

Annual Report

Presented at the
Annual General Meeting
2020-2021

Pender Islands Health Care Society

“where caring and community come together”



5715 Canal Road
Pender Island, BC
V0N 2M1
penderislandhealth.org

2020 - 2021 Board of Directors

Executive Committee:

Kathleen Lightman, President
Dan Weeks, Vice President
Bruce Waygood, Treasurer
Allan Shapiro, Secretary

Board Members:

John Ackermans
Karen Bell
Urs Boxler
Howard Cummer
Catherine Dawson
Keith Gladstone
Simone Marler
Morlene Tomlinson

Resigned:

Al Bloomenthal
Marika Kenwell
Richard Piskor
Gary Steeves

Term Completed:

Wendy MacDonald
Barbara MacPherson

We are located on the traditional territories of the WSÁNEĆ and Lkwungen-speaking peoples, on whose traditional lands we live, we learn, we play and we do our work.

President's Report:

It was a pleasant day and a pleasant way to tackle a difficult task. Sea Star Winery was closed that day in June 2020. There was no wine, but dotted around the lawn in our individual bubbles, the Society board members were buoyed by each other's company after months of social isolation and the prospect of finding a way through the obstacles facing our Health Centre. Through call and response with our facilitator, we arrived at a coherent 5-year Strategic Plan that would guide us through a year that proved more daunting than expected.

We did not know on that sunny day that the COVID crisis would deepen and persist. It would put extra strain on the community, our medical and program staff, and the Health Centre budget. We did not know then that we would lose the leadership of President Gary Steeves who would step down unexpectedly in October due to health reasons and would die in December. We greatly miss his leadership, enthusiasm and wonderful sense of humour.

As we worked through these difficulties during the year, I was encouraged by the words of Dr. Sutherland, the first physician to occupy the new Health Centre when it opened 40 years ago in 1981. As he said, he "was confident in the abilities of the people of the Penders who had built and managed their own clinic and substantially changed medical care on the islands".

The recent historical display at the Driftwood Centre recounted the efforts of generations of islanders to provide medical care prior to the Health Centre's existence. They set the bar high for our current board members who have risen to the challenge with their expertise and hard work. Likewise, Penderites and local businesses—living up to Dr. Sutherland's assessment—have done a stellar job of keeping us safe and healthy through a pandemic that had the potential to overcome the limited resources of island health care providers on the front lines.

As part of the strategic planning process, we took an honest look at our strengths and weaknesses, as well as the growing needs of the Health Centre and how to achieve them. A clear strength is that the Society has been the lucky recipient of donations for many years, but it also poses a weakness. We realized the Society could not continue to operate on the assumption that community generosity would cover projected and growing shortfalls into future years. Donations cannot be budgeted in advance.

As a follow up, the Board explored all avenues of funding available to us. Sorting through some ten options, it was evident that the only source of secure, predictable operational funding was through the tax roll. If we could get this income source in place, donations and grants could be earmarked to fund capital projects necessary to the ongoing renewal of the Health Centre.

The decision was made. The Board would continue to seek all forms of funding while we embarked on a long and complicated process to obtain approval to hold a referendum in the fall of 2021 to go on the tax roll. On July 14, 2021—almost a year after that key decision—the CRD Board approved our referendum application with the vote scheduled for November 20, 2021.

Alongside this priority, the Society accomplished many other projects:

- Water incursion into the basement was remediated using a small reserve fund.
- With the assistance of a grant, we replaced the generator and HVAC system. (Ensuring proper air circulation in the building is central to the health and safety of those in the building, which became an urgent priority during the pandemic.)
- A COVID-19 Relief Loan was secured to address the unforeseen costs of PPE and additional health and safety procedures, and to offset the loss of rental revenue while allied health professionals were unable to practice. This loan will be repaid except for \$20,000 which is a forgivable debt.
- The issue of water incursion and septic remediation prompted engineering and architectural assessments of the facility and development of a 30-year preventative maintenance and replacement plan
- Assessment of rental space and income to be directed to operational funding
- Review and update of the Society's governance documents
- Fund-raising \$130,000 in community donations to offset unforeseen expenses. (We were humbled by the generosity of community members, local donors, the Lions, and the Green Angels (The Pender Choppers—Thank you!).
- A grant from the Ministry of Health through the BC Association of Health Care Centres cancelled this year's operational deficit (not capital).
- A re-design of the Health Centre Website and an informational campaign for the community on the upcoming referendum
- Financial Audit

We have either made significant progress on or completed many of the goals of the 2020-2021 Assessment and Planning Phase of our Strategic Plan, and are already bringing these insights into action to implement the 2021-2023 Development Phase. I look forward to our ongoing accomplishments in the next 4 years.

If you read the August 2020 *Pender Post*—more than a year ago—our situation seemed especially challenging as we approached the community for financial assistance. Thanks to a remarkably hard-working 12-member Board, a tireless Executive Director and Assistant, supported by the generosity of the community and the help of private and government funders, the Society has achieved a significant step toward a secure financial future in this, our 40th Anniversary year. In addition, my sincere thanks to Wendy MacDonald, Al Bloomenthal, Richard Piskor and Marika Kenwell for their contributions during the year.

Now we can all pull together; November 20, 2021 is Referendum Day. With a majority vote, we look forward to stable, long-term operational funding for the Pender Islands Health Centre—here for you for the next 40 years.

Submitted by:
Kathleen Lightman, President

Executive Director's Report

On the back of my dorm room door hung a poster with the "Desiderata" scripted on it. Each day as I faced another day of student nursing, I began it by reading "Go placidly amidst the noise and haste..."

Little did I know that 49 years later, this reflection would once again be of significant value to me, though the poster is long gone.

This year has been an unprecedented challenge for most of us. There is, however, strength in community and we are part of many. Our membership with the BC Association of Community Health Centers has been a great resource. The Pender Island Royal Canadian Legion, the Wood Choppers, and the Pender Islands Lions Club have each generously and consistently offered goods, services, and/or funds. Individuals in the community have either stepped forward for the first time, or once again, and offered funds, thoughtful care packages and encouragement. The cooperation of the varied professionals in the health centre has allowed us to work together to meet the demands of ever-changing protocols or share in some laughter (which at times may have been hysteria).

Creativity was stretched so some programs could continue to function within new constraints... many of our contractors, volunteers and staff were incredibly inventive!

As you review the reports from the various committees, you will see we continued to be very busy attending to the needs of the organization. The board has put in excess of 3,500hrs of volunteer time this year to move us forward as they built and began implementation of a plan that will lead to a strong future. We celebrated 40 years of existence and were reminded of the spirit that created the Health Centre. Our refreshed logo, updated bylaws, creation of a detailed financial forecast, and a full examination of our buildings and subsequent needs, all truly celebrate achievement. The work would not have been necessary if we were not on a valuable journey. In addition, PIHCS has had some hard lessons to reflect on, some tough decisions, and some unanticipated changes. We are learning as we grow and appreciating the wisdom from others in similar journeys throughout the province.

This year, we said goodbye to two people who are dear to us. Sonya Fulawka retired after 25 years of providing lab service to Pender. She is missed not only for her skill and professionalism, but also for her lovely presence. Sonya made each lab visit a gentle experience.

Gary Steeves had to resign 6 months into his term as president for this fiscal year, and then sadly died shortly thereafter. He is still a big influence in my life, and on occasion at a board meeting, one has heard the question "What would Gary do?" quietly whispered.

"Desiderata" nears its closing by saying "And whether or not it is clear to you, no doubt the universe is unfolding as it should... With all its sham, drudgery, and broken dreams, it is still a beautiful world."

Dear Pender, thank you for being above all else, a beautiful world. It is my humble pleasure to be part of the team that is learning, working and wanting to care for you.

Submitted by:
Marion Alksne, Executive Director

("Desiderata" by M. Ehrmann, 1927)

Treasurer's Report

This report primarily covers the period of the last financial year (April 2020-March 2021), during which three Board members held the position of Treasurer. My appointment as Treasurer began at the last AGM. This report will also highlight some of the important developments that have occurred since April 2021.

The Auditors statement, which for the first time is a formal audit, shows that this past financial year resulted in a large increase in PIHCS's cash balance (to about \$260,000) due to the success of appeals to the community for donations. This is in addition to previous reserve GICs (about \$100,000). This appeal was started because the known infrastructure repairs, replacement, and upgrades that must be dealt with currently and in the coming years continue to be in excess of \$1 million. These capital costs were informed by two extensive reports: *A Health Centre Condition Evaluation*, MacLEAN ARCHITECTURE Inc., 2020 and *A Health Centre Building Assessment-Renewal Plan*, BC Building Science Limited, 2020. In addition, PIHCS had to deal with problems with drainage on the site and water entering the building crawl space. The latter has been dealt with, some of the costs covered by insurance (included in other income), and the former is still awaiting final resolution, but will be much less than initial estimates. Capital expenses in 2020-21, were modest, but already in 2021-22 they have increased greatly.

In addition to these future capital expenses, several operating costs had increases in 2020-21, some which will continue into future years. The experience of 2019-20 led to the appointment of a part-time Assistant Executive Director, with costs of \$30-35,000/y to handle the increased work load that has been associated with dealing with the infrastructure repair and renewal, changing and improving the website, grant preparation, review of rental leases, strategic planning, and application to the CRD to hold a referendum to place PIHCS on the property tax roll. Most of these activities continued into 2021-22, and some will continue in future years. The review of PIHCS bylaws, policies, and leases led to the retention of legal advice, which was a new unbudgeted expense, and will have a substantial cost in 2021-22, and a smaller cost in subsequent years. In preparation, for the tax roll referendum, the Board decided to have an audit of our finances, which will continue in future years, which had an increased cost over the financial review in previous years and which results in an increase in administrative time preparing the information needed.

The budget for 2021-22, had a \$100,000 deficit, which was to be covered by the donations that had been raised in the previous year. This budget did not include an increase in reserve funds (GICs), which the Board is aware are inadequate for a building that is probably valued at \$4 million (an evaluation is currently being sought). Fortunately, a one-time grant (\$92,000) from the BC Community Health Centres Association was received in May 2021 to cover the operating deficit and subsequently a grant application has covered the costs of the replacement of the HVAC system, which did break down, and a new and more powerful emergency generator. These two grants have taken the pressure off seeking donations, but the community has continued to be generous in 2021-22.

Rental income is the major source of revenue for PIHCS, which at about \$134,000 per year does not come close to covering PIHCS's expenses, a significant part of which cannot be considered the responsibility of tenants. However, a *de novo* review of expenses attributable to tenants and the spaces occupied, was started in 2020-21 and completed recently. PIHCS will be entering lease negotiations this fall in which some of the tenants will be presented with significant increases.

COVID had an impact, both in increased costs, but also opportunities. Rental income was lost, but largely recouped through federal aid. However, rents were not increased in the past year. PIHCS has received \$60,000 in COVID support of which \$40,000 will need to be repaid, and the large infrastructure grant for the HVAC and emergency generator were from a COVID-related program. Operating expenses for cleaning and supplies did increase, but a grant covered much of these.

While PIHCS faces some serious financial challenges in the coming years, success in the tax roll referendum will place the Society on a stable financial footing. However, the Board intends to aggressively seek infrastructure grants and increased rental income, to reduce the reliance on the tax roll.

Submitted by:
Bruce Waygood, Treasurer

We gratefully acknowledge the support of the following program partners:

- **BC Ministry of Child and Family Services:** part time counselling position
- **Island Health:** Lab Services, part time counselling, volunteer coordination
- **Health Aging, United Way of BC:** Better at Home Program, Pender and Saturna Islands (in partnership with Saturna Community Club)
- **CRD - Pender Island Parks and Recreation Commission** (recreation programs)
- **SGI Community Resource Centre:** food security, supplementary counselling hours (COVID)
- **BC Association of Community Health Centers:** Nurse Practitioner locum housing
- **BC Farm Market Nutrition Coupon Program**
- **Mayne Island Food Bank:** “Soupon” Program

Building Committee Report

This report will be a summary of the changes affecting the Health Centre (“building”) this past fiscal year. The period includes changes from April 2020 until and including the summer/spring 2021. The pandemic continues, and adaptations and protocols to regarding the building have been implemented, with further changes to be completed.

- Replacement and installation of the 2 large HVAC systems for the building with increased HEPA filtration and ultra-violet light purification in the ducts.
- Heat pumps installed in the dental suite, the urgent treatment room and Medical Office Assistant (MOA) area to supplement the main HVAC system(s).
- The Ambulance Station requires further remediation and updated design.
- The building generator replacement has been addressed.
- The crawl space has been dry and holding up.
- The perimeter drainage has been addressed.
- Replacement of mast to panel wiring
- The architect (Andrew MacLean) has been retained to review the building space and improved usage.
- Septic field function has been greatly improved.

This year saw the completion of the HVAC system(s) replacement. Supplementary heat pumps were installed in the dental office, the MOA area and the urgent treatment room. The PIHCS received a generous grant that covered these costs of \$82,347.00. In addition, we have completed cleaning of all the plenums.

The dated and inefficient generator is being replaced with a new Cummins C80D6-240-QS 80KW Generator 120/240V 1-P, at an anticipated cost of \$63,275.00. This is also covered by the above referenced grant. The new generator will provide improved coverage for the building in the vent of a power outage.

The ambulance station is still under remediation. The firewall must be repaired, and we are awaiting final direction from the architect. The hot water tank was successfully replaced. The staff exit doors must be adjusted (if possible) or replaced. This is an ongoing project.

The perimeter drainage has been corrected. The surrounding ground was re-graded away from the building. In addition, the yard pump was replaced. This resulted in a dry crawl space. At this time, we are awaiting final completion of this project pending availability of trades. The septic field will be inspected annually and action taken as required.

The building wiring was replaced from the incoming hydro feed at the mast to the main electrical panel. This connection had deteriorated due to weather and age. This was completed in the spring of this year.

Attempts to improve the cell phone coverage in the medical clinic were met with some success by installing a cell phone “booster” unit.

Due to the changes brought about by the pandemic, the waiting room, the meeting room, and several other rooms in the building remain unused. We recognize that this is slowly becoming the new normal. We are investigating how to restructure the building to make better use of the existing space. To that end, the PIHCS has retained the services of the architect, Andrew MacLean to review the floor space for utilization recommendations and to address accessibility issues before considering the idea of expansion. This will be reviewed in October 2021.

Members of the PIHCS in combination with the committee created an Asset Management Plan which will hopefully dove-tail with the architects report to form a blueprint for improving and maintaining the building.

Submitted by:

Allan Shapiro, Building Committee Chair

Governance Committee Report

The Governance Committee completed a number of significant tasks over the past several months.

- A review and revision of PIHCS Bylaws to bring us into compliance with the Societies Act was completed and presented to the Board.
- A review of Policies and Procedures is nearing completion.
- A review and update to Terms of Reference/ Responsibilities of Committees was completed and presented to the Board.
- The Membership Application Form was updated and presented to the Board.
- The Governance Committee organized a Board development session on the role of directors in non-profit societies. Board Members attended a presentation by Ingrid Tsui of Alexander, Holburn, Beaudin & Lang LLP.

Respectfully submitted:

Dan Weeks, Karen Bell, Morlene Tomlinson

Finance Committee

DESIDERATA

GO PLACIDLY amid the noise and haste and remember what peace there may be in silence. As far as possible, without surrender, be on good terms with all persons

Speak your truth quietly and clearly; and listen to others, even to the dull and the ignorant; they too have their story.

Avoid loud and aggressive persons; they are vexations to the spirit. If you compare yourself with others, you may become vain or bitter, for always there will be greater and lesser persons than yourself.

Enjoy your achievements as well as your plans. Keep interested in our own career, however humble; it is a real possession in the changing fortunes of time.

Exercise caution in your business affairs, for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals and everywhere life is full of wisdom.

Be yourself, especially do not feign affection. Neither be cynical about love; for in the face of all aridity and disenchantment, it is perennial as the grass.

Take kindly the counsel of the years, gracefully surrendering the things of youth.

Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with dark imaginings. Many fears are born of fatigue and loneliness.

Beyond a wholesome discipline, be gentle with yourself. You are a child of the universe no less than the trees and the stars; you have a right to be here.

And whether or not is it clear to you, no doubt the universe is unfolding as it should. Therefore be at peace with God, whatever you conceive Him to be. And whatever your labours and aspirations, in the noisy confusion of life, keep peace with your soul. With all its sham, drudgery and broken dreams, it is still a beautiful world. Be cheerful. Strive to be happy.

M. EHRMANN, 1927

Our PIHCS Mental Health Team provided 100 hours of support each month this fiscal year. They participated in 1060 appointments of which 51% were by telephone. The remaining appointments were in-person with a small number of video conferences. The most common group supported was between 30-49 years of age. PIHCS is respectful of the opportunity to be part of these conversations.

AND FINALLY:

As we celebrate our 40th year as a Society, we continue to thank of our supporters, donors, and past society and board members. Your contributions speak to the strength of our community and are so sincerely appreciated.