

Gabriola Health Care Foundation  
2022 Annual General Meeting

Agenda – GHCF 2022 AGM

Early November - all members will receive via Email, or mail, a Notice of AGM with information about the upcoming AGM and how it is to be conducted complete with a link to the AGM web page.

The AGM web page will include:

- AGM agenda
- Procedures for questions and answers
- Voting instructions
- President's Report
- Committee Reports
- Treasurer's Report
- Slate of nominees

Members have until November 14 to email questions about any of the AGM information to GHCF;

Answers to questions of general interest will be compiled and sent out to all members by November 18;

Members will have until November 19 to propose any further nominations to the Board of Directors;

*Under the GHCF by-laws, any member of the Foundation may be nominated for election to the Board of Directors by submitting a nomination in writing, signed by the candidate and at least five other members of the Foundation. Such nominations must be mailed or delivered to the Chair of the Nominations Committee, Dyan Duns Moor-Farley, 3230 South Road, Gabriola V0R 1X7 or emailed to ghfc@ghfc.ca and be received no later than 6:00 PM November 20, 2022 in either case. In accordance with the by-laws, further nominations are not permitted.*

A voting page will be available on the website until 4:00 p.m. November 22. The voting page will include motions to:

- Adopt the 2021 AGM minutes, and
- Elect the slate of nominated directors.

Results of the voting will be posted on the GHCF web site by 6 p.m. on November 22. Thus ends the GHCF 2022 AGM.

Minutes of 2020 AGM

The draft minutes of the 2021 AGM are at

<https://ghcf.ca/minutes.html>

***President's report***

Chuck Connor

President's report

**The Gabriola Community Health Centre**

- In 2006 - A vision for better health care on Gabriola began to emerge as residents looked for ways to overcome the lack of health care facilities and services as well as a means to attract and retain doctors on the island.
- In 2008 - Residents gave the Gabriola Health Care Foundation (“GHCF”) a mandate to develop a community owned urgent treatment facility and a primary care medical clinic and to promote primary health care services on the island.
- In 2012 - With incredible determination, fundraising and volunteering, the community completed construction and opened the doors to the Gabriola Community Health Centre.
- Today the Health Centre is in full operation, debt free, and provides the community with a well-equipped urgent treatment facility together with a very effective model of team based primary health care offering a broad range of primary health care services.

#### **The Gabriola Health Care Foundation**

- Currently the GHCF serves a number of important roles including:
- Supporting and participating in the recruitment and retention of physicians.
- Collaborating with the Health Authority and others to bring appropriate health services and programs to Gabriola.
- On behalf of the community, assuming the responsibility as owner and landlord of the Health Centre for all administration, maintenance, tenant relations as well as financial management and long-term capital planning for the facility itself.

#### **The Urgent Treatment Facility (the “UTF”)**

- The UTF contains the specialized medical equipment and supplies necessary to treat patients requiring urgent medical care.
- The Clinic doctors respond to nearly 1,300 emergency cases annually.
- Typically 90% of those patients are successfully treated in the UTF and are able to return directly home, eliminating many trips to Nanaimo and reducing the case load on the busy Nanaimo hospital emergency room.
- Patients with the most serious conditions are stabilized in the UTF and transferred by ambulance or helicopter to hospital emergency rooms in Nanaimo, Victoria or Vancouver for further treatment.
- Island Health’s Home Care Nurses treat well over 1,000 patients annually in the UTF thereby providing greater efficiencies in nursing services.
- A plastic and reconstructive surgeon, a general surgeon and a cardiologist all see patients in the UTF on visits to Gabriola.

#### **The health care providers**

- All medical services and treatment of patients is provided by the various health care providers, each of whom lease space within the health centre and employ their own health care professionals, staff and administration.
- **Gabriola Medical Clinic**

- Doctors Thorne, Cusack, Green, Neilson and Nurse Practitioner Lewis lease space in the Health Centre and operate their busy family practice as well as treating patients requiring emergency care in the UTF.
- The doctors work in close collaboration with various health care professionals from Island Health, all of whom treat patients within the Health Centre. This provides an excellent level of interdisciplinary team-based care for patients.
- **Life Labs** – Provides medical laboratory services 5 days a week.
- **Gabriola Dental** - Operate a state of the art dental and oral hygiene clinic.
- **Claire MacDonald, RMT** - Provides massage therapy services.

#### **The Island Health Authority**

- Island Health leases space in the Health Centre, including a portion of the UTF as well as the Telehealth, Nurses and Mental Health Rooms.
- The Home Care nurses treat many of their patients in the UTF.
- A psychiatrist sees patients on visits to the Health Centre or via Telehealth services available in the Clinic.
- A mental health and addictions nurse sees many patients in the Health Centre
- A social worker and mental health clinician helps guide patients through the many support services available to residents.

#### **Facility Management, Administration and Maintenance**

- Funding to the cover operating costs of the health centre is derived primarily through the tenant's lease payments with the exception of a small amount of donations. There is currently no ongoing Government or Health Authority funding other than lease payments for the space actually used by Island Health personnel in the delivery of the health services they provide.
- Additional revenue generated by Island Health's leasing of 2/3 of the UTF as well as the nurse's room, Telehealth and mental health rooms has provided GHCF with additional revenue to contract a significant portion of maintenance work, placing less reliance on volunteers.
- A generous bequest from the estate of former Gabriola artist Mary Gay Brooks, has allowed GHCF to begin building a Health Centre Renewal fund for the purpose of replacing or upgrading all building components including mechanical equipment, computer systems, medical equipment, etc. as they reach the end of their useful lifespans. This significant fund will ensure we have the funds available to ensure the health centre is maintained in top condition and upgraded in the years ahead.
- A high priority for GHCF at this time is to contract with an administrator, a bookkeeper and an accountant, each on a part time basis, to relieve the significant workload on the current volunteers which is no longer sustainable or appropriate for a medical facility of this complexity.
- Additional funding will be required to support these positions.
- To help fill this funding shortfall GHCF had anticipated full rental income from the Ministry of Health, or Island Health, for the Urgent Treatment Facility and helipad.

Without question the UTF has reduced reliance on busy hospital emergency rooms, contributed to better patient outcomes and resulted in savings to the health system. After a concerted effort by GHCF over the past four years Island Health's lease has now been increased to include 2/3 of the UTF as well as costs associated with the helipad and Telehealth.

- It is time now for GHCF to discuss with the membership and the community how to best achieve the remaining funding required to move forward with the necessary paid management, administration and maintenance functions that the health centre requires.

### **Looking to the future**

- The community's goal in 2008 of having a clinic designed to support up to four family physicians complete with an urgent treatment facility and helipad has been achieved!
- Today, in addition to the four physicians, a nurse practitioner, a community health nurse and both a mental health nurse and clinician currently practicing at the clinic, we also have a number of medical specialists who visit the clinic on a regular basis and provide a range of valuable services to patients. The required sharing of space is reaching a reasonable limit!
- With Gabriola's aging and growing population the need for increased team based care and related health services will inevitably result in the need for expanded facilities. The existing health centre is fully utilized!
- The process of determining our future health care requirements, the question of who will both provide, and fund, these health services and how the necessary facilities will be financed requires considerable time, effort and community involvement. These discussions have started!

### **Gabriola is well served!**

- Without question, the primary health care services on Gabriola have come a long way since 2006.
- Island Health has significantly increased the primary health care services now available to all residents and visitors to Gabriola.
- The Gabriola Medical Clinic has become a very busy family practice and together with the health care professionals from Island Health provides an outstanding model of team-based care for the residents of Gabriola.
- GHCF is very grateful to our doctors who are willing to be on call to treat patients who are in need of urgent medical care in the UTF. It is only with the dedication and caring of these doctors, and with the support of their families, that this excellent service is available to all residents and visitors to Gabriola
- GHCF wishes to thank everyone who has helped make the Gabriola Community Health Centre the success it is today.

### **A personal footnote**

I have had the great privilege and honour to serve on the GHCF Board of Directors for the last 13 years. Initially as the Chair of the Building Committee and the remaining 10 years as President.

During this exciting time the community came together and built an incredible community health centre. But it was really much more than that. Working together as volunteers, acquaintances were made, understanding and respect grew and lasting friendships were formed. A true community was built! I am proud and humbled to have been a part of that. I am now retiring from the Board and wish to take this opportunity to thank the great many people in our community who contributed so much, in so many ways, to make 'Our Clinic' the success it is today. It truly could not have been accomplished without everyone who played a role, both large or small.

My most sincere thanks to you all,  
Chuck

### ***Board Development Committee***

Dyan Dunsmoor-Farley, Chair

Diane Cornish

Harvey Graham

Mike Phillips

Don Sutherland

### **Mandate**

The Board Development Committee (the "BDC") is responsible for:

- Establishing and implementing Gabriola Health Care Foundation (GHCF) Board recruitment, orientation, development, assessment, succession planning, and appreciation policies and procedures.
- Identifying and ensuring the Board has the skills, competencies, and diversity necessary to carry out its governance responsibilities.
- Ensuring that the Board has a complement of qualified and committed directors.
- Ensuring that appropriate standing committees are in place to support the Foundation's strategic objectives and ongoing operations.

### **Strategic Goal and Objectives**

The Foundation will have the governance capacity to plan, execute and evaluate strategies by:

- Ensuring the board make-up reflects the diverse needs of the community and has appropriate capacities.
- Ensuring all new board members receive a comprehensive orientation.
- Ensuring the Board has the appropriate skills and knowledge to build strong, respectful relationships with Snuneymuxw First Nation and Indigenous community members.

- Ensuring a smooth transition of new Board member to anticipate and replace those leaving.
- Ensuring the board is structured to carry out its purpose and strategic goals.

### **Activities 2021-22**

- For the first time since its inception, GHCF reached out to the community to seek interest in serving on the Board.
- The strong response resulted in the recruitment and orientation of six candidates. As part of the recruitment process candidates were invited to participate in working committees to get a feel for the work of the Foundation.
- Of the six people recruited, four have agreed to be nominated as directors. These candidates – Chris Loranger, Don Elkington, Carol Ferguson, and Marc Herrmann – bring an array of skills including communications, media and public relations, fundraising, and project and facilities management.
- These new members will bring added strength to our Facility Management, Health Services, and Communications, Community Relations and Fundraising Committees.
- Over the next year, the BDC will work to ensure all Board members have training in governance and cultural safety.

### **Activities 2021-22 (Continued)**

- Members Cornish and Dunsmoor-Farley attended the *Snuneymuxw Protocols Workshop* led by Elder Geraldine Manson.
- Dunsmoor-Farley attended *Healthy Public Policy Forum* hosted by the Snuneymuxw First Nation, Naut'sa mawt Community Wellness Network, and funded by BC Healthy Communities Society.

### ***Communications, Community Relations & Fundraising Committee***

Dyan Dunsmoor-Farley, Chair

Don Elkington

Carol Ferguson

Chris Loranger

### **Mandate**

The purposes of the Communications, Community Relations & Fundraising Committee are to:

- Ensure there are mechanisms in place to enable regular communications with key partners and the broader community.
- Ensure Gabriolans are aware of the benefits of becoming members of the Foundation and members receive the information they need to continue to support the Foundation.

- Ensure the Foundation has the financial resources needed to meet all parts of its mandate (facility, health service needs, program development, donor programs and administration).

### **Strategic Goal and Objectives**

The Foundation will have the financial capacity to meet current and future primary health care service needs. This will be accomplished by:

- Ensuring regular communications with key partners and the broader community.
- Ensuring the Foundation's online presence is attractive and easy to navigate.
- Ensuring Gabriolans are aware of the benefits of becoming members and receive the information they need to continue to support the Foundation.
- Ensuring the Foundation has the financial resources needed to sustain its operations.

### **Activities 2021-2022**

- Hosted the Health Centre's 10<sup>th</sup> anniversary celebration.
- Developed a communication plan which includes a member newsletter, health forums on topics of interest to the community and a website refresh. These activities will be implemented over 2023.
- Developing a fundraising plan based on an assessment of short, medium, and long-term needs. The plan will be finalized by the end of 2022 and implemented in 2023.

### ***Health Services Committee***

Dyan Dunsmoor-Farley, Chair  
 Nancy Hetherington-Peirce  
 Dave Innell  
 Vicky Scott

### **Mandate**

Within the broader context of primary health care, assist the Board in identifying unmet needs of the community and in developing strategies to address them by:

- Participating in community meetings and events where community health needs are being discussed.

- Promoting an understanding of the social determinants of health and engaging with the community, governmental and non-governmental organizations.
- Collaborating with local physicians and community partners in health services planning and development.
- Making recommendations to the Board regarding disbursement of funds to support community health care needs.

### **Strategic Goals and Objectives**

The Foundation will understand the primary health care needs of the community by:

- Ensuring there is a process in place to identify needs.
- Ensuring a strong, supportive relationship with the Gabriola Health and Wellness Collaborative and with specific community organizations.
- Promoting community understanding of the social determinants of health.
- Distributing the remaining Kitty Heller funds and seeking new funding resources.

Health Services Committee

### **Activities 2021-2022**

- Approved \$4,160 from the Kitty Heller fund to support the Gabriola Health and Wellness Collaborative's planning activities including
  - The development of the *Gabriola Talks Health* website and,
  - A survey to identify community health priorities.
- The survey results showed that participants prioritized:
  - primary health care,
  - affordable housing,
  - mental health and addiction services,
  - protecting the environment, and
  - food security.
- Participants also identified the need to address larger systemic issues:
  - the impacts of the climate crisis,
  - the impacts of the pandemic,
  - engage in Truth and Reconciliation activities, and
  - ensure a robust local emergency planning and response capacity.
- Dr. Don Sutherland continues to represent the Foundation at monthly Collaborative meetings and annual planning events.
- The Foundation has also supported the efforts of RDN Director Vanessa Craig to establish funding for a Community Health and Wellness Planner for Gabriola.
- The Foundation has also agreed to manage the funds raised through the Jay Dearman Community Run for improved mental health supports to families. The funds will be used to offer a parent support group with the option of individualized family support.



### ***Recruitment and Retention Committee***

#### **The Committee**

Nancy Rowan, Chair

Carol Farr

Carol Fergusson

Gloria Hatfield

Chris Lorange

Dr. Don Sutherland

#### **The Working Group**

Diane Cornish, Chair

Brian Lax

Lu Lazaretto

### **Unexpected Loss of Two Physicians**

- The much beloved Dr. Maciej Mierzewski and his family moved on to an urban centre after giving the community close to a decade of dedicated service.
- Following a very unfortunate incident on our community Dr. Shadmani felt she could no longer reside on Gabriola. We regret her loss and wish her health, happiness and safety in her new home.
- Drs Thorne, Cusack and nurse practitioner Jennifer Lewis, PhD have tried their very best to fill the gap continuing to provide urgent and emergency care to Gabriolans' while attending to their own patients. Not only did they suffer the loss of two colleagues, they persevered in the face of the worst pandemic since 1918 to offer the best care possible to our community.

### **Recruitment Process Begins With a Bang March 2022**

- Recruiting physicians during a severe shortage of family physicians, both provincial and nationally is a daunting task requiring new and creative ways to reach potential candidates.
- In collaboration with the clinic ads were placed in Health Match BC and Island Health recruitment sites. Both sites have a domestic and international reach.
- In addition to "normal" recruitment channels the Committee choose to utilize social media to expand our reach.
- Social media consultant David Kuefler was hired to establish the Foundation for advertising in the digital age.

### **Social Media Campaign**

- The R&R Cttee worked with David Kuefler to establish an enduring social media presence recognizing that recruitment and relationship building occurs over many years.
- Fundamental to the campaign is the message “we make good neighbours” designed to engage community members themselves to become part of the marketing strategy by reaching out to friends and family nearby and abroad.
- A recruitment website [www.beourdoctor.ca](http://www.beourdoctor.ca) was created promoting the attributes of both the community and the clinic to prospective physicians and their families.
- The Be Our Doctor website is intended to remain online permanently far beyond this current recruitment process and serve as a means of flagging our community and clinic to potentially new physicians in the future e.g. medical students, residents and locums.
- A Facebook marketing campaign was initiated.

### **Managing the Service Gap While New Physicians are Recruited**

- The clinic, using their physician networks, successfully sought and found, two long term locums to replace the departing physicians while recruitment activities continue.
- The GHCF was able to secure rental accommodation for the locum family for one year.
- Drs Neilson and Green started work at the clinic in May and August of 2022 respectively.

### **New Investments in Both Recruitment and Retention**

- A new standing committee between the GHCF Board and Clinic (GHCF/Clinic Liaison Committee) was established to enhance communication and address arising issues in a timely manner.
- The GHCF was able to respond to a long-standing concern of the doctors re acquiring and funding locum accommodation for their vacation replacement. This was both a time consuming and a significant financial burden as the vacationing physician is responsible for paying for their locum’s accommodation.
- The R&R Cttee has undertaken the task of securing locum accommodation and associated costs. And, with the support of our community we have been able to keep the costs down.
- Ongoing improvements are made in the Community Health Centre physical space to keep the environment as attractive, safe and secure as possible.
- The GHCF has collaborated with the Clinic in a strategic planning processes and data collection.

### **Recruitment**

Recognizing that recruitment is a never-ending process new strategies to build relationships have been established.

These include:

- A welcome basket for locums and medical students. Personal interests are sought out and they are supported in meeting their needs and interests.
- A system of follow up communications is being established to maintain contact with locums and students over an extended period of time keeping Gabriola forefront in their minds when choosing a permanent proactive location.
- A new community navigator position has been established to help with community integration.
- Securing temporary housing for a new physicians as they become established.

### **Building and Maintaining Relationships with Stakeholders**

- GHCF participation in the “Collaborative Services Committee” keeps our facility and community needs in front of Island Health, Ministry of Health, the Rural and Remote Division of Family Practice and other stakeholders and is important in keeping pace with a rapidly changing healthcare environment and building professional capacity within our community health centre.
- A progressive health care center with happy MDs, NPs and interprofessional team within a supportive community is what will make our centre attractive to potential physicians.

### **Next steps**

- Expand our recruitment advertising, both print and digital, into new markets.
- Retain a social media coordinator for a long-lasting social media presence.
- Maintain and update (as required) the Be Our Doctor website .
- Re-engage with the community to spread the word about physician vacancies.
- Continue to support the existing health care team through facility improvements, practice support, community support, dialogue and advocacy.

### ***Treasurer’s report***

Harvey Graham

### **Financial Statements**

The complete set of GHCF financial statements, as reviewed by K.D. Beausoleil & Company Inc., is included in the GHCF web site at:

- [https://ghcf.ca/img/fin\\_stmt\\_2021.pdf](https://ghcf.ca/img/fin_stmt_2021.pdf)

While the statements are reasonably straight forward, as was the case last year, there are two aspects that may require a bit of explanation:

- fund accounting, and

- internally and externally restricted cash balances.  
A brief explanation of these follows.

### **Fund accounting**

GHFC uses fund accounting to track receipts and expenditures that are related to or restricted to specific purposes. Funds used by GHCF are:

- **Kitty Heller Fund.** This fund was initially established on the receipt of two bequests totaling \$100,000 from the estate of Kitty Heller to be used only for the purpose of funding health care programs on Gabriola.
- **Medical Equipment Fund.** This fund tracks donations received where the donor specifies that the donation is to be used to acquire medical equipment and the related expenditures for such equipment.
- **Health Centre Fund.** This fund tracks the donations that were received to cover the initial cost of constructing the Gabriola Medical Health Centre and, now, the costs of maintaining the structure and equipment therein.
- **Operating Fund.** This fund tracks all revenue and expenditures not included in the first three funds. Mostly this is the revenue and expenditures related to the operation of the Health Centre.

### **Restricted cash and investment certificate balances, December 31, 2021**

Restricted cash (or cash investments) is cash that has been restricted for use for a specified purpose by its donors (externally restricted) or by the GHCF directors (internally restricted). GHCF's restricted balances are:

- **Externally restricted**
  - Health Centre Renewal      \$354,886
  - Medical Equipment fund      \$0
  - Kitty Heller fund      \$37,075
- **Internally restricted**
  - Health Centre Renewal      \$300,000
  - Physician recruitment      \$50,000
  - Long term operations      \$50,000

The total set aside for the Health Centre Renewal is therefor \$354,886 plus \$300,000 for a total of \$654,885. In 2020 that total was \$544,364.

**Nominations Committee**

Dyan Dunsmoor-Farley, Chair  
Diane Cornish  
Harvey Graham  
Mike Phillips  
Don Sutherland

	<h2>GHCF Election of Directors</h2>
Continuing Directors	2022 Nominations
<p><b>To 2023</b></p> <ul style="list-style-type: none"><li>• Dyan Dunsmoore-Farley</li></ul> <p><b>To 2024:</b></p> <ul style="list-style-type: none"><li>• Diane Cornish</li><li>• Nancy Rowan</li></ul> <p><b>Thank you!</b></p> <ul style="list-style-type: none"><li>• Chuck Connor (2010– 2022)</li><li>• Mike Phillips (2012– 2022)</li></ul>	<p><b>2022 Nominations, for a three-year term:</b></p> <ul style="list-style-type: none"><li>• Don Elkington</li><li>• Carol Fergusson</li><li>• Harvey Graham</li><li>• Marc Herrmann</li><li>• Chris Loranger</li><li>• Donald Sutherland</li></ul>
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**Gabriola Health Care Foundation**  
**Thank you for participating!**