

Health PEI Annual General Meeting
Delta Conference Suite, Charlottetown
Nov 16, 2022
6:00 – 8:00 pm

Agenda Item	Decision/Action
Attendees	<p>Board Members:</p> <p>Mr. Derek Key (Chair) Ms. Helen Flynn (Master of Ceremony) Mr. Peter MacDonald Ms. Megan Cheverie Ms. Colleen Parker Ms. Megan Cheverie Ms. Selvi Roy Ms. Amy MacFarlane Dr. William Montelpare Dr. Richard Wedge</p> <p>Staff:</p> <p>Dr. Michael Gardam, Chief Executive Officer Ms. Belinda White, Chief Administrative Officer Ms. Kellie Hawes, Chief Financial Officer Ms. Corinne Rowsell, Chief Operating Officer Ms. Marion Dowling, Chief Nursing & Professional Practice Officer Dr. Katherine McNally, Chief Medical Officer Mr. Everton MacLean, Chief Communications Officer Ms. Gina Beeley, Board Administrative Assistant (Recorder)</p> <p>Guests: Hon. Ernest Hudson, Minister for Health & Wellness</p>
1.0 Convening the Meeting	
1.0 Call to Order	Ms. Helen Flynn called the meeting to order at 6 pm and welcomed everyone to the 12 th Annual General Meeting of the Board of Health PEI. Ms. Flynn noted that the AGM was being broadcast live on YouTube and questions can be forwarded by email. French translation services are also provided.
1.1 Introductions	Ms. Flynn reviewed the Meeting order and presenters.
1.2 Greetings from the Minister	Hon. Ernest Hudson expressed his appreciation for everyone working on behalf of healthcare provided to Islanders. He recognized the CEO, leadership and Board for their contribution over the years. He also welcomed the new members to the Board. He acknowledged the challenges facing the healthcare system, including staff shortages but also wanted to highlight areas of great improvement & significant investment to help deliver the services Islanders deserve and expect. Areas such as improving Access to Affordable Prescription Drugs, RCW tuition being covered, additional seats available for Paramedics, the Pharmacy Plus Program, the Patient Medical Home & Neighbourhood

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	models, in Mental Health & Addictions where we are rebuilding and redesigning key facilities and investing in community based strategies. He also congratulated the recipients of a long-term service award and thanked them for their commitment and determined efforts on behalf of Health PEI. Minister Hudson spoke of a review of the recruitment process and changes in legislation to aid recruitment.
1.3 Introduction of Board Members & Executive Leader Team	Ms. Flynn introduced each of the Board Members and ELT. Outgoing members Randy Goodman & Andrea Slysz were thanked for their service.
1.4 Health PEI Board of Directors Report	<p>Mr. Derek Key, Chair of the Board of Directors thanked the members of the Board for their commitment and dedication and noted the considerable skills and experience they bring to the Board. Mr. Key also acknowledged the contribution by outgoing Board Members, Randy Goodman & Andrea Slysz. Mr. Key also thanked the Leadership team and all staff who work for Health PEI who ensure that healthcare services are delivered every day.</p> <p>Mr. Key noted the accomplishments achieved this year</p> <ul style="list-style-type: none"> • the effort from staff to cope with the Covid-19 pandemic • we were accredited by Accreditation Canada • progress was made to improve the accountability framework between Health & Wellness and Health PEI • the introduction of Board Self-Assessment & Bylaws • the significant changes made in HR • the appointment of Dr. Gardam as CEO <p>Mr. Key went on to address the major issues that are impeding Health PEI's road to success as a Crown Corporation, he noted</p> <ul style="list-style-type: none"> • a reluctance to hold staff accountable and a reluctance to act upon failures, this leads to a culture of non-improvement • Staff shortages • Jurisdictional impediments <ul style="list-style-type: none"> ○ Recruitment & hiring ○ the length of time taken to recruit ○ the lack of IT infrastructure; no software-based scheduling system, no intranet ○ the scope of limitations of Pharmacists and Nurse Practitioners <p>The legislation contemplated an arms-length Crown Corporation, the entity that exists must cooperate & collaborate with the Dept. of Health & Wellness, Public Service Commission, Transportation & Energy, ITSS, Treasury Board and the Legislative Assembly. These impediments must be made to avoid system collapse.</p>

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	<p>Notwithstanding these impediments, the CEO and his Leadership Team have made measurable progress in each of the four pillars set out within our Strategic Plan. Mr. Key felt that fundamental change is necessary and to do this he recommends that we</p> <ul style="list-style-type: none"> • Hire and train the right people, and reward them • Give them the tools they need to be successful • Hold them accountable <p>Mr. Key then thanked all employees from over 55 sites in the Province, every one of them is valued and important.</p>
1.5 Patient/ Staff Story Video	<p>Ms. Helen Flynn thanked Mr. Derek Key for his leadership over the past few years. She then introduced a video about Lacey House's role helping women with addiction issues.</p>
1.6 Financial Report	<p>Ms. Kellie Hawes, Chief Financial Officer, presented Health PEI's Financial report 2022</p> <ul style="list-style-type: none"> • Health PEI received a clean report from the Auditor General • \$19.86 million spent on a Capital Budget of \$28.54 million in the Fiscal year 21/22. The surplus will move forward to 22/23 • Significant portion of Health PEI's equipment purchases are a result of the hard work & dedication of our Foundations, Ms. Hawes thanked them for their efforts • Significant contributors to the 2021/22 surplus <ul style="list-style-type: none"> ○ Less Out of Province Travel ○ Staff Vacancies ○ Worker's Compensation surplus contribution • Covid-19 spend was \$17million, Ms. Hawes broke down the pandemic spending across the Province • Compensation represents 66% of Health PEI expense <p>Ms. Hawes then thanked all staff for their continued service.</p>
1.7 CEO Report	<p>Dr. Gardam began with a land acknowledgement to the Mi'kmaq as the indigenous people of Prince Edward Island. Dr. Gardam thanked all his staff for their resilience, recounting the past year's pandemic, chronic challenges already acknowledged by Mr. Derek Key and worst hurricane to hit the Island in recorded history. Dr. Gardam acknowledged the role of his Leadership Team and their strong work ethic to keep our healthcare system working.</p> <p>Dr. Gardam feels that we suffer from a doomsday spiral regarding Health PEI and he would like to take the time to acknowledge some of the extraordinarily good things that have happened this year at Health PEI</p> <ul style="list-style-type: none"> • #1 Province (fivefold) across Canada for distributing Paxlovid • Highest per capita vaccinated in Canada • Most Covid-19 screenings per capita in Canada • Only 1% of surgeries were cancelled during the pandemic

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	<p>Dr. Gardam spoke of the extraordinary measures that Healthcare workers took in order to get to work during and after Hurricane Fiona. He was pleased to be able to financially reward them with Fiona pay.</p> <p>The Employee Engagement Survey was carried out and Dr. Gardam and his team are prioritizing what needs to happen to repair some of the chronic issues that Health PEI has regarding their relationship with their employees. Dr. Gardam asked for everyone's patience, it will take time to turn this around.</p> <p>Dr. Gardam is excited about the relationship that we are building with the Department of Health & Wellness, we are now defining roles that have not been clear in the past. We are already profiting from this harmonious partnership and it has resulted in Treasury Board changes, Pharmacy Plus Program and Patient Transfer Services.</p> <p>Dr. Gardam welcomes the progress made toward a Medical School in PEI, he would like to see our Health system incorporating more academia and teaching within it. Again, it will take time. It is a big undertaking for UPEI, Health PEI & the Province.</p> <p>HPEI is also focusing on providing Province-wide services. What is working? What is not working? A lot of evaluation is being done. We are the only Province that has given access to virtual care to everyone who doesn't have access to primary care using MAPLE. Access in person to affiliated local clinics is also available, if the MAPLE Physician feels it is needed.</p> <p>Home Care is also a major focus for hiring and investment. We need to speed up our recruitment process, reduce bureaucratic barriers and then we can plan better for our current and future needs.</p> <p>Dr. Gardam feels encouraged that the work Health PEI is doing towards this fundamental refresh will take around 5 years.</p>
1.8 Video	<p>Dr. Gardam introduced a video regarding the Bed Flow Program to decrease the numbers staying in the Emergency Rooms and improve the flow of patients across all hospitals.</p>
1.9 Acknowledgement of Long-Term Service	<p>Ms. Tracy Wolbaum, Executive Director of Human Resources, publicly thanked all the Healthcare workers across the Island for their dedication and commitment to our Healthcare System. The awards presented here were for workers with 40 years and 45 years of service, however, Ms. Wolbaum also mentioned that we have 133 workers celebrating 20 and 25 years; we have 40 workers who are celebrating 30 and 35 years; and 17 workers who are celebrating 40 and 45 years of service. Three of the latter were available to come to the AGM to receive their awards in person. The three recipients presented to were</p> <ul style="list-style-type: none"> • Marlene Glover – 40 Year Milestone

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	<ul style="list-style-type: none"> • Zella Johnston – 45 Year Milestone • Ephraim Stanley – 45 Year Milestone (retiree) <p>Dr. Gardam presented each award to the awardee. Each were sincerely thanked and their co-worker's positive comments were read out loud.</p>
<p>1.10 2022 Leadership Excellence in Quality & Service Awards</p>	<p>Dr. William Montelpare, Board Member and member of the Quality & Safety committee presented the awards for Quality & Service Excellence. These Awards recognize innovative new initiatives implemented in our Healthcare system in the past year</p> <p>The winners were</p> <ul style="list-style-type: none"> • 2022 Leadership Excellence in Quality and Safety Award PCH & Collaborative Partnerships – an amalgamation to stabilize the Prince County Hospital Intensive Care Unit • 2022 Award of Merit in Leadership Excellence in Quality & Safety Award For Innovative Public Health: Children's Covid Clinic with Prince County Hospital • 2022 Award of Merit in Quality and Safety Award Covid in home vaccine initiative & IV Sotrovimab Treatment Awarded to the Provincial Home Care Nursing Service & Administration <p>Each winner was presented with a plaque by Ms. Helen Flynn, Chair of the Quality & Safety Committee.</p> <p>There was also an honorable mention to all the nominations for the year. These were</p> <ul style="list-style-type: none"> • Trevor Waugh – Prince County Hospital • Celie Walsh Gallison – Queen Elizabeth Hospital • Prashanth Gunti – Resident Care Support in Long Term Care • Charmaine Campbell – Addictions and Mental Health • Jana Corish – Prince County Hospital • Tracey Diamond – Queen Elizabeth Hospital • Megan Murphy – Long Term Care Dementia Unit • Jennifer Snodgrass & Carol Sellar – Queens West Primary Care • Miriam (Mim) MacInnis – Hospital Support worker <p>Mr. Montelpare commended each of the nominated and award winners.</p>
<p>2.0 Question Period</p>	

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2.1 Question Period	<p>Ms. Helen Flynn opened the floor for questions, in person and online. It was noted that any questions that were submitted that were of a personal nature will be reviewed and replied to at a future time – but would not be read out loud at the meeting.</p> <p><i>* This is a summary of the answer provided, not a transcription</i></p> <p>Margot Rejsking (emailed question)</p> <p><i>Question to the CEO:</i></p> <p><i>UPEI's recent communications regarding the Faculty of Medicine have been very positive and have indicated that they are moving at full speed towards a September 2024 start. PEI's health leadership has provided disappointingly little public comment, but the internal communications that have seeped out have been considerably more measured.</i></p> <p><i>Can you tell us:</i></p> <p><i>What kind of pressure this project is putting/will put on our very precarious health system and physician workforce? What are the dangers to these?</i></p> <p><i>Is the current proposed timeline realistic from the health system's perspective?</i></p> <p><i>Does Health PEI have any control over the speed and direction of the project, if you judge it not to be in the best interest of the system?</i></p> <p><i>What are we slowing down or forgoing altogether in the health system as a trade-off for this medical school?</i></p> <p>Dr. Gardam*: We have no academic training now in PEI, we may have staff that are willing to do this, but they are currently employed 100% clinically. The big question is how to backfill those doctors, we need to recruit more doctors, we cannot ask more from our staff. There is no current timeline in place, it may be that an appeal to academic doctors opens a field of doctors who would not have considered PEI. Investment to do this recruitment will need to be made. We meet often with UPEI to talk about how these challenges can be overcome. The Medical School is not a Health PEI initiative; however, we are closely tied. It is going to involve both significant financial and human resources.</p> <p>Renée Franc, CTC, MRT Cross Trained in Lab, Western Hospital</p> <p><i>Prince Edward Island Statistics Bureau submitted a report Sept 29, 2022 that states from 2012-2022 the senior population (65+) on PEI has risen by 44.7%. Within this group the largest increase was the baby boomers aged 65-74 which increased by 49.7% since 2012.</i></p>

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	<p><i>This age group is going to be accessing diagnostic imaging, as well as laboratory services more often. We all understand that there is a critical shortage of Nurses, Nurse practitioners, as well as physicians on PEI however, these individuals cannot perform their jobs without these important services. The workload is increasing proportionally with our aging population and employees are becoming burnt out and feeling the effects. Is Health PEI going to create more FTE's within these services to help with the increase of workload? Does Health PEI have a plan for these services in the rural areas?</i></p> <p>Dr. Gardam*: Yes, we are and yes, we do. We need to hire, and we need to extend our processing hours to use our equipment more often. This is in the Management Plan. We need to have fair collective agreements with the Unions, and we need more people.</p> <p>Traditionally, Healthcare has been reactive in this Province and while we need to shore up our long-term issues, we want to move to a Strategic plan and strategic investments. It is always our intent to provide appropriate services. We need to figure out what that should look like.</p> <p>Donna Gormley, President of Local 2523 <i>My first question is about the hiring process through Health PEI, everyone knows that it is an issue and it needs to be fixed</i></p> <p>Dr. Gardam*: The current system is remarkably bureaucratic and what we are doing is trying to change the system with Tracy and her HR Team, looking at temporary versus permanent hiring, a lot of work is being done on that. We are working on setting up a phone line where HR can take you through a screening process that proves your identify, whether you are suitable and qualified for a position, and then gets you in the system. Currently, the onus is on you to complete pages and pages of online questionnaires. The system is very slow at getting people in and other jurisdictions around us are getting faster. We are tackling that from different angles to see what will work for us.</p> <p><i>My second question is that we are all part of the same system, if we are all part of the same system why were certain people chosen to receive the retention bonus and others were not? My members work at a private facility and were not included in the bonus. Support Workers in the hospital were considered second class, that's not fair.</i></p> <p>Dr Gardam*: When the Premier announced this initiative, he talked of it being the first of many steps, everyone is waiting for that next step. I have said to the combined Union leadership that I regularly meet with, if you look at our Fiona pay, it doesn't matter which Union you are in, you managed to get in work during the Hurricane, that is where we eventually want to get to.</p>

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	<p>Rick Kennedy, President of the PCH Foundation</p> <p><i>I'm addressing you as the President of the PCH Foundation as well as a resident and taxpayer in this Province. I would like to commend the current Leadership over the past year regarding being able to meet with the Minister, the Board and Dr. Gardam, it is appreciated.</i></p> <p><i>A lot of great information here tonight, a lot of changes planned, I didn't hear about two components that I feel are quite important, distinguishing between who needs Long Term Care and who needs Acute Care. The other aspect is Home Care. All require Human Resources and medical equipment to operate as they should. I'm hoping that these are part of the integral solutions as well as these other things that we've been hearing about.</i></p> <p>Dr. Gardam*: Home Care/Seniors Care is a huge focus of our Budget next year, far more money is going in that area than is going to the hospitals. When I joined HPEI, we spent the least amount of money per capita in Canada on Home Care. No one I know chooses to leave home and enter a long-term care facility. There has been a huge investment, Home Care is one of the most rapidly growing part of the Healthcare System right now.</p> <p>Hon. Ernest Hudson*: Thank you Rick for your role on this Foundation and all the Foundations across the Province. I would echo Dr. Gardam's comments that no one chooses to leave their home. We also heard about Bed Flow this evening and to me, that is part of it as well. Unfortunately, we have way too many islanders waiting for an alternative level of care taking up acute care beds in hospitals. To expand Home Care, we need staffing resources to provide the services.</p> <p><i>My second question; We all know that the greatest part of the Foundations across our Island is to raise money to buy greatest needs equipment, we make no apology for our secondary role in relation to advocacy of services provided & needed, etc. What would you see as the role for the Foundations on the island going forward with some of these changes?</i></p> <p>Dr. Gardam*: I'm used to Foundations providing big equipment, not all equipment, raising money for research projects and wellness centres. Dr. Gardam would love to see Foundations raising money for research projects and wellness centres.</p> <p>Hon. Ernest Hudson*: It is a great benefit to have these Foundations across the Island, I value their role. The foundations and auxiliaries have little idiosyncrasies between them. There are probably larger foundations in larger Provinces that would not have near the</p>

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	connection to a local community. But our foundations know their communities as well or better than anybody else. There's an opportunity here for our foundations and auxiliaries to play a role with regard to, not the recruitment, but that step after the Healthcare Professional has been recruited, they just don't know what the local attractions are, they don't have that connection with the community, and I think that's a role that the Foundations and Auxiliaries can help with. I'm always interested in hearing feedback.
3.0 Adjournment	
3.1 Adjournment	<p>With no further question, Ms. Helen Flynn adjourned at 8:05 pm</p> <p>Next AGM meeting is Wednesday November 8, 2023, venue to be confirmed</p>

<i>Date</i>	November 1/22
<i>Signature</i>	

