



Alberni-Clayoquot Regional Hospital District

BOARD OF DIRECTORS MEETING WEDNESDAY, JULY 22, 2020

Due to COVID-19, the meeting will be held via Zoom Video Conferencing and will be livestreamed on the ACRD website at <https://www.acrd.bc.ca/>

AGENDA

- | | PAGE # |
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| 1. <u>CALL TO ORDER</u>
<i>(immediately following the ACRD Board Meeting)</i> | |
| Recognition of Territories. | |
| 2. <u>APPROVAL OF AGENDA</u>
<i>(motion to approve, including late items requires 2/3 majority vote)</i> | |
| 3. <u>ADOPTION OF MINUTES</u> | |
| a. Board of Directors Meeting – June 10, 2020 | 3-5 |
| <i>THAT the minutes of the Alberni-Clayoquot Regional Hospital District Board of Directors held on June 10, 2020 be adopted.</i> | |
| 4. <u>PETITIONS, DELEGATIONS & PRESENTATIONS (10-minute maximum)</u> | |
| 5. <u>CORRESPONDENCE FOR ACTION</u> | |
| 6. <u>CORRESPONDENCE FOR INFORMATION</u> | |
| 7. <u>REQUEST FOR DECISIONS & BYLAWS</u> | |
| 8. <u>REPORTS</u> | |
| a. Bamfield Health Centre – B. Beckett | |
| b. Alberni-Clayoquot Continuing Care Society – J. McNabb | |
| c. West Coast Native Health Care Society – P. Cote | |
| d. Tofino General Hospital – West Coast Directors | |
| e. Alberni-Clayoquot Health Network – P. Cote/J. Osborne | |
| f. West Coast General Hospital – Alberni Valley Directors | |

- g. Other Reports
- **Island Health and Vancouver island Regional Hospital Districts Semi-Annual Joint Planning Meeting Minutes – May 29, 2020 – J. Osborne** **6-10**

THAT the Regional Hospital Board of Directors receives reports a-g.

9. UNFINISHED BUSINESS

10. LATE BUSINESS

11. QUESTION PERIOD

Questions/Comments from the Public respecting an agenda item can be emailed to the ACRD at responses@acrd.bc.ca and will be read out by the Corporate Officer at the meeting.

12. ADJOURN



Alberni-Clayoquot Regional Hospital District

MINUTES OF THE BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, JUNE 10, 2020

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS

Josie Osborne, Chairperson, Mayor, District of Tofino

PRESENT:

John Jack, Vice-Chairperson, Councillor, Huu-ay-aht First Nation

Bob Beckett, Director, Electoral Area "A" (Bamfield)

Tanya Shannon, Director, Electoral Area "A" (Beaufort)

Kel Roberts, Director, Electoral Area "C" (Long Beach)

Penny Cote, Director, Electoral Area "D" (Sproat Lake)

John McNabb, Director, Electoral Area "E" (Beaver Creek)

Dianne Bodnar, Director, Electoral Area "F" (Cherry Creek)

Sharie Minions, Mayor, City of Port Alberni

Debbie Haggard, Councillor, City of Port Alberni

Rachelle Cole, Councillor, District of Ucluelet

Alan McCarthy, Member of Legislature, Yuułuꞵiꞵꞵath Government

Kirsten Johnsen, Councillor, Toquaht Nation

REGRETS:

Wilfred Cootes, Councillor, Uchucklesaht Tribe Government

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer

Teri Fong, Chief Financial Officer

Mike Irg, General Manager of Planning and Development

Wendy Thomson, General Manager of Administrative Services

Janice Hill, Executive Assistant

Heather Zenner, Protective Services Manager

Alex Dyer, Planner

1. CALL TO ORDER

The Chairperson called the meeting to order at 3:26 pm.

The Chairperson recognized the meeting this afternoon is being held throughout the Nuu-chah-nulth territories.

2. APPROVAL OF AGENDA

MOVED: Director Shannon

SECONDED: Director Jack

THAT the agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

a. Board of Directors Meeting – May 13, 2020

MOVED: Director Jack

SECONDED: Director Cote

THAT the minutes of the Alberni-Clayoquot Regional Hospital District meeting held on May 13, 2020 be adopted.

CARRIED

4. PETITIONS, DELEGATIONS & PRESENTATIONS

5. CORRESPONDENCE FOR ACTION

6. CORRESPONDENCE FOR INFORMATION

7. REQUEST FOR DECISIONS & BYLAWS

8. REPORTS

a. Bamfield Health Centre – B. Beckett – No Report

b. Alberni-Clayoquot Continuing Care Society – J. McNabb

Director McNabb reported upcoming meetings - Financial Audit meeting which I is conducted annually and their Annual General Meeting.

c. West Coast Native Health Care Society – P. Cote – No Report

d. Tofino General Hospital – West Coast Directors – No Report

e. Alberni-Clayoquot Health Network – P. Cote/J. Osborne

Director Cote reported the Network has a meeting coming up next Wednesday. Their last meeting was a joint meeting with the Coastal Family Resource Society on the West Coast.

f. West Coast General Hospital – Alberni Valley Directors – No Report

g. Other Reports: Island Health & Vancouver Island Regional Hospital Districts Semi-Annual Joint Planning Meeting – May 29/20 – J. Osborne – Verbal Report

Chairperson Osborne reported on the joint Island Health/VI Regional Hospital Districts meeting held on May 29th. Representatives from the First Nations Health Authority participating in the meeting and provided an overview of their capital planning and

financial planning processes. They also received a presentation from Island Health on long term care planning.

MOVED: Director Shannon

SECONDED: Director McNabb

THAT the Regional Hospital Board of Directors receives reports a-g.

CARRIED

9. UNFINISHED BUSINESS

10. LATE BUSINESS

11. QUESTION PERIOD

In order to provide the public with an opportunity to ask questions or provide input to the Board of Directors respecting a topic on the agenda, the Regional Hospital District set up an email address responses@acrd.bc.ca. The Corporate Officer reported there were no questions or comments received from the public with respect to the meeting today.

12. ADJOURN

MOVED: Director McNabb

SECONDED: Director Jack

THAT this meeting be adjourned at 3:34 pm.

CARRIED

Certified Correct:

Josie Osborne,
Chairperson

Wendy Thomson,
General Manager of Administrative Services

**Island Health and
Vancouver Island Regional Hospital Districts
Semi-Annual Joint Planning Meeting
Via Zoom
May 29, 2020
Minutes of Meeting**

Island Health:

Leah Hollins	Kathy MacNeil
Kim Kerrone	Scott McCarten
Chris Sullivan	Mike Lowe

Regional Hospital Districts (RHDs):

Josie Osborne, Alberni-Clayoquot	Teri Fong
Denise Blackwell, Capital	Michael Barnes, Capital
Kevin Lorette, Capital	Doug Hillian, Comox-Strathcona
Charlie Cornfield, Comox-Strathcona	Russell Dyson, Comox-Strathcona
Mark Keuber, Cowichan Valley	Natalie Wehner, Cowichan Valley
Aaron Stone, Cowichan Valley	Greg Fletcher, Mt. Waddington
Ian Thorpe, Nanaimo	Phyllis Carlyle, Nanaimo
Jeannie Bradburne, Nanaimo	Elizabeth Hughes, Nanaimo

First Nation Health Authority (FNHA)

Brennan MacDonald	Mark Fitz-Morris
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1. Introductions

Meeting attendees introduced themselves.

2. Welcoming Remarks

Leah Hollins welcomed everyone to the meeting and provided opening comments including:

- Acknowledging with respect and gratitude the Lekwungen peoples of the Songhees and Esquimalt First Nations whose traditional territory we are calling from today; acknowledging the many nations within the Vancouver Island First Nation Families of the Coast Salish, Nuu chah nulth, and Kwakwaka'wakw peoples who have cared and nurtured this land for all time and give thanks for welcoming us as visitors to live, work and care; and recognizing the Métis, Inuit and other Indigenous peoples on Vancouver Island.
- A thank you to everyone attending this semi-annual to facilitate an effective two-way communication.
- A special welcome to Brennan MacDonald and Mark Fitz-Morris from the First Nations Health Authority.

3. Approval of Agenda

Charlie Cornfield asked that we discuss Island Health's overarching strategic framework. Kathy MacNeil indicated she will address this in her update.

4. Island Health Update

Kathy MacNeil started with a territorial recognition similar to that provided by Leah earlier.

Kathy provided an update on various items including:

1. Introducing Dawn Thomas, Island Health's new Executive Lead for Indigenous Health
 - Dawn's role will be to enable and facilitate system transformation and service delivery improvements that improve the wellness, health and care needs of all Indigenous peoples.
2. A reflection on COVID and the impact on our system including:
 - An update on COVID numbers at Island Health.
 - What we did:
 - Communicate early and often.
 - Early actions: long term care homes (single site, response teams,) all sites (visitor restrictions, ambassadors), established testing and assessment sites.
 - Delayed non-essential surgeries and diagnostics, ramp up delivery of virtual care.
 - Robust public health program testing, tracking and monitoring.
 - Learnings from what we were seeing in other health authorities and following the guidelines provided by Dr. Henry.
 - Where we are now:
 - Plans to restart elective surgeries: 4,038 surgeries were postponed.
 - Addressing underserved populations in partnership between BC Housing, Island Health, local governments and other community partners.
3. What does our new normal look like as we move into a post-COVID first wave:
 - New Vice President Pandemic Response to work with Ministry of Health as we prepare for waves 2 and 3.
 - Increasing critical care beds at various hospitals.
 - A Hospital at Home initiative to decant some of the pressure off hospital medicine beds (e.g. enhanced oversight of IV hydration at home).
4. Organizational restructure to a regional approach including a clinical Vice President for Nanaimo north and a clinical Vice President for Cowichan Valley and Capital Regional Districts.
5. Island Health's strategic framework process included nine months of internal engagement resulting in a focus on the following four pillars to guide our strategies:
 - Putting people at the centre of their own health and care.
 - Improving the experience of the Island Health employees and volunteers.
 - Achieving a sustainable health care system through operational excellence and innovative approaches to work.

- Addressing the social determinants of health in partnership with Indigenous peoples, communities, governments, and other key collaborators.
6. Acknowledgement of the partnership with the Capital Regional Hospital District for the Summit. The move-in date for residents was postponed in case the facility was needed for a COVID field hospital.

5. December 6, 2019 Minutes (Semi-Annual Joint Planning Meeting)

Chris Sullivan provided an update on two actions items.

Action: Chris Sullivan to send correspondence to each RHD Board to request ratification of the changes to the Memorandum of Understand (MOU).

Five of the six RHDs ratified the changes to the MOU. The sixth RHD will discuss the MOU at an upcoming strategic planning session.

Action: Set up meeting by end of February to discuss Island Health involvement in the Association of Vancouver Island Coastal Communities (AVICC). RHDs to provide feedback to Scott McCarten and Chris Sullivan on how this meeting could be structured.

This item will be brought forward with further discussion amongst the RHDs.

6. FNHA Project Update

Brennan MacDonald and Mark Fitz-Morris provided a presentation on the FNHA work underway (see attachment) including:

- The FNHA's role and guiding principles.
- Their community approach to capital projects.
- The Vancouver Island long-term capital plan.
- Pandemic impact on capital projects.
- Their plans to work together with communities.

There was discussion on various points including alignment between RHDs and First Nations, potential to explore partnerships

7. Long Term Care Planning

Scott McCarten provided an update on long-term care bed planning. This included:

- Description of the need for more long-term care beds including, for example:
 - growing and aging population.
 - impact on hospitals when patients require a long-term care bed, rather than acute care (Alternate Level of Care patient).
- What work has already been done or planned to address ALC patients in hospitals?
- How many more beds are required?

- How we can build them?

Kathy indicated there is a need for more long-term care beds, but also to replace outdated beds to provide improved quality of health and care.

There was a discussion on the various models for long-term care bed development. This includes health authority owned and operated facilities, or in partnership with other organizations where Island Health provides operating funds or partnerships with RHDs.

Josie Osborne identified the need for long-term care beds in rural locations. Kathy indicated this may be an opportunity for dialogue with First Nations and a different model may be needed.

Action: Follow-up on what alternative models may work in rural communities.

June 26, 2020 Response – Scott McCarten discussed this with our Seniors Health leadership and they have provided some additional insight:

- Diseconomies of scale make stand-alone LTC challenging in smaller rural/remote communities.
- Therefore, we usually work with partners to develop alternate seniors housing options rather than stand-alone LTC. These include a dining room and areas for social interaction, and sometimes have some BC Housing subsidized units wherein Island Health home care and home support provide for the care needs. This model will meet most of the needs in a rural/remote community.
- For Tofino in particular, our strategy would be to consider adding some LTC beds when we rebuild the hospital. A hospital extension similar to Cormorant Island or Lady Minto Hospital can enable synergies that help overcome the economic barriers to building smaller LTC bed numbers.

Long-term care is a high priority for Island Health as it focuses on seniors who are one of Island Health's priority populations. Kathy noted that we also need to focus on what we can do better in the community in areas such as home support.

8. Major Capital Project Planning

Prior to the meeting, the Nanaimo RHD requested a discussion on Island Health's Ten Year Capital Plans and Projects. In particular, RHDs would benefit from more detailed information on proposed major projects together with anticipated timelines and costs. RHDs are going to be faced with taxation challenges in coming years, and need as much information as possible to guide their planning.

Scott McCarten described the process and policy barriers faced by Island Health.

- The general process is that projects less than \$5 million can be funded from within a three year notional funding allocation provided by the Ministry of Health. However, health

authorities are only permitted to commit 75% of the notional funds identified in year 2 and 50% in year 3.

- For projects greater than \$5 million, the process is more constrained as their approval is often subject to an annual request to the Ministry of Health and prioritized against other health authority projects. In addition, for more significant projects, Island Health requires Ministry approval to proceed with a Concept Plan. As a result, it is difficult for Island Health to confirm timing of major projects or the capital cost.
- Long-term care projects, as discussed earlier, are an example of these barriers. These projects have been a priority for a number of years, but health authorities have only recently been asked to submit business plans for funding.
- Island Health can commit to provide more cash flow estimates to RHDs but the actual timing and capital cost are estimates.
- Ian Thorpe identified the need for accurate long term plans as a serious concern. RHDs have a limited tax base so future budget planning is very important.
- Kathy acknowledged Ian's concern and indicated Island Health has the same concern.
- Charlie Cornfield highlighted the importance of communication related to this topic.

9. Round Table

RHDs thanked Island Health for their work related to COVID.

Other comments included:

- One positive arising from the pandemic is the stronger bridge between the health care system and the business community.
- A serious conversation on services, not just capital projects is needed.
- CVRHD is anxiously awaiting Provincial government approval of the Cowichan District Hospital replacement project.
- CRHD appreciate the comments related to the Summit project and looks forward to working on other long-term care projects.
- RHDs may want to discuss an advocacy position amongst themselves to raise the importance of a legislation amendment to the Hospital District Act.

10. Closing Remarks

RHDs were asked to let Island Health know if they have any agenda items they would like to discuss in the future.

Leah thanked everyone for participating and providing their perspectives on the various topics.

Scott thanked Brennan and Mark for their participation in the meeting.