



# Open Board Forum

March 2019

Leah Hollins, Board Chair



*Excellent health and care for everyone, everywhere, every time.*



# Agenda

- Welcome
- Introducing the Board of Directors
- Presentations
  - Kathy MacNeil, CEO & President Island Health
  - Elin Bjarnason, VP Clinical Service Delivery
- Public Presentations
- Q & A



# Open Board Forum

Kathy MacNeil

President & CEO



*Excellent health and care for everyone, everywhere, every time.*

# Laichwiltach First Nation and We Wai Kai First Nation



# North Island Hospital Campbell River

(April 1, 2018 - Feb 7, 2019)

**317**  
BABIES  
DELIVERED

**8,418**  
CT SCANS  
PERFORMED

**388**  
JOINT  
SURGERIES

**3,216**  
MRIs  
PERFORMED

**21,578**  
EMERGENCY  
VISITS

**3,000**  
SURGICAL  
PROCEDURES





# Primary and Community Care



# Social Determinants of Health



# Patient Experience

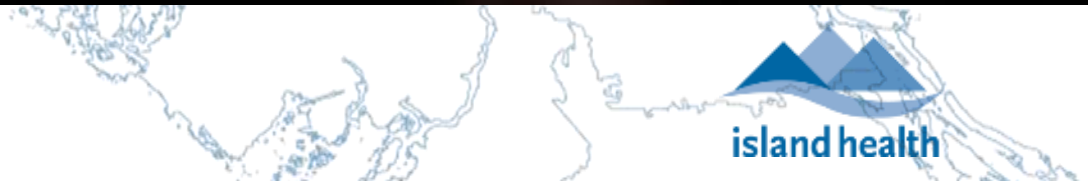




# Innovation and the Future



# Cultural Safety and Humility



A light blue line-art map of the Campbell River region in British Columbia, Canada, showing the intricate coastline, numerous islands, and the main river system. The map is centered on the text.

# **Campbell River Health Services and Community Care**



# Campbell River Health Services and Community Care

March 28 2019  
Public Board Meeting

*Excellent health and care for everyone, everywhere, every time.*

# Overview

- Population Demographics
- Hospital and Acute Care Services
- Recent local investments
  - Seniors Care
- Expansion of Community Care

# Demographic and Population Highlights

## POPULATION



Campbell River's population is **44,176** and makes up **6%** of Island Health's total population.

*Island Health's Population: 785,525*



**10% of Campbell River's population** identify as **aboriginal**. This is a higher proportion of the population compared to BC (5.4%).

## LIFE EXPECTANCY AT BIRTH



AREA	82.0	77.7
ISLAND HEALTH	84.1	80.2
BC	84.6	80.6

## PROJECTED GROWTH



	Population Growth: 2012 – 2017	Projected Population Growth: 10 Years
Area Population	6 %	6 %
Area Population, age 75+	26 %	87 %
Island Health	5 %	22 %
BC	6 %	28 %



## HEALTH STATUS



**35%** are **staying healthy** and are non or low users of health care services.

*Island Health: 38%*

**47%** are living with illness and **chronic conditions**, ranging from low to complex chronic conditions and severe mental health and cancer.

*Island Health: 45%*

**2.5%** are towards **end of life**, and are **high users** of health care services

*Island Health: 2.9%*

The most prevalent conditions are:



- **Mood and Anxiety Disorders**
- **Depression**
- **Hypertension**

OF ISLAND HEALTH'S LHAs:

- **Campbell River** has the highest prevalence of **Osteoarthritis**.

## ATTACHMENT RATE

**78%** of Greater Campbell River residents are attached to a **Family Physician Practice\***.

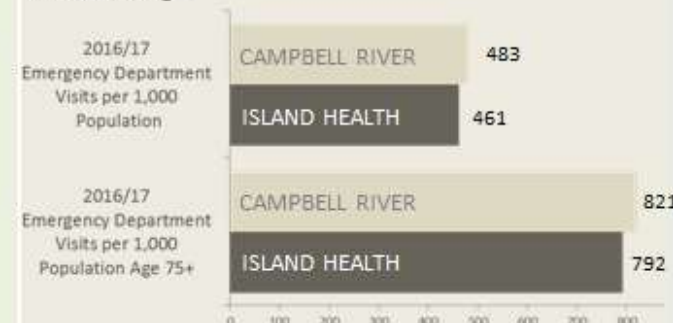
*Island Health average: 79%*

*\*These percentages are for attachment to a Family Physician practice, not a particular family physician. 2017.*



## SERVICE UTILIZATION

In 2016/2017, area residents had more visits to **Emergency Departments and Urgent Care Centres** than the Island Health average.



# Campbell River Hospital

- Occupancy
- Alternative Level of Care
- →Optimizing processes for patient flow
- →10 additional acute beds
- →Enhancing Community Solutions



# RECENT INVESTMENTS

CAMPBELL RIVER COMMUNITY SERVICES

## DEC 2018

16 NEW HIRES

## JAN

LONG TERM BEDS

## FEB

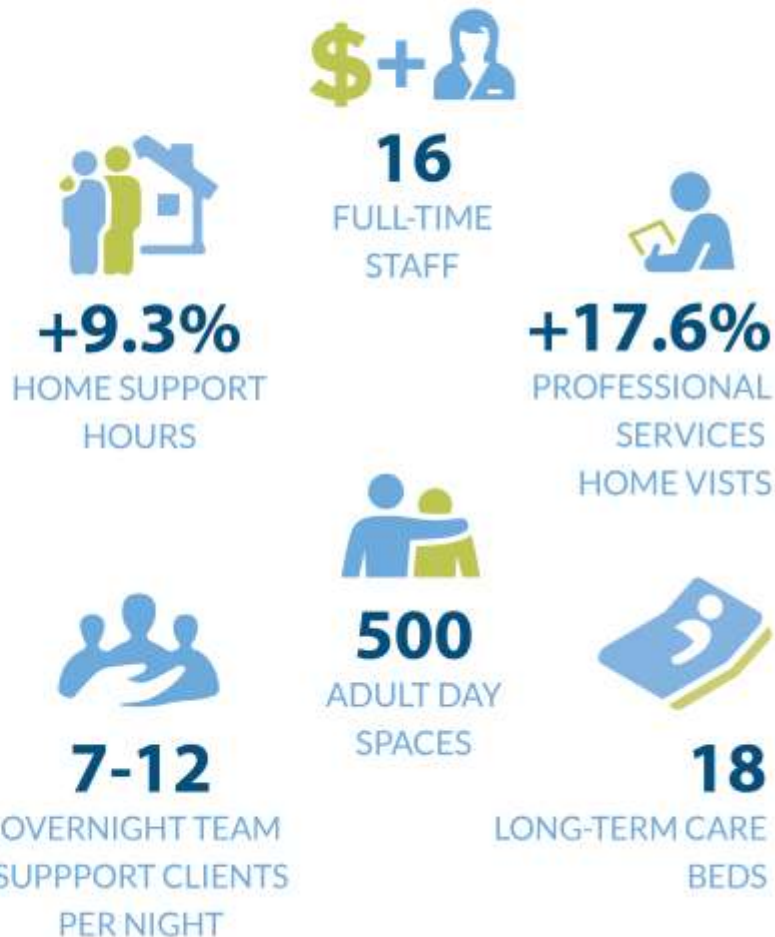
OVERNIGHT HOME SUPPORT TEAMS

## MAR

ADULT DAY SPACES



## INVESTMENT & OUTCOMES





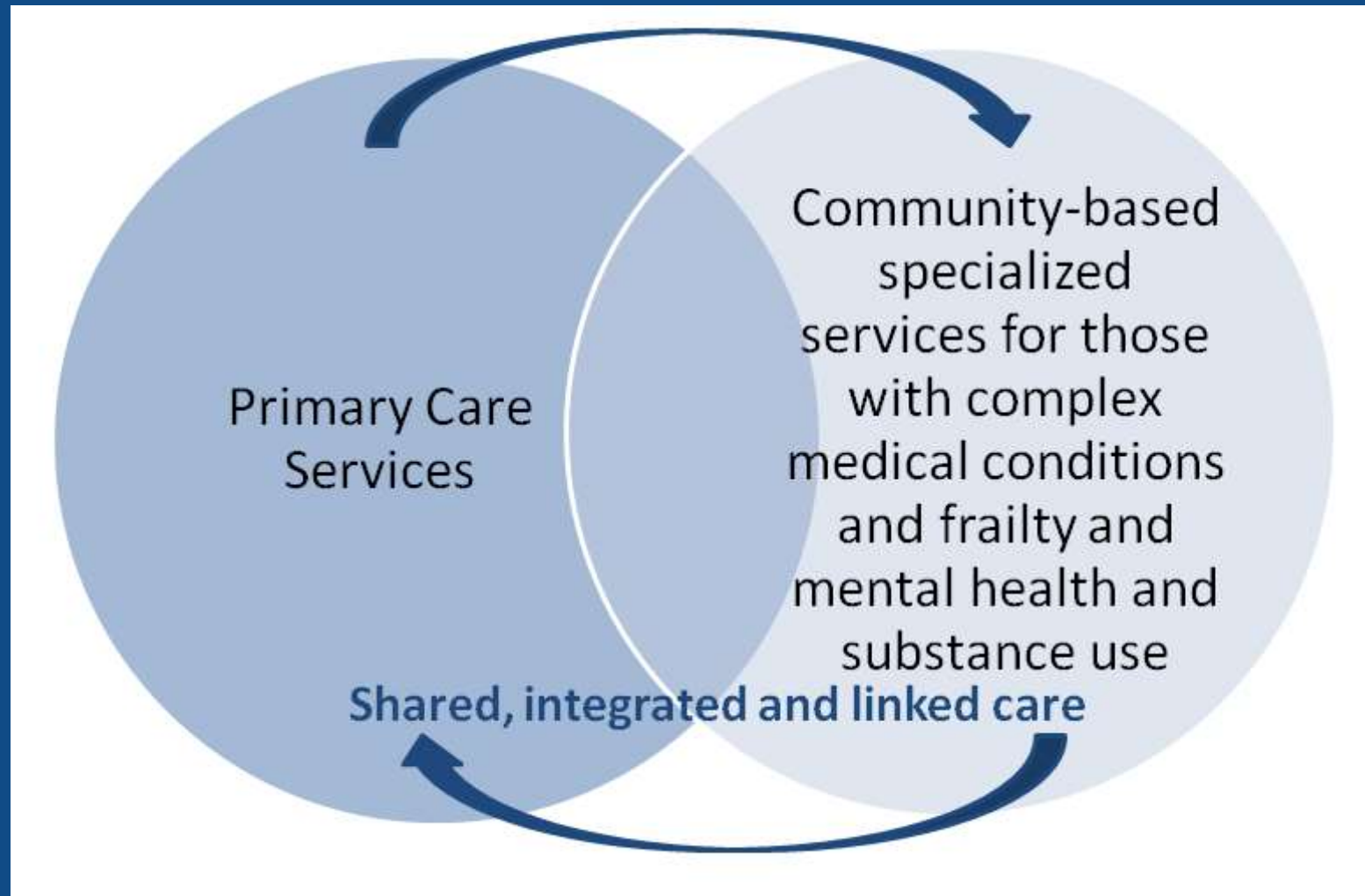
# Campbell River Primary Care

- Delivered in community clinics by physicians, nurse practitioners
- Crucial first point of contact for most health conditions
- Provides long term, ongoing (longitudinal) care
- Improved health outcomes
- Reduces hospital use
- Supports linkages to other health care services in community, in facilities, in hospital

# Primary Care Networks

- 15 Primary Care Networks over three years:
  - Access and attachment
  - Extended care hours (evenings, weekends)
  - Same day access
  - Team-based care
  - Culturally safe care

# Strengthening and Linking Primary and Specialized Care



# Mental Health and Substance Use

- Full range of services offered including:
  - Intake
  - Counselling
  - Case Management
  - Psychiatrist Consultation
  - Crisis Services  
(Emergency Department)
  - Substance Use/Addictions



# Service Enhancements

## Mental Health and Substance Use

- Sobering and Assessment Beds
- Intensive Case Management
- Overdose Prevention Service
- Physician Education – Opiate Agonist Therapy
- New Addictions Medicine Lead
- Post Emergency Department follow up



# Youth Mental Health and Substance Use

- Youth Supportive Recovery
- Foundry Services for Youth
- Day Programming
- Prevention and Early Intervention



# Home Away From Home

- Residence in Campbell River for out of town families
- Children's Foundation, Island Health, FNHA, other stakeholders
- Similar to Jeneece Place



An outline map of the province of British Columbia, showing its coastline and major rivers. The map is rendered in a light blue color and occupies the left side of the slide.

# Public Presentations



A light blue line-art map of the Campbell River region in British Columbia, Canada, showing the coastline, rivers, and islands. The map is centered in the background of the slide.


# **Campbell River Citizens for Quality Care**

Crisis in Health Care  
in Campbell River



**Liza Schmalcel**

Dignified Care



The Health Ministry mandated Island Health  
to strengthen and improve services to  
***ensure seniors receive dignified  
and quality care.***

# Why dignified care is important

***Loss of dignity*** is a more powerful motivator for suicide than depression

Seniors suffering ***loss of dignity*** are at risk of being misdiagnosed and treated for depression

***Loss of dignity*** is preventable



# Dignified care is

***Kindness***

***Humanity***

***Respect***



# How overcrowding and understaffing undermine dignity

We feel neglected or ignored

We are denied safety and privacy when most vulnerable

Our hearts and spirits break



# What overcapacity looks like and feels like

LOCAL NEWS VIDEO CLASSIFIEDS OBITUARIES E-EDITIONS JOBS CONTACT MARKETPLACE CONTESTS

CAMPBELL RIVER MIRROR



**Campbell River hospital 'overcrowded,' says patient placed in hallway**


Problem signals need for more funded beds as hospitals face capacity crunch – nurses' union

DAVID GORDON/KODAK / Dec. 18, 2018 4:43 p.m. / LOCAL NEWS / NEWS

MYCAMPBELLRIVERNOW

500 stations. 1 free app. Radioplayer CANADA

**MAN SPENT NINE-DAY HOSPITAL STAY ON A STRETCHER AT THE CAMPBELL RIVER HOSPITAL**



**CAMPBELL RIVER, B.C.** – A Campbell River couple is speaking up about overcrowding during a recent hospital stay.

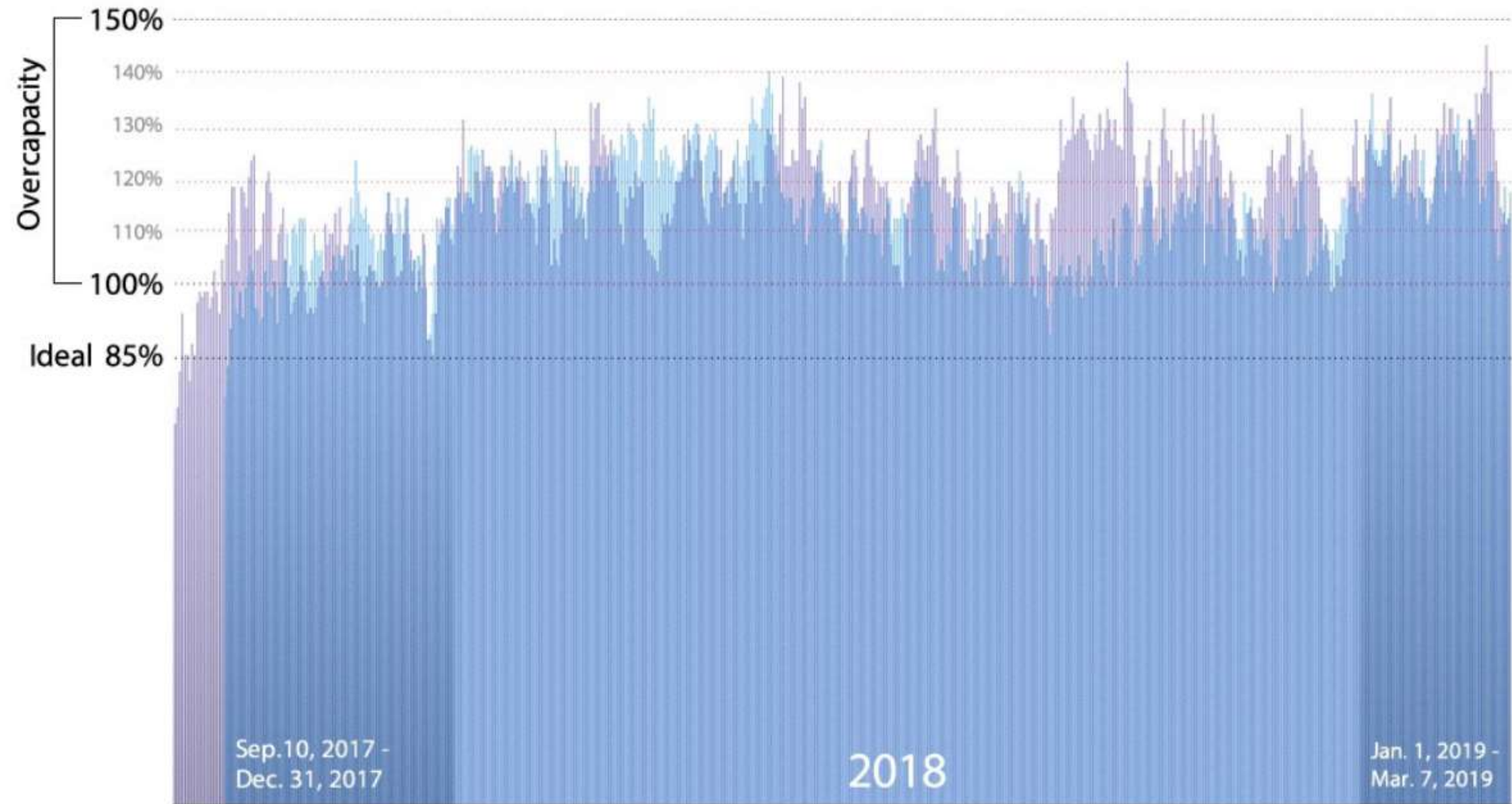
I'm so sick of you *old* people in here  
all the time, complaining

- *A nurse speaking to a frail elderly woman in distress*



# Capacity Rates

- Comox Hospital - Opening Day to March 7, 2019
- Campbell River Hospital - Opening Day to March 7, 2019



The system allows the hospital to bill the same for a stretcher in a hallway or a private room with a TV



Typical hallway stretcher

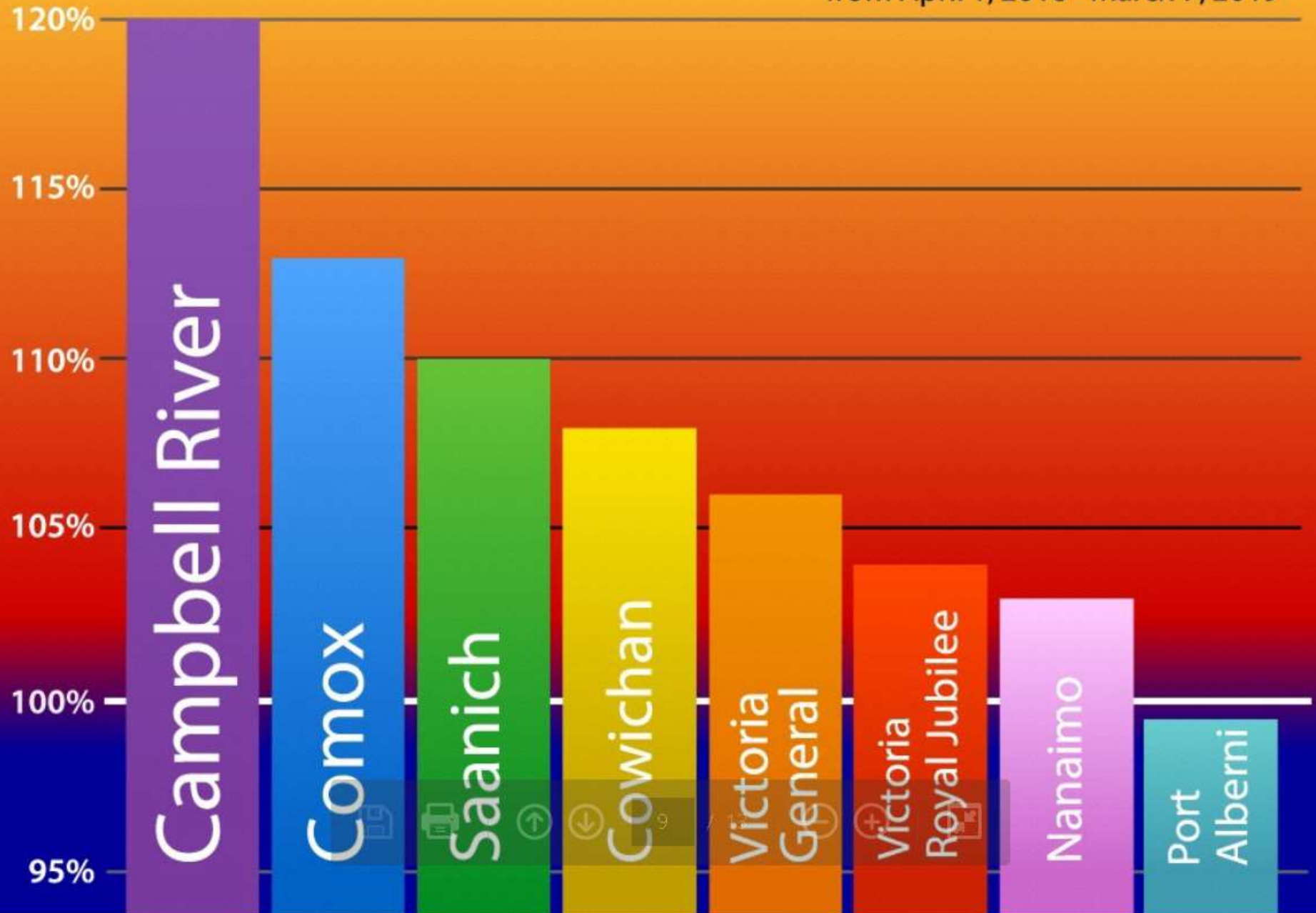
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Typical inpatient room

# Average capacity rates of Island Health hospitals

from April 1, 2018 - March 7, 2019



This year, for both North Island  
hospitals combined, on average,  
***52 people*** in medical distress were  
without beds ***every day***

# Services that need strengthening

We need clinical pharmacists staffed on all wards to improve safety and inform us

We need dedicated funding for the home IV program to ease overcapacity, and better serve seniors

We need ***MORE ACUTE CARE BEDS***

Come gather 'round people  
Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone.  
If your time to you is worth savin'  
Then you better start swimmin'  
Or you'll sink like a stone  
For the times they are a-changin'

*I love you Mom*





# Umbrella Society

Regulation and Standards for  
Recovery Houses





Society for Addictions and Mental Health

## Recovery Houses

Presented By:

Sharlene Law  
Executive Director

Evan James  
Housing Manager

The background features several sets of curved lines in the top-left and bottom-right corners. These lines are in shades of light gray and include both solid and dashed styles, creating a sense of movement and depth.

## Our Mission

**Umbrella provides support to  
individuals,  
and their loved ones,  
struggling with  
substance use issues.**

The background features several sets of curved lines in the top-left and bottom-right corners. Each set consists of a solid grey line, a dashed grey line, and a solid grey line, all curving towards the center of the page.

Our  
Programs

**Outreach**  
**Housing**  
**Counselling**  
**Groups**  
**Education**

The background features several thin, curved lines in shades of grey and white, some solid and some dashed, creating a sense of motion or a circular path. On the left side, there is a large orange speech bubble with a white outline and a small tail pointing downwards. The text 'Our Team' is written inside this bubble in white, sans-serif font.

## Our Team

**11 full time employees**

**5 part time employees**

**2 casual employees**

**7 board members**



## Our Houses

### **Foundation House**

A second stage house for 11 men

### **Cooper House**

A third stage house for 4 men

### **Hudson House**

A third stage house for 5 women

## Our House Dogs



**We know the benefits to unconditional love and acceptance from our four legged friends.**

**Meet TJ and Lyca, two rescue dogs that are our only permanent residents in two of our recovery houses.**

# Why our housing works

**Individualized recovery plans**

**On site counselling**

**Affordable, even for IA recipients**

**No limit to length of stay**

**Residents are permitted to work**

**If a relapse occurs, we support the resident to return**

# Other housing models

including Island Health

**Maximum 90 day program**

**Residents are not permitted to work**

**Abrupt discharge if relapse occurs**

**If resident relapses, they must go back to detox and start over**

**Affordable during program; but faces extreme poverty at discharge**



The background features several concentric circles in shades of light gray, some solid and some dashed, creating a ripple effect. In the center, there is a large orange speech bubble with a white border and a small tail pointing downwards.

Currently, there are no standards or regulations for recovery houses in BC.

# Gaps

One of the most identified problems contributing to the overdose crisis is transitioning between programs.

**There are gaps between:**

*Discharge from hospital to detox.*

*Detox to stabilization.*

*Stabilization to treatment centres.*

*Residential programs to recovery housing.*

*Discharge from jail to a safe program.*

All of these service gaps are unwelcomed opportunities for relapse, disconnection and overdose.

**Island Health has done an incredible job providing safe, harm reduction services to those in active addiction.**

**What is missing is quick, helpful options for people who want to make changes around their drug/alcohol use.**

**Waitlists for abstinent based programs are at an all time high.**

**A lot of the people that are dying, are wanting help to stop using.**

# Solutions

**An inexpensive alternative to residential treatment centres could include a variety of mixed models of supportive recovery houses combined with outpatient treatment options.**

**Due to the uniqueness of our island, more and more people prefer not to leave their supports to attend programs off the island.**

# Solutions

**We know that a First Stage Recovery House would provide a safe space for people discharging from any program, to land.**

**This housing model provides seamless support, transition and continues connection to services for those waiting for their next steps.**

**This type of housing program is cost effective, helpful and saves lives.**

The background features several thin, curved lines in shades of gray, some solid and some dashed, creating a sense of motion or flow. On the left side, there is a large orange speech bubble with a white outline and a small tail pointing downwards. The text 'Next Steps' is written in white inside this bubble.

## Next Steps

**Umbrella plans to expand our housing portfolio and explore housing partnerships so individuals wanting safe, supportive recovery housing are able to access it.**



## Our Partnerships

**For more than 15 years, Umbrella has been a service provider and health care partner with Island Health.**

**Together we have created new groups, programs and positions that have been instrumental in helping people connect and access MHSU services.**

**We value and appreciate our collaborations with you.**

Thank you for your time



Presented By:

Sharlene Law  
Executive Director

Evan James  
Housing Manager



A light blue outline map of the British Columbia coastline, showing the intricate details of the fjords and islands. The map is centered on the page and serves as a background for the text.

# Grieg Seafood BC Ltd.

Wellness in the Workplace



Grieg Seafood BC Ltd.

**WELLNESS IN THE WORKPLACE: THE RETURN ON INVESTING  
IN YOUR EMPLOYEES' PHYSICAL AND MENTAL HEALTH  
MARCH 28, 2019**

**ALINA CONSTANTIN, CPHR, SHRM-SCP, PCP, HRPM**

## Alina Constantin

CPHR, SHRM-SCP, PCP, HRPM

- Human Resources Manager at Grieg Seafood in Campbell River, BC.
- Master and a Bachelor degree with specialization in Human Resources Management and a BCIT Human Resources Management Certificate with Distinction.
- Awarded the 2016 and 2017 Top 25 HR Professionals in Canada and the 2018 HR Professional of the Year Honourable Mention by HR Reporter.



# About Grieg Seafood

- Headquartered in Bergen, Norway with operations in Vancouver Island, BC; Shetland, UK; and Finnmark & Rogaland, NO;
- Employs over 800 people globally, 150 employees on Vancouver Island;
- Started in 2001 in BC.



# Skuna Bay Brand

- Developed Skuna Bay Salmon, a premium craft raised salmon brand that can be found at some of the finest restaurants around North America
- <https://www.youtube.com/watch?v=QxjVm4uzj-Y>



# Our Values

Open  
Ambitious  
*Caring*

*Rooted in Nature*



# Grieg's Journey

to Promoting Wellness Initiatives in the Workplace

I believe that Grieg is on the right track to promote wellness initiatives in the workplace and anybody can do it.

## **3 Steps:**

1. Gap Analysis
2. Strategy Development and Implementation
3. Evaluation

# Step 1. Gap Analysis

- Determine intended outcomes

- Improved overall health, physical and mental wellness of Grieg Seafood BC's employees;
- Increased employee engagement;
- Reduced health care costs for Grieg Seafood's employees;
- Increased productivity.

- Identify current state

- Top modifiable conditions: musculoskeletal, cardiovascular, mental health.

- Identify the gaps

Focus areas – holistic approach:

- Fitness
- Nutrition
- Mental health



# Step 2. Strategy Development and Implementation

- Partnered with Mandy King, Holistic Nutritionist at HEAL  
<http://www.healthyeatingandliving.ca/>
- Developed a 2 years holistic program based on the three focus areas:
  - EFAP program with unlimited counselling sessions for all employees and their families
  - Fitness subsidies
  - Fitness equipment on sites
  - Education on Nutrition, Fitness, Mental Health: (online challenges, lunch & learns, online training, managers training, monthly newsletter etc.).
  - AEDs (automated external defibrillators)
  - Gym days
  - Walking groups
  - Sports teams competitions
  - Healthy snacks
  - Nutribullets for all sites



# Sechelt Lunch & Learn



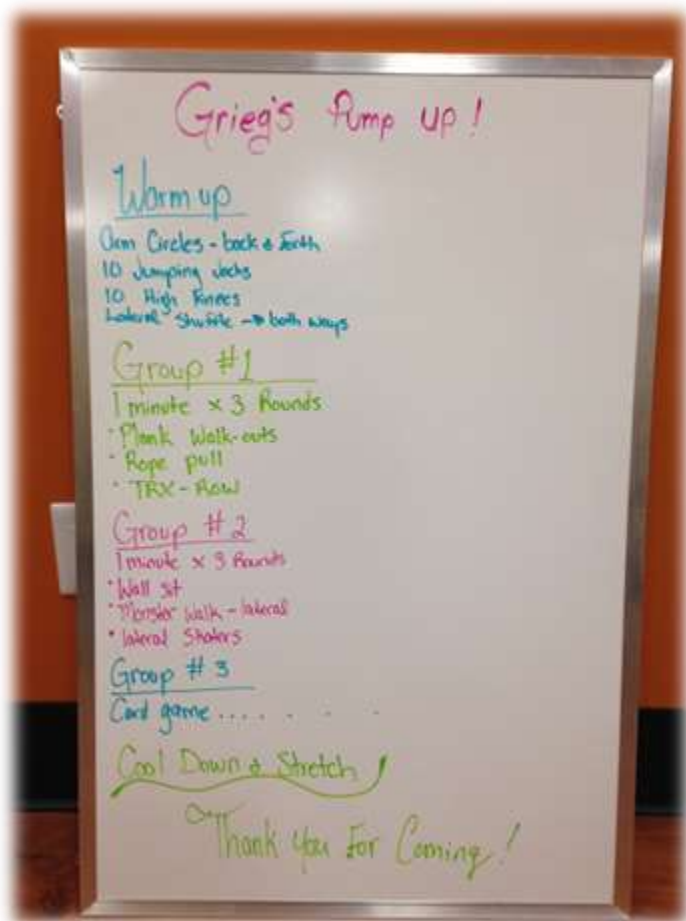
# Noo-la and Barnes Bay Lunch & Learn



# Hatchery and the West Coast Lunch & Learn



# Fitness Day & Healthy Snacks



# Step 3. Evaluate

- Improved overall health, physical and mental wellness of Grieg Seafood BC's employees – see feedback
- Increased employee engagement – from 33<sup>th</sup> percentile to 66<sup>th</sup> percentile in the first year
- Reduced health care costs for Grieg Seafood's employees (should expect an increase in the first year due to promotion + measure your EFAP usage)
- Increased productivity – doubled



# Employee Feedback

- *“I feel like Grieg is taking better care of us”.*
- *“It seems like we do matter”.*
- *“The management is now focusing more on our development. They offer us a lot of training opportunities”.*
- *“The lunch & learn sessions were very interesting. I’ve learnt a lot”.*
- *“I think it goes above and beyond anything other companies are doing for their employees”.*
- *“This whole program has changed my life a lot, it has made me a healthier, stronger and happier person”.*
- *“The fitness subsidy was a fantastic benefit over the past two years. Last year, mine was used to offset the cost of a season’s ski pass at Mt. Washington. Not only did this benefit my own health and wellness, but it was a catalyst to get the rest of my family out to enjoy the mountain as well”.*
- *“As a new employee it helped me to integrate into the community and to look for opportunities to take care of myself”.*
- *“This program has helped me stay active and it has improved my job overall in general”.*

# Choices

I'm extremely happy with my decision to move out west and work for Grieg.

They are a great company that really cares and appreciates your hard work, and they show it!

**Aidan Renouf**  
Aquaculture technician, Grieg Seafood





# Conclusions

- *Grieg has proven that we are on the right track to promote wellness in the workplace and anybody can do it.*
- *Take this model into your own workplace and feel free to use the three steps to create healthy workplaces.*



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# Questions?



**THANK YOU**

# Q & A's

For more information contact  
[Louise.carlow@viha.ca](mailto:Louise.carlow@viha.ca)