HALIBURTON HIGHLANDS HEALTH SERVICES

2026-Sep-24 Board of Directors Meeting

In September 2026, the Board of Directors of HHHS received detailed education on the funding structure and finances for the organization from Martin Mazza, Interim Vice President of Corporate Services & CFO In addition, Jack Hutchison, President & CEO, provided education and status updates on the Master Planning process. The Board fully endorsed Jack continuing to move forward as rapidly as possible on the Long-Term Care Master Plan, in order to consolidate the two Long-Term Care homes and increase beds, which in turn, will free up space in Haliburton for expanded acute care and Emergency departments, which is desperately needed. The Board heard how increasingly stressed the system is with very high numbers of patients waiting in Acute Care for long-term care beds causing high numbers of patients sitting in Emergency waiting to be admitted to Acute Care, plus more people visiting the ER with more complex problems. Next steps are to continue to work with the Ministry of Health to advance HHHS' project to Stage 1.2 and to work with the Ministry of Long-Term Care to advance the approval for development of the Hyland Crest Expansion.

In regular business, the Board received a report from the Chair of the **Quality Committee**. In their last meeting, the Quality and Safety Committee received an educational presentation on Infection Prevention and Control (IPAC), highlighting the program's goals and the strategies used to reduce the risk of infection outbreaks across the hospital and long-term care homes. The Committee received a Quality, Risk and Clinical Performance report which noted significant improvements in several key metrics, including a reduction in falls through initiatives such as comfort care rounding. As is standard, any critical incidents were reviewed. Then the Committee also reviewed the Human Resources Dashboard where ongoing challenges with nursing vacancies and continued reliance on agency staffing was highlighted. Members discussed the newly established free Wellness Clinics jointly sponsored by Haliburton County Paramedic Services and Haliburton Highlands Health Services and expressed interest in receiving feedback on the initiative. Finally, the Committee reviewed its first-quarter goals and objectives and approved its comprehensive 2026-2027 work plan. The Board approved the Committee's revised Terms of Reference following its separation from the newly established Governance, Nominating and Planning Committee.

The Chair of the **Finance, Resources and Audit Committee** reported to the Board on activities of that Committee. The Committee has met and discussed with management the financial results for the first quarter together with performance measures that have an impact on the Corporation's financial position, all of which were shared with the board. The Committee discussed management's actions and proposals to improve operational efficiency and our financial position. Management responded to questions raised by Board members. The Committee proposed minor amendments to its Terms of Reference which were approved by the Board.

The Board received an update on the activities of the **Governance, Nominating and Planning Committee**. This is a newly formed Committee that has assumed some responsibilities of the Quality Committee and the former Nominating Committee, as well as responsibility to maintain the

Corporation's bylaws and corporate policies, and oversee long-term strategy and planning on behalf of the Board. The Committee proposed Terms of Reference which were approved by the Board. The Committee has reviewed how the Corporation's goals and objectives are reported to the standing Committees to ensure appropriate focus and avoid duplication. The Committee has embarked on a workplan to review and propose housekeeping and efficiency revisions to the Corporation's bylaws and various policies. Board education was also discussed, soliciting input from board members on topics that would be beneficial.

Q1 accomplishments against Goals & Objectives were reviewed. Great progress has been made on implementing Purposeful (intentional) Rounding, also known as Comfort Care Rounding in the Long-Term Care homes, which is helping to reduce falls. HHHS is pleased to have completed Accreditation of its in-house Lab. Work has begun on developing a standardized 5-question Risk & Stability Screening Tool to be used across all the HHHS Community Support Services programs. Much needed additional parking spaces have now been built at the Minden Health Hub.

Reports from the Chief of Staff and CEO highlighted high patient volumes, physician recruitment and referral challenges, and continued discussions with Ontario Health regarding efficiency expectations. The CEO presented plans for upcoming Community Engagement initiatives with townhalls in each of the four County townships planned for later this year. The Board approved the annual goals, objectives, and succession plans for both the Chief of Staff and CEO before adjourning, with the next meeting scheduled for November 26, 2026.