

Health PEI Board of Directors
AGENDA
Souris Hospital - Classroom
Thursday, October 7, 2021
1:30-2:30pm

4.0 MEETING AGENDA				In	Di	De
4.1	1:30pm	Review of Agenda	Chair			X
5.0 CONSENT AGENDA ITEMS						
5.1	1:35pm	Health PEI Board Minutes ○ August 12, 2021	Chair			X
5.2		Board Correspondence <i>None at this time</i>				
6.0 BUSINESS ITEMS						
6.1	1:40pm	CEO Report to Islanders (10 minutes)	Dr. M. Gardam, Interim CEO	X		
6.2	1:50pm	Board Chair Report (10 minutes)	Chair	X		
6.3	2:00pm	CEO Search Update (10 minutes)	Dr. R. Wedge	X		
7.0 RESOLUTIONS/MOTIONS						
7.1	2:10pm	Resolutions/motions from In-camera session	Chair			X
8.0 STANDING ITEMS						
8.1	2:15pm	Ministerial Directives	Dr. M. Gardam, Interim CEO	X		
9.0 QUESTION PERIOD						
9.1	2:20pm	• Questions (10 minutes)	Chair		X	
10.0 ADJOURNMENT AND NEXT MEETING						
• December 2, 2021 – Regular Board Meeting (Location – Charlottetown)						

Health PEI

October 7, 2021

Board of Directors – Public Minutes

Classroom – Souris Hospital

Chair: Derek Key

Members: Ms. Helen Flynn, Mr. Peter MacDonald, Ms. Andrea Slys, Mr. Randy Goodman and Ms. Colleen Parker

Regrets: Dr. Richard Wedge,

HPEI Staff: Dr. Michael Gardam, CEO
Ms. Belinda White, Chief Administrative Officer
Ms. Daphne MacDougall, Executive Assistant

Guests: Ms. Jaclyn Casler, PEI Resident

4.0 CONVENING THE MEETING

4.1 Review of Agenda Items

The Chair reviewed the agenda for the public session. The October 7, 2021 agenda was approved as circulated.

MOTION: It was moved by Ms. Colleen Parker and seconded by Ms. Andrea Slys to accept the October 7, 2021 Public Agenda as circulated.

MOTION CARRIED

5.0 CONSENT AGENDA

5.1 Minutes of August 12, 2021

Minutes accepted as submitted.

MOTION: It was moved by Ms. Helen Flynn and seconded by Mr. Peter MacDonald that the Board minutes of August 12, 2021 be approved as submitted.

MOTION CARRIED

5.2 Correspondence

No correspondence received.

6.0 BUSINESS ITEMS

6.1 CEO Report to Islanders

Dr. Michael Gardam, Acting Health PEI CEO, provided a verbal CEO report along with a written report to Islanders. Some highlights include:

- The Board initiated a restructuring of Health PEI leadership structure and the organization's structure to decrease the silos happening across the system; this is a work in progress but we are heading in the right direction
- Health PEI has been more vocal in the media over the past few months and this is intentional. There is a historical issue where members of the public complain about the system and Health PEI does not respond.
- The human resources division is undergoing a review and developing an HR strategy to support the work they do within the system;
- Dr. Gardam would like to reiterate to the public that we are still in a pandemic; while this may be tiring to folks to hear it is important to remember our system is still responding to this pandemic as it still has a large impact on our health human resources and organization.

6.2 Board Chair Report

Mr. Derek Key, Health PEI Board Chair, provided a brief verbal report to the public.

Mr. Key shared his thoughts on his first year as Board Chair. There have been a significant number of changes including the re-structuring of the organization and senior leadership. In the fall of 2020 the worklife pulse survey results showed a concerning percentage of employees dissatisfied with their job. Mr. Key noted we cannot respond to a problem without understanding the problem first. There has been a number of changes to the HR division of Health PEI including the hiring of an experienced executive director and the Board has confidence this team is developing an HR strategy to be shared later this fall.

The 2021-24 Health PEI Strategic Plan will be released to the public preceding the Annual General Meeting. The 2021 Annual General Meeting is scheduled for Wednesday, October 27 at the Veteran's Convention Centre within the Credit Union Place.

Mr. Key reiterated the importance that each Board member provides to the organization. Mr. Key thanked retiring members Ms. Kathleen MacMillan and Ms. Andrea Slysz for their work on the Board and their keen interest in improving the system for all Islanders.

6.3 CEO Search Update:

In May of this year, Ms. Denise Lewis Fleming moved to the role of Deputy Minister of Finance. Mr. Key shared his appreciation for the leadership Ms. Lewis Fleming provided the organization during her time as CEO from 2018 – 2021. Mr. Key announced that Dr. Gardam has been awarded and accepted the permanent position of CEO for Health PEI.

7.0 RESOLUTIONS/MOTIONS

Resolutions and Motions from in-camera session:

- 7.1 MOTION:** It was moved by Mr. Peter MacDonald and seconded by Mr. Randy Goodman that the minutes of August 12, 2021 be approved as circulated with the update to the motion under item 3.9 PMAC Recommendation for On Call Services.
- 7.2 MOTION:** It was moved by Ms. Helen Flynn and seconded by Ms. Andrea Slys to approve the OE 2.4 Financial Condition & Activities, OE 2.2 Treatment of Employees, Other Professionals & Volunteers and OE 2.9 Contracts & Grants as compliant.
- 7.3 MOTION:** It was moved by Ms. Colleen Parker and seconded by Ms. Andrea Slys to approve the 2021-24 Strategic Plan as presented with the understanding there may be minor edits prior to going to the Minister.

It was moved by Ms. Colleen Parker and seconded by Mr. Randy Goodman to approve the motions from the October 7, 2021 In-Camera Meeting

MOTION CARRIED

8.0 STANDING ITEMS

8.1 Ministerial Directives:

Nothing to report.

9.0 QUESTION PERIOD

The Board held an open question period with all present at the October 7, 2021 meeting. Discussion points included:

- A suggestion from a member of the public was to consider the development of a patient advocacy group – a mechanism for sharing patient and family stories; a place to inform people how physicians bill; how patients are triaged in the Emergency Rooms.
- Health PEI Website – Dr. Gardam shared there is opportunity to improve this to make it more accessible to the public to ask questions directly and get a response.

10.0 MOTION TO ADJOURN

It was moved by Ms. Andrea Slys and seconded by Mr. Randy Goodman to adjourn the October 7, 2021 meeting of the Health PEI Board.

Meeting Adjourned

CEO Public Report to the Board

October 7, 2021

This is my fifth month as interim CEO of Health PEI, and although we have many months and years of transformation ahead of us, I am happy to report that there are some early signs that we are moving in a positive direction.

Our new organizational structure was designed to help break down the silos that exist within Health PEI and it is encouraging to see decisions being made from a systems perspective. The impacts of a decision to change services in one part of our system are now being carefully considered before we take action. How we think of our acute care, long term care beds, and clinical services is being done from a system perspective rather than looking only at individual facilities. For example, the concern regarding surgical services at PCH that we experienced this past spring has now evolved into a new collaborative partnership between PCH and QEH, which will ultimately result in a more resilient team, better use of scarce resources across our two surgical hospitals and better care for islanders. This systems way of thinking will only improve as our new Executive Directors fully learn their roles and further their work as a collective team.

We have intentionally been more vocal in the public media over the past several months. I have been very clear that if we have made a mistake, we will own it. The corollary of this of course is that I am encouraging others to own their own mistakes, and all of us need to quit shifting blame and work together to improve our healthcare system. At times I believe Health PEI has been treated unfairly in the media and I have tried to speak out when this has occurred, to be able to tell as much of our side of the story as I am able.

A major focus for us in the coming year will be improving our relationship with our staff. As I mentioned in my last public report, our staff need to be seen, heard, and respected and this is being reflected in drafts of our upcoming strategic plan. Our new Executive Director of Human Resources has big plans for the coming few years and I hope Health PEI will be able to report improvements in morale, staff retention, and other key measures in the coming months.

We are now eighteen months into a global pandemic and Health PEI staff continue to pivot as public health guidance changes. Most recently for example, we have been required to have our staff either vaccinated or tested regularly. At the same time, we have been required to ramp up community testing while also keeping cough and fever clinics operating. All of this takes away resources from our day to day operations and I feel it important to keep reminding the public of this. Many may be starting to feel like the pandemic is old news, but to us it is a daily reality.

Submitted by
Dr. Michael Gardam, Interim Chief Executive Officer