


STRATFORD GENERAL HOSPITAL  
*Foundation*   
"People Caring for People"

**NOTICE OF MEETING AND AGENDA SGH FOUNDATION BOARD OF TRUSTEES**


A meeting of the members will be held on  
**Wednesday, March 27<sup>th</sup>, 2024**  
11:45 am lunch served in the SGHF Board Room

**AGENDA**

		<b>ACTIONS</b>
12:00 pm 12:05 pm	1. <b>Board Chair Welcome</b> – Barb Thibeault <b>Presentation:</b> <b>Information Technology and Securities at HPHA</b> <u>Guest Speakers</u> Iris Michaels, Director, <i>Analytics, Financial Planning and Regional Information Mgmt</i> Daniel Moutte, Manager, <i>IT Operations</i>	FYI
12:20 pm	2. <b>Consent Items</b> – Barb Thibeault <ul style="list-style-type: none"><li>• <b>Foundation Board Minutes:</b> January 24<sup>th</sup>, 2024</li><li>• <b>Strategic Planning/Nominating Committee Minutes:</b> February 14<sup>th</sup>, 2024</li><li>• <b>Resource Development Public Relations Committee Minutes:</b> February 28<sup>th</sup>, 2024</li><li>• <b>Finance/Audit Committee Minutes:</b> March 25<sup>th</sup>, 2024</li></ul>	Motion for Approval
12:25 pm	3. <b>Finance Update</b> – Phil Buxton/Josef Frank <b>March 25<sup>th</sup>, 2024 Meeting Summary</b> <ul style="list-style-type: none"><li>• Statements ending February</li><li>• Draft Disbursement 2023/24</li><li>• Draft Operating Budget 2024/25</li><li>• St Mary’s Healthcare Foundation Disbursement</li><li>• HPHA change in process - identifying capital list vs donated expenses</li></ul>	Discussion/ Motion
12:50 pm	4. <b>Reports:</b> <ul style="list-style-type: none"><li>• <b>Executive Director’s Report</b> – Cheryl Hunt</li><li>• <b>HPHA Report</b> – Andrew William</li></ul>	FYI
1:00 pm	5. <b>Adjournment</b>	Motion

Mrs. Cheryl Hunt, CVA  
Executive Director

RSVP to 519-272-8210 Ext. 2627 or by e-mail to [cheryl.hunt@hpha.ca](mailto:cheryl.hunt@hpha.ca)

STRATFORD GENERAL HOSPITAL  
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**MINUTES OF THE MEETING OF THE FOUNDATION BOARD OF TRUSTEES HELD  
WEDNESDAY, JANUARY 24, 2024 at 12:00 pm**

**PRESENT:** Mr. P. Roulston Dr. A. Smith  
Ms. A. Conrad Ms. C. Hunt, Executive Director  
Mr. P. Buxton, Treasurer Mr. A. Williams  
Mrs. J. Smelski Ms. C. Wood, Recording Secretary  
Mr. M. Rees  
Mr. J. Frank, Vice Chair  
Mayor M. Ritsma

**REGRETS:** Mrs. B. Thibeault, Chair Mr. R. Orr  
Mr. F. Steigmeier Mr. H. McDonald

**BOARD CHAIR WELCOME:**

Interim chair, Mr. J. Frank, Vice Chair, called the meeting to order and welcomed all to the table. He noted the IOH campaign is currently at 90% of our goal, \$27.1 Million in cash and pledges, referencing the circulated ED report.

Special welcome to Dr. Alistair Smith who has joined the SGH Foundation Board as the MAC (Medical Advisory Committee) designate.

**INFORMATION TECHNOLOGY**

**PRESENTATION:**

Iris Michaels, Director, Analytics, Financial Planning and Region Information Mgmt, and Daniel Moutte, Manager, IT Operations sent regrets to the Foundation Board due to unforeseen circumstances. This presentation will be rescheduled in March. Ms. C. Hunt indicated this presentation will highlight the HPHA IT securities and how it coincides with the SGH Foundation's current migration to a new cloud-based database, NXT.

**CONSENT ITEMS:**

Mr. J. Frank brought forth communication from RBC Dominion Securities indicating further clarification was required on the current investment motion. The motion can be found on page 2 of 3, Finance/Audit Committee Minutes, January 15<sup>th</sup>, 2024. The motion should include an investment timeline and an adjusted amount. The correct amount in GICs should read \$460,300. Discussion took place.

**The amended motion is:**

*to recommend that \$460,300 be reinvested in a 5-year GIC ladder in support of the CIDC limit, as advised by our investor, and the remaining \$241,999 to keep in cash or high-interest savings, at the rate of 4.55% to the Board of Trustees.*

The amended motion was **MOVED** by Mr. P. Roulston, **SECONDED** by Ms. A. Conrad, and **RESOLVED**.

There were no additional questions or comments about the consent agenda.

It was **MOVED** by Mr. M. Rees, **SECONDED** by Ms. J. Smelski, and **RESOLVED** to approve the following consent agenda items as amended:

- Foundation Board Minutes- November 22, 2023
- Finance / Audit Committee Minutes – January 15<sup>th</sup>, 2024
- Financial Statements – December 31<sup>st</sup>, 2023
- Investment Statements – December 31<sup>st</sup>, 2023

**CARRIED**

**IN-CAMERA SESSION**

It was **MOVED** by Ms. A. Conrad, **SECONDED** by Mr. P. Roulston and **CARRIED** to move into the in-camera session.

Discussion took place regarding the In Our Hands campaign. No motion resulted from this session.

It was **MOVED** by Mayor M. Ritsma, **SECONDED** by Mr. P. Roulston and **CARRIED** to move out of the in-camera session.

**RAISERS EDGE FINANCIAL EDGE  
MIGRATION TO NXT PROJECT:**

- Ms. C. Hunt reviewed the current project reminding the board of the importance of migrating to the NXT database due to our service provider no longer supporting Raisers Edge and Financial Edge in the coming months.
- Ms. M. Steinbach, SGH Foundation Data and Finance Manager, will be the migration manager for the project.
- The SGH Foundation (Ms. M. Steinbach) will be supporting the Seaforth Hospital Foundation with their migration.
- We are entering the first stage of the migration, which is the “mapping” phase. We will be working closely with the HPHA IT team to ensure this process is successful. A series of tests will follow before the “go live” date.
- “Go Live Date” is estimated for April 1, 2024, however, the migration may happen sooner.
- It was noted that CPH and SMH Foundations are also on NXT. This migration will streamline the Foundation’s databases within the HPHA Foundations.
- A question was brought forth concerning staff time and resources. Ms. C. Hunt indicated staff time and resources are not a concern, but will be continuously monitored during the project.

**EXECUTIVE DIRECTOR’S  
REPORT:**

Ms. C. Hunt welcomed and thanked the Board of Trustees for attending this meeting. She referenced the pre-circulated Executive Director’s report and highlighted the following:

- Honourable mention given to major donors over the holiday season.
- Rotary Club of Stratford presentation in support of the \$300,000 ask will take place on Thursday, February 8<sup>th</sup> at noon. Mr. P. Roulston, Ms. L. Mason (HPHA VP) and Ms. C. Hunt will be presenting.
- Financial Institutes remain a focus. The Transitional Youth Project in support of mental health remains the motivation. This is a partnership project with SGH and community partners. It was noted the Foundation’s letters patent require funds to support the Stratford General Hospital.
- Municipalities’ – Chemo/Pharmacy Tours in May, request to present proposals in September and October. Details are yet to be confirmed.
- Ontario Royal Command for the Royal Canadian Legion & Ladies Auxiliary awarded the SGH Foundation a \$10,000 grant for a new hospital bed.

**GENERAL DISCUSSION:**

**City of Stratford 5 Million Dollar Pledge:** Mayor M. Ritsma discussed the City of Stratford’s 5 million dollar commitment to the IOH Campaign and the payment agreement of \$500,000 annually over 10 years to commence in 2024. The City is in deliberation and may ask the Foundation to have leniency with the payment plan as they attempt to balance their budget. The request may ask for consideration to expand the payment plan over 11 years with an initial first payment date still in discussion. Mayor Ritsma brought this concept forth in support of transparency. Reassurance was given by the Foundation Board that leniency would be given to the City of Stratford. A formal notification from the city to the foundation will occur once a decision is reached.

**Mental Health Initiatives:** Mr. A. Williams talked openly about the importance of supporting mental health initiatives, highlighting a new program within the HPHA entitled “Stepped Care” for our outpatient mental health services. He also noted the importance of collaborating with community agencies who may not have access to fundraised dollars in the same capacity as the hospital.

- Mayor M. Ritsma identified a community organization with mental health interests as a possible prospect. Requested a package identifying HPHA mental health initiatives to initiate preliminary discussions. Ms. C. Hunt agreed to forward information to Mayor M. Ritsma for his outreach.

**NEXT BOARD MEETING**

Wednesday, March 27<sup>th</sup> at noon. SGH Foundation Board Room. Lunch served at 11:45 am.

**MOTION TO ADJOURN:**

It was **MOVED** by Mayor M. Ritsma, **SECONDED** by Mr. P. Roulston and **RESOLVED** to adjourn the meeting.

**CARRIED**

**ADJOURNMENT:** The meeting was adjourned at 1:00 p.m.

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Mr. J Frank, Vice Chair

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Ms. C. Wood, Recording Secretary

**MINUTES OF THE STRATEGIC PLANNING/NOMINATING COMMITTEE MEETING  
HELD ON WEDNESDAY, FEBRUARY 14<sup>TH</sup>, 2024  
AT 12:00 NOON, SGHF BOARD ROOM.**

**PRESENT:** Mr. J. Frank, Committee Chair      Mrs. C. Hunt, Executive Director  
Ms. B. Thibeault, Board Chair      Ms. M. Clarkson, Recording Secretary  
Mr. P. Roulston

**REGRETS:**  
Mr. H. McDonald

**STRATEGIC PLANNING**

Planned Giving / Legacy Wall- Project ongoing with BrookGlobal, design proposal features a digital component. Discussion ensued, reviewing design proposals for the main June Blanch donor wall. Plans will continue to be discussed on how to utilize the new donor wall set up for In Our Hands promotion, and information for visitors about capital equipment needs.

Mr. J. Frank brought up the suggestion, mentioned in previous meetings of a "Planned Giving Open House" which will be hosted by the SGH Foundation in order to provide a space for the networking of professionals in accounting, law, and investment banking to provide information on Planned Giving for their clients. The Foundation would lean on board members to lead the networking event.

Monthly Giving- In-house project to promote and grow the program. Ms. B. Thibeault suggested another info session should be organized with corporations and local factories to educate about employee giving (payroll deduction) options at their workplace.

Operational Excellence, Community Giving Manager-

A gap in the Foundation office skillsets is being assessed. A recruitment post for the Community Giving Manager position will move forward with the intent on having this position filled by April 2024. The Foundation will work with the HPHA HR team for processes and guidelines for recruitment.

Imagine Canada Accreditation-

The application will be revisited. The Foundation office is working with Imagine Canada staff to adjust the previous application, provide more information, and review SGHF/HPHA policies, then we will resubmit the SGHF application.

Professional Development Opportunities-

The AHP Convene Canada conference will take place in Vancouver May 2024. To be confirmed: two Foundation staff may attend after a review of the Foundation's budget and the timing of other projects during April-June 2024.

Software/NXT-

The project is progressing. In coordination with HPHA's IT department, SGHF staff computers have been updated and tests have occurred with the new software.

ONCA and Letter Patent- Conversation to be continued in upcoming meetings.

**NOMINATING UPDATE**

Physician Rep. Appointee-

Dr. Alistair Smith attended the last Board Meeting. He is participating in upcoming CJCS radio ads, featuring messaging around staff recruitment and retention, in support of the In Our Hands capital campaign.

Board Composition Review-

SGHF By-Laws are being reviewed regarding Board Composition and trustee terms to ensure the nominating committee is prepared for the upcoming 2024 Annual General Meeting.

**AGM:**

The Annual General Meeting/ Donor Impact Celebration will take place on Wednesday, June 12<sup>th</sup>, 2024 at the Stratford Golf and Country Club.

**ADJOURNMENT:**

It was **MOVED** by Ms. B. Thibeault, **SECONDED** by Mr. P. Roulston and **RESOLVED** to adjourn.

**CARRIED**

The meeting was adjourned at 12:55 p.m.

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Mr. J. Frank, Chair

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Ms. M. Clarkson, Recording Secretary

STRATFORD GENERAL HOSPITAL  
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**MINUTES OF THE MEETING OF RESOURCE DEVELOPMENT/  
PUBLIC RELATIONS COMMITTEE  
HELD WEDNESDAY, FEBRUARY 28, 2024**

**PRESENT:**

Mrs. B. Thibeault	Mrs. C. Hunt, Executive Director
Mr. M. Rees	Ms. M. Clarkson, Foundation Assistant/ Recording Secretary
Mrs. J. Smelski, <i>Committee Chair</i>	
Mr. R. Gould	
Mayor M. Ritsma	

**REGRETS:**

Mr. A. William
Mr. P. Roulston
Mr. J. Frank
Mr. R. Orr
Dr. A. Smith

**COMMITTEE**

**CHAIR WELCOME:**

Mrs. J. Smelski welcomed the committee. We did not have quorum for this event due to scheduling conflicts, so this is an “informational” meeting.

- In Our Hands Campaign Update** **(Discussion)**
  - The in Our Hands campaign is at 90% of goal, \$27.1 Million in cash and pledges.
  - The core cabinet is moving into the major donor prospect and cultivation. There is an estimated \$900,000 in our donor pipelines (community members and business owners). This does not include new major donors.
  - Recent gifts: \$10,000 from the RCL Ontario Provincial Command for a hospital bed, \$10,000 from the Ontario St Baptist Church (anonymous) from the sale of their property – general fund, and \$10,000 from the Estate of Dr. Douglas Allan towards the Maternal Child Unit.
  
- Resource Development** **(Discussion)**
  - The Financial Institution proposal continues to move forward. Meetings continue with HPHA leadership and our community partners to ensure the vision is current. The RBC Foundation has a focus on child and youth mental health. Once our lead financial inst. is secured, we are able to move forward with the remaining institutions. Other: Bank of Montreal, CIBC, Scotia Bank & Scotia Bank Employee Charity Fund, TD Financial, (approximately \$1 million).
  - Municipalities – tours in April/May. Requests to present to the municipalities will occur in June to secure September/October meeting dates. The SP/Nominating committee will continue to strategize and plan.
  - Community Giving Manager- The Foundation is moving forward with replacing the Community Giving Manager position. Their role will focus on fundraising and public relations with a focus on community engagement strategies.

- Proposal Writing - Our team is having discussions about the possibility of engaging an organization from Vancouver, “Foundation Search”. Their platform provides a detailed list of all possible foundations who support hospitals within Canada.
- Split the Pot and 50/50 fundraisers – Mrs. C. Hunt is in discussions with the organizers of the “Split The Pot” project. The Foundation is also looking into the return of our own 50/50. Discussion ensued.
- Physician Giving Campaign – Planning underway with Dr. A. Smith.
- Mayor M. Ritsma shared that he has upcoming meetings with the Stratford and District Agricultural Society. He will seek our opportunities for the SGHF Foundation to do a Speaker’s Bureau presentation at one of their upcoming meetings.
- Mr R. Gould shared his suggestions about community engagement and donor opportunities during the Stratford Festival season. He referenced past fundraisers with Arlene G. of the Performance Arts Lodge. Discussion ensued.

**3. Special Events\_ (Discussion)**

- Stratford Home Show- April 13th-14th, 2024- A volunteer shift sign-up sheet for SGHF Board Members has been circulated, and will continue to be circulated up until the date of the event. Board Members were encouraged to sign-up for a time at our booth.
- New Cancer Care and Ambulatory Clinic & Co-located Pharmacy Unit
  - Municipal Hard Hat Tours, dates in April are being explored.
  - Ribbon Cutting / Grand Opening Ceremony in June 2024: Invite Only- may be pushed back to July 2024.

**4. Public Relations\_ (Discussion)**

- Social Media Communication Metrics Report – displayed on screen. Report template created by M. Clarkson and will be developed overtime to track engagement with our online community.
- Social Media- Internally, messaging is being created to start promoting a Monthly Giving program on a regular basis, this is a great way increase revenue. Mrs. B. Thibeault recommended business to business “shout outs” on Facebook, and seasonal draws/giveaways to increase community engagement.
- Advertising- Contracts for local billboards, buses, and hockey arenas are being researched. Discussion ensued.
- Radio ads- Premiering March 1, Dr. Alistair Smith will be talking about the importance of community and how he felt very welcomed (focus on recruitment and retention and community giving).
- Donor Recognition Refresh- Ongoing. Once the June Blanch lobby has been redesigned, we will be using this forum for promotional material for IOH as an “education piece”, and swapping out “inserts” for IOH campaign donor recognition once ready to unveil.

**5. Annual General Meeting/ Donor Impact Celebration (Discussion)**


- The event has been booked at the Stratford Country Club for Wednesday June 12<sup>th</sup>, 2024. A donor impact “medical panel” talk featuring our hospital’s department managers is being developed. A board dinner will follow presentations.

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Mrs. J. Smelski, Committee Chair

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Ms. M. Clarkson Recording Secretary

STRATFORD GENERAL HOSPITAL  
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MINUTES OF THE MEETING OF THE FINANCE/INVESTMENT COMMITTEE  
HELD ON MONDAY, MARCH 25<sup>th</sup>, 2024 AT 12:00 NOON IN THE FOUNDATION  
BOARDROOM

**PRESENT:** Mr. J. Frank Mr. P. Roulston  
Mrs. A. Conrad Mrs. C. Hunt, Executive Director  
Mr. F. Steigmeier Mrs. M. Steinbach, Data/Finance Manager  
Mrs. B. Thibeault, Board Chair Mrs. C. Wood, Recording Secretary

**REGRETS:** Mr. P. Buxton  
Mr. H. McDonald  
Mr. R. Orr

**FINANCIAL  
UPDATE:**

**1.1 Financial Statements ending February 29, 2024**

Mr. J. Frank reviewed the pre-circulated financial statements for the period ending February 29, 2024. Mr. Frank noted the drop in the Bank of Montreal balance due to the Chemo/Pharmacy disbursement and that the investment were in a good position.

Mrs. M. Steinbach spoke to the questioned budget overage in the Subscriptions and Memberships which is due to some doubling up of memberships due to the timing of Mrs. A. Page’s retirement and Mrs. C. Hunt transitioning into the Executive Director role.

It was **MOVED** by Mrs. B. Thibeault, **SECONDED** by Mr. P. Roulston and **RESOLVED** to recommend the acceptance of the Financial Statements for the period ending February 29, 2024 to the Board of Trustees.

**CARRIED**

**INVESTMENT  
UPDATE:**

**2.** Mr. J. Frank reviewed Investment statements, no questions or concerns were brought forward.

It was **MOVED** by Mr. F. Steigmeier, **SECONDED** by Mrs. B. Thibeault and **RESOLVED** to recommend the acceptance of the Investment Statements for the period ending February 29, 2024 to the Board of Trustees.

**CARRIED**



**DRAFT  
DISBURSEMENT  
RECOMMEN-  
DATION:**

**3.1 Review and Support Disbursement Recommendation**

Mrs. C. Hunt reviewed the pre-circulated Draft Disbursement Recommendation and reported that due diligence has been made to review all invoices. The 2023/2024 Stratford General Hospital Foundation Disbursements of **\$809,399.02** includes equipment for the Medical Imaging, Rehab, Maternal/Child, Lab, Mental Health, Emergency Room and ISU/Telemetry as well as donated expenses to February 29, 2024, a first pledge payment to the St. Mary's Healthcare Foundation and a yearly payment for the redevelopment of the West Building Annex.

It was **MOVED** by Mrs. A. Conrad, **SECONDED** by Mrs. B. Thibeault and **RESOLVED** to recommend the acceptance of the Draft Disbursement Recommendation as presented to the Board of Trustees.

**CARRIED**

**3.2 HPHA Capital Expenses vs. Donated Expenses Adjustment**

Mrs. C. Hunt provided an overview of HPHA capital expense vs. donated expense adjustment. HPHA has amended their threshold for what constitutes a capital purchase from \$1,000 to \$5,000. After a discussion between the HPHA Finance Team and Mrs. C. Hunt, HPHA has requested that the Foundation consider increasing its threshold to match that of HPHA. After a long discussion, it was agreed that the Finance Committee (with some insight from the Foundation Board) would continue to analyze our processes before deciding on this matter. This matter will be deferred to the next meeting of the Finance Committee.

**3.3 St. Mary's Healthcare Foundation Commitment Payment Options**

Mrs. C. Hunt reviewed the payment options for our first payment (of a \$50,000 pledge) to the St. Mary's Healthcare Foundation. Discussion ensued regarding these options.

It was **MOVED** by Mr. F. Steigmeier, **SECONDED** by Mrs. B. Thibeault and **RESOLVED** to recommend the \$10,000 pledge payment to the St. Mary's Healthcare Foundation using the interest from the Bank of Montreal main account to the Board of Trustees.

**CARRIED**

**DRAFT  
OPERATING  
BUDGET  
2024/2025:**

**4. DRAFT OPERATING BUDGET 2024/2025**

Mr. J. Frank referenced the pre-circulated Draft Operating Budget for 2024/2025. There were no questions regarding the Draft Operating Budget as presented.

It was **MOVED** by Mr. P. Roulston, **SECONDED** by Mrs. B. Thibeault and **RESOLVED** to recommend the acceptance of the Draft Operating Budget 2024/2025 to the Board of Trustees

**CARRIED**

**RAISERS EDGE +  
FINANCIAL EDGE  
TRANSITION/MIGRATION:**

Mrs. C. Hunt provided an update on the Raisers Edge & Financial Edge Migration. The migration has been completed with the staff now using the new system. Special mention was made in recognition of Mrs. M. Steinbach for her leadership and dedication during this project.

**ADJOURNMENT:**

It was **MOVED** by Mrs. B. Thibeault, **SECONDED** by Mr. P. Roulston and **RESOLVED** to adjourn the meeting.

**CARRIED**

The meeting was adjourned at 1:03 p.m.

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Mr. J. Frank, Chair

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Mrs. C. Wood, Recording Secretary

**Stratford General Hospital Foundation**  
**Balance Sheet**  
February 29, 2024

	<b>January 2024</b>	<b>Actual</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS:</b>		
01-1000 Bank-Bank of Montreal	8,891,487.79	4,007,346.94
01-1005 Bank-Lottery Account	48,371.42	48,371.42
01-1015 Bank-Raffle Account	5,677.24	5,497.24
01-1020 Petty Cash	200.00	200.00
01-1025 Petty Cash DR - Bank of Montreal	997.50	946.72
01-1100 Investments	2,307,608.46	2,316,239.45
01-1105 Investments (Endowment)	1,088,452.44	1,095,950.47
01-1200 Prepaid Expenses	35,119.24	35,119.24
01-1310 HST Paid on Purchases	8,965.25	9,561.66
<b>TOTAL CURRENT ASSETS:</b>	<b>12,386,879.34</b>	<b>7,519,233.14</b>
<b>PROPERTY, PLANT &amp; EQUIPMENT</b>		
01-1400 Equipment-Purchased	47,364.42	47,364.42
01-1499 Accum Depreciation	(33,655.34)	(33,899.55)
<b>TOTAL PROPERTY, PLANT &amp; EQUIPMENT</b>	<b>13,709.08</b>	<b>13,464.87</b>
<b>TOTAL ASSETS</b>	<b>12,400,588.42</b>	<b>7,532,698.01</b>
<b>LIABILITY &amp; EQUITY</b>		
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
01-2000 Accounts Payable	35,278.44	32,982.57
<b>TOTAL CURRENT LIABILITIES</b>	<b>35,278.44</b>	<b>32,982.57</b>
<b>TOTAL LIABILITIES</b>	<b>35,278.44</b>	<b>32,982.57</b>
<b>EQUITY EARNINGS</b>		
Building Redevelopment	98,085.92	98,085.92
In Our Hands	9,787,832.42	4,887,738.24
General Restricted	375,438.20	378,095.96
General Unrestricted	1,015,501.00	1,039,844.85
McNair Endowment Fund	1,088,452.44	1,095,950.47
Special Events Holding	0.00	0.00
<b>TOTAL EQUITY EARNINGS</b>	<b>12,365,309.98</b>	<b>7,499,715.44</b>
<b>TOTAL LIABILITY &amp; EQUITY</b>	<b>12,400,588.42</b>	<b>7,532,698.01</b>

**Stratford General Hospital Foundation**  
**Statement of Continuity of Equity Earnings**

February 29, 2024

	<b>Beginning Balance April 1, 2023</b>	<b>Revenue</b>	<b>Net Interfund Transfers</b>	<b>Total to be Accounted For</b>	<b>Expenditures/ Disbursements</b>	<b>Ending Balance 2/29/2024</b>
Building Redevelopment	\$98,085.92	\$0.00	\$0.00	\$98,085.92	\$0.00	\$98,085.92
In Our Hands	\$6,464,826.06	\$3,575,340.52	\$29,636.69	\$10,069,803.27	\$5,182,065.03	\$4,887,738.24
General Restricted	\$268,171.36	\$138,530.41	\$555.98	\$407,257.75	\$29,161.79	\$378,095.96
General Unrestricted	\$993,162.00	\$531,600.19	\$0.00	\$1,524,762.19	\$484,917.34	\$1,039,844.85
Gifts In Kind	\$0.00	\$10,017.59	\$0.00	\$10,017.59	\$10,017.59	\$0.00
McNair Endowment Fund	\$1,048,413.62	\$60,110.93	\$0.00	\$1,108,524.55	\$12,574.08	\$1,095,950.47
Special Events Holding	\$2,679.00	\$27,513.67	(\$30,192.67)	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$8,875,337.96</b>	<b>\$4,343,113.31</b>	<b>\$0.00</b>	<b>\$13,218,451.27</b>	<b>\$5,718,735.83</b>	<b>\$7,499,715.44</b>

**Stratford General Hospital Foundation**  
**Statement Of Operations**

February 29, 2024

	Current Month Actual 2/29/2024	YTD Actual 2/29/2024	YTD Budget 2/29/2024	YTD Variance Actual/Budget	2023/2024 Budget
<b>REVENUES:</b>					
<b>Donations</b>					
Donations - Building Redevelopment Fund	0.00	0.00	0.00	0.00	0.00
Donations - In Our Hands	37,384.00	3,575,340.52	0.00	0.00	0.00
Donations - General Restricted	3,006.35	138,530.41	0.00	0.00	0.00
Donations - General Unrestricted	34,560.46	198,012.82	0.00	0.00	0.00
Donations - Gift-in-Kind	152.00	10,017.59	0.00	0.00	0.00
<b>Total Donations</b>	<b>75,102.81</b>	<b>3,921,901.34</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Interest</b>					
Investment Income	28,591.15	328,609.23	0.00	0.00	0.00
Investment Income - McNair Endowment	116.07	13,143.14	0.00	0.00	0.00
<b>Total Interest</b>	<b>28,707.22</b>	<b>341,752.37</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Net Gain/Loss on Investments</b>					
Gain(Loss) on Unrestricted Investments	0.00	211.46	0.00	0.00	0.00
Gain(Loss) on Endowment Investments	7,381.96	46,967.79	0.00	0.00	0.00
<b>Total Net Gain/Loss on Investments</b>	<b>7,381.96</b>	<b>47,179.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Other Revenue</b>					
Gain(Loss) on Disposal of Assets	0.00	0.00	0.00	0.00	0.00
Other Revenue	0.00	4,766.68	0.00	0.00	0.00
Special Events Revenue	0.00	27,513.67	0.00	0.00	0.00
<b>Total Other Revenue</b>	<b>0.00</b>	<b>32,280.35</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Foundation Revenue</b>	<b>111,191.99</b>	<b>4,343,113.31</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>EXPENSES:</b>					
<b>Operating</b>					
Regular Salaries	26,018.57	333,313.40	347,599.08	(14,285.68)	379,199.00
Regular Benefits	6,946.71	78,108.14	80,592.42	(2,484.28)	87,919.00
Office Supplies	113.27	2,697.49	2,291.67	405.82	2,500.00
Postage	591.66	5,177.37	4,766.67	410.70	5,200.00
Advertising	4.50	45.00	916.67	(871.67)	1,000.00
Telephone	633.20	3,617.75	3,850.00	(232.25)	4,200.00
Subscriptions & Memberships	1,069.97	5,299.08	2,750.00	2,549.08	3,000.00
Bank Service/Broker Charges	771.20	12,121.38	7,150.00	4,971.38	7,800.00
Audit & Accounting	0.00	10,414.79	10,800.00	(385.21)	10,800.00
Direct Mail	0.00	59,841.98	65,000.00	(5,158.02)	65,000.00
Monitor Newsletter	0.00	29,058.80	32,400.00	(3,341.20)	32,400.00
Travel & Conference	0.00	8,685.97	8,500.00	185.97	8,500.00
Computer Maintenance/Training	324.16	20,934.37	18,000.00	2,934.37	18,000.00
Donor Recognition/PR/Staff/Memorial	101.69	3,115.89	3,666.67	(550.78)	4,000.00
Catering	250.00	2,379.74	1,375.00	1,004.74	1,500.00
Depreciation	244.21	2,686.31	2,520.83	165.48	2,750.00
Annual Meeting Expense	0.00	0.00	10,000.00	(10,000.00)	10,000.00
Computer Equipment	0.00	646.00	916.67	(270.67)	1,000.00
Furnishings	0.00	0.00	458.33	(458.33)	500.00
Miscellaneous	28.97	505.37	458.33	47.04	500.00
Professional Fees - Board Development	0.00	0.00	2,750.00	(2,750.00)	3,000.00
Service Contracts/Accreditation	0.00	0.00	1,100.00	(1,100.00)	1,200.00
Internet Service Charges/Website	1,709.65	2,958.65	1,833.33	1,125.32	2,000.00
Endowment Investment Management Fees	0.00	12,574.08	13,500.00	(925.92)	13,500.00
In Our Hands	4,770.39	108,447.59	399,208.33	(290,760.74)	435,500.00
Special Events Holding	0.00	0.00	0.00	0.00	0.00
<b>Total Operating</b>	<b>43,578.15</b>	<b>702,629.15</b>	<b>1,022,404.00</b>	<b>(319,774.85)</b>	<b>1,100,968.00</b>
<b>Disbursements</b>					
Building Redevelopment	0.00	0.00	0.00	0.00	0.00
In Our Hands	4,933,707.79	4,976,927.30	0.00	0.00	0.00
General Restricted	348.59	29,161.79	0.00	0.00	0.00
General Unrestricted	0.00	0.00	0.00	0.00	0.00
Gift-In-Kind	152.00	10,017.59	0.00	0.00	0.00
People of Stratford Bursary	0.00	0.00	0.00	0.00	0.00
<b>Total Disbursements</b>	<b>4,934,208.38</b>	<b>5,016,106.68</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Expense</b>	<b>4,977,786.53</b>	<b>5,718,735.83</b>	<b>1,022,404.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Excess of Revenue over Expenses</b>	<b>(4,866,594.54)</b>	<b>(1,375,622.52)</b>	<b>1,022,404.00</b>	<b>0.00</b>	<b>0.00</b>

**Stratford General Hospital Foundation**  
**Project Activity Report - GENERAL RESTRICTED**  
Year-to-Date As of February 29, 2024

Project ID	Project Description	Beginning Balance	Adjustments	Net Change	Ending Balance
0006	General Restricted/Special Purpose	\$0.00	\$0.00	\$215.00	\$215.00
0007	Giggle & Getwell Service	\$1,172.00	\$0.00	(\$302.75)	\$869.25
0008	Palliative Care	\$15,357.00	\$0.00	(\$313.38)	\$15,043.62
0016	Diabetes	\$14,931.73	\$0.00	\$2,692.63	\$17,624.36
0119	Elderly Patient Support	\$3,341.02	\$0.00	\$0.00	\$3,341.02
0202	Volunteers - General	\$20,255.97	\$0.00	\$81,875.69	\$102,131.66
0203	Volunteers - HELLP Lottery	\$1,198.90	\$0.00	\$0.00	\$1,198.90
0205	Volunteers - Raffle	\$0.00	\$0.00	\$6,044.50	\$6,044.50
0206	Community Stroke Rehab Team	\$6,109.72	\$0.00	\$0.00	\$6,109.72
0234	Huron Perth Addiction & Mental Health All	\$17,745.38	\$0.00	\$10,990.00	\$28,735.38
0235	Mental Health - Eating Disorder Program	\$380.00	\$0.00	\$405.00	\$785.00
0240	Historical Fund	\$266.56	\$0.00	\$0.00	\$266.56
0245	Postpartum Mood Disorders	\$1,995.15	\$0.00	\$0.00	\$1,995.15
0246	Nursing Recognition Award for Exceptional C	\$0.00	\$0.00	\$0.00	\$0.00
0247	PAIL (Pregnancy and Infant Loss)	\$136.00	\$0.00	\$0.00	\$136.00
0261	Spiritual Care Fund	\$200.00	\$0.00	\$0.00	\$200.00
0262	St. Marys - Healthcare Heroes	\$50.00	\$0.00	\$160.00	\$210.00
152	Mental Health - Special Purposes	\$10,860.14	\$0.00	(\$2,464.29)	\$8,395.85
ACTT	ACTT	\$1,862.22	\$0.00	\$0.00	\$1,862.22
Chemo-Gen	Chemo Unit - General	\$7,567.99	\$0.00	(\$2,192.34)	\$5,375.65
EF-Diabet	Education Fund - Diabetes	\$33,775.84	\$0.00	\$2,360.00	\$36,135.84
EF-E1500	Education Fund - E1-500	\$3,200.00	\$0.00	\$550.00	\$3,750.00
EF-Educato	Education Fund - Educators	\$375.00	\$0.00	\$0.00	\$375.00
EF-HHT	Education Fund - HHT	\$2,500.00	\$0.00	\$0.00	\$2,500.00
EF-Lab	Education Fund - Lab	\$600.00	\$0.00	\$0.00	\$600.00
EF-Lead	Education Fund - Leadership Program	\$359.02	\$0.00	\$0.00	\$359.02
EF-MatChil	Education Fund - Mat/Child Education & Sp	\$25,149.11	\$0.00	\$10,549.74	\$35,698.85
EF-Med Im	Education Fund - Ultrasound/Diagnostic Ima	\$5,701.15	\$0.00	\$0.00	\$5,701.15
EF-NEWS	Education Fund - NEWS	(\$0.42)	\$0.00	\$0.00	(\$0.42)
EF-Nut	Education Fund - Clinical Nutrition	\$7,183.12	\$0.00	\$1,700.00	\$8,883.12
EF-OR	Education Fund - OR	\$8,989.81	\$0.00	\$0.00	\$8,989.81
EF-OT	Education Fund - Occupational Therapy	\$2,395.21	\$0.00	\$1,522.44	\$3,917.65
EF-Paeds C	Education Fund - Paeds - CME Day	\$2,749.29	\$0.00	\$3,108.54	\$5,857.83
EF-Pharm	Education Fund - Pharmacy Education & Sp	\$12,457.22	\$0.00	(\$5,598.87)	\$6,858.35
EF-Psych	Education Fund - A Day In Psychiatry Fund	(\$2.10)	\$0.00	\$0.00	(\$2.10)
EF-Speech	Education Fund - Speech Language Patholog	\$1,100.00	\$0.00	\$0.00	\$1,100.00
EF-Stroke	Education Fund - District Stroke Centre	\$21,269.46	\$0.00	(\$2,008.16)	\$19,261.30
GAP Fund	GAP Fund/Special Services Unit	\$863.59	\$0.00	\$0.00	\$863.59
Mindruta H	Mindruta Hetcou Memorial Fund	\$1,400.00	\$0.00	\$0.00	\$1,400.00
Novartis	Novartis	\$25,861.25	\$0.00	\$0.00	\$25,861.25
Nursing Ed	Nursing Education	(\$165.39)	\$0.00	\$400.00	\$234.61
OT Camp	OT Camp	\$100.00	\$0.00	\$0.00	\$100.00
StrokePrevn	Stroke Prevention Clinic	\$9,111.27	\$0.00	\$0.00	\$9,111.27
VolIntrSrvcs	Volunteer Services Co-Ordinator Fund	(\$230.85)	\$0.00	\$230.85	\$0.00
<b>Totals:</b>		<b>\$268,171.36</b>	<b>\$0.00</b>	<b>\$109,924.60</b>	<b>\$378,095.96</b>



Wealth Management  
Dominion Securities

**RBC Dominion Securities Inc.**  
**CANADIAN DOLLAR**  
**ACCOUNT STATEMENT**

**FEB. 29**  
**2024**

Page 1 of 5

Your Account Number: 588-24660-1-3

Date of Last Statement: JAN. 31, 2024

STRATFORD GENERAL HOSPITAL  
FOUNDATION  
46 GENERAL HOSPITAL DRIVE  
STRATFORD ON N5A 2Y6

**ADVISORY TEAM**

**Investment Advisor(s):**  
BRYN/SCRIM/GRAHBSP  
519-271-4075

**Branch Address:**  
187 Ontario Street  
Stratford, Ontario  
N5A 3H3

**ASSET SUMMARY**

	MARKET VALUE AT FEB. 29	PERCENTAGE OF MARKET VALUE
Cash	\$98.05	0.00 %
Fixed Income	\$2,070,912.61	89.37 %
Preferred Shares	\$0.00	0.00 %
Common Shares	\$0.00	0.00 %
Mutual Funds **	\$246,347.89	10.63 %
Foreign Securities	\$0.00	0.00 %
Managed Assets	\$0.00	0.00 %
Other	\$0.00	0.00 %
<b>Total Value</b>	<b>\$2,317,358.55</b>	<b>100.00 %</b>

**INCOME SUMMARY**

	THIS MONTH	YEAR-TO-DATE
Dividends	\$0.00	\$0.00
Interest	\$944.66	\$31,560.25
Other	\$0.00	\$0.00
<b>Total Income</b>	<b>\$944.66</b>	<b>\$31,560.25</b>

**CASH BALANCE**

ACCOUNT TYPE	OPENING BALANCE AT JAN. 31	CLOSING BALANCE AT FEB. 29
Cash	\$4,353.39	\$98.05

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0032798 -DSC38



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Investment Industry Regulatory  
Organization of Canada





Wealth Management  
Dominion Securities

**RBC Dominion Securities Inc.**  
**CANADIAN DOLLAR**  
**A + STATEMENT**

**FEB. 29**  
**2024**

Page 1 of 12

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Your Account Number: 370-73490-1-9

STRATFORD GENERAL HOSPITAL  
FOUNDATION  
46 GENERAL HOSPITAL DRIVE  
STRATFORD ON N5A 2Y6

Date of Last Statement: JAN. 31, 2024

**ADVISORY TEAM**

**Investment Manager:**

RBC DOMINION SECURITIES  
A+ CUSTOM MODEL

**Investment Advisor(s):**

BRYN/SCRIM/GRAHA+/A B  
519-271-4075

**Branch Address:**

187 Ontario Street  
Stratford, Ontario  
N5A 3H3

**ASSET SUMMARY**

	MARKET VALUE AT FEB. 29	PERCENTAGE OF MARKET VALUE
Cash	\$21,605.46	2.20 %
Fixed Income	\$613,403.68	62.46 %
Preferred Shares	\$0.00	0.00 %
Common Shares	\$326,087.70	33.21 %
Mutual Funds **	\$20,268.00	2.06 %
Foreign Securities	\$657.22	0.07 %
Managed Assets	\$0.00	0.00 %
Other	\$0.00	0.00 %
<b>Total Value</b>	<b>\$982,022.06</b>	<b>100.00 %</b>

**INCOME SUMMARY**

	THIS MONTH	YEAR-TO-DATE
Dividends	\$308.53	\$1,030.64
Interest	\$108.15	\$223.66
Other	\$27.54	\$53.41
<b>Total Income</b>	<b>\$444.22</b>	<b>\$1,307.71</b>

**CASH BALANCE**

ACCOUNT TYPE	OPENING BALANCE AT JAN. 31	CLOSING BALANCE AT FEB. 29
Cash	\$22,180.90	\$21,605.46

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Organization of Canada

0019193 -DSC07







Wealth Management  
Dominion Securities

**RBC Dominion Securities Inc.**  
**U.S. DOLLAR**  
**A + STATEMENT**

**FEB. 29**  
**2024**

Page 1 of 9

Your Account Number: 370-73490-1-9

STRATFORD GENERAL HOSPITAL  
FOUNDATION  
46 GENERAL HOSPITAL DRIVE  
STRATFORD ON N5A 2Y6

Date of Last Statement: JAN. 31, 2024

**ADVISORY TEAM**

**Investment Manager:**

RBC DOMINION SECURITIES  
A+ CUSTOM MODEL

**Investment Advisor(s):**

BRYN/SCRIM/GRAHA+/A B  
519-271-4075

**Branch Address:**

187 Ontario Street  
Stratford, Ontario  
N5A 3H3

**ASSET SUMMARY**

	MARKET VALUE AT FEB. 29	PERCENTAGE OF MARKET VALUE
Cash	\$3,641.30	5.18 %
Fixed Income	\$0.00	0.00 %
Preferred Shares	\$0.00	0.00 %
Common Shares	\$35,240.72	50.18 %
Mutual Funds **	\$0.00	0.00 %
Foreign Securities	\$0.00	0.00 %
Managed Assets	\$0.00	0.00 %
Other	\$31,350.56	44.64 %
<b>Total Value</b>	<b>\$70,232.58</b>	<b>100.00 %</b>

**INCOME SUMMARY**

	THIS MONTH	YEAR-TO-DATE
Dividends	\$58.42	\$121.98
Interest	\$6.09	\$12.04
Other	\$0.00	\$0.00
<b>Total Income</b>	<b>\$64.51</b>	<b>\$134.02</b>

**CASH BALANCE**

ACCOUNT TYPE	OPENING BALANCE AT JAN. 31	CLOSING BALANCE AT FEB. 29
Cash	\$4,812.84	\$3,641.30

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Organization of Canada

0019199 -DSC07



**CAPITAL DISBURSEMENTS - DONOR ALLOCATED - 2023/2024**

**DISBURSEMENTS**

**DRAFT**

Completed
Partial Payments

"In Our Hands" Equipment Campaign

Medical Imaging	Ceiling Lift Installation - Xray room and CT	PO #229846	Arjo	\$15,539.54
Medical Imaging	Ultrasound Units x5 (First Payment)	PO #225195	Philips	\$94,580.40
Medical Imaging	Digital Mobile Standard C-arm (Fourth Payment)	PO #203963	GE Healthcare	\$52,982.85
Medical Imaging	Fluroscopy System (Third Payment)	PO #211638	Canon Medical Systems	\$164,885.04
Medical Imaging	Mammography (Third Payment)	PO #211474	GE Healthcare	\$83,385.85
Medical Imaging	Imaging Suite (First Payment)	PO #225288	Philips Electronics Ltd.	\$72,182.49
Rehab	SCIFIT StepOne & E Mini Rehab Trainer	PO #231685	Performance Health	\$7,524.10
ISU/Telemetry	Power Tilt Commode	PO #236334	Action Healthcare Inc.	\$3,276.75
ISU/Telemetry	2-Wheeled Commode	PO #236333	Action Healthcare Inc.	\$2,388.50
Maternal Child	Centrella Bed x 7	PO #234364	Hill-Rom Canada	\$75,320.57
Maternal Child	Incubators - Giraffe Carestation Incubator (Third & Final Payment)	PO #207064	Getinge Canada	\$4,983.29
Laboratory	PageWriter Cardiograph	PO #236857	Philips Electronics Ltd.	\$16,700.60
Laboratory	Tissue Stainer & UPS	PO #237848	Somagen Diagnostics	\$64,699.18
Laboratory	Water Bath	PO #236584	Fisher Scientific Limited	\$1,342.16
Laboratory	Processors - Tissue (20% Fifth & Final Payment)	PO #192700	Somagen Diagnostics Inc.	\$27,274.50
Mental Health	Vital Signs Tower & Roll Stand	PO #232459	Hill-Rom Canada	\$2,618.31
Emergency Room	Vital Signs Tower & Roll Stand x3	PO #232460	Hill-Rom Canada	\$7,854.95

**TOTAL - DONOR ALLOCATED**

**\$697,539.08 \$ 697,539.08**

**DONATED EXPENSES**

Disbursed to date as per the financial statement (as at February 29, 2024) Including Elsie - Year 4 (\$29,732.90)

**TOTAL - DONATED EXPENSES**

**\$ 81,859.94 \$ 81,859.94**

**DISBURSEMENTS**

West Building Annex

\$ 20,000.00

St. Marys Foundation Pledge Payment

\$ 10,000.00

**TOTAL - DISBURSEMENTS**

**\$ 30,000.00 \$ 30,000.00**

**Grand Total Disbursements**

**\$ 809,399.02**

**Disbursement Cheque Amount**

**\$ 727,539.08**

**STRATFORD GENERAL HOSPITAL FOUNDATION**

**DRAFT**

**EXPENSES: APRIL 1, 2023 - MARCH 31, 2024 Compared to Projected 24-25 Budget**

		<u>23/24</u>	<u>23/24</u>	<u>24/25</u>
		<u>Budget</u>	<u>YTD</u>	<u>Draft</u>
		<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<b>Notes:</b>	<b>OPERATING</b>			
Includes photocopies/printing & stationery/supplies -	Office Supplies	2,500	2,802	2,700
	Postage	5,200	5,377	5,400
	Advertising/Promotions	1,000	50	1,000
HPHA charges for all phone lines -	Telephone	4,200	2,754	4,200
	Memberships-Fdn/PR/Rotary	3,000	5,299	4,000
Driven by EFT charges & Stock Donation Commissions	Bank/Investment Charges	7,800	9,373	8,700
	Audit & Accounting	10,800	10,415	10,800
2nd mailing split between fiscal -	Direct Mail	65,000	27,195	65,000
	Monitor Newsletters	32,400	29,059	32,400
COLA accrual & Grid Movements	Wages	379,199	353,720	375,985
Hospital plan	Employee Benefits	87,919	85,108	86,502
Status Quo -	Local/Conference/Travel	8,500	8,786	10,000
Maintenance & NXT Migration for Raiser's and Financial Support new Employee Recognition Program	Computer Maintenance/Training	18,000	22,714	47,100
	Don Rec/PR/Staff/Memorial	4,000	3,166	5,000
	Catering	1,500	2,640	4,300
	Miscellaneous	500	530	500
	Depreciation-Equipment	2,750	2,931	3,000
Speaker,Advertising, Event Board education -	Annual Meeting Expense/Donor Rec	10,000	0	8,000
	Professional Fees/Strategic Planning	3,000	0	3,000
	Computer Equipment Expense	1,000	646	1,000
	Furnishings	500	0	500
Monthly Accreditation Fee	Service Contracts/Accreditation	1,200	0	1,200
	Internet Service Charges	2,000	3,059	2,000
	Benchmarking	0	0	0
<b>OPERATING TOTAL</b>		<b>651,968</b>	<b>575,624</b>	<b>682,287</b>
	Endowment Investment Management Fees	13,500	13,505	13,500
		<u>665,468</u>	<u>589,129</u>	<u>695,787</u>
<b>TOTAL</b>		<b>665,468</b>	<b>589,129</b>	<b>695,787</b>

**STRATFORD GENERAL HOSPITAL FOUNDATION  
EXPENSE BUDGET  
APRIL 1, 2024 - MARCH 31, 2025**

**DRAFT**

**Office Administration:**

Office Supplies	2,700	
Printing & Stationery		
Postage	5,400	
Advertising/Promotions	1,000	
Telephone	4,200	
Memberships - Fdn	4,000	
Bank/Investment Charges	8,700	
Audit/Accounting	10,800	
Direct Mail	65,000	
Monitor Newsletter	32,400	
Wages	375,985	
Employee Benefits	86,502	
Local/Conference/Travel	10,000	
Computer Maintenance/Training	47,100	
Donor Recognition/PR/Staff/Memorial	5,000	
Catering	4,300	
Depreciation Equipment	500	
Miscellaneous	3,000	
Annual Meeting/Donor Recognition	8,000	
Professional Fees/Strategic Planning	3,000	
Computer Equipment Expense	1,000	
Furnishings	500	
Service Contracts/Accreditation	1,200	
Internet Service Charges/Website	2,000	
Benchmarking	0	
<b>Operating Total</b>	682,287	682,287
Endowment Investment Management Fees		13,500
<b>Total</b>		695,787

Executive Director's Report – March 27th, 2024

- **Campaign Report:**

- The In Our Hands campaign is at \$27.2 million in cash and pledges bringing us to 91% of the goal!
- Core Cabinet has begun the process of stewarding past and future major donors.
- The Community Giving Manager position has been posted through the HPHA HR recruitment process and interviews are currently underway. The focus of this role will support the completion of our IOH campaign and beyond, diving our fundraising initiatives through proposal writing, community engagement and marketing/communication tactics.

- **Spring Mail-out and Monitor:** "Hope Springs Growth" # the Future is in our hands - the team is currently drafting messaging and identifying our monitor submissions. This will go out to 36,200 households and will summarize our IOHs needs in general, but still with a slight focus on our Cancer & Medical Care and Pharmacy project.



- **NXT Migration:** has been completed for the SGH Foundation. The migration went well. A special note of thanks goes to Melissa Steinbach for her hard work and dedication to this project. Under Melissa's leadership, Christy Woods, the HPHA IT team, specifically Scott Kirkton and the Blackbaud team were a united front working diligently to ensure this transition was seamless. The SGH Foundation team continues to complete NXT training courses online to learn the new view of the database and develop a strong understanding of what NXT will be able to do for our Foundation.

- Highlight a few of the improvements we have noted to date:
  - Our team will be able to complete online donations and 3<sup>rd</sup> party fundraising initiatives through NXT, no longer having to utilize 3<sup>rd</sup> party providers. This will streamline our processes and support efficiencies.
  - The system allows advanced analytics to be easily extracted in support of all aspects of fundraising including, but not limited to, moves management, special event planning, online donations, and donor segmentation.
- Seaforth Community Hospital Foundation migration remains in progress. Melissa will be supporting this transition as well.

- **Proposals:**

- **Rotary Club of Stratford (RCS) Mental Health Unit's (MHU) \$300,000** ask remains in progress. The Rotary Foundation implemented a voting process for its members.
  - The first step was to evaluate their member's consensus.
  - If supported, the second step is to identify in what capacity they will support. Three options will be presented.
    - Support the \$300,000 ask and maintain their naming rights of the unit for another 10 years.

- \$157,251 towards bed replacement for the entire unit.
  - \$50,000 towards improving the safe room.
  - At this time, step one has been completed. The Rotary has voted **in favour** of supporting the MHU in some capacity. Step 2 will be initiated shortly.
- **Financial Institutions:** conversations with key healthcare players continue in support of the Transitional Youth Initiative.
- **Municipal Engagement:** Hard Hat tours for the Cancer Care and Medical Unit and Pharmacy project have been confirmed.
  - Tours to take place on Tuesday, April 23<sup>rd</sup> at 5:30 pm and Tuesday, April 30<sup>th</sup> at 5:30 pm, SGH Foundation. A short presentation/discussion will take place first, followed by a guided tour.
  - Next step – to request time at each municipality to present information and a proposal for support in the fall of 2024. Presentations will focus on presenting our hospital's needs with an emphasis on how our municipalities have a positive impact.
  - Councils include Perth County, Perth East, North Perth, West Perth, Perth South, Town of St. Marys, and East Zora/Tavistock.
- **Recognition:**
  - Donor Recognition- Brook Global continues to be in progress.
    - The focus is on our Cancer Care and Pharmacy Project and the June Blanch Donor wall.
- **Community Engagement:**
  - New Radio Ads are currently promoting the IOH highlighting the importance community support plays a role with recruitment and retention. Dr. Alistair Smith is our voice on the radio.
  - A bus wrap will be installed on a city bus over the summer months to promote our IOH Campaign.
  - Sponsorships on the Stratford Festival E-tickets will run starting May – July and potentially could be extended to the end of the festival season with no additional cost.
- ***Up coming Special Events - please take note:***
  - **Plant Sale – Teddy Bears and Friends** see the attached poster.
  - **Stratford Home Show:** Saturday, April 13<sup>th</sup> – Sunday, April 14<sup>th</sup>: We are looking for volunteers to work the booth. This is a great way to engage our community! We would love your help during this event.
  - **AGM & Donor Impact Celebration:** Wednesday, June 12<sup>th</sup> - AGM, Stratford Golf and Country Club. Time and details to follow. Presentation from HPHA leadership and department staff highlighting the Foundation's recent support with a Q&A period. The SGHF Board will be invited to a celebratory dinner after the event.
  - **Re/max Golf Tournament:** Wednesday, June 19<sup>th</sup>. See the attached poster



BUY ONLINE- 2024 Sale!

# Spring Planter Sale

in support of **Teddy Bear & Friends**



**BUY ONLINE:**  
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**MARCH 31**

Questions? email:  
[lrming4@hotmail.com](mailto:lrming4@hotmail.com)

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IN SUPPORT OF THE  
STRATFORD GENERAL HOSPITAL  
*Foundation*



**STRATFORD COUNTRY CLUB**  
WEDNESDAY, JUNE 19TH, 2024

**9:00AM START**  
LUNCH, PRIZES & MORE!

**SUPPORT YOUR COMMUNITY**  
**SPONSORSHIPS AVAILABLE**

Respectfully submitted,

Cheryl Hunt, CVA  
Executive Director  
Stratford General Hospital Foundation



**Huron Perth Healthcare Alliance  
PRESIDENT & CHIEF EXECUTIVE OFFICER  
for Alliance Board Meeting**

March 7, 2024

It is a pleasure to provide you with my Report to the Board, summarizing this past months' activities, and looking ahead to the last quarter of our 2023/2024 fiscal year.

We held our Quarter 3 Staff Forums over the past week and updated on a number of key topics, including but not limited to accreditation readiness, HIS Renewal and our overall operating position. While the actual presentation slides are attached, I did want to expand somewhat in our Hospital Information System renewal project. As you will know, we are at a point in the life of our current HIS – Meditech “Magic,” where we need to contemplate upgrading. While there is no immediate urgency to making this decision we do want to land, in the not-to-distant future on the direction we feel will best support those we serve.

Currently, Ontario has 3 approved HIS providers – Oracle/Cerner, EPIC and Meditech. All 3 have a presence in Ontario and across Canada, with Oracle/Cerner being the dominant player in Southwestern Ontario. I want to commend the Team involved in evaluating our options – 70 staff and physicians for example were engaged last year in assessing the Oracle/Cerner platform through London Health Sciences Centre (LHSC), and we had upwards of 30 Team Members involved this past week in presentations on Meditech Expanse. We have been transparent throughout, with our preferred option being to join the Oracle/Cerner platform. Discussions on the type of relationship we may expect continue, with John Brennan, Iris Michaels, Daniel Moutte and myself meeting with LHSC Leadership recently to discuss options. As we continue to review our options, we are also paying close attention to broader provincial discussions as they relate to overall system connectivity. Those in the “tech space” will very much appreciate that the current environment is very volatile, including the ongoing explosion of Artificial Intelligence. While Ontario does not have a clear, unifying strategy to ensure the integration of data across and between organizations and communities, the potential path(s) to this becoming a reality are becoming clearer. As such, as we consider the expenditure of 10's of millions of dollars that will commit us to a direction for the next 15-20 years, having better clarity on where the province sees itself moving in relation to data will be important. Regardless, a huge shout-out to all involved in this important process.

I recently had the opportunity to spend time on Newfoundland and Labrador's “West Coast” while on an accreditation survey of the Western Health Regional Authority and wanted to share a few observations from my time there. First, if you have never been to Newfoundland and Labrador, what a beautiful part of our country. Secondly, the people are outstanding – welcoming, friendly and completely committed to selling all that is Newfoundland and Labrador. If you have been following some of the provincial discussions across Canada, last year, Newfoundland and Labrador consolidated its four health regions into one – Newfoundland and Labrador Health Services. The new provincial health authority is broken down into five Zones – Eastern Urban, Eastern Rural, Central, Western and Labrador-Grenfell, and is in the process of centralizing certain processes and structures. At time of the survey, the Senior Leadership decisions had been made provincially, as had the Senior Director level positions however all other management staff were anxiously awaiting confirmation of direction. While the dust will settle on the structural changes in the coming months, the ongoing relationship and process conversations will go on for years, including the community to community discussions around service availability and sustainability. What strikes me when I survey across Canada, and it was



reinforced during a National Rural and Northern Health Care Conference held recently, and ironically, in Toronto is the following:

- Despite the apparent structural differences across the country, the operational realities and challenges are identical – staffing pressures, fiscal pressures, technology adoption, service sustainability and the like.
- There is not a single jurisdiction in Canada that can't learn from every other jurisdiction in Canada.
- We have not figured out how to spread best practices.
- The provincial and territorial accountability for health care, absent any clear, consistent national overlay of standards and coordinated processes guarantees a higher and higher level of inter-provincial competition for talent and the resulting disparity in health outcomes.
- Patient and providers alike have the exact same expectations – high quality, responsibly accessible service delivered through respectful, safe environments that value and promote human engagement in all aspects.
- Provinces that promote integration are better able to advance system standards, including in areas such as information system adoption – as an example, Newfoundland and Labrador had recently signed an agreement to install EPIC across the entire province, and across all sectors.
- Provinces are starting to address barriers, such as standardizing licensing however this is not happening everywhere, nor fast enough.
- International recruitment is managed very differently across the country, with the Premier of Newfoundland and Labrador recently having led a Recruitment Delegation to Dubai while in Ontario we are discussing with Ontario Health Teams how we may have an increased presence outside the county.
- Most importantly, providers everywhere care passionately about what they do and all are doing the very best with the reality they have been presented.

When one has the privilege of review systems across the county, it is hard not to be both proud and concerned. Proud to see the incredible day-in day-out compassionate care being provided to 10's of thousands of Canadians every day; concerned because there is no cogent national strategy to intentionally improve the health and wellness of Canadians by thoughtfully and transparently assessing what we do, how we do what we do, why we do what we do and how we need to relentlessly focus on addressing the social determinants of health, investing in health promotion and disease prevention, and ensuring, within a clear time-frame access to timely, teams-based primary care for all Canadians.

The final point in my Report, and the hardest one to type is to remind everyone that this is Ken Haworth's last Board Meeting in his capacity as Vice President Performance and Chief Financial Officer. Ken has dedicated 30 years of his life to the Stratford General Hospital, Huron Perth Hospitals Partnership and Huron Perth Healthcare Alliance. He has "shown up" in a way that sets a bar to which we should all aspire and has reminded us all what it means to live our lives with integrity. In his quiet, unassuming way, Ken has led his portfolios over the years in a way that has strengthened our organization in more ways than perhaps we will ever know, and for that we will always be grateful. He will be sorely missed by the organization but more importantly, by the people in the organization, leading the way, by me.

Respectfully,

Andrew Williams B.Sc.(Hon), MHSA, CHE  
President & Chief Executive Officer

Encl.



HURON PERTH  
HEALTHCARE  
ALLIANCE

CLINTON PUBLIC HOSPITAL  
ST. MARYS MEMORIAL HOSPITAL  
SEAFORTH COMMUNITY HOSPITAL  
STRATFORD GENERAL HOSPITAL

# STAFF FORUM

## Quarter 3 Update

*February 2024*

## LAND ACKNOWLEDGEMENT

*We acknowledge and give thanks for the land on which we gather as being the traditional territory of the Haudenosaunee/People of the Long House and the Anishinaabe.*

*We recognize the First Peoples' continued stewardship of the land and water, and that this territory is subject to the Dish with One Spoon Wampum under which multiple nations agreed to care for the land and resources by the Great Lakes in peace.*

*We also acknowledge and recognize the treaties signed in regard to this land including Treaty #29 and Treaty #45 ½. Our roles and shared responsibilities as treaty people mean we are committed to moving forward in reconciliation with gratitude and respect with all First Nations, Métis, Inuit and Indigenous Peoples. We commit to the following action: sharing resources that explore the rich and diverse cultures, voices, experiences and histories of First Nations, Inuit and Métis Peoples.*



# AGENDA

- Accreditation Readiness
- Hospital Information System Renewal, Workforce Management System, Patient Entertainment Update
- Financial & Capital Overview
- Huron Perth & Area Ontario Health Team Update
- Commitments to Our Communities – Quarter 3 Update
- HPHA Proposed Amalgamation Update
- Provincial Update
- Other



# ACCREDITATION READINESS

#ImprovingQualityTogether



**Countdown = 2 months!**  
**Survey dates April 22-26**



## HPHA PROGRESS TO DATE

- Collaboratively: Adopted a total of 26 policies and resources with the HPA-OHT in the collaborative accreditation
- ROP reference sheets - most of our ROPs are complete
- Survey results shared with all staff along with action plans
- Mock survey (Jan 30<sup>th</sup> and 31<sup>st</sup>) – shared with management team
- Health checks to ensure we are on track and maintain r
- Evidence tracker created for all standards



## NEXT STEPS

- Full engagement by all staff to support accreditation prep
- Know the ROPs
- Ongoing policy & procedure updates
- "5-S" your work area (Sort, Set in order, Shine, Standardize, Sustain) i.e. remove outdated material or duplicates found elsewhere
- Address & prioritize probationary performance appraisal
- Get ready to showcase HPHA!



# HIS RENEWAL, WORKFORCE MANAGEMENT SYSTEM, PATIENT ENTERTAINMENT UPDATE



## HIS RENEWAL

LHSC Oracle Cerner – Preferred Option

**ORACLE Cerner**

Non-Negotiables

1. Access for our IT and Dept Analysts – the importance of swift and agile help for our staff and physicians
2. No steps backwards
3. Data needs – Data Warehouse, Reporting Requirements, Decision Support, Interfaces

MEDITECH  
EXPANSE ?



# STAFF SCHEDULING OPTIMIZATION

- Occurs before and concurrently with the Workforce Management System project
- How to reduce the amount of time spent filling shifts?
- Further centralization
- Metric driven

# WORKFORCE MANAGEMENT SYSTEM

- RFP active – anticipated contract execution July/August 2024
- 12 Month implementation – projected Go-Live ~ September 2025
- Electronic Scheduling
  - Data integration to Payroll
  - Staff self service application
  - AI driven features
- Human Resources Applications
- Payroll



# PATIENT ENTERTAINMENT

- Antiquated TVs across HPHA
- Options
  - TVs?
  - Tablets?
  - BYOD (Bring your own device)?
  - Hybrid
  - Nothing?
- Working Group engaged
  - Recommendation by end of February to Senior Team



# FINANCIAL & CAPITAL OVERVIEW



## ACTIVITY LEVELS

Volume	FY2324 Q3 YTD Actual	FY2324 Q3 YTD Plan	Q3 YTD % Variance	23/24 Forecast 3*	23/24 Plan**	FY2324 HPHA HSAA Performance Target	22/23 Actual	21/22 Actual	20/21 Actual
Acute weighted cases	6,332	6,162	3%	8,346	8,176	7,603	8,176	7,763	7,367
Acute Patient days	31,630	29,673	7%	41,689	39,732	N/A	39,732	37,228	35,381
ER weighted cases	2,207	2,018	9%	2,858	2,670	3,256	2,670	2,440	2,116
ER visits	51,013	47,626	7%	65,820	62,433	65,513	62,433	55,121	45,666
Rehab weighted patient days***	206	188	10%	265	247	N/A	247	326	272
Rehab patient days	3,653	3,444	6%	4,689	4,480	5,728	4,480	5,849	5,810
CCC weighted patient days***	7,693	7,638	1%	10,101	10,046	13,467	10,046	10,230	10,352
CCC patient days	7,679	7,358	4%	10,033	9,712	N/A	9,712	10,069	10,002
Day surgery weighted cases	1,445	1,303	11%	1,947	1,805	2,095	1,805	1,527	1,382
Mental Health weighted patient days***	3,502	2,429	44%	4,607	3,534	N/A	3,534	3,384	3,176
Mental Health patient days	2,923	2,211	32%	3,834	3,122	4,106	3,122	2,887	3,007

\* Forecast 3 calculation: FY2324 Q3 YTD + FY2223 Q4

\*\* FY2324 YTD Plan = FY2223 YTD Actuals

\*\*\* Rehab, CCC, MH FY2324 Q3 YTD Actual weighted patient days based on Q3 actual patient days X FY2223 Q3 YTD CMI.



# KEY FINANCIAL METRICS

Metric	23/24 Q3 Actual	23/24 Q3 Forecast	22/23 Actual	21/22 Actual	20/21 Actual	19/20 Actual
H-SAA Surplus/(Deficit) <small>*includes Working Capital</small>	(\$12.4m)	(\$19.0m)	(\$3.1m)	\$2.6m	\$14.3m	\$4.2m
Total Surplus/(Deficit) <small>*includes Working Capital</small>	(\$15.6m)	(\$22.7m)	(\$5.9m)	\$59k	\$11.8m	\$1.7m
H-SAA Run rate <small>(HSA A Deficit Less One-time Funding)</small>	(\$18.9m)	(\$22.3m)	(\$9.8m)	(\$3.6m)	(\$0.3m)	\$0.4m
Adjusted Current Ratio	0.45	0.24	1.0	1.2	1.4	0.97
Capital Expenditures	\$16.2m	\$25.4m	\$14.2m	\$13.0m	\$11.5m	\$10.6m
Net Debt Used/(Paid) in Year	\$6.0m	\$5.9m	\$2.8m	(\$5.2m)	\$(0.4)m	\$0.2m
Total Consolidated Debt	\$18.1m	\$18.0m	\$12.1m	\$9.3m	\$14.5m	\$14.4m



# HURON PERTH & AREA ONTARIO HEALTH TEAM UPDATE







HURON PERTH  
HEALTHCARE  
ALLIANCE

CLINTON  
PUBLIC HOSPITAL

ST. MARYS  
MEMORIAL HOSPITAL

SEAFORTH  
COMMUNITY HOSPITAL

STRATFORD  
GENERAL HOSPITAL

## MEMORANDUM

TO: Foundation Chairs  
Huron Perth Healthcare Alliance

FROM: Stephen V. Hearn, Board Chair

DATE: March 25, 2024

RE: **Huron Perth Healthcare Alliance Amalgamation**

---

Attached please find a copy of the letter I received from the Honourable Sylvia Jones, Deputy Premier and Minister of Health, formally approving our request to amalgamate the four (4) corporations of the Huron Perth Healthcare Alliance (HPHA).

As you know from your involvement in the process leading up to our request last December, the HPHA remains completely committed to ensuring strong relationships with our four (4) independent Foundations, something that has been a cornerstone of our organization since its inception in 2003. The support you have, and continue to provide to the priorities at our local sites is outstanding and we would not be as strong as we are today absent this.

Moving forward, as Board Chair I remain completely committed to further strengthening the important relationships that exist between our respective Boards. To this end, I have asked the Senior Team to summarize existing ways we engage and to provide further options that, collectively we can consider implementing. To this end, I would like to arrange a combined meeting with our respective Chairs, Vice Chairs and HPHA Senior Leadership to have an open and frank discussion on how we can continue to advance these important partnerships. Sue will be reaching out to you in the coming days to identify dates that fit people's schedules.

Thank you for the incredible impact your leadership has on our local hospitals and I both welcome feedback directly, and look forward to meeting collectively in the coming weeks.

Respectfully,

*Steve*

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Stratford, Ontario  
N5A 2Y6  
Tel: 519-272-8210  
Fax: 519-271-7137  
administration@hpha.ca  
www.hpha.ca

**Ministry of Health**

Office of the Deputy Premier  
and Minister of Health

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March 14, 2024

E-Approval: 174-2024-1490

Mr. Stephen Hearn  
Board Chair  
Huron Perth Healthcare Alliance  
98 Shipley St.  
Clinton, ON N0M 1L0

Dear Mr. Hearn:

**Re: Proposed amalgamation of Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community Hospital and Stratford General Hospital – Approvals under the *Public Hospitals Act* and the *Connecting Care Act***

I am writing in regard to the joint submission of Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community Hospital and Stratford General Hospital (referred to together as the “Hospitals”) seeking approvals under the *Public Hospitals Act* (PHA) and *Connecting Care Act, 2019* (CCA) to amalgamate and continue as one corporation under the Ontario *Not-for-Profit Corporations Act, 2010* (ONCA).

Subsection 4(1) of the PHA provides that no articles shall be filed in respect of a hospital under ONCA until the articles have first received approval of the Minister of Health. The CCA also prohibits the Hospitals from proceeding with the proposed amalgamation until the procedural requirements respecting voluntary integrations set out under section 35 of that Act have been met.

Having reviewed the Hospitals’ submission dated December 15, 2023, the Ministry of Health (the “ministry”) is supportive of the proposal to amalgamate the Hospitals under ONCA. Accordingly, I am pleased to issue the following decisions and approvals in accordance with the statutory authorities cited below:

- 1) Pursuant to subsection 4(1) of the PHA, I grant approval for the Hospitals to jointly file articles of amalgamation under ONCA (in the form attached to your submission dated December 15, 2023) to amalgamate Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community Hospital and Stratford General Hospital and to continue them as one corporation without share capital under the name Huron Perth Healthcare Alliance (the “Amalgamated Corporation”).

Mr. Stephen Hearn

- 2) In accordance with subsection 35(3)(e) of the CCA, I hereby confirm that I do not intend to issue a decision ordering the Hospitals not to proceed with the proposed integration under subsection 35(8) of that Act.
- 3) Pursuant to subsection 32.1(1) of the PHA and Regulation 964, each site of the Amalgamated Corporation will maintain the same hospital group classification to which they are currently assigned as set out in the attached Appendix.

The above noted assignment will be effective as of the date of the amalgamation.

Following HPHA's receipt from the Director under ONCA of the certificate of amalgamation, I would request that you submit a copy to the ministry for our records. Upon receiving the certificate of amalgamation, the ministry will update the ministry website to reflect these hospital site classifications, if required.

Congratulations on achieving this significant milestone. I wish to thank you for your leadership and for your continuing commitment to advancing Ontario's vision for integrated patient care.

Sincerely,



Sylvia Jones  
Deputy Premier and Minister of Health

- c: Mr. Andrew Williams, President and Chief Executive Officer, Huron Perth Healthcare Alliance  
Ms. Catherine Zahn, Board Chair, Ontario Health  
Mr. Matthew Anderson, President and Chief Executive Officer, Ontario Health  
Ms. Susan deRyk, Chief Regional Officer, Central and West, Ontario Health  
Ms. Deborah Richardson, Deputy Minister, Ministry of Health (MOH)  
Mr. Peter Kaftarian, Associate Deputy Minister, Clinical Care and Delivery, MOH  
Ms. Catherine Wang, Assistant Deputy Minister, Hospitals and Capital Division, MOH  
Ms. Tara Wilson, Director, Hospitals Branch, Hospitals and Capital Division, MOH

Mr. Stephen Hearn

<b><u>Appendix</u></b>		
<b>CLASSIFICATION OF HOSPITALS</b>		
<b>Section 32.1 of the <i>Public Hospitals Act</i> and Regulation 964</b>		
<b>Amalgamated Corporation – Huron Perth Healthcare Alliance</b>		
<b>Hospital</b>	<b>Classification</b>	<b>Sites</b>
Huron Perth Healthcare Alliance	Group B Hospitals – General >100 beds	<ul style="list-style-type: none"><li>• Stratford General Hospital</li></ul>
Huron Perth Healthcare Alliance	Group C Hospitals – General <100 beds	<ul style="list-style-type: none"><li>• Clinton Public Hospital</li><li>• St Marys Memorial Hospital</li><li>• Seaforth Community Hospital</li></ul>
Huron Perth Healthcare Alliance	Group E Hospitals – General Rehabilitation	<ul style="list-style-type: none"><li>• Seaforth Community Hospital</li><li>• Stratford General Hospital</li></ul>
Huron Perth Healthcare Alliance	Group G Hospitals – Chronic < 200 beds	<ul style="list-style-type: none"><li>• Clinton Public Hospital</li><li>• St Marys Memorial Hospital</li><li>• Seaforth Community Hospital</li><li>• Stratford General Hospital</li></ul>
Huron Perth Healthcare Alliance	Group M Hospitals – Computerized Axial Tomography (CTs)	<ul style="list-style-type: none"><li>• Stratford General Hospital</li></ul>