


MINUTES OF THE REGULAR BOARD MEETING

DATE: Tuesday, March 25, 2025

TIME: 1700 hours

PLACE: Hybrid (HDH Boardroom/Virtual)

PRESENT: ***Voting Directors:*** Tina Shier (Chair), Pamela Matheson (Vice Chair), Don Butland, Leigh Butler, Réjane Dunn, Corwin Leifso, Cathy Lansink, Terry Leis, Chris Prues
Non-Voting Directors: Dr. Nick Abell (President of Medical Staff), 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:*** Lorna Eadie Hocking, Keith Hopkins
Non-Voting Directors & Invited 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

Dr. N. Abell provided a presentation on the Rural Residency Program. The presentation included;

- Teaching Sites Location;
- The Teaching Program;
- Education Opportunities at HDH;
- How Residents are Selected;
- The Current State of Family Medicine;
- Typical Week for a Resident;
- Resident Accommodation; and
- Value to the Local Community.

Key Questions and Responses:

- The group discussed a young physician's potential apprehension about rural practice. It was noted that rural family medicine requires a unique skill set and comprehensive medical knowledge beyond specialized practice. Not all physicians are comfortable with the breadth of medical understanding required.
- Residency Requirements were clarified,
 - Canadian residents typically require 2 years of training and must pass their examination before full practice.
 - International Medical Graduates (IMGs) have additional requirements, including:
 - Passing international exams to qualify.
 - Completing a Canadian medical qualifying exam.
 - Committing to working for 5 years in an underserved area in Ontario.
- Residents are provided with housing and pay rent while participating in the program. Residency blocks are 4 weeks long, with 13 blocks in a year.
- The program recognizes that rural medicine isn't for everyone. There have been instances where residents have switched out of the program after a few weeks if they find it's not suited to their professional goals or personal preferences.

7. **STRATEGIC MATTERS**

7.1 Physician Recruitment Update

On March 5, 2025, the Joint Physician Recruitment Committee convened to address critical physician recruitment needs for Hanover and District Hospital (HDH) and Hanover Medical Associates. The committee also discussed several upcoming innovative initiatives, including a new partnership with Queen's University, and the MedQuest camp for high school students. The group is currently in the contract phase of hiring a recruiter.

The group discussed the conflict of interest between the teaching physician and recruitment and the reasons behind this. The contract process and return of service were also discussed. MedFall will be able to provide the Foundation with guidance and expertise for this recruitment.

8. **OFFICER REPORTS**

8.1 Board Chair Report

T. Shier reported on the events/meeting she attended throughout the month of March. There was no further discussion.

8.2 President & CEO Report

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

- **Site Visit for Project SEARCH:** On February 27, 2025, HDH and the Bruce Grey Catholic School Board leadership visiting St. Mary's Hospital in Kitchener to observe the Project SEARCH program, gaining valuable insights into its implementation and hearing positive feedback from hospital staff about the program's impact.
- An open house will be hosted at HDH for potential students and their parents can learn about the program.
- **Meeting Planned with MPP, Paul Vickers:** The CEOs of HDH, South Bruce Grey Health Centre and Brightshores Health System will meet with MPP Paul Vickers on April 7, 2025, to discuss hospital successes, challenges in rural healthcare, and the critical issues of recruiting and retraining health human resources.

9. **BUSINESS/COMMITTEE MATTERS**

9.1 Finance/Audit & Property Committee Report

C. Prues reported that the Finance/Audit & Property Committee met March 20, 2025. The Finance report for the 11 months ending February 28, 2025 was included in the agenda. There was a deficit of \$1,222,860 before building amortization and a deficit of \$1,480,420 after building amortization. There was a favourable variance of \$56,970 to budget for the month. He highlighted the expenses over revenue, current forecast position, and cash position, working capital.

HDH is trending positively with some challenges. There was an unexpected increase to CT Pressure funding that had helped the immediate cash position of the hospital. The investment balance remains in good standing and will be able to aid with capital purchases.

There is still one outstanding funding request, and the team is hopeful information will flow about this and next year's budget with the Cabinet returning.

(a) Capital Equipment List 2025-26

The Finance/Audit & Property Committee also brought forward the 2025-26 Capital Equipment budget for approval by the Board. The ask is down from previous years due to funding uncertainties and not having a surplus to fund these items.

Moved and Seconded

THAT the Board of Directors accepts the 2025-26 Capital Equipment Budget as presented to be financed by the Hanover & District Hospital Investment Account.

MOTION CARRIED

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 met on February 28, 2025, and discussed recruitment and current needs. An interview is scheduled for later this week.

9.5 Board Policy # 318 – Board Succession

In follow-up to the last board meeting a legal opinion has been included on the agenda regarding the changes brought forward around board recruitment. The legal opinion did recommend softer wording within the document provided.

The group discussed and would like to add the wording “voluntary and optional”. The preamble from the briefing will also be added.

Moved and Seconded

THAT the Board of Directors accept Board Policy # 318 – Board Succession be approved as revised.

MOTION CARRIED

10. CONSENT AGENDA

Item 10.3 (c) Foundation Report was discussed;

- A few suggestions for correction were brought forward by the group. D. Howes will take

this forward to the Foundation meeting.

Moved and Seconded

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

10.1 Open Board Session Minutes – February 25, 2025

10.2 Board Committee Reports

- (a) Finance/Audit & Property Committee Minutes – February 20, 2025
- (b) Quality Governance & Risk Management Minutes – February 25, 2025

10.3 Reports

- (a) VP of Patient Care Services/CNE Report
- (b) Finance & Property Report
- (c) HDH Foundation Report

MOTION CARRIED

11. ROUND TABLE

There was no further discussion.

12. NEXT MEETING

Tuesday, April 22, 2025, at 5:00pm

13. COMPLETION OF BOARD MEETING EVALUATION

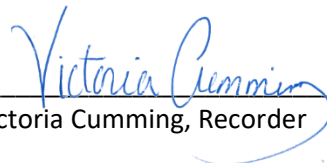
T. Shier reminded the group to complete the Board Meeting Evaluation.

14. ADJOURNMENT

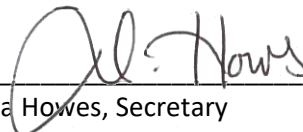
The meeting adjourned at 1810 hours.



Tina Shier, Chair



Victoria Cumming, Recorder



Dana Howes, Secretary