



**Board of Directors Public Meeting  
Thursday, December 1, 2016  
Harbour Towers Hotel  
Victoria, BC**

---

<b>Directors Present:</b>	Don Hubbard, Chair Jim Dutton Frank Carson Roger Barnsley Robina Thomas Claire Moglove Starr Winchester Jeannie Wheeler MJ Whitemarsh	<b>Staff Present:</b>	Dr. Brendan Carr, President & Chief Executive Officer Catherine Mackay, Chief Operating Officer Catherine Claiter-Larsen, Chief Information Officer Stacey Bligh, Board Liaison
<b>Regrets:</b>	Matthew Watson		

---

**1. Call to Order**

Chair Hubbard called the meeting to order at 1:40 pm.

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

It was **MOVED, SECONDED** and **CARRIED THAT** the Minutes of September 28, 2016 be approved as presented.

**2. Committee Updates**

**Health Quality and Performance Committee**

R. Barnsley provided the following HQP Committee update:

- **North Island Hospitals Transition (NIHT) Project.** The Committee discussed the activities directly related to the 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. There were no major change requests contained in the report.
- **IHealth.** An external review of the IHealth system was conducted by Dr. Doug Cochrane, Chair and Provincial Patient Safety and Quality Officer and the Board is anxious to pursue the recommendations made by Dr. Cochrane.
- **Performance Indicators.** Performance measures such as Quality and Patient Safety, Patient Flow, Wait Times, Work Life and various annual categories were discussed as was management's plans to improve on various targets.
- **Mid-year Check in on the 2016/17 – 2018/19 Multi-Year Plan.** There were no recommendations for changes to the Plan; however, it is anticipated IHealth may require a review of organizational priorities.
- **Naming requests** were received on behalf of the Nanaimo & District Hospital Foundation and all five will be sent to Government for review and approval.
- **Mental Health and Substance Use.** Specialized mental health community teams for moderate to severe mental health substance use issues were discussed as was the creation of new substance use beds; and, increasing child/youth mental health substance use services were highlighted in the report.

- **Supervised Consumption Services.** The Board met with the Emergency Overdose Committee to discuss supervised consumption services as well as the recent increases in overdoses.

#### **Finance and Audit Committee**

F. Carson provided the following update from the Finance & Audit Committee meeting:

- **KPMG (External Audit).** The External Audit Plan for the fiscal year end March 31, 2017 was received. The audit is risk-focused and will cover fraud risk from revenue generation, management override of controls, revenue – operating and capital grants, tangible capital assets, salaries and benefits, transition of acute care and major IT Development.
- **North Island Hospitals Project.** Construction is progressing at both sites with no critical delays to report and completion for both hospitals is set for April 30, 2017.
- **IMIT Major Projects Status Report.** There were no material changes to IM/IT and we continue to be satisfied with the action plans Management has in place for major IM/IT projects.
- **Internal Audit.** There were no areas of concern with respect to the work of Internal Audit.

#### **Human Resources & Compensation Committee**

F. Carson provided the following update from the Human Resources & Compensation Committee.

- **Performance Indicators** were reviewed as was Management's plans to improve on targets relating sick time, relief found, overtime and WorkSafeBC Claim Duration.

#### **Governance & Engagement Committee**

J. Wheeler provided the following update from the Governance & Engagement Committee:

- **Board Engagement** and key stakeholder groups were discussed as was the Committee's communications and engagement strategy.
- **Board Evaluation, Skills Matrix, Composition, Succession Planning, Board Orientation and Education** were all reviewed as part of the Committee's responsibility under its mandate.
- **Patient Advisory Council** member Christine McKinnon and Deb Harver attended a portion of the meeting to highlight their work with the Patient Advisory Council.

### **3. Update from President and CEO**

#### **Introduction**

Dr. Carr thanked everyone for attending and thanked the Songhees and Esquimalt First Nations for allowing us to live and work in their traditional.

#### **Opioid Crisis**

The Board and CEO of Island Health engaged with the Chief Medical Health Officer, Dr. Richard Stanwick and his team, who have been working to deal with the unprecedented public health crises across the Island and Province. Dr. Carr thanked people in the community that are on the streets and saving lives each and every day and offered his condolences to those that have lost people they love. Island Health is working closely with the Provincial Health Officer and community to have a comprehensive strategy in place to respond to the crises.

#### **Supervised Consumption**

Island Health is preparing applications to Health Canada for exemptions to provide supervised consumption services and is working closely with the City of Victoria, Victoria Police, YES2SCS and other stakeholders. Public input and meetings have taken place and we are seeking input on three proposed sides. Although the initial focus for SCS is Victoria, this is not a South Island issue - we will be working with communities throughout our service area.

#### **Substance Use Beds**

Island Health is on track to provide 93 substance use beds as part of the Provincial plan to open 500 substance use beds throughout BC.

#### **Wait Lists and Surgery**

Despite significant gains in the numbers of procedures, there has not been a corresponding drop in the times patients are waiting for some types of surgery. Our aging population is part of the reason, as well, advancing technologies and surgical abilities allow us to “fix things” that used to be un-fixable. We have created a new “First Available Surgeon Triage (FAST)” system so that patients that are open to taking the first surgeon available, as opposed to waiting for the one they were referred to, will get in to see a surgeon faster. In one year, this has reduced the wait time for consultation with a surgeon from 24 to 8 weeks.

Surgical Centres Inc. will be providing surgeries and colonoscopies at a new facility near Victoria General Hospital and will be publicly funded with no cost to patients. It will operate as an extension to Island Health’s operating rooms with patients booked from Island Health’s wait lists and the same surgeons that operate at Island Health will operate at the new surgical centre.

#### **IHealth**

IHealth will provide one record of health and care for every person we serve. This has been a monumental change in technology. A review of the experience of providers in the first six months of IHealth implementation at Nanaimo Regional General Hospital, Dufferin Place and Oceanside was launched in late July under the leadership of Dr. Doug Cochrane and we thank Dr. Cochrane for his work. Dr. Cochrane’s recommendations align to our vision of creating a high quality and safe health and care environment. Thank you to the staff who participated in the review including front-line care providers, IHealth staff, the Local Medical Advisory Committee, Medical Staff Association and Island Health executives.

Island Health leadership underestimated the full impact of a change of this magnitude in terms of work practices, communication and clinician confidence. We are committed to finding solutions that support employees and physicians in adapting to this new clinical environment. I am extremely proud of the work on IHealth and the tremendous work done by our Nanaimo colleagues. They are paving the way for the rest of our organization.

I would also like to thank our staff and physicians for continuing to maintain high quality service, support and care in all communities across the very large region we serve while IHealth is being implemented.

#### **Strategic Priorities**

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;
- 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; and
- Better access to, and reduced wait times for, surgery and diagnostic tests.

### **Geographic Realignment, Engagement and Partnerships**

We are focusing on more local involvement in health planning and decision-making. This is crucial to developing health and care strategies that meet unique local needs. In Victoria, the senior geographic leadership team is Elin Bjarnason and Dr. Manjeet Mann. Elin and Manjeet, with leadership teams in other geographic areas, are developing plans and setting priorities created in partnership with the Community. Local leadership creates a consistent approach to how Island Health manages relationships, how we create and leverage partnerships and how we report out to key stakeholders.

Island Health is pleased to be part of a new partnership bringing primary care and wellness services to students at three high schools in Sooke School District (SD62). The new program, a partnership between Island Health, SD62 and the BC Ministry of Children and Family Development (MCFD), will enhance access to primary care services – right on campus – resulting in improved health care for youth. I'm pleased to share that a similar Wellness Centre at John Barsby High School in Nanaimo is the winner of the BC Patient Safety & Quality Council's 2017 Excellence in Quality – Staying Healthy Award.

We are also partnering with the Capital Regional Hospital District to deliver a new residential care facility now under construction to replace the 247 beds at Oak Bay Lodge and 73 beds in Mount Tolmie. The Summit at Quadra Village will be more than just a place to live - it will offer a safe, comfortable, home-like environment for seniors who have dementia or complex care needs, and provide long term residential care to younger people who require those supports so they can enjoy a high quality of life and the best of care. The property and building will be owned by the CRHD and Island Health will provide residential care services in the \$86 million, 320-bed facility.

### **Victoria Hospitals Foundation**

I want to conclude my update by acknowledging the great work of the Victoria Hospitals Foundation in supporting health care services at Victoria General and Royal Jubilee Hospitals. On November 19 the Foundation hosted its annual Visions Gala fundraiser – which I am very sad to have missed this year, but heard from colleagues what an amazing evening it was. I'm thrilled to let you know the gala raised a record-breaking \$619,000.

## **4. Adjournment**

It was **MOVED, SECONDED AND CARRIED THAT** the meeting be adjourned at 3:10 pm.