

**Gabriola Health Care Foundation**  
**2023 Annual General Meeting**  
**Agenda – GHCF 2023 AGM**

Early November - all members will receive via Email (or an ad. in the Sounder) a Notice with information about the upcoming GHCF AGM and how it is to be conducted complete with a link to the AGM web page.

The AGM web page will include:

- The AGM agenda
- Procedures for questions and answers
- Voting instructions
- President's Report
- Committee Reports:
  - Board Development Committee,
  - Communications, Membership & Fundraising Committee,
  - Recruitment & Retention Committee,
  - Community Wellness Committee,
  - Treasurer's Report, and
  - Nominating Committee.

**Key Deadlines:**

**November 14** – last day for member to email questions about any of the AGM information to GHCF;

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

**November 21** – last day 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 delivered to Diane Cornish, 1250 Barrett Road or emailed to [ghcf@ghcf.ca](mailto:ghcf@ghcf.ca) and be received no later than 4:00 PM November 21, 2023. In accordance with the by-laws, further nominations are not permitted.*

**November 23** -- voting page will close at 4:00 p.m. The voting page will include motions to: Adopt the 2022 AGM minutes, and Elect the slate of nominated directors.

Results will be posted on the GHCF website by 6 p.m. on November 23.

The draft minutes of the 2022 AGM are at

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

***President's Report***  
*Dyan Dunsmoor-Farley*

**Another Productive Year**

The Gabriola Health Care Foundation's job is to:

- understand the health care needs of islanders,
- provide a modern, well-equipped health care centre attractive to health care professionals, and
- implement initiatives to meet the health care needs of our community.

As the Committee reports will show, the Foundation has made significant accomplishments since 2022, more importantly we have achieved almost all of our strategic plan objectives including:

- Knowing our community's needs and having a plan to address those needs
- Building a stronger, board with the diverse skills needed to support health systems transformation
- Strengthening our joint planning capacity with the Clinic staff to achieve mutual objectives
- Ensuring the community knows about the Foundation's work

**And We've Achieved Results**

- our membership has grown,
- we have attracted grants and new donor funding,
- we actively participate in health transformation planning tables,
- our coordinated and sustained approach to doctor recruitment and retention in collaboration with our Medical Clinic is showing results,
- we are in the process of rebuilding our website, and
- we have introduced new health promotion initiatives.

**Strengthening our Financial Base**

- The Foundation receives no operational (government) funding and relies on two main revenue streams:
  - tenant rents, and
  - donations and grants.
- We reinvest our tenant rents to ensure our Community Health Centre is:
  - kept in great shape, and
  - attractive and welcoming for medical staff and for their clients and patients.
- We plan for 25 years in the future. And as our Treasurer's Report will show, we are in good financial shape, due to prudent management with the long term in mind.
- We rely on donations and grants for much that we do including:
  - supporting initiatives that help us understand the needs of our community (e.g., [Gabriola Health Report](#) and [Gabriola Health Matters](#)), and,
  - developing and delivering health promotion and prevention programs to address unmet needs.

## Increased Focus on Systems Transformation

The Foundation participates at two multi-partner planning tables:

### ***Collaborative Service Committee –***

The CSC is the forum for discussing issues of concern for patient care outcomes, co-determining priorities and co-designing solutions ([CSC Purpose](#)).

### ***Primary Care Network –***

A PCN brings together physicians, nurse practitioners, nurses, allied health care providers, health authority service providers, and community organizations to provide the primary care services a local population requires in a team-based approach ([PCN Purpose](#)).

Participation at these two tables is significant because typically both are set up to serve much larger populations. For instance, there is a CSC for all of Nanaimo.

For these initiatives, we work closely with Gabriola Medical Clinic staff, the Gabriola Health and Wellbeing Collaborative, People for a Healthy Community, the Rural and Remote Division of Family Practice, the Ministry of Health, and Island Health.

## Comings and Goings

This past year we have seen the departure of several former current and past Board members.

The Board extends its thanks to:

- **Chris Loranger**, who produced our first newsletter and started our communication planning process
- **Dr. Don Sutherland**, who gifted us with his extensive knowledge and experience of delivering quality primary health care services,
- **Audra Davies**, who started us on the path to refresh our strategic plan and has graciously offered to continue to help us with that process, and,
- Nancy **Rowan**, who has served the Foundation over many years, retired and then came back again to help steer us through the complex health care system changes.

And we welcome **Jeff Malmgren** and **Lu Lazzarotto** who joined us this term.

Sadly, **Lawrence Spiro** and **Ian Brownlee** passed away this year.

- **Lawrence** was a founding director of GHCF and was its second president. His knowledge of the health care system was critical in GHCF's formative years.
- **Ian** was also one of our early Board members and an early chair of the building development committee. He guided the complex work of locating and developing the Gabriola Community Health Centre. They are missed but will not be forgotten.

We thank those members who will continue to serve on the Board and welcome those who have chosen to join us.

## Looking Forward

I have been privileged to be President of the Foundation for the past year. I will be stepping down but staying on the board as Past President.

I am delighted that **Jeff Malmgren** has agreed to become President. His in-depth knowledge of health care systems transformation at the community level will be essential to guiding the Foundation through this time of significant change.

I look forward to working with **Jeff** and the incoming board in 2024 as we continue our efforts to ensure all Gabriolans have access to primary health care services and have opportunities to share their ideas and experiences with us.

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

*Diane Cornish, Chair*

#### **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 members to anticipate and replace those leaving.
- Ensuring the Board is structured to carry out its purpose and strategic goals.

#### **Activities 2022-23**

New directors **Chris Loranger, Don Elkington, Carol Fergusson** and **Marc Herrmann** were elected to the Board at the 2022 AGM. **Chris, Carol** and **Don** became members of the newly formed Communications, Membership and Fundraising Committee. **Marc** became chair of the Facilities Management Committee. Regrettably, in the spring, **Chris** resigned as Chair of that committee and from the Board. We thank **Chris** for his good humour, leadership and communication skills.

During 2023 GHCF was fortunate to attract three candidates – **Lu Lazzarotto, Jeff Malmgren** and **Audra Davies** - who were appointed directors by the Board pursuant to section 28 of the Bylaws. **Lu** has played a major role on the Recruitment and Retention Committee and assumed the role of Chair of The Communications, Membership and Fundraising Committee following **Chris’** resignation. **Jeff** has been “shadowing” **Dyan** with the view to taking on the role of Chair

after the AGM. Audra had taken the lead in refreshing the Foundation's strategic plan. **Lu** and **Jeff** have put their names forward for election to the Board at the AGM.

**Christina Rajsic**, a new resident of Gabriola with experience in population health promotion and prevention, has also put her name forward for election to the Board at the AGM.

**Don Sutherland** and **Nancy Rowan**, long time directors, are retiring. We wish them well and thank them for their significant contributions over the years.

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

***Lu Lazzarotto, Chair***

#### **Mandate**

The purposes of the 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 Foundation membership, and that they receive the information they need to continue to support the Foundation.
- Ensure the Foundation has the ability to augment the financial resources needed to meet its current and anticipated future spending needs as indicated by the Board.

#### **Activities 2022-2023**

Revising the Foundation's Communications Plan and developing a structure and timeline for using various media (email to Foundation members, newspaper articles, Facebook, Foundation website, etc. ) to communicate with Members and the broader community.

- Took responsibility for oversight of social media consultant from Recruitment and Retention Committee and broadened the use of Facebook as both a means of recruitment and way to communicate with Foundation members and the community.
- Wrote and produced content of all communication and ensured it was aligned with the Foundations strategic goals and the needs of Foundation members.
- Initiated quarterly members e-newsletters, and produced three issues (March, June and Sept 2023.) Dec. 2023 is in progress.
- Conducted a five-month membership drive by attending community events and markets. Increased membership by over 30%.
- Developing a fundraising plan based on short, medium and long-term spending goals that aligns with strategic goals of the Foundation, anticipated future needs.
- Updating content for website refresh.
- Working closely with Recruitment and Retention committee to ensure consistency of messaging.

### ***Recruiting and Retention Committee***

***Nancy Rowan, Chair***

#### **Introduction**

Access to primary care services, urgent treatment and emergency stabilization is a top priority for Gabriolans. It is foundational to the community's effort in building its Community Health Centre. The GHCF continues to strive with its partners the Gabriola Medical Clinic, the Rural and Remote Division of Family Practice, Island Health and the Ministry of Health to realize the vision

that all Gabriolans' who wish to have a primary care practitioner on Gabriola will have access to one.

In the past two years in particular the GHCF has made considerable financial and non-monetary investments to facilitate the recruitment of new doctors and the retention of the existing NP, MDs, social worker, mental health nurse and MOAs at the clinic. The details of that effort are described below.

In the meantime, we would like to acknowledge doctors **Thorne, Cusak**, nurse practitioner **Lewis** and long-term physician locums **Neilson** and **Green** for keeping the Clinic doors open and during an unprecedented pandemic and acute physician shortage both provincially and nationally. Along with the interdisciplinary team and clinic staff they have served the community to the best of their capacity during these very stressful times.

We are very pleased that through the efforts of the Clinic and in collaboration with the Foundation, **Dr. Kate Clark** has joined the team starting in October 2023. While we have a long way to go to fully realize our vision, your recruitment and retention team at the Foundation is relentless in exploring new ways of recruiting physicians to our Island.

### **Mandate**

In collaboration with the Gabriola Medical Clinic promote and facilitate the recruitment and retention of physicians and nurse practitioners in partnership with the Rural and Remote Division of Family Practice, Island Health and the Ministry of Health to ensure there is local access to timely primary care services for all Gabriolans' who wish to have a primary care practitioner on the Island, and to maintain a 3 bay urgent treatment complex for urgent care and emergency stabilization.

### **Strategic Goals and Objectives**

#### **Planning**

Collaborate with the Gabriola Medical Clinic, and health system and community partners in planning and implementing an integrated approach to recruitment and retention in both the short term and long term.

#### **Advertising and Direct Marketing**

- Develop sustainable marketing tools and infrastructure for both short term and long-term recruitment.
- Develop and implement a fulsome marketing plan utilizing a variety of print and digital media to advertise for physicians and NPs.
- Distribute marketing tools and Gabriola recruitment brochures at physician conferences in BC and across Canada.
- Engage the community of Gabriola in recognizing recruitment and retention as a community responsibility and engage Gabriolans in both recruitment and retention efforts.

#### **Supplementary Recruitment and Retention Initiatives**

- Facilitate site visits (financially and socially) to acquaint potential MDs, NPs and Family Medicine Residents to experience the Gabriola lifestyle, the progressive and award-

winning medical team and practice environment at our modern fully equipped clinic and urgent treatment facility.

- Facilitate community orientation and/or integration of locums, medical students, new physicians and MDs/NPs new to the community.
- Support the accommodation needs of locums, medical students and new physicians and nurse practitioners by working with the community to develop a database of available accommodation that meets the unique circumstances of the individuals and families.
- Cover the costs of visiting (short term) locums' accommodation.
- Help settle new MD/NP families providing friendship, support and assisting them in meeting their needs, interests and family requirements.

### **Activities and Achievements 2022-2023**

#### **Planning**

- Developed a GHCF multifaceted recruitment and retention plan for both short term and long-term recruiting.
- Expanded the GHCF Recruitment and Retention Committee to include several Board and community members.
- Submitted to the Ministry of Health a grant proposal to expand Clinic staff and services (not awarded).
- Participated in the "Collaborative Services Committee" a joint Ministry, Health Authority, Rural and Remote Division of Family Practice and community in communicating community health care needs and physician shortage issues. Collaborated with this committee in submitting a proposal to expand local services through a Primary Care Network (PCN). The proposal was accepted by the Ministry and planning is underway.
- Maintained communication between the clinic and GHCF through bi-monthly meetings.
- Supported a planning retreat enabling the clinic and GHCF to address current issues and to plan and adapt to a rapidly evolving health care environment.

#### **Advertising and Direct Marketing**

- Created a marketing brand and launched a recruitment website "Be Our Doctor" at beourdoctor.ca.
- Developed marketing print materials i.e., brochures, banner and posters.
- Distributed brochures at a variety of physician conferences across BC and Canada.
- Collaborated with Island Health, Health Match BC and the Rural and Remote Division of Family Practice to promote our community and Be Our Doctor materials on their recruitment websites.
- Placed advertisements in a variety of physician journals (print and digital).
- Placed advertisements in Gabriola Tourism, Arts Council and BC Yachting publications.
- Developed a social media presence on Facebook, Instagram and Linked In.
- Developed a Be Our Doctor Facebook recruitment page.
- Promoted the Be Our Doctor campaign at Gabriola markets and events.

#### **Supplementary Recruitment and Retention Initiatives**

### **Supported Prospective Physician Recruits**

- Collaborated with a local homeowner to assure accommodation for a new physician and their family upon arrival to the Island.
- Set aside funds to host potential physicians and families who may be interested in relocating to Gabriola Island.

### **Engaged with Family Medicine Residents**

- Collaborated with the Clinic as they undertook to become preceptors in the UBC Family Medicine (FM) Residency program. A two-year residency program is required once a student achieves their medical degree (MD) in order to practise family medicine. FM residents will often return to practice either as a locum or permanent resident to a clinic where they practised during their residency.
- Co-hosted with the Clinic a day event for 10 first year residents acquainting them with the community and the Clinic.
- Hosted 5 second year residents and their families for a weekend to give them a deeper appreciation of what the community has to offer and the Gabriola lifestyle.

### **Supported Accommodation Needs**

- Reduced the burden on the Clinic by securing and financing locum accommodation.
- Collaborated with community partners in finding cost effective accommodation for medical students, family medicine residents and locums.

### **Supported Community Integration of Visiting Learners and Recognition of Existing Staff**

- Developed a volunteer “Community Navigator” position to ensure a welcoming and positive experience for locums, students and residents.
- Provided welcome packages to visiting professionals and students.
- Provided Christmas bags and ad hoc recognition to the existing health care team and existing staff.

### **Conclusion**

We are optimistic that through the ongoing efforts of the GHCF and the Clinic that we will continue to fill the physician vacancies at the Clinic. We would like to thank the many community members and organizations who supported the campaign by spreading the word of our recruitment initiatives and offering goods and services to fill welcome and gift packages. Your support both in-kind and financial are needed as we continue to help secure and maintain sufficient personnel to meet the health care needs of our community.

### ***Community Wellness Committee***

*Co-chairs, Nancy Hetherington-Peirce and Dr. Don Sutherland*

### **Meet Our Newly Named Committee**

Under the leadership of co-chairs, **Dr. Don Sutherland** (Board member) and Nancy Hetherington Peirce (community member), the committee (originally named the Health Services Committee), has been renamed the Community Wellness Committee.

Two community members, Dave Innell and Lynne Young, have stepped down from the committee, after many years of service. Their commitment, time and cheerful energy have been significant contributions to the work of this committee, and they will be missed. Recently, a new community member, Janice Robinson, joined the Committee – welcome, Janice!

### **Committee Purpose and Responsibilities**

In April 2023, the committee updated its purpose: to assist the Board in developing strategies and activities to improve the health of the community.

The committee also updated its responsibilities:

- Engaging community, government, and non-governmental organizations to address the social determinants of health
- Participating in community meetings and events where health needs are being discussed
- Collaborating with the Gabriola Medical Clinic and community partners in health services planning and/or development

Making recommendations to the Board regarding disbursement of funds (e.g., Kitty Heller and Jay Dearman funds)

### **Fund Expansion and Grants**

Over the past year and a half, we have added a new funding stream, received a grant from Island Health and implemented several initiatives using these resources.

- New Funding Stream - in 2022 and 2023, we agreed to receive and manage donations raised by the Jay Dearman Run to be used for approved projects
- Grants – we received \$8,000 of a \$12,000 request to the Island Health Community Wellness Grant Program for a parent support program
- Stronger Together Parent Support Program – With the money donated to the 2022 Jay Dearman Memorial Run and under the leadership of Jeff Miller, Registered Clinical Counsellor, this eight-week program was provided in spring 2023. With the money donated to the 2023 Jay Dearman Memorial Run, as well as a significant grant from Island Health and a donation from the Foundation’s Kitty Heller Fund, the same program is being offered this fall. The objective of the program is to offer a parent support discussion group, and accessible, professional counselling, to Gabriola parents and guardians from diverse socio-economic and educational backgrounds.
- Kitty Heller Fund (established in 2012) – from 2021 to now, the Kitty Heller Fund has supported the Gabriola Health Matters initiative which included a community health survey, workshops and planning event.
- The Fund has also supported the development of the 2020 Gabriola Health Report and has been requested to support the upcoming 2023 updated edition of the Report. Many organizations and individuals rely on this Report for program and planning data.

### **Replenishing the Funds**

The Foundation counts on donations to replenish our grant programs. The Kitty Heller Fund which started in 2012 with a \$100,000 donation from the estate of the late Kitty Heller is almost depleted.

The Jay Dearman Fund relies on donations from run participants and community members.

You can donate to either of these funds by going to our [Ways to Donate](#) button. You can donate to a specific fund, or simply indicate 'grant funding program' on your donation form. Every dollar is used to improve the health and wellbeing of Gabriolans.

### **Treasurer's Report**

*Harvey Graham, Treasurer*

#### **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\\_2022.pdf](https://ghcf.ca/img/fin_stmt_2022.pdf).

While the statements are reasonably straight forward, as was the case in prior years, there are two aspects that may invite a bit of explanation:

- The fund accounting, and
- The internally and externally restricted cash balances.

A brief explanation is set out in the following slides.

#### **Fund accounting**

- GHCF uses separate funds 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 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.
- 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 balances, December 31, 2022**

- 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	\$347,470
▪ Medical Equipment fund	(\$7,234)
▪ Kitty Heller fund	\$33,107
- Internally restricted
 

▪ Health Centre Renewal	\$335,000
▪ Physician recruitment	\$27,926
▪ Long term operations	\$50,000

The total set aside for the Health Centre Renewal is therefore \$347,470 plus \$335,000 for a total of \$682,470. In 2021 that total was \$654,886.

#### **Summary**

- In general revenues and expenditures from operations in 2022 were generally higher than in 2021:

- *Operating revenue of \$278,938 was up \$7,859 from 2021.*
- *Building operating costs at \$155,609, were up \$3,897 from 2021.*
- *The cost of community services was \$56,111, up \$18,191 from 2021, with most of the increase being in recruiting and retention. Community services include:*
  - *Helipad maintenance,*
  - *Maintenance of the urgent care room,*
  - *Recruiting and Retention, and*
  - *Telemedicine unit*
- *Foundation operating costs were \$15,839, up \$5,907 from 2021. The primary reasons for the increase was the development of the gabriolahealthmatters.ca web site and the Gabriola Community Health Centre 10<sup>th</sup> anniversary celebration.*
- *If you have any questions with regard to the financial statements, please send us an email using the “Ask a question” button on the AGM page.*

**Nominating Committee**  
**Diane Cornish, Chair**

• Continuing Directors	• 2023 Nominations
<p><b>To 2024:</b></p> <ul style="list-style-type: none"> <li>• Diane Cornish</li> </ul> <p><b>To 2025:</b></p> <ul style="list-style-type: none"> <li>• Don Elkington</li> <li>• Carol Fergusson</li> <li>• Harvey Graham</li> <li>• Marc Herrmann</li> </ul> <p><b>Thank you!</b></p> <ul style="list-style-type: none"> <li>• Audra Davies</li> <li>• Chris Loranger</li> <li>• Nancy Rowan</li> <li>• Donald Sutherland</li> </ul>	<p><b>2023 Nominations, for a three-year term:</b></p> <ul style="list-style-type: none"> <li>• Dyan Dunsmoor-Farley</li> <li>• Luisa Lazzarotto</li> <li>• Jeffrey Malmgren</li> <li>• Christina Rajsic</li> </ul> <p><b>Number of directors to be elected:</b></p> <p>The Nominating Committee has determined that the maximum directors to be elected at this AGM is to be four. Assuming that 4 are elected, the GHCF Board will have 9 directors. As the maximum number of directors is 11, the new board will have some flexibility to consider the appointment of qualified candidates before the next AGM.</p>

**Gabriola Health Care Foundation**  
**Thank you for participating!**

