

**HDH** HANOVER &  
DISTRICT  
HOSPITAL  
**MINUTES OF THE REGULAR BOARD MEETING**

**DATE:** Tuesday, February 25, 2025

**TIME:** 1700 hours

**PLACE:** Hybrid (HDH Boardroom/Virtual)

**PRESENT:** **Voting Directors:** Tina Shier (Chair), Pamela Matheson (Vice Chair), Leigh Butler, Réjane Dunn, Lorna Eadie Hocking, Keith Hopkins, Corwin Leifso, Cathy Lansink, Terry Leis, Chris Prues

**Non-Voting Directors:** Dana Howes (President and CEO), Saskia MacMillan (VP of Patient Care/CNE), Dr. Randy Montag (Chief of Staff)

**Invited Staff:** Kim Mighton (Vice President of Finance & Operations), Victoria Cumming (Recording Secretary)

**REGRETS:** **Voting Directors:** Don Butland

**Non-Voting Directors & Invited Staff:** Dr. Nick Abell (President of Medical Staff), Dr. Tim Heerema (Vice President of Medical Staff),

**1. CALL TO ORDER**

T. Shier called the meeting to order at 1700 hours and provided opening remarks.

**2. LAND ACKNOWLEDGMENT**

T. Shier provided the Land Acknowledgment statement.

**3. APPROVAL OF AGENDA**

Moved and Seconded

**THAT the agenda be approved as presented.**

MOTION CARRIED

**4. DECLARATION OF ANY CONFLICT OF INTEREST**

No conflicts were declared and the group was reminded to declare a conflict of interest should one arise.

**5. MISSION, VISION, VALUES**

The Board reviewed the Mission, Vision, and Values and were asked to keep them in mind throughout the meeting.

**6. PRESENTATION: PROJECT SEARCH**

K. Otterbein, Manager of Human Resources provided a presentation on Project SEARCH, a program that helps students with disabilities develop skills for employment. This program will be implemented at Hanover & District Hospital and involves collaboration between the hospital, the Grey Bruce Catholic School Board, and community agencies. Five students will participate in internships at this hospital, receiving 700 hours of training. The program aims for 70% of participants to obtain employment upon completion of the program. It aligns with the hospital's equity, diversity and inclusion strategy and provides mentorship opportunities for staff. The hospital's costs are minimal, mainly involving job accommodations. While the program doesn't guarantee employment at the hospital, participants can apply for open positions if available.

## 7. STRATEGIC MATTERS

There were no strategic matters.

## 8. OFFICER REPORTS

### 8.1 Board Chair Report

T. Shier reported on the events/meeting she attended throughout the month of February. She asked for any board directors interested in being a part of the regional physician recruitment committee to let her know.

### 8.2 President & CEO Report

D. Howes provided a report in the agenda that highlighted;

- **Tri-Hospital Corporation Board Meeting (Feb 7, 2025):** Hospital leaders from HDH, South Bruce Grey Health Centre, and Brightshores Health Services met virtually to discuss forming a regional physician recruitment committee and plan a joint meeting with the newly elected Grey-Bruce MPP.
- **Ontario Hospital Association's SRN Meeting (Feb 10, 2025):** The meeting focused on pre-election advocacy priorities, including a requested 6.77% budget increase for Small, Rural, and Northern hospitals, with emphasis on rural hospitals' importance and need for technological advancement support.
- **Upcoming OHA Leadership Conference (April 30-May 2, 2025):** The annual conference will bring together healthcare leaders to discuss system sustainability, workforce challenges, and innovative patient care strategies through expert panels and networking opportunities.
- **Enchanted Garden Gala (May 31, 2025):** The Hanover and District Hospital Foundation's bi-annual fundraising event will support essential hospital equipment and initiatives, with tickets available now at \$125 each.
- **HDH Board and Foundation Board Meeting (March 6, 2025):** A Board-to-Board Executive meeting has been scheduled to align strategic priorities and strengthen collaboration between the hospital and foundation.
- **Physician Recruitment Update (March 5, 2024):** HDH is working to retain a recruitment firm, with financial support from HDHF, to help find a physician who can provide family medicine, emergency medicine, and inpatient services through a joint recruitment committee effort. A meeting is scheduled for March 5, 2025 to restart the committee.

The group discussed how hospitals across the health system in Ontario are facing financial hardship, especially hospitals in Northern Ontario who are facing both fiscal and health human resource challenges.

## 9. BUSINESS/COMMITTEE MATTERS

### 9.1 Finance/Audit & Property Committee Report

C. Prues reported that the Finance/Audit & Property Committee met February 20, 2025. The Finance report for the 10 months ending January 31, 2025 was included in the agenda. There was a deficit of \$1,167,311 before building amortization and a deficit of \$1,401,257 after building amortization. There was an unfavourable variance of \$74,709 to budget for the month. He highlighted the expenses over revenue, current forecast position (deficiency), and cash position (down \$400,000), working capital.

It was reported that the ED Stabilization and Orphan Patient Funding remains pending approval. HDH has the ability to maintain financial flexibility through its line of credit and investment reserves that have not yet been accessed. Budget planning is underway with a report expected

for next month. Uncertainties around revenue remain and assumptions will be made within the budget.

### **9.2 Fiscal Advisory Committee Report**

There was no report at this time.

### **9.3 By-Law Committee Report**

There was no report at this time.

### **9.4 Nominating Committee Report**

P. Matheson reported;

- The Nominating Committee will be meeting on Friday and has one application for Board Director. The committee will report back next month.

## **10. CONSENT AGENDA**

### ***Item 10.2 (b) (i) Board Policy # 208 – Safety and Quality of Care Plan was discussed;***

- It was suggested to add the OHS Act to the reference portion of the policy. The group agreed to revise.

### ***Item 10.2 (b) (ii) Board Policy # 318 – Board Succession was discussed and removed from the consent agenda;***

- A new change was added to the nomination form (appendix C) to update the By-Law reference to the proper policy reference. There was no issues brought forward with this addition.
- The Board then discussed the equity, diversity and inclusion (EDI) questions included on the Board Director application (appendix D). Some members expressed concerns around potential discrimination and intrusiveness of these questions. The group debated the pros and cons, with some seeing it as a way to promote inclusivity and other viewing it as potentially discriminatory. Senior Team explained that asking such questions is an industry standard and helps to ensure a diverse board that represents all patients. It was also suggested that not asking these questions could pose a greater human rights risk. The Board decided to seek legal advice on the matter and bring back to the next meeting for approval.

Moved and Seconded

**THAT the items on the consent agenda are approved as follows;**

### **10.1 Open Board Session Minutes – January 28, 2025**

### **10.2 Board Committee Reports**

- (a) Finance/Audit & Property Committee Minutes – January 23, 2025
- (b) Quality Governance & Risk Management Minutes – January 28, 2025
  - (i) Board Policy # 208 – Safety and Quality of Care Plan **(as revised)**
- (c) Medical Advisory Committee Minutes – January 9, 2025

### **10.3 Reports**

- (a) VP of Patient Care Services/CNE Report
- (b) Finance & Property Report
- (c) Annual Accessibility Status Report 2024-25

MOTION CARRIED

## **11. ROUND TABLE**

There was no further discussion.

**12. NEXT MEETING**

Tuesday, March 25, 2025 at 5:00pm

**13. COMPLETION OF BOARD MEETING EVALUATION**

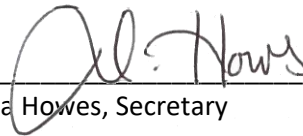
T. Shier reminded the group to complete the Board Meeting Evaluation.

**14. ADJOURNMENT**

The meeting adjourned at 1804 hours.

  
\_\_\_\_\_  
Tina Shier, Chair

  
\_\_\_\_\_  
Victoria Cumming, Recorder

  
\_\_\_\_\_  
Dana Howes, Secretary