



**Board of Directors
Public Meeting
Wednesday, September 28, 2016
Port McNeill Community Hall
1473 Broughton Blvd.
Port McNeill, BC**

Directors	Don Hubbard, Chair	Staff	Dr. Brendan Carr, President & CEO
Present:	Jim Dutton Roger Barnsley Robina Thomas Claire Moglove Starr Winchester Jeannie Wheeler MJ Whitemarsh	Present:	Catherine Mackay, Chief Operating Officer Dr. Jeremy Etherington, Chief Medical Officer Toni O’Keeffe, VP Communications & Public Relations Joe Murphy, VP Operations & Support Services Catherine Claiter-Larsen, Chief Information Officer Kim Kerrone, Chief Financial Officer Kathy MacNeil, EVP, Quality, Safety & Experience Carla Tait, General Counsel
Regrets:	Matthew Watson Frank Carson		Ann Bozoian, Director, Office of the President Kim Kerrone, Chief Financial Officer Stacey Bligh, Board Liaison

1. Call to Order

Chair Hubbard called the meeting to order at 1:15 pm.

It was **MOVED, SECONDED** and **CARRIED THAT** the agenda be adopted as circulated.

It was **MOVED, SECONDED** and **CARRIED THAT** the Minutes of June 30, 2016 be approved as presented.

2. Committee Updates

Health Quality and Performance Committee (HQP Committee)

R. Barnsley provided a report from the HQP Committee. Highlights of the report included the following:

- North Island Hospitals Transition Project – this is a major project consisting of activities directly related to the planning and successful transition of acute care services and staff from Campbell River and District General Hospital and St. Joseph’s General Hospital into the two new hospitals in Campbell River and the Comox Valley. The goal is to support the transformation of staff and patient experience, cultural safety and evidence based care redesign that will be possible through the presence of these two new hospitals. We are pleased to report that the transition activities are continuing to move forward and there were no change requests in this report.
- IHealth – Dr. Doug Cochrane, in his role as provincial patient safety and quality officer for British Columbia and chair of the BC Patient Safety & Quality Council, has been asked jointly by the Minister of Health and Island Health to undertake a third party review of the implementation of IHealth at Nanaimo Regional General Hospital, Oceanside Health Centre and Dufferin Place. We are currently awaiting the results of Dr. Cochrane’s review. The learnings from his report will be used to help with future implementations, including the North Island. I would note that the Board continues to fully support this important quality and safety improvement project. Any implementation of a project this large will experience challenges and while the work is hard, we believe it is the right thing to do.
- Rural and Remote Health – the Ministry of Health has identified improving access and quality of health services for rural and remote patients across the province as a key priority. The Board

was pleased to learn of the initiatives that are underway to improve access to primary care services in our rural communities. While there is more work to do, the Board is pleased with the progress being made.

- Annual Service Plan Report for 2015/16 – all Health Authorities are required to submit an Annual Service Plan Report to the Ministry of Health outlining the progress made against commitments in the 2015/16 Annual Service Plan. The final report will be submitted to Government by September 30, 2016.
- Unit Dose Medication Distribution System project – Island Health’s advanced Electronic Health Record will include a Closed-Loop Medication System which will significantly improve patient safety. The Closed-Loop System uses unit-dose and bar-coded medications, which help reduce adverse drug events and medication errors. This is a very exciting project and the Committee was pleased to know that it is on budget and on schedule.
- Victoria Hospitals Foundation – The Committee received a report for a request for naming rights at Royal Jubilee Hospital in recognition of a \$618,000 gift. The request will go forward to the Naming Committee of the Provincial Government for approval.

Finance and Audit Committee

D. Hubbard provided the Finance and Audit Committee update. Highlights of the update included the following:

- North Island Hospitals Project – these two new hospitals in Campbell River and the Comox Valley will bring significant improvements to how residents of central and North Vancouver Island access health care. Construction at both sites is on schedule and we expect the two hospitals will open in late 2017.
- IM/IT major projects – this report ensures transparency and accountability in that all material changes to scope, budget and schedule of IM/IT projects are brought forward to the Committee for review and approval. We continue to be satisfied with the action plans in place for major IM/IT projects.
- Statement of Financial Information for the year ended March 31, 2016 – this report was approved by the Board and will be submitted to Minister of Finance as is required under the *Financial Information Act*.
- Internal Audit – the committee receives report from the Internal Auditor and we are pleased to report that there are no areas of concern with respect to this on-going work.

3. Update from President and CEO

Introduction

Dr. Carr thanked everyone for attending and thanked the Kwakiutl Nation for allowing us to live and work in their traditional territory. Dr. Carr also thanked the Mt. Waddington Health Network, the Auxiliaries of Port McNeill, Port Hardy and Cormorant Island hospitals for ongoing support and fundraising efforts.

Geographic Realignment

Island Health is 18 months into a geographic realignment that will see more local involvement in health planning and decision making. This is crucial to developing health and care strategies that meet unique local needs, like those on the North Island. The senior geographic leaders for the North Island are Dr. Jeff Beset and Dermot Kelly.

Culturally Safe Care

Work is underway to update Island Health's Aboriginal Health Plan – Cultural Safety and Cultural Humility will be core components of the new plan. We have not always provided a culturally safe place to work but we are committed to addressing this and can report that Harley Eagle, Island Health's Cultural Safety facilitator has lead five Cultural Safety sessions in Mount Waddington in the past year and half. We are also working to integrate Cultural Safety training into our transition plans for our new hospitals in Campbell River and Comox. The First Nations Health Authority has initiated Cultural Safety Committees in Port Hard and Alert Bay that include Island Health management, staff and community members. We are all on a life journey with cultural humility.

Aboriginal Health Program

Community engagement sessions have been held across Vancouver Island to seek input from our aboriginal partner organizations and our aboriginal employees. Our updated aboriginal plan will guide Island Health as we work with the First Nations Health Authority, Metis Communities and friendship centres to improve health outcomes for aboriginal people. In 2012, Island Health and the First Nations Health Authority signed the Vancouver Island Partnership Accord that formalizes and strengthens the partnership between Island Health and FNHA. The goal of the Accord is to create a more integrated, culturally appropriate, safe, effective health system for First Nations people. Island Health and the FNHA are currently updating the Partnership Accord, and we expect to sign an updated Accord in the next few months.

Primary Care Services

Island Health, FNHA and the local First Nations have been meeting during the past year to discuss primary care needs (physicians and Nurse Practitioners) and strengthening relationships with the communities. One additional Nurse Practitioner position has been created to improve access to services for urban aboriginal population in Port Hardy.

Patient Experience Forums

Patient Experience forums have been held in Campbell River, Port Hardy, and just a couple of weeks ago in Alert Bay. These forums have provided invaluable information of what we are doing well, and what we still need to work on. The forums were jointly put on by Island Health, FNHA and First Nations, and provided an opportunity for Aboriginal communities and healthcare professionals to discuss patient experience and collectively brainstorm solutions. Future forums will be organized and recommendations will be incorporated into the Partnership Accord work plan.

Joint Project Board Initiatives

Island Health and FNHA have received funding for two new initiatives:

- FNHA has hired 3 Nurse Navigators who will remove barriers and improve health outcomes by providing coordinated, culturally safe discharge planning and access to supports, services and resources for First Nations.
- The Vancouver Island Regional Mental Wellness Project is in the initial steps of creating an interdisciplinary team to provide prevention, intervention and follow up mental wellness services, focused on children, youth and parents that include a cultural/traditional approach.

Joint Crisis Protocol

Island Health and FNHA have signed a Joint Crisis Protocol to improve coordination and support for communities experiencing tragedies. This protocol will provide a consistent, integrated and systemic approach when responding to a mental health crisis in First Nations communities.

Recruitment of Aboriginal Staff

Recruitment of Aboriginal staff continues to be an Island Health focus to ensure our services reflect the populations we serve. Island Health's Aboriginal Employment Program received its second national award for Diversity and Inclusion this year. Sheila White, our central island Aboriginal Employment

advisor attended the Canadian HR Award Ceremony in Toronto to accept the 2016 Award for Excellence in Diversity & Inclusion on behalf of Island Health. Our Aboriginal Employment Program is committed to connecting with communities to introduce Aboriginal youth to opportunities for careers in health care and to support them along their healthcare career path. The number of Island Health employees who self-identify as being of Aboriginal ancestry went from 199 in April 2012 to 601 as of September 2016; this increases our capacity to provide culturally safe care, bringing Indigenous perspectives into focus through system-wide change.

Provincial Context and Direction

Significant work has been done with the Ministry of Health and Government to update the strategic priorities for health care in BC.

Broadly, Government's priorities are:

- Population health and wellbeing;
- Improving performance of existing services;
- Addressing quality and sustainability of health services.

Island Health is responsible for delivering on these priorities:

- Effective primary care services so people can live well and so we can prevent, reduce or delay hospital- or facility-based care;
- Targeted and effective mental health and substance use services for those living with these difficult conditions;
- Meaningful services for those living with chronic health conditions such as diabetes, heart failure or COPD;
- Appropriate programs and services for frail seniors;
- Effective networks of services in rural and remote communities;
- Better access to, and reduced wait times for, surgery and diagnostic tests.

Primary Care

Working hard to improve access to primary care services, making sure the people in the system are better connected to the services they need.

- Local leaders are engaging community physicians and support staff learning about primary care homes, and examining new tools to help patients keep their appointments Partnering with local physicians, Divisions of Family Practice and Specialists;
- Working with local communities, First Nations, health-focused agencies, educational institutions and local government;
- Building integrated teams within Island Health that bring together programs and services, case management, learnings and education.

Mount Waddington is a leader in this area for Island Health, thanks to hard work over many years between the Community Health Network and Island Health. A couple of weeks ago - the Port McNeill Collaborative Clinic and Island Health marked the 'launch' of a virtual primary care home initiative to better serve remote clients. This will reduce the need for them to make long and difficult journeys to Port McNeill and improve their access to primary care. This work is a partnership with the Division of Family Practice and First Nations Health Authority. The Port McNeill Collaborative, which opened in early 2015, is the model of primary care we are working toward in many Island communities. It is a great example of an integrated care model - where patients can access their physician and many other Island Health services all in one place.

The Port Hardy Primary Health Care Centre also has doctors working alongside other health care providers, and allows patients to access the care they need, from the health care professional best suited to provide it. I am pleased to let you know the Port Hardy Primary Care Centre now has a full slate of seven doctors on board. This is thanks in part to the success of the Practice Readiness

Assessment (PRA) Program, which assessed internationally trained physicians for practice in BC. Dr. Muthanna Kettana who began practicing in Port Hardy earlier this month and another PRA candidate is expected to join the centre in the new year. Now that the centre is fully staffed with physicians they preparing to hire a practice-linked social worker to support the evolution of team-based care in that community.

Seniors Care

We are identifying and targeting services to frail patients, particularly seniors, to reduce emergency department and hospital bed use. This means proactively finding cases, personalizing care plans, providing rapid response and integrating primary care teams.

Mental Health and Substance Use

The Sobering and Assessment Centre is a 20 bed facility, offering shelter and assessment in the Mt. Waddington area. We are committed to improving access to, and coordination of, primary care services and expanding Integrated Case Management Teams – and adding beds for youth and adults living with addictions and mental health issues.

North Island Hospitals

I'm pleased to report that we are just one year away from opening the doors of our two new North Island Hospitals in Campbell River and the Comox Valley. I recognize that is some distance from here, but we know the new facilities will be an integral component of the North Island network of care.

IHealth

IHealth is really about shifting to a new system with a balanced focus on both health and illness. To do that – we need to be able to share information seamlessly. IHealth will provide one record of health and care for every person we serve. We continue to work closely with the Ministry of Health, our physicians and staff on the implementation of IHealth – and a third party review is underway to help us assess the strengths of the system and identify areas that need to be improved. The introduction of this new technology is a monumental change for all frontline healthcare workers in how they do their work. The review will assess and make recommendations to address any workflow and patient-care quality concerns identified, assess the implementation of IHealth at Nanaimo Regional General Hospital, Oceanside Health Centre and Dufferin Place and make recommendations on how to improve the implementation of electronic health records at other Island Health sites.

Sobering Beds

Island Health is in the process of finalizing contracts for the provision of sobering and assessment beds in Port Hardy, following a public request for proposals in March. Providing this service will reduce Emergency Department visits and hospital stays. Adults who access these spaces will get clean clothes, a safe place to sleep, a meal, support and access to services. Our role is to care for our most vulnerable in a safe, respectful manner when they are unable to care for themselves. By working together we increase opportunities for treatment, reduce the strain on police, judicial and health care systems, decrease costs - and ultimately save lives through prevention and harm reduction. By working in partnership, we've made significant gains in improving health outcomes and we will continue to do so over time.

New Beginning House

In January Island Health and the community of Port Hardy celebrated the official opening of New Beginnings House, a residential withdrawal management service for adults. The five-bed space is managed by the North Island Crisis and Counselling Centre Society in partnership with Island Health. The service is a 'close-to-home' alternative to hospital-based detox for clients, who typically stay for five to 10 days. Support for locally-provided service was spurred by the 2008 deaths of two community members.

Paramedicine

The Community Paramedicine initiative is being launched in 2017 in 19 Island communities. Qualified paramedics will be able to use their training and expertise in community-based, non-emergency care roles. They will be able to visit patients in their homes. This project, which is led by BC Ambulance Service, is an example of how partnerships between healthcare organizations can lead to improved access to health and care in rural and remote communities.

Patient Story

The sudden death of a Namgis man in Alert Bay was a very upsetting time for his family, made even more difficult by the fact his wife was seriously ill in the intensive care unit at Royal Jubilee Hospital, and there was no way she could attend the funeral. A community member came up with the idea to contact Island Health Telehealth Analyst Nancy Mareck in Campbell River, and Nancy arranged to have a program installed on an Island Health laptop in Alert Bay that would allow the patient to participate 'virtually' in the funeral service. A telehealth cart was wheeled to her bedside in ICU. Namgis Community Health Nurse Rachel Fulmore handled the computer at the service, turning the camera so the woman could see everyone who was there and watch the service. Afterwards, from her hospital bed, she was able to have video talks with her loved ones in their native language. The deceased man's sister is most grateful that technology was made available to help the family connect. "It was a painful time, yes, and my sister-in-law was all by herself in Victoria, but by using technology, we were able to give her the support she needed." Island Health would like to acknowledge the team that came together to provide such exemplary care by finding a way to meet our patient's need for connection during such a distressing time. Thank you to Nancy Mareck, Serena Foldy and Benjamin Merle from our Telehealth team, Aboriginal Liaison Nurses Monique Pat and Teliah Vollick, Social Worker Peter Carter, Val Olynyk in Alert Bay, and Namgis First Nation Community Health Nurse Rachel Fulmore for working together to make this happen.

Finally I would like to recognize all Island Health staff for their continued commitment to providing quality care to the population we serve. Thank you for your loyalty, compassion and hard work on behalf of clients, residents, patients and their families.

4. Adjournment

It was **MOVED, SECONDED AND CARRIED THAT** the meeting be adjourned at 1:56 pm.