



Board of Directors – Annual General Meeting

October 27, 2021

Veteran's Convention Centre, Credit Union Place, Summerside

Head Table: Hon. Ernie Hudson, Minister of Health and Wellness
Mr. Derek Key, Chair
Dr. Michael Gardam, Chief Executive Officer

Master of
Ceremonies: Mr. Randy Goodman, Board Vice-Chair

Board
Members: Ms. Helen Flynn, Ms. Colleen Parker, Ms. Andrea Slys, Mr. Peter MacDonald, Dr. Richard Wedge

1.0 Welcome:

Mr. Randy Goodman called the 2021 Annual General Meeting to order at 7:00pm and welcomed those participating on-site and via the livestream. Mr. Goodman introduced head table guests, the Executive Leadership Team and Health PEI Board members. Mr. Goodman acknowledged the presence of Ms. Denise Lewis Fleming, Deputy Minister of Finance, and thanked her for her years of service, leadership and commitment to the organization during her time as CEO of Health PEI.

The reports being shared are fiscal year 2020-21. The agenda was reviewed and participants were provided information regarding the facility's COVID19 protocols. Mr. Goodman took a moment to thank all staff within the organization for their work during the global pandemic to keep Islanders safe.

The format for the question period was provided including the opportunity for those joining online to ask via the online chat tool.

2.0 Greetings from the Minister:

Honourable Ernie Hudson brought greetings on behalf of the Government of Prince Edward Island, and noted that the Annual General Meeting is an opportunity to engage with both staff and Islanders. He acknowledged the Executive Leadership Team and Board Members. The Minister addressed some challenges the organization has faced during his time as Minister including the COVID-19 vaccine roll out, and the ongoing response to the pandemic. PEI has been a leader in the response to the global pandemic and he is proud to have been a part of this partnership with Health PEI.

The Minister recognized newly appointed CEO, Dr. Michael Gardam, the entire Health PEI leadership team and the Deputy Minister of Health & Wellness, Mr. Mark Spidel, for their work and support provided to him in his role. Minister Hudson shared his satisfaction of the newly approved Accountability Agreement between the department and Health PEI which was tabled at the Legislature earlier in the day and noted this is the first of its kind since Health PEI's inception in 2010.

Minister Hudson presented his main three priorities: Mental Health & Addictions Services; access and delivery of Primary Care; and promoting the culture of wellness across the Island. Significant investments have been made to improve healthcare on PEI including, but not limited to: the electronic medical record roll out; increase in recruiting incentives for nursing students, NPs and experienced RNs; the increase of RN seats at UPEI and LPN seats at Holland College; and the increase funding to the drug formulary. The capital budget approved earlier this year includes a number of initiatives for the system for example the replacement of Kings County Memorial Hospital; the replacement of Harbourview Health Centre; development of community health centres in Queens County and western PEI; the retrofit of existing space. The challenges do not reflect the dedication of current staff in the organization but identify the need to implement a comprehensive review of Human Resource needs for now and the future.

3.0 Health PEI Board of Directors Report:

Mr. Derek Key, Board Chair, thanked all present in-person and online for their interest in the improvement of healthcare on PEI. Mr. Key updated there has been a transition of many Board operations to the three standing Board Committees (Human Resources, Quality & Safety and Audit, Risk & Planning) to measure progress and operating upon the newly created Board Bylaws. If the Board expects excellence of the leadership team and employees, they must first ensure the same standard of the Board itself.

There has been significant change to the leadership structure of the corporation in the last year. These changes have enabled clear lines of authority, responsibility, accountability and communications. On behalf of the Board members, Mr. Key shared extreme confidence in the new leadership team of the organization. Mr. Key noted the most valuable assets deserve focus and attention and with new Executive Director of Human Resources, Ms. Tracey Wolbaum, the Board is confident there will be a significant improvement in this area.

The Board has committed to be transparent, accessible, and responsive to the healthcare team and Islanders. To achieve this regular scheduled Board meetings are being held in different communities across the island and will continue to do so as facility COVID restrictions decrease.

Mr. Key encouraged all Islanders to review the 2021-24 Strategic Plan both critically and carefully as it speaks to the goals and objectives of the organization over the next three years. In three years' time, Health PEI will be measured by the movement toward these goals and objectives. In the event we do not meet these goals – the failure will not be due to lack of effort or resources. The oversight will be due to leadership's inability to inspire, motivate and lead an incredibly talented healthcare team who are committed to providing the best healthcare available. A new vision and mission statement, included in the Strategic Plan, were developed by the Board in collaboration with the Executive Leadership Team. Mr. Key provided a brief overview of the four strategic priorities: 1. People; 2. Quality & Safety; 3. Access & Coordination; 4. Innovation & Efficiency. There must be recognition of the system's complexity while being mindful of the sustainability requirements for a system that we as Islanders pay for and rely upon.

The lack of clarity in roles, responsibility and accountability have been a cause of frustration between the organization and the Department of Health & Wellness since its inception in 2010. With the support of the Minister, Deputy Minister, Health PEI CEO and staff, an accountability agreement has been developed, approved and is now operative. Even with this framework in place, there is an assumption that Health PEI has responsibility for the delivery of healthcare on PEI. There is limited independence for Health PEI to make decisions without working cooperatively, collaboratively and patiently with many other participants over what is generally considered a "healthcare service" including: recruitment and retention of physicians, nurses and other healthcare professionals; the ability to make budget decisions when limited by Treasury Board policy; the classification and hiring process to fill vacancies; ambulance services; and transportation services between long

term care facilities. Mr. Key outlined a number of future potential opportunities that could improve staff retention and access to services for Islanders. The Board Chair shared his optimism with the changes that have been made during his time as chair over the last year.

The Chair acknowledged the outgoing members of the Board for their service: Ms. Kathleen MacMillan and Ms. Andrea Slys. Mr. Key thanked them both for continuing to serve as a Board member until their replacements were named. Mr. Key extended appreciation to staff and committed to ensuring that staff feel appreciated, valued and supported.

4.0 Patient Partner Story:

Mr. Goodman welcomed Ms. Debbie Pecoskie to provide first hand experience with Health PEI as a Patient Family Partner. Ms. Pecoskie shared her passion for the work she does with the organization and her ability to give back to Islanders in this volunteer role. Currently, Ms. Pecoskie holds a number of roles on various committees including: co-chair of the Clinical & Organizational Ethics Committee, a member of the Patient Advisory Council, a member of the Patient Family Partner Steering Committee and a member of the Leadership Quality Team. Ms. Pecoskie encouraged Islanders to take advantage of this opportunity if they are able. If interested in joining this initiative, please see the Engage PEI webpage to apply for this opportunity (link below).

<https://www.princeedwardisland.ca/en/service/apply-to-be-a-volunteer-patient-and-family-partner>

5.0 Financial Report (Presentation attached):

Ms. Kellie Hawes, Chief Financial Officer presented the financial report for April 1, 2020 – March 31, 2021 prepared in accordance with Public Sector Accounting Standards. Health PEI received an Unqualified Audit Opinion, or a “clean” report and that the Auditor General’s office indicated that the financial statements are materially correct and in accordance with the PSA Standards.

She noted all the information is contained in the Annual Report. There are two components of Health PEI’s financial results: 1 – Operating activities and 2 – Capital activities. Ms. Hawes provided highlights to describe variances within the report.

Ms. Hawes acknowledged the work of hospital foundations, staff, the Planning & Evaluation team, the Board, and the Auditor General’s office.

6.0 Chief Executive Officer Report (Presentation attached):

Dr. Michael Gardam, Health PEI CEO, provided an overview of the past year for the organization. Dr. Gardam shared his thoughts on the impact of the last year on the organization from the pandemic. PEI has been extremely fortunate with the ability to keep COVID under control; that being said, it has slowed many initiatives for our organization. Our staff have been stretched even thinner with the addition of vaccine clinics, cough and fever clinics and testing clinics.

Dr. Gardam provided an oversight of the changes since he came to this role only six months ago including: A new leadership structure; support for longer term adaptive approaches and move away from short-term fixes; acknowledge and communicate our successes; own our internal challenges; acknowledge that change takes time.

Healthy teams is a primary focus of Dr. Gardam and this includes ensuring our people are valued and supported. Focusing on the core group of services that we can provide well to Islanders while creating firm partnerships with other provinces to get people the care they need if they require more serious sub-specialty care.

7.0 Staff Story:

Ms. Dylana Arsenault, Executive Director of Hospital Services & Patient Flow, shared her personal story on making the decision to apply to Health PEI and come back to the Island for her next career move. Ms. Arsenault noted that being off island when family members here were struggling with health concerns was very difficult and the pandemic did not allow her to travel to support her family. When this career opportunity became available, it was clear for Ms. Arsenault the time was right to come home to PEI. Sharing her knowledge gained through her years of experience in other organizations across Canada and her passion for patient safety. Ms. Arsenault is motivated to engage in the opportunities for change for Health PEI and is excited to be a part of it.

If you are interested in viewing work opportunities with Health PEI, please see the Jobs PEI site (link below).

<https://www.gov.pe.ca/jobs/posting/health/external>

8.0 2021 Leadership Excellence in Quality and Safety Award:

Ms. Helen Flynn, Chair, Quality and Safety Committee reported 18 applications were submitted for the award and recognized the high quality of all submissions. Using the LEADS framework, the Quality & Safety Committee selected the winner of the Leadership Excellence in Quality & Safety Award (LEQSA), as well as, two recipients of an Award of Merit.

Award of Merit: ***Health PEI IV to PO Antimicrobial Conversion Implementation.*** The team will receive a bursary of up to \$2,500 to support professional development in the area of quality and safety.

Award of Merit: ***Unaffiliated Virtual Care Program.*** The team will receive a bursary of up to \$2,500 to support professional development in the area of quality and safety.

Winner: ***Public Health Nursing & COVID 19 Vaccine Roll Out Team*** — Nominated by Ms. Kelley Rayner. Public Health Nursing and the Vaccine Roll Out Team will receive a bursary of up to \$4,000 to support professional development in the area of quality and safety.

Award of merit recipients were presented with individual plaques to recognize their achievement; the award winning group was presented with a plaque and the annual award that is to be displayed within their location until September 2022.

9.0 Question Period:

Mr. Goodman opened the floor up for questions from audience members both onsite and via the online chat tool.

10.0 Wrap Up:

Mr. Goodman thanked everyone in the room and online for their participation. Meeting adjourned at 9:00 p.m.

LINKS:

Annual General Meeting October 27, 2021 Recording

<https://www.princeedwardisland.ca/en/information/health-pe/health-pe-annual-general-meeting>

Health PEI Strategic Plan 2021-2024

https://www.princeedwardisland.ca/sites/default/files/publications/health_pei_strategic_plan_2021-24.pdf

Annual Report 2020-2021

https://www.princeedwardisland.ca/sites/default/files/publications/health_pei_annual_report_2020-21.pdf

Accountability Framework

https://www.princeedwardisland.ca/sites/default/files/publications/accountability_framework_dhw_and_health_pei.pdf