approvals and Updates		
3.1	<u>Declaration of Conflict of Interest</u> <ul style="list-style-type: none"> • Mr. McNeil asked if anyone had a conflict of interest to declare based on information contained in the package <ul style="list-style-type: none"> ○ Mr. Ireland and Ms. Sager declared 'conflicts of interest' with 6.1 re nominations for Acting Chair and Chair of G&N 		
3.2	<u>Agenda</u> <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 the November 9, 2023 HHS Common Board agenda. CARRIED.</u></p>		
3.3	<u>Previous Minutes</u> <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 the October 12, 2023 HHS Common Board minutes. CARRIED.</u></p>		
4	Business Arising from Minutes		
5	Staff Reports		
5.1	<u>President & CEO:</u> <ul style="list-style-type: none"> • 2023-11-Report to Board-CEO circulated <ul style="list-style-type: none"> ○ OHA is conducting engagement sessions with hospitals across the province, providing an opportunity for Board Chairs and CEOs to meet and ask questions and gain a better understanding of the challenges and pressures in healthcare <ul style="list-style-type: none"> ▪ Will be addressing funding, funding challenges and pre-budget advocacy ▪ Government of Ontario is starting to work on next year's budget ○ Five to six million patient records were stolen in the recent cyber attack on Windsor Regional Hospital Network (Erie St. Clair) <ul style="list-style-type: none"> ▪ Networks will be rebuilt from scratch 		


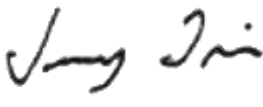
	<ul style="list-style-type: none"> ▪ A patient hotline as been opened ▪ A number of services have been transferred to LHSC and Hamilton ▪ Any connections to AMGH & SHH have been terminated until further notice, i.e., physician VPN; however, sufficient communication was not received ○ BPS Guidelines will be updated and transitioned to the Building Ontario Business Initiative as of January 2024 <ul style="list-style-type: none"> ▪ Being bound by BPS guidelines, this affects hospitals when purchasing or procuring services, equipment or consultations as the value for public hospitals has been increased from \$100K to \$121K; anything above this amount must be opened to a competitive process in an effort to create value and resilience for Ontario businesses <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the President & CEO report, as presented. CARRIED.</u></p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"><u>Action:</u></td> <td style="width: 50%;"><u>By whom / when:</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Forward any questions for OHA to Mr. McNeil / Mr. Trieu, i.e., discuss capacity issues and associated funding for flu season • Be vigilant when opening emails; do not open anything that looks suspicious (review email address prior to opening emails) </td> <td> <ul style="list-style-type: none"> • All; Prior to Dec 11 • All; Ongoing </td> </tr> </table>	<u>Action:</u>	<u>By whom / when:</u>	<ul style="list-style-type: none"> • Forward any questions for OHA to Mr. McNeil / Mr. Trieu, i.e., discuss capacity issues and associated funding for flu season • Be vigilant when opening emails; do not open anything that looks suspicious (review email address prior to opening emails) 	<ul style="list-style-type: none"> • All; Prior to Dec 11 • All; Ongoing
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5.2	<p><u>CNE:</u></p> <ul style="list-style-type: none"> • Verbal Report <ul style="list-style-type: none"> ○ Budget cuts to Public Health is causing job reduction and loss in the region, which is a positive for recruitment and retention in hospitals, as there is now interest in our available nursing positions ○ 50% of our staff have received flu shots to date; flu shot clinics remain active ○ OH Provincial Director of Emergency Services visited both AMGH & SHH EDs, and spoke with frontline staff and physicians about ongoing challenges in small and rural hospitals ○ Further to support received in the form of free education programs, we have been successful in onboarding a number of emergency nurses as a result of increased competence and comfort level <ul style="list-style-type: none"> ▪ In-house education and policy updates continue to be developed based on incidents, i.e., medications, etc. ○ Capacity issues continue across both hospitals, particularly around medicine and med-surg beds, as patients or ‘holders’ are admitted without a bed, which increases risk to our patients <ul style="list-style-type: none"> ▪ Working on stabilization of staffing and bed management; SHH ED beds and AMGH inpatient flex beds have been expanded to help mitigate some of the risk <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the CNE report, as presented. CARRIED.</u></p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"><u>Action:</u></td> <td style="width: 50%;"><u>By whom / when:</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • All are encouraged to receive flu and COVID-19 vaccinations, and forward dates to EA for tracking </td> <td> <ul style="list-style-type: none"> • All; Ongoing </td> </tr> </table>	<u>Action:</u>	<u>By whom / when:</u>	<ul style="list-style-type: none"> • All are encouraged to receive flu and COVID-19 vaccinations, and forward dates to EA for tracking 	<ul style="list-style-type: none"> • All; Ongoing
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5.3	<p><u>COO:</u></p> <ul style="list-style-type: none"> • 2023-11-Report to Board-COO circulated <ul style="list-style-type: none"> ○ Funding has been received to cover 100% of retroactive payments made to the ONA union group as a result of Bill 124; anticipating that the same will be done for the other union groups ○ Further to the cyber attack on Erie St. Clair, the hackers asked for \$6M, however, the hospital network was not willing to negotiate, and some of the information is now being released on the dark web <ul style="list-style-type: none"> ▪ HHS has taken steps internally to ensure safety across both organizations, i.e., risk assessments, dedicated resources, and multifactor authentication, which has been a key gap for hackers to access organizations ▪ Currently investigating a cyber insurance policy with HIROC for AMGH; it is already in place at SHH • Facility updates 				

	<ul style="list-style-type: none"> ○ SHH electrical project is well underway; contingency plans are being developed for the rolling power outages that will happen as new panels are inserted ○ SHH ED department is back in full service after vandalism incident in Sep; cost estimated at \$10K ○ Drawings for SHH CT scanner are complete, and finalized Business Case can be submitted to Ministry ○ Fire alarm tie in for the AMGH ED secure room is still pending ○ AMGH Cerner project investigation is still underway; AMGH is committed to the move and the preference is to adopt the SHH model <ul style="list-style-type: none"> ▪ Clarification: if AMGH moves forward with Cerner through HPHA, the total cost will be \$35M, and AMGH’s portion will be \$7M, plus an annual operating cost of \$1.3M ▪ There is no dedicated Ministry funding for this project at this point in time, however, it is a provincial initiative to have all hospitals on the same system, and there are low interest government loans available with HIS cited as an eligible project ● Hospitals in the region are adopting a model that leverages the LHSC systems, i.e., payroll; concern expressed around reliance on third party record keeping <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the COO report, as presented. CARRIED.</u></p>
	<p><u>Action:</u></p> <ul style="list-style-type: none"> ● Forward leveraging of LHSC payroll systems to A&F for further discussion
<p>5.4</p>	<p><u>AMGH Chief of Staff:</u></p> <ul style="list-style-type: none"> ● 2023-11-Report to Board-COS (AMGH) circulated <ul style="list-style-type: none"> ○ ED coverage is difficult, but it is being managed; looking forward to continued assistance of EDLP physicians ○ Current issue is heavy patient volumes, leading to ‘Code Gridlock’ or inability to move patients ○ COS extended appreciation to the Leadership Team for their support <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the AMGH Chief of Staff report and September 20, 2023 MAC minutes as presented. CARRIED.</u></p>
<p>5.5</p>	<p><u>SHH Chief of Staff:</u></p> <ul style="list-style-type: none"> ● 2023-11-Report to Board-COS (SHH) circulated <ul style="list-style-type: none"> ○ Congratulations extended to Dr. Ryan on becoming the new Chief of Staff for SHH; and appreciation extended to Dr. Nelham for his contributions over the last three years <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the SHH Chief of Staff report and October 12, 2023 MAC minutes, as presented. CARRIED.</u></p>
<p>5.6</p>	<p><u>AMGH President of Medical Staff:</u></p> <ul style="list-style-type: none"> ● 2023-11-Report to Board-Pres. MS (AMGH) circulated <ul style="list-style-type: none"> ○ Dr. Phil Neilsen, Psychiatrist, will be retiring at the end of Dec 2023 ○ Dr. Peter Dixon, Psychiatrist, will be joining AMGH in Jan 2024 <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the AMGH President of Medical Staff report, as presented. CARRIED.</u></p>
<p>5.7</p>	<p><u>SHH President of Medical Staff:</u></p> <ul style="list-style-type: none"> ● No report
<p>5.8</p>	<p><u>Patient Relations:</u></p> <ul style="list-style-type: none"> ● 2023-11-Report to Board-Patient Relations circulated <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the Patient Relations Report, as presented. CARRIED.</u></p>
<p>6</p>	<p>Committee Reports & Previous Minutes</p>
<p>6.1</p>	<p><u>Governance & Nominating:</u></p> <ul style="list-style-type: none"> ● G&N meeting held on October 20, 2023

	<ul style="list-style-type: none"> ○ Any HHS Common Board members that has not signed the Board Consent form, as circulated, is to please do so ASAP ○ Ad Hoc meetings planned Nov / Dec for policy review and final review of HHS Common Board Committee Terms of References; anticipating to have all TORs to Board in Dec ○ Upcoming items for review at G&N will be the Board Work Plan and the OHA Board Self-Assessment Survey Results ● G&N Chair appointments finalized <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Governance & Nominating Committee and the September 15, 2023 G&N minutes, as presented. CARRIED.</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: Per recommendation of G&N, to appoint Steve Ireland as Acting Chair of G&N until January 2024, and to appoint Jane Sager as Chair of G&N as of January 2024. CARRIED.</u></p> <table border="1" data-bbox="240 651 1474 724"> <tr> <td data-bbox="240 651 857 724"> <u>Action:</u> <ul style="list-style-type: none"> ● Complete and submit Board Consent form to EA </td> <td data-bbox="857 651 1474 724"> <u>By whom / when:</u> <ul style="list-style-type: none"> ● All who have not completed; This week </td> </tr> </table>	<u>Action:</u> <ul style="list-style-type: none"> ● Complete and submit Board Consent form to EA 	<u>By whom / when:</u> <ul style="list-style-type: none"> ● All who have not completed; This week
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6.2	<p><u>Audit & Finance:</u></p> <ul style="list-style-type: none"> ● A&F meeting held on November 2, 2023 <ul style="list-style-type: none"> ○ Reviewed AMGH & SHH Period 6 results; accepted <ul style="list-style-type: none"> ▪ Between the two sites, the incremental cost of staying open is approximately \$2.4M ▪ Although in deficit positions, both sites are still maintaining ‘better than budget’ results; results mainly due to retroactive Government support of Bill 124, and one-time funding related to beds, physicians, and stabilization, etc. ▪ KPIs and current ratios are in a good position for both organizations ○ Deductible for SHH ED damage was \$10K, which is approximately what the repairs cost ○ COO has been asked to provide an update on the Auditor’s Management Letters in Dec; will provide formal record of issues that have since been corrected ○ Plans for use of MRI funding are in good standing to date ○ HPHA is increasing chargeback costs to us, which will affect the budget for ongoing expenses related to services and referrals ○ Hospitals are being asked to be surge capacity ready for the cold and flu season; expectation is that this will include appropriate funding levels ○ Pay Equity Plan for both organizations will cost a total of \$60K for consulting services (SHH \$40 / AMGH \$20) <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Audit & Finance Committee, the October 5, 2023 A&F minutes and the F23 Period 6 Results, as presented. CARRIED.</u></p> <table border="1" data-bbox="240 1438 1474 1514"> <tr> <td data-bbox="240 1438 857 1514"> <u>Action:</u> <ul style="list-style-type: none"> ● Find current AFA rates for Dr. Ryan </td> <td data-bbox="857 1438 1474 1514"> <u>By whom / when:</u> <ul style="list-style-type: none"> ● Trovato; This week </td> </tr> </table>	<u>Action:</u> <ul style="list-style-type: none"> ● Find current AFA rates for Dr. Ryan 	<u>By whom / when:</u> <ul style="list-style-type: none"> ● Trovato; This week
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6.3	<p><u>Community Engagement:</u></p> <ul style="list-style-type: none"> ● CEC meeting held on September 21, 2023 <ul style="list-style-type: none"> ○ Discussion held at CEC regarding the importance of recruiting and retaining physicians, which may require organizational support; suggestions have been forwarded to the CEO ○ Committee is working on expanding to include Bayfield Community representatives ○ Committee is looking for finalized Terms of Reference; ETA is likely Dec ○ Received positive feedback from Auxiliary <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Community Engagement Committee, as presented. CARRIED.</u></p>		
6.4	<p><u>Resources:</u></p> <ul style="list-style-type: none"> ● Resources meeting held on November 2, 2023 <ul style="list-style-type: none"> ○ Discussion and recommendations moved to IC 		

	<p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Resources Committee and the October 5, 2023 Resources minutes, as presented. CARRIED.</u></p>
6.5	<p><u>Joint Hospital & Foundation:</u></p> <ul style="list-style-type: none"> • JH/F meeting held on September 6, 2023 <ul style="list-style-type: none"> ○ A very positive meeting including AMGH & SHH and AMGHF & SHHF ○ Shared ideas, concerns, solutions; looking forward to coming meetings, growth and accomplishments <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Joint Hospital & Foundation Committee, as presented. CARRIED.</u></p>
6.6	<p><u>Quality Assurance:</u></p> <ul style="list-style-type: none"> • QA meeting held on October 18, 2023, document circulated <ul style="list-style-type: none"> ○ AMGH Q1&Q2 Incident Reports / SHH Q1&Q2 Incident Reports ○ AMGH Q2 F2024 QIP Dashboard / SHH Q2 F2024 QIP Dashboard ○ Discussed dashboards and reviewed incidents for both organizations, tracking of data, internal and external reporting, RL6 incident reporting, etc. <ul style="list-style-type: none"> ▪ Reviewed incidents that happened over the past 6 months and how they were mitigated <ul style="list-style-type: none"> – Two quarters are being represented, so number of incidents is relatively normal – Staff are getting very good at reporting all incidents, which allows us to investigate and improve quality ▪ Reviewed the QIP indicators, targets and current results <ul style="list-style-type: none"> – Of note, regarding Indicator #1 CTAS scores - it is difficult for physicians to enter CTAS 1 & 2 scores, because these numbers represent the most emergent and urgent patients, and the physician will be with them rather than on the computer making notes, so recording of these numbers is often missed ▪ Heather Klopp provides monthly reports on patient compliments and complaints to MACs and Board <ul style="list-style-type: none"> – Patient complaints regarding wait times continue to be received – Provincially, there is an increase in patients ‘left without being seen’; data is being collected <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Quality Assurance Committee, as presented. CARRIED.</u></p>
6.7	<p><u>Recruitment & Retention:</u></p> <ul style="list-style-type: none"> • R&R meeting held on November 7, 2023 <ul style="list-style-type: none"> ○ AMGH is in the process of onboarding two new physicians, who will start in the new year ○ A new recruitment and retention strategy based on the four pillars is in development; will be brought to the Board for endorsement in the new year <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the verbal update of the Recruitment & Retention Committee and the September 5, 2023 R&R minutes, as presented. CARRIED.</u></p>
7	New and Other Business
7.1	<p><u>HSAAs:</u></p> <ul style="list-style-type: none"> • Documents circulated: <ul style="list-style-type: none"> ○ 2023-10-OH Memo re Approach to F232425 SAAs ○ 2023-11-BN-F232-HSAA Update ○ 2023-11-F2324 HSAA (AMGH) / 2023-11-F2324 HSAA (SHH) ○ HSAA is the primary agreement with the Ministry that details expected level of services and related funding <ul style="list-style-type: none"> ▪ HSAA had not been renewed in ten years due to change in governments, pandemic, etc. ▪ New HSAAs were expected to reflect the new climate in healthcare, and were received on Mar 29th, with a start date of Apr 1st; the new HSAAs did not accurately reflect the pressures that hospitals are facing, i.e., cost of staying open

	<ul style="list-style-type: none"> – Hospitals throughout Ontario had concerns with the HSAAs, which were discussed with Ontario Health – New HSAAs were not signed back, and past HSAAs were extended while discussion continued ▪ OH asked what it would take to have hospitals sign the HSAAs <ul style="list-style-type: none"> – Discussed continued structural deficits of AMGH & SHH, and the province, that have not been addressed – Performance improvement plans in place are not feasible without cutting services; deficits will grow along with inflation and compensation costs ▪ On October 19th, OH released a memo noting their commitment to understanding the pressures faced by hospitals, the elimination of the Performance Improvement Plans, and elimination of the HAP submission requirement for F2425 ▪ Based on the OH Memo of Oct 19, the Senior Leadership Team recommended that the HHS Common Board accept, sign and submit the new HSAAs <ul style="list-style-type: none"> • It is unknown if there will be funding support from the Ministry in response to cyber security <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the updated AMGH & SHH HSAAs, as presented, and approve for signature and submission. CARRIED.</u></p> <table border="1" data-bbox="240 787 1482 886"> <tr> <td data-bbox="240 787 857 886"> <p><u>Action:</u></p> <ul style="list-style-type: none"> • Update signature pages on HSAAs • Collect HSAA signatures and submit </td> <td data-bbox="857 787 1482 886"> <p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • Trovato; This week • EA; This week </td> </tr> </table>	<p><u>Action:</u></p> <ul style="list-style-type: none"> • Update signature pages on HSAAs • Collect HSAA signatures and submit 	<p><u>By whom / when:</u></p> <ul style="list-style-type: none"> • Trovato; This week • EA; This week
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7.2	<p><u>OPSEU:</u></p> <ul style="list-style-type: none"> • 2023-11-02-SHH OPSEU Local Collective Agreement circulated <ul style="list-style-type: none"> ○ Collective bargaining with OPSEU union held throughout Oct; an MOU was struck on Nov 1, which has been ratified and agreed to by OPSEU <ul style="list-style-type: none"> ▪ Reviewed terms; approximate total 3-year cost is \$110K; partially funded by Ministry ▪ Of note, between AMGH & SHH, there are seven unique unions ○ Next step is ratification by hospital and Board; recommended <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To accept the recommendation and ratification of the OPSEU agreement, as presented. CARRIED.</u></p>		
8	<p>In-Camera Session</p>		
8.1	<p><u>Move into In-Camera:</u></p> <ul style="list-style-type: none"> • Human Resources <ul style="list-style-type: none"> ○ 2023-09-BN-Non-Union Compensation IC, circulated under separate cover and re motion made at 2023-11-02-Resources IC Committee meeting <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move into the in-camera session at 5:20pm. CARRIED.</u></p>		
8.2	<p><u>Move Out of In-Camera:</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To move out of the in-camera session at 5:30pm. CARRIED.</u></p>		
8.3	<p><u>Motions Moved Out of In-Camera:</u></p> <p><u>MOVED AND DULY SECONDED</u> <u>MOTION: To approve the Non-Union Compensation salary increases as outlined in the related Briefing Note of October 12, 2023. CARRIED</u></p>		
9	<p>Round Table</p>		
9.1	<p><i>The Board Chair, on behalf of the Board, extended congratulations to all of the Medical & Clinical Staff, at both sites, for keeping the AMGH & SHH EDs open</i></p>		
10	<p>Board Evaluations</p>		
11	<p>Next Meeting & Adjournment Regrets to alana.ross@amgh.ca</p>		

	Date	Time	Location
	December 14, 2023	4:00pm-6:00pm	MS Teams
	<p data-bbox="251 237 560 268"><u>Motion to Adjourn Meeting:</u></p> <p data-bbox="251 300 592 331"><u>MOVED AND DULY SECONDED</u></p> <p data-bbox="251 331 1299 363"><u>MOTION: To adjourn the November 9, 2023 HHS Common Board meeting at 5:31pm. CARRIED.</u></p>		
Signature			
			
<hr/> <p data-bbox="154 525 479 556">Mr. Glen McNeil, Board Chair</p>	<hr/> <p data-bbox="722 525 1047 556">Jimmy Trieu, President & CEO</p>		