

STUART-NECHAKO REGIONAL HOSPITAL DISTRICT
AGENDA
THURSDAY, NOVEMBER 9, 2023

<u>PAGE NO.</u>		<u>ACTION</u>
	<u>AGENDA - November 9, 2023</u>	Approve
	<u>SUPPLEMENTARY AGENDA</u>	Receive
	<u>MINUTES</u>	
2-5	Stuart-Nechako Regional Hospital District Meeting Minutes - October 12, 2023	Approve
	<u>REPORTS</u>	
6-21	John Illes, Treasurer- Fall Hospital Meeting Presentation	Receive
	<u>VERBAL REPORTS</u>	
	<u>RECEIPT OF VERBAL REPORTS</u>	
	<u>SUPPLEMENTARY AGENDA</u>	
	<u>NEW BUSINESS</u>	
	<u>IN-CAMERA MOTION</u>	
	That this meeting be closed to the public pursuant to Section 90(2)(b) of the <i>Community Charter</i> for the Board to deal with matters relating to the following:	
	<ul style="list-style-type: none"> • Capital Planning • Primary Care • Memorandum of Understanding 	
	<u>ADJOURNMENT</u>	

STUART-NECHAKO REGIONAL HOSPITAL DISTRICT**MEETING MINUTES****THURSDAY, OCTOBER 12, 2023**

PRESENT: Chair Judy Greenaway

Directors Martin Elphee
Clint Lambert
Linda McGuire
Shirley Moon
Kevin Moutray
Mark Parker
Michael Riis-Christianson
Sarrah Storey
Henry Wiebe

Staff Curtis Helgesen, Secretary
Cheryl Anderson, Acting Secretary
John Illes, Treasurer
Jason Llewellyn, Director of Planning arrived at 10:46 a.m.
Wendy Wainwright, Confidential Clerk

Media Saddman Zaman, LD News

CALL TO ORDER

Chairperson Greenaway called the meeting to order at 10:29 a.m.

AGENDAMoved by Director Lambert
Seconded by Director MoonSNRHD.2023-8-1

"That the Stuart-Nechako Regional Hospital District Agenda of October 12, 2023 be approved."

SUPPLEMENTARY AGENDAMoved by Director Elphee
Seconded by Director LambertSNRHD.2023-8-2

"That the Supplementary Agenda be dealt with at this meeting."

(All/Directors/Majority)

CARRIED UNANIMOUSLY**MINUTES**Stuart-Nechako Regional
Hospital District Meeting
Minutes – July 13, 2023Moved by Director McGuire
Seconded by Director Riis-ChristiansonSNRHD.2023-8-3

"That the minutes of the Stuart-Nechako Regional Hospital District meeting of July 13, 2023 be adopted."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

REPORT

Northern Hospital Districts' Memorandum of Understanding with Northern Health Moved by Director Storey
 Seconded by Director Lambert

SNRHD.2023-8-4 "That the Chair sign the Memorandum of Understanding at the fall meeting with Northern Health."

(All/Directors/Majority) CARRIED UNANIMOUSLY

Third Quarter 2023 Financial Statements Moved by Director Storey
 Seconded by Director Parker

SNRHD.2023-8-5 "That the Board receive the Treasurer's Third Quarter 2023 Financial Statements memorandum."

(All/Directors/Majority) CARRIED UNANIMOUSLY

Tax Rate Sustainability Moved by Director Storey
 Seconded by Director Elphee

SNRHD.2023-8-6 "That the Board receive the Secretary's Tax Rate Sustainability memorandum."

(All/Directors/Majority) CARRIED UNANIMOUSLY

Discussion took place regarding:

- Unsustainable taxation rate
- SNRHD has the highest tax rate in the province compared to other Hospital Districts
- North West Regional Hospital District (NWRHD) taxation rate vs. SNRHD
- Percentage of capital costs paid by Hospital Districts
- Board determines tax rate during the budget process
- Investigating strategic solutions
- Future large project - Vanderhoof Hospital replacement
 - o Potential taxation and capital costs for the project
- Amalgamation of Hospital Districts
 - o Concerns
 - o Current model unsustainable
 - o History of implementation of the SNRHD
 - o Responsibility to taxpayers
- Number of hospitals and healthcare centres per capita within the SNRHD
- Inviting the Honourable Adrian Dix, Minister of Health.

SUPPLEMENTARY AGENDA

Electoral Area Breakdown of Requisition

Moved by Director Storey
 Seconded by Director Parker

SNRHD.2023-8-7

"That the Board receive the Secretary's Electoral Area Breakdown of Requisition memorandum."

(All/Directors/Majority)

CARRIED UNANIMOUSLY

VERBAL REPORTS

District of Fort St. James -Update

Director Elphee commented that he was invited to meet with Nak'azdli Whut'en October 11th where they discussed a pilot project they are initiating with Williams Lake First Nation for youth between the ages of 0-18. The Pilot Project will assess youth and determine if a program is needed for the youth and their care givers to assist with learning outcomes. Nak'azdli Whut'en will work with Yekooche First Nation, Binche Whut'en, T'lazt'en Nation and the District of Fort St. James in its implementation of the pilot project over the next two years.

Village of Fraser Lake - Update

Director Storey provided the following update:

- Coastal GasLink has provided funding for a Helipad
 - o The community will work with Northern Health to move the project forward
- Fraser Lake Community Health Centre has a full compliment of staff
- Connexus Community Resources is working with Silver Birch Lodge on an application to BC Housing for an assisted living facility.

Village of Granisle – Update

Director McGuire noted that Granisle is currently without a visiting physician but a new Doctor in Burns Lake has indicated their willingness to visit Granisle three days a week.

District of Vanderhoof -Update

Director Moutray commented that St. John Hospital Emergency Room has seen a stabilization of its physician staffing.

Village of Burns Lake – Update

Director Wiebe noted he attended a presentation from a committee from Quesnel that was formed to attract physicians, nurse practitioners to Quesnel. Burns Lake is interested in developing a similar committee to potentially accelerate the ability to attract professionals to the community.

Chair Greenaway – Update

Chair Greenaway mentioned that on October 16th she will be attending the Northern Health's Fall Meeting with Director Riis-Christianson, CAO Helgesen and CFO Illes to finalize the MOU and receive an update.

VERBAL REPORTS (CONT'D)

Receipt of Verbal Reports Moved by Director Lambert
 Seconded by Director Moon

SNRHD.2023-8-8 "That the verbal reports of the various Directors be received."
 (All/Directors/Majority) CARRIED UNANIMOUSLY

ADJOURNMENT Moved by Director McGuire
 Seconded by Director Storey

SNRHD.2023-8-9 "That the meeting be adjourned at 11:00 a.m."
 (All/Directors/Majority) CARRIED UNANIMOUSLY

Judy Greenaway, Chairperson

Wendy Wainwright, Confidential Secretary

Stuart-Nechako Regional Hospital District Board of Directors

To: Chair and Board
From: John Illes, Treasurer
Date: November 9, 2023
Subject: **Fall Hospital Meeting Presentations**

RECOMMENDATION: (all/directors/majority)

Receipt

BACKGROUND

The Northern Health fall meeting was held on October 16 and Directors Greenaway, Riis-Christianson, and Moutray were in attendance.

The progress of the 2023-2024 capital plan was presented as well as an update on Northern Health's recruitment and retention of medical staff. The presentations are included as attachments to this memo.

Attachment: Fall Meeting Presentations
2023/24 Capital Plan
HR Clinical Staffing Recruitment and Retention
Physician Recruitment and Retention



Agenda 2023-2024 Capital Projects

- Priority Investments in Progress
- Major Projects Carbon Neutral Capital Program (CNCP)
- IMIT Major Projects
- Major Equipment >\$100,000
- Minor Equipment Allocations
- Minor Building Integrity Allocations



Priority Investment

Mills Memorial Hospital Redevelopment Project

- Mills Memorial Hospital Redevelopment Project will result in the development of a new approximately 33,000 square-meters (360,000 square-feet) acute care hospital and integrated services facility.
- The hospital will be a center for trauma services, orthopedic surgeries, pathology, radiology, clinical support and pharmacy services as well as a training site for medical students in the Northern Medical Program.
- The target substantial completion date for Seven Sisters is Winter 2023 & for MMH is September 2024. The overall project is targeted to be complete on or before Summer 2026. The schedule is on track and meets the terms of the contract.



Mills Memorial Hospital Replacement Project Terrace, BC

We are building a new, state-of-the-art hospital in Terrace, BC, to address current and future patient care needs.



Let's Talk Northern Health is where you'll find the most up-to-date information about the new hospital.

JOIN THE CONVERSATION

letsstalk.northernhealth.ca/register
letsstalkMMH@northernhealth.ca

Link to [Construction Web Cam](#)



Mills Memorial Hospital Redevelopment Project

- Steering Committee started in 2019 after business plan approval. Includes representation from North West RHD. Meets monthly.
- Capital Project Advisory Committee started in 2018. Includes representatives from Northern Health, local First Nations, municipalities and partners. Meets quarterly.
- MMH Indigenous Working Group started in spring 2021. Includes representatives from local First Nations, Métis Nation and Indigenous groups. Meets every 2-3 months or as needed.
- MMH Community Advisory Working Group started in September 2021. Includes representatives from regional and community organizations. Meets every 2-3 months or as needed.



Mills Memorial Hospital Redevelopment Project



East Elevation Drone Shot



West View Drone Shot



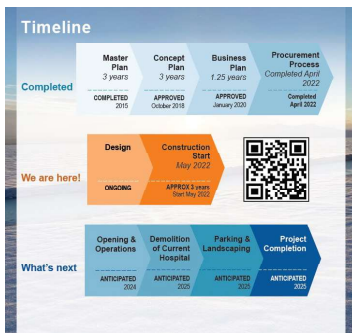
Priority Investment Stuart Lake Hospital (Fort St James) Redevelopment

- Government approved the business plan February 2020.
- Request for Qualifications (RFQ) Stage was completed July 2020.
- July 2020, the Project Board approved the results of the Request for Qualification, meaning that three teams were invited to receive the Design Early Works Agreement (DEWA) Request for Proposal (RFP)
- December 2020, Project Board approved the selection of the Graham Design Builder team (Graham working with ZGF Architects) to execute the DEWA and receive the Design Build Agreement (DBA) RFP.
- DBA was executed in April 2022.
- Commencement of construction activities on site started on May 2022 and is advancing on schedule.
- Design development is progressing toward 100% design completion, with construction and final design work occurring in parallel.



Stuart Lake Hospital Redevelopment Project

- Steering Committee started in February 2020 after business plan approval. Includes representation from Stuart Nechako RHD. Meets monthly.
- Capital Project Advisory Committee started in 2020. Includes representatives from Northern Health, local First Nations, municipalities and partners. Meets quarterly.
- Cultural Safety Working Group started in February 2022. Includes representatives from local First Nations, Indigenous groups and Indigenous Health. Meets every 2-3 months or as needed.
- Stuart Lake Community Advisory Working Group started in October 2022. Representatives from regional and community organizations, as well as groups or individuals with unique health access experience, and local advocacy groups. Meets every 2-3 months or as needed.



Stuart Lake Hospital Replacement Project Fort St. James, BC

We are building a new, state-of-the-art hospital in Fort St. James, BC, to address current and future patient care needs.



Let's Talk Northern Health is where you'll find the most up-to-date information about the new hospital.



#letsstalknorthernhealth #jointheconversation
letsstalk@northernhealth.ca

Stuart Lake Hospital Redevelopment



[Link to Construction Web Cam](#)



Priority Investment Dawson Creek & District Hospital Replacement

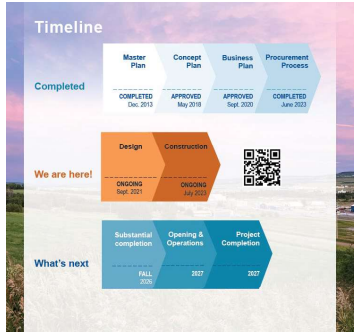
- NH ended the Design Early Works Agreement (DEWA) and Request for Proposals (RFP) with Clark Turner Dawson Creek JV on January 3, 2023. The decision was made to ensure the project delivers value to NH and the taxpayers.
- NH and Ministry of Health (MOH) moved ahead with an alternative design-build procurement process and successfully awarded and executed the Design-Build Agreement with Graham Design Builders LP on June 26, 2023.
- The target substantial completion date is late fall 2026 with the facility expected to be ready for patients in 2027.
- Site mobilization and excavation work are now largely complete.
- Graham is installing two tower cranes and will be pouring concrete throughout the fall and winter.



Priority Investment Dawson Creek & District Hospital Replacement

- 60% of the design has been completed. A series of design and technical special topic meetings with Graham are occurring in fall 2023 in advance of the 95% design submittal which is expected in early 2024.
- The Steering Committee meets monthly and includes representation from the Peace River RHD.
- The Capital Project Advisory Committee and the Community and Indigenous Working Groups continue to meet on a quarterly basis. The intent is to keep the community and local First Nations informed of the project and receive input and feedback.





Dawson Creek & District Hospital Replacement Project
Dawson Creek, BC

We're building a new state-of-the-art hospital in Dawson Creek, BC to address current and future patient care needs.

#letstalk.northernhealth.ca/register
@letstalk.northernhealth.ca/dcdh-replacement
@letstalk2023@northernhealth.ca



northern health

Let's Talk northern health is where you'll find everything you want and need to know about the new Dawson Creek & District Hospital.



Link to: [Construction Camera](#)



Dawson Creek & District Hospital

Exterior view of the front of the building – main entrance, emergency entrance and ambulance bay



Indicative and subject to change



Dawson Creek & District Hospital

Aerial view of front of building and site layout



Indicative and subject to change



Dawson Creek & District Hospital

Exterior view from the southeast showing the back of the building and loading docks



Indicative and subject to change



Priority Investment
Quesnel: GR Baker Emergency Department + ICU Addition

- The project was announced April 2019.
- The project tendered successfully within approved funding and was awarded for construction in August 2020.
- Construction and equipment procurement continued through the Covid-19 pandemic with delays due to supply chain and workforce challenges.
- The Project was contractually substantially complete March 31, 2023.
- GR Baker Hospital required several upgrades for compatibility with systems in the new ED+ICU.
- The Project is complete and remains within approved funding limits.

Quesnel GR Baker ED+ICU Addition



Priority Investment

Potential Project Risks:

- Certain retained risks materializing as construction commences/in progress (e.g., environmental, Archeological).
- Cost escalation on components due to global supply chain challenges.
- Availability of experienced contractors to bid on projects.
- Availability of materials, supplies and equipment.
- Ongoing impacts associated with respiratory viruses including Covid-19, influenza A&B and others.

Major Projects

RHD	Community	Project	Budget	RHD Funding
NWRHD	Smithers	BVH Pharmacy Sterile Compounding Room	TBD	TBD
PRRHD	Chetwynd	CGH Nurse Call System Replacement	\$266,000	\$106,400
PRRHD	Fort St. John	FSJH Patient Monitoring System Replacement	\$657,452	\$263,000
NWRHD	Haida Gwaii	HGH Pharmacy Sterile Compounding Room	TBD	TBD
NWRHD	Kitimat	KIT DDC Controls & Building Operating System Replacement	TBD	TBD
FFGRHD	Mackenzie	MCK Nurse Call System Replacement	\$146,000	\$58,400
FFGRHD	McBride	MCB Nursing Station Replacement	\$1,007,276	\$402,910
NWRHD	Prince Rupert	PRR FM Source Water Treatment Single Plant and Piping	TBD	TBD
NWRHD	Prince Rupert	PRR Emergency Department Renovation	TBD	TBD
NWRHD	Prince Rupert	PRR Pharmacy Sterile Compounding Room	TBD	TBD
CCRHD	Quesnel	Mental Health Substance Abuse Club Leasehold Improvement	\$1,688,000	\$675,200

Major Projects

RHD	Community	Project	Budget	RHD Funding
SNRHD	Vanderhoof	SNM Roof Replacement	\$9,000,000	\$2,000,000
NWRHD	Terrace	Specialist Clinic Leasehold Improvement	TBD	TBD
FFGRHD	Prince George	UHN Cardiac Services Department Renovation	\$12,500,000	\$5,000,000
FFGRHD	Prince George	UHN Fire Alarm System Replacement	TBD	TBD
FFGRHD	Prince George	UHN FM Transformer Replacement	\$2,125,000	\$850,000
FFGRHD	Prince George	UHN Pharmacy Sterile Compounding Room Upgrade	TBD	TBD
FFGRHD	Prince George	UHN Diabetes and Renal Clinic Space	TBD	TBD
FFGRHD	Prince George	UHN Nuclear Medicine Waiting Area	\$1,202,000	\$480,800
FFGRHD	Prince George	UHN Cardiac Care Unit	\$1,577,962	\$268,000
FFGRHD	Prince George	UHN 3 rd Floor Stores Area Fire Protection	\$720,000	\$288,000
FFGRHD	Prince George	UHN FS Trayline System Replacement	\$2,444,000	\$977,600
FFGRHD	Prince George	UHN FS Tray Distribution System	\$893,000	\$357,200

Major Projects

Bulkley Valley Hospital Pharmacy Sterile Compounding Room

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Renovate the existing space next to the Pharmacy to add a hazardous compounding and ante room, Hazardous drug storage, and preparation space to meet NAPRA (National Association of Pharmacy Regulatory Authorities) Standards.
- Project Status: Detailed design is complete and tender ready pending the completion of the BVH Power Upgrade project. May see an increase based on Quantity Survey and tender results.

Major Projects

Chetwynd Nurse Call System Replacement

- Project Value: \$266,000
- Peace River RHD Funding: \$106,400
- Project Description: Complete replacement of existing Nurse Call system at Chetwynd General Hospital.
- Project Status: In progress. Met with local leadership to confirm devices/locations, etc. Installation is scheduled to begin near the end of October.

Major Projects

Fort St John Patient Monitoring System Replacement

- Project Value: \$657,452
- Peace River RHD Funding: \$263,000
- Project Description: Upgrade on the existing patient monitoring system as it is end of life.
- Project Status: In Progress. Last few items were received and waiting for installation.

Major Projects

Haida Gwaii Pharmacy Sterile Compounding Room

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Renovate the Pharmacy to add a hazardous compounding and ante room, Hazardous drug storage, and preparation space to meet NAPRA (National Association of Pharmacy Regulatory Authorities) Standards.
- Project Status: Project restarted and pre-tender design review in progress. Will be tendered in Fall 2023.



Major Projects

Kitimat DDC Controls and Building Operating System Replacement

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: The Building Operating System and control modules are at end of life. Must be replaced as they're obsolete and not functioning properly.
- Project Status: Finalizing Tender specs with consultant for tender in Fall 2023.



Major Projects

Mackenzie Nurse Call System Replacement

- Project Value: \$146,000
- Fraser Fort George RHD Funding: \$58,400
- Project Description: The nurse call system installed in 2005 is now unreliable. The Nurse call system replacement is to be coordinated with the facility staff to maintain functionality during the replacement.
- Project Status: Construction was awarded to Logical Solutions on November 23, 2022. Work started in August due to equipment supply and expected to be complete in Fall 2023.



Major Projects

McBride Nursing (Care Team) Station Replacement

- Project Value: \$1,007,276
- Fraser Fort George RHD Funding: \$402,910
- Project Description: The need for a more functional area for charting, a safer environment, more secure for drug storage, and an inviting area for patients and visitors to find Nurses.
- Project Status: Project Completed in September 2023.



Major Projects

Prince Rupert FM Source Water Treatment Single Plant and Piping

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Design and installation of a source water treatment plant to serve Prince Rupert Hospital and Summit/Acropolis Manor.
- Project Status: Tendered for Water Treatment Plant of scope and results under review.
- Distribution piping inside the buildings is deteriorated and may require replacement.



Major Projects

Prince Rupert Emergency Department Renovation

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Emergency Department Renovation to improve patient flows and capacity issues.
- Project Status: Project in Tender phase.



Major Projects

Prince Rupert Hospital Pharmacy Sterile Compounding Room

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Renovate the existing Pharmacy sterile prep space and ante room, hazardous compounding and ante room, Hazardous drug storage, and non-sterile preparation space to meet NAPRA Standards.
- Project Status: Tendered and received single bid. Cancelled due to high bid.
- Retender in fall 2023 using bid depository for Mechanical and Electrical Subtrade works.



Major Projects

Quesnel Mental Health Substance Abuse Club Leasehold Improvement

- Project Value: \$1,688,000
- Cariboo Chilcotin RHD Funding: \$675,200
- Project Description: Increased program space needs related to expansion of programming and implementation of Overdose Prevention Site in Quesnel.
- Project Status: Construction complete.



Major Projects

Stuart Nechako Manor Roof Replacement

- Project Value: \$9,000,000
- Stuart Nechako RHD Funding: \$2,000,000
- Project Description: Following extreme weather conditions and succession of incidents in 2018, NH prepared a building condition report.
 - The report, recommending changing the attic and roof from a ventilated water 'shedding' assembly to a warm 'waterproof' assembly, was complete in 2021.
- Project Status: Project in construction with completion in January 2024.



Major Projects

Terrace Specialist Clinic Leasehold Improvement

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Relocation of the Pediatric specialist clinic in Terrace. The Mills Memorial Hospital replacement project will see this clinic space removed from the site during the early construction period.
- Project Status: In design.



Major Projects

UHNBC Cardiac Services (Diagnostics and Clinics) Department Renovations

- Project Value: \$12,500,000
- Fraser Fort George RHD Funding: \$5,000,000
- The proposed location at UHNBC is confirmed. The project being completed in three phases to accommodate the renovations and moves required to ensure no loss of service for each department.
 - Phase 1 (3rd floor renovation): Relocate BioMed department and conference room.
 - Phase 2 (1st Floor BioMed Renovation): Renovate the existing BioMed Space to relocate Burn, Pain and Ostomy departments.



Major Projects

UHNBC Cardiac Services (Diagnostics and Clinics) Department Renovations

- Phase 3 (1st Floor Cardiac Diagnostics): Renovate the existing Burn, Wound and Ostomy space for the interim Cardiac Diagnostic Services.
- Project Status:
- Phase 1 (3rd floor renovation) – Construction began July 25, 2022 and is now in financial close.
 - Phase 2 (1st Floor BioMed Renovation) – 50% review drawings received and reviewed with user groups.
 - Phase 3 (1st Floor Cardiac Diagnostics) – Tender to be coordinated with Phase 2 and Leasing projects to allow existing clinic spaces to be vacated for construction. Waiting for 50% Design Drawings.



Major Projects

UHNBC Fire Alarm System Replacement

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Replace the existing Fire Alarm Simplex System due to its age and failing components. The existing system spare parts are obsolete.
- Project Status: Submitted for budget increase based on Quantity Surveyor report. Tender will be released based on approval of revised budget.



Major Projects

UHNBC FM Transformer Replacement

- Project Value: \$2,125,000
- Fraser Fort George RHD Funding: \$850,000
- Project Description: Replace existing transformers to provide adequate capacity and system redundancy.
- Project Status: In construction, resolving challenges with structure.



Major Projects

UHNBC Pharmacy Sterile Compounding Room Upgrade

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Design and planning for renovating the existing Pharmacy sterile prep space and ante room, hazardous compounding and ante room, Hazardous drug storage, and non-sterile preparation space to meet NAPRA Standards.
- Project Status: Detailed design has been completed and is awaiting Quantity Surveyor report.



Major Projects

UHNBC Diabetes and Renal Clinic Space

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Move some programs out of UHNBC into Lease environment.
- Project Status: Lease has been signed and site design continues. MS team moved into location. Programming for space continues.



Major Projects

UHNBC Nuclear Medicine Waiting Area

- Project Value: \$1,202,000
- Fraser Fort George RHD Funding: \$480,800
- Project Description: The renovation of existing physician sleep rooms and some adjacent storage/office spaces to create a new, shielded, nuclear medicine waiting room and four new physician sleep rooms. This waiting room will be shared by nuclear medicine, and the new cardiac diagnostics department for stress testing patients.
- Project Status: Sleep rooms hand over in September. Waiting room handover scheduled for end of October or early November.



Major Projects

UHNBC Cardiac Care Unit

- Project Value: \$1,577,962
- Fraser Fort George RHD Funding: \$268,000
- Project Description: The Cardiac Care Unit Project will see the current IMU C Pod renovated to meet the Phase 1 cohort requirements for cardiac acute care patients. Once the Unit has been established Phase 2 & 3 involving recruitment and training of staff can begin.
- Project Status: In construction, completion Mid-October.



Major Projects

UHNBC 3rd Floor Stores Area Fire Protection Upgrade

- Project Value: \$720,000
- Fraser Fort George RHD Funding: \$288,000
- Project Description: To bring the existing 3rd floor unoccupied space up to current safety standards and code in conjunction with Phase 1 of the Cardiac Diagnostics Project.
- Project Status: Project Completed.



Major Projects

UHNBC Food Services Trayline System Replacement

- Project Value: \$2,444,000
- Fraser Fort George RHD Funding: \$977,600
- Project Description: Replacement of the existing kitchen tray line with a more efficient B Lean system, and installation of new flooring.
- Project Status: In construction, scope widened to include water damaged areas – within budget.



Major Projects

UHNBC Food Services Tray Distribution System

- Project Value: \$893,000
- Fraser Fort George RHD Funding: \$357,200
- Project Description: Follow up to Trayline System Replacement Project. Consists of replacement of the Trayline equipment for efficiency and reduce staff injuries.
- Project Status: Equipment delivery scheduled for mid-September. To be installed on completion of flooring work in the Trayline Phase 1 project. Currently on track to meet timelines for this scope of work.



2023/24 Capital Plan Major Carbon Neutral Capital Projects

RHD	Community	Project	Budget	RHD Funding
NWRHD	Prince Rupert	PRR FM Condensing Boilers, Controls & Recommissioning	TBD	TBD
FFGRHD	Prince George	UHN FM Energy Efficient Preheat of DHW Storage	TBD	TBD
FFGRHD	Prince George	GTW FM Chiller Replacement	TBD	TBD



CNCP Projects

Prince Rupert FM Condensing Boilers, Controls and Recommissioning

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: New boilers and configuration to allow for lower temperature hot water heating loop. Opportunity to optimize HVAC control in the process.
- Project Status: Detailed design and tender package development.



CNCP Projects

UHNBC FM Energy Efficient Preheat of Domestic Hot Water Storage

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Upgrade end of life domestic hot water storage with the opportunity to make it more energy efficient.
- Project Status: Detailed design and tender package development.



CNCP Projects

Gateway FM Chiller Replacement

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Upgrade end of life chiller and optimization of whole building HVAC control.
- Project Status: Detailed design and tender package development. Target tender Oct 2023.

**2023/24 Capital Plan
IMIT Projects**

RHD	Community	Project	Budget	RHD Funding
Regional	Regional	InCare Phase 2 (cont'd)	\$9,900,000	\$3,960,000
Regional	Regional	EmergCare	\$4,350,000	\$1,740,000
Regional	Regional	SurgCare	\$775,000	\$0
Regional	Regional	NEXt Staffing System Replacement	\$10,551,000	\$0
NWRHD	Smithers	BVH IT Phone System Replacement	\$214,000	\$85,600
CCRHD	Quesnel	GRB IT Phone System Replacement	\$663,000	\$265,200
Regional	Regional	NHR SD Wireless Access Network	\$296,000	\$118,400
PRRHD	Dawson Creek	DCH IT Phone System Replacement	\$453,000	\$181,200
Regional	Regional	NHR Patient Transfer Tool	\$474,000	\$189,600
Regional	Regional	NHR RC Momentum – LTC Waitlist	\$273,000	\$109,200
Regional	Regional	NHR Core Network Infrastructure	\$949,000	\$379,600
Regional	Regional	NHR Videoconferencing Infrastructure Replacement	\$547,000	\$218,800

IMIT Projects

InCare Phase 2

- Project Value: \$9,900,000
- Regional RHD Funding: \$3,960,000
- Project Description: Transition to consistent digitally enabled inpatient acute care processes, practices, ordering, and documentation at 18 Northern Health facilities by March 31, 2028. This includes med-surg, intensive care, maternity, pediatrics, in-hospital long-term care and ambulatory/specialty clinics.
- Project Status: Executing - Cerner Future State Validation complete for Inpatient, Ambulatory and eMAR (50% of build reviewed). Implementation underway for Patient Flow and Capacity Management tool implementation.

IMIT Projects

EmergCare

- Project Value: \$4,350,000
- Regional RHD Funding: \$1,740,000
- Description: EmergCare is a quality improvement project involving 26 emergency department clinical processes, practices, documentation, orders and IT tools/EMR (e.g. Cerner FirstNet).
 - EmergCare will run parallel to InCare.
- Project Status: Executing - Cerner Future State Validation complete for Emergency (FirstNet).

IMIT Projects

SurgCare 1a

- Project Value: \$775,000
- RHD Funding: \$0
- Description: Transition to consistent digitally enabled surgical processes, practices, ordering, and documentation through the elimination of paper documentation at 9 Northern Health facilities.
- Project Status: Executing. Implementation complete for 4 sites. Implementation at 5th site scheduled for October 2023. Planning underway for timeline and sequencing of remaining sites.

IMIT Projects

NEXt Staffing System Replacement

- Project Value: \$10,551,000
- Regional RHD Funding: \$0
- Project Description: Staff scheduling application replacement project as part of the NEXt initiative (Northern Health Enterprise Transformation).
- Project Status: Procurement in progress. Request for Proposal evaluations are near completion.

IMIT Projects

Bulkley Valley IT Phone System Replacement

- Project Value: \$214,000
- North West RHD Funding: \$85,600
- Project Description: Replacement of legacy Phone System with new Cisco Call Manager.
- Project Status: Complete.



IMIT Projects

GR Baker IT Phone System Replacement

- Project Value: \$663,000
- Cariboo Chilcotin RHD Funding: \$265,200
- Project Description: Replacement of legacy phone system at GR Baker Hospital, which provides voice and telecom services to users within the hospital and to all other NH facilities within the community of Quesnel. The new system will also enhance or enable increased integration for video conference or telehealth users.
- Project Status: Executing. Procurement is complete and equipment is being staged in Prince George. System cutover and phone installation is scheduled for October 17th.



IMIT Projects

Regional SD Wireless Access Network

- Project Value: \$896,000
- Regional RHD Funding: \$118,400
- Project Description: Modernization of the NH network to increase resilience to network outages caused by natural disasters or other incidents. The network will be upgraded to enhance redundancy and add intelligence, with new session smart routing technology and Starlink satellite Internet services installed at every acute care site. These improvements will result in fewer network outages and increased productivity for staff and providers accessing digital health services and business systems.
- Project Status: Executing. StarLink dishes have been installed at all sites. Firmware upgrades are in progress. Upcoming site implementations include Port Clements, Masset, Sandspit, and Dajing Giids.



IMIT Projects

Dawson Creek IT Phone System Replacement

- Project Value: \$453,000
- Peace River RHD Funding: \$181,200
- Project Description: Replacement of legacy phone system at Dawson Creek & District Hospital.
- Project Status: Complete.



IMIT Projects

Patient Transfer Tool

- Project Value: \$474,000
- Regional RHD Funding: \$189,600
- Project Description: Implement Cerner software tool will digitally-enable and automate patient transfers processes that are currently done manually within NH and from other health authorities. Cerner Transfer Center facilitates timely clinical assessment, transfer coordination, waitlist management, bed assignment, collaborative communication/documentation, and transfer management reporting.
- Project Status: Pending – not started.



IMIT Projects

RC Momentum – LTC Waitlist

- Project Value: \$273,000
- Regional RHD Funding: \$109,200
- Project Description: There have been changes to the Ministry of Health Home and Community Care Policy Manual, and Long-Term Care Access Guidelines to standardize the information health authorities will provide to clients and to establish criteria to manage the waitlist for long-term care homes in a fair and transparent way. Presently there is no standardized process to manage LTC waitlists in Northern Health and NH is the only health authority that does not have a software system to support the wait list process.
- Project Status: Definition Document complete. Project Planning is underway.



IMIT Projects

Core Network Infrastructure

- Project Value: \$949,000
- Regional RHD Funding: \$379,600
- Project Description: Replacement of core network and wireless control systems to ensure visibility, security and control of the network connected devices and users.
- Project Status: Executing but delayed as network resources focus on SD WAN. The remaining equipment procurement is in progress.

IMIT Projects

Videoconferencing Infrastructure Replacement

- Project Value: \$547,000
- Regional RHD Funding: \$218,800
- Project Description: To replace aging hardware and provide interoperability between all room-based video endpoints and software-based endpoints within NH and between external partners. The intension is to upgrade the end units to Teams compatible units and use Teams as the main method for video calls.
- Project Status: Executing. 59 out of 105 endpoints (video conference rooms / carts) have been replaced.

2023/24 Capital Plan Major Equipment (>\$100,000)

RHD	Community	Project	Budget	RHD Funding	Status
NWRHD	Smithers	BVH OR Anesthetic Machine N0008247 Replacement	\$144,000	\$57,600	Complete
PRRHD	Dawson Creek	DCH OR Anesthetic Machine N0010321Replacement	\$114,000	\$45,600	Complete
PRRHD	Fort St. John	FSH OR Anesthetic Machine Replacement	\$105,000	\$42,000	Complete
PRRHD	Fort St. John	FSH OR C-Arm Replacement	\$288,000	\$115,200	Complete
PRRHD	Fort St. John	FSH OR Orthopedic Fracture Table	\$198,000	\$79,200	Complete
NWRHD	Kitimat	KIT OR Anesthetic Machine Replacement	\$121,000	\$48,400	In Progress
NWRHD	Prince Rupert	PRR OR Surgical Tower Replacement	\$308,000	\$123,200	Closing
NWRHD	Hazleton	WRI OR Anesthetic Machine Replacement	\$177,000	\$57,600	In Progress
SNRHD	Vanderhoof	SJH OR Anesthesia Machine Replacement	\$120,000	\$48,000	Complete
FFGRHD	Prince George	UHN Ultrasound Replacement	\$233,000	\$93,200	Complete
FFGRHD	Prince George	UHN OR Anesthesia Units x3	\$441,000	\$143,600	In Progress

2023/24 Capital Plan Major Equipment (>\$100,000)

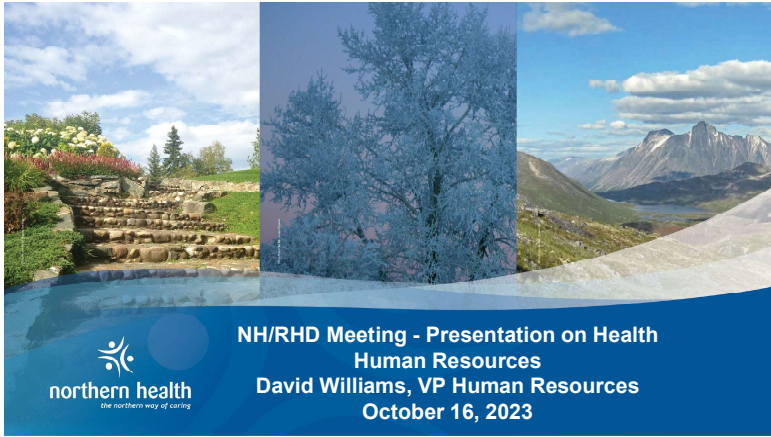
RHD	Community	Project	Budget	RHD Funding	Status
FFGRHD	Prince George	UHN OR Eye Microscope	\$389,000	\$155,600	In Progress
FFGRHD	Prince George	UHN Surgical Image-Guided SterioTactic System Replacement	\$234,000	\$93,600	In Progress
FFGRHD	Prince George	UHN X-Ray Room	\$568,000	\$227,200	Closing
PRRHD	Dawson Creek	DCH Patient Monitoring System Replacement	\$1,053,000	\$421,200	In Progress
NWRHD	Smithers	BVH Lab Chemistry Analyzer Replacement	\$767,000	\$306,800	Planning
SNRHD	Vanderhoof	SJH X-Ray Room and Portable Replacement	\$1,195,000	\$478,000	In Progress
FFGRHD	Prince George	UHN PSY Repetitive Transcranial Magnetic Stimulation	\$188,000	\$49,455	Closing
NWRHD/PRRHD	Terrace/Fort St. John	NHR Lab Telepathology	\$3,078,000	\$1,231,200	Planning

Minor Equipment Allocations

RHD	Total Allocation	RHD Portion
FFGRHD	\$2,687,000	\$1,075,000
SNRHD	\$433,000	\$173,000
CCRHD	\$483,000	\$187,000
PRRHD	\$1,451,000	\$580,000
NRRHD	\$173,000	\$69,000
NWRHD	\$2,441,000	\$975,000

Building Integrity Allocations

RHD	Total Allocation	RHD Portion
FFGRHD	\$233,000	\$93,000
SNRHD	\$100,000	\$40,000
CCRHD	\$108,000	\$43,000
PRRHD	\$117,000	\$47,000
NRRHD	\$33,000	\$13,000
NWRHD	\$242,000	\$97,000



The BIG Picture

10M Global Shortfall By 2030

Northern Health Context

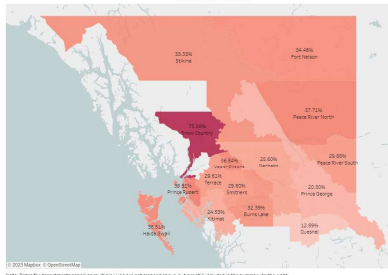
- 21.02%** Baseline positions are unfilled
- 20.95%** Increase in workforce demand since 2019
- 7.64%** Increase in workforce supply since 2019

12% BC Population living in Rural/Remote areas in 2019

Served By

- 6% BC Nurses
- 5% BC Physios
- 3% BC OTs

Priority Profession Recruitment



- Current vacancy rate of 25.44%
- Largest challenge continues to be in the Rural and Remote communities
- Recognized a net gain of 208 employees into regular positions (baseline & above baseline) in the last 12 months

*Priority professions includes RNs, Occupational Therapists, Physiotherapists, Sonographers, Social Workers, MRI Techs, Pharmacy Techs, Health Care Assistants, LPNs, and PH Inspectors

BC's HHR Strategy Four Cornerstones

RETAIN: Foster healthy, safe and inspired workplaces, supporting workforce health and wellness, embedding reconciliation, diversity, inclusion and cultural safety and better supporting and retaining workers in high-need areas, building clinical leadership capacity and increasing engagement.

REDESIGN: Balance workloads and staffing levels to optimize quality of care by optimizing scope of practice, expanding and enhancing team-based care, redesigning workflows and adopting enabling technologies.

RECRUIT: Attract and onboard workers by reducing barriers for international health-care professionals, supporting comprehensive onboarding and promoting health-care careers to young people.

TRAIN: Strengthening employer supported training models; enhancing earn and learn programs to support staff to advance the skills and qualifications; expanding the use of bursaries; expanding education seats for new and existing employees.

Access the Provincial HHR Strategy Here: <https://news.gov.bc.ca/files/BCHealthHumanResourcesStrategy-Sept2022.pdf>

Results

New Grad (NG) Hiring Process

- Practice change in 2022 to ensure an expedited hiring process to temporary regularized positions.
- Consistent onboarding and orientation, flexibility, and regular work allow new grad nurses to consolidate skills as they enter nursing profession.
- 2022: total of 84 (25 full time, 2 part time, 57 casual)
- 2023: total of 117 (83 full time, and 34 part time) NGs were hired into temporary or permanent regular roles.

Employed Student Nurse (ESN)

- Seamless process for existing ESNs to continue employment without needing to re-apply.
- Process efficiencies have been positively received by operations management.
- Northern Health currently has 161 active ESNs

Internationally Educated Nurses (IENs)

- More than 20 IENs referred to NH through Provincial Pathway.
- Nine in stages of hiring process: Chetwynd, 2 Fort St. John, Fort Nelson, Dawson Creek, Prince George, Prince Rupert, 2 Terrace.
- Locally NH is actively supporting 12 IENs that are currently living in our northern communities through the process.

Health Career Access Plan (HCAP) - Earn as you Learn Programs

- College of New Caledonia recently graduated 38 Care Aides
- Over next 4 weeks, Coast Mountain College is graduating 17 and Northern Lights College is graduating 15 Care Aides
- Other programs:
 - Medical Lab Assistants - 7
 - Combined Xray/Lab Technician - 5

Regional Nursing Programs

Bachelor Science Nursing (BSN)

- Four year nursing program
- Collaborative program between University of Northern British Columbia (UNBC), the College of New Caledonia (CNC), and Coast Mountain College (CMTN), providing entry into the nursing profession.
- Seats in Terrace will increase to 28 in September 2024, and 32 in September 2025

Campus	Seats	Grad 2024	Grad 2025
Prince George	104	92	81
Quesnel	24	13	11
Terrace	24	22	16

Practical Nursing (PN)

- Two year diploma program
- Designed to provide knowledge, skills, attitudes and judgement necessary to become a Licensed Practical Nurse (LPN)

Campus	Seats	Grad 2024	Grad 2025
CNC Quesnel/Prince George	32	13	28
NLC Dawson Creek	24	6	16



Northern Baccalaureate Nursing Program (NBNP)

- Two year degree (3rd and 4th level)
- Designed for individuals with previous experience and achievement in university-level, post-secondary education who are interested in careers as Registered Nurses (RNs)
- Fort St John, first intake 2021
- Expanded program into Prince George in 2023

Campus	Seats	Grad 2024	Grad 2025
Fort St John	16	11	8
Prince George	24	N/A	13

Access to Practical Nursing (APN)

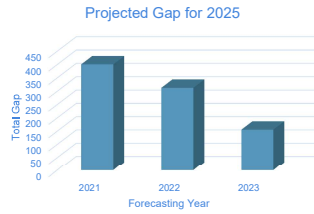
- Designed to build on the the Health Care Assistant Certificate
- Students with a HCA may complete the APN program in 16 months rather than direct entry PN program which is 22 months.
- Coast Mountain offer program every other year
- Northern Lights College new program with.

Campus	Seats	Grad 2024
CMT Terrace	16	12
NLC Dawson Creek	10	8

Health Career Access Program (HCAP)

The additional supply from the HCAP Care Aide Program continues to reduce the gap of Health Care Assistant (HCAs).

- For the year 2023:
 - Originally forecasted a gap of 353 HCAs
 - Actual gap was 187 HCAs due to increased supply
- For the year 2025:
 - In 2021, a gap of 401 HCAs were forecasted for the year 2025
 - In 2023, a gap of 156 HCAs is forecasted for the year 2025



Ministry Funded Housing Initiative

- Housing is a critical enabler to recruitment in many northern communities
- Provincial Health Sector Housing Strategy in development building on Northern Health prototype



Northern Health Prototype
Current: Kitimat, Hazelton, Prince Rupert, Chetwynd, Dawson Creek, Fort St John, Robson Valley
Expansion: Terrace, Haida Gwaii

Housing Bed #s:	NW	NI	NE
	184	56	108

Future Initiatives

- In select areas, explore full-service providers to operate housing units on NHs behalf
- Develop a public facing and transparent procurement process for new Housing Leases
- Increase number of Housing Coordinators in select areas
- Developing and implement policy & systems that can be used region wide
- Continue with the refurbishment and renovation of select sites across the region
- Mills Hospital replacement in Terrace is expected to lead to an acute need for new housing options for staff.

Ministry Funded Childcare Initiative

- Childcare is a critical enabler to recruitment in many northern communities
- Provincial Health Childcare Strategy in development building on Northern Health Prototype.



Current: Kitimat, Hazelton, Prince Rupert, Chetwynd, Dawson Creek, Fort St John

Expansion: Terrace, Haida Gwaii, Prince George

Current Childcare Spaces

- Fort St. John: 3 Infant/Toddler, 5 3-5 year old and 16 school age priority seats with extended hours (06:30-19:30)
- Prince George: 4 Infant/Toddler, 5 3-5 year old and 12 school age priority seats
- Prince Rupert: 24 school age priority seats

Rural Remote Retention Incentive

- Retention of health human resources is a challenge, particularly in rural and remote communities
- Targeted Provincial Retention Incentives in development, building on initial prototype



- Northeast Health Service Delivery Area (HSDA)
- Hazelton
- Prince Rupert
- Haida Gwaii
- Net gain – 12.95% for priority professions in these communities

Target Community	Oct - Dec 2021	April - June 2023	% Change
Chetwynd	17	18	5.88%
Dawson Creek	184	209	13.59%
Fort Nelson	19	24	26.32%
Fort St. John	240	244	1.67%
Hazelton	32	39	21.88%
Hudson's Hope	1	1	0.00%
Prince Rupert	96	119	23.96%
Regional	40	58	45.00%
Tumbler Ridge	4	3	-25.00%
Grand Total	633	715	12.95%

**Priority professions includes RNs, LPNs, Occupational Therapists, Physiotherapists, Sonographers, MRI Techs, Pharmacy Techs, Health Care Assistants, PH Inspectors*

*** Haida Gwaii data from January 2023*

Target Community	Jan - March 2023	April - June 2023	% Change
Chetwynd	27	26	-3.70%
Masset	14	15	7.14%
Grand Total	41	43	4.88%

Sample Community Support: Scholarships/Bursaries

Peace River Regional District – Health Care Scholarship

Scholarships Include:

- RN/RPN Return of Service Scholarship
- Northern Lights College Health Care Scholarship
- Health Care High School Scholarship
- Licensed Practical Nurse Scholarship (15 recipients since 2021)
- Career Professional Development Scholarship (13 recipients since 2021)
- RN/RPN Professional Development Scholarship (27 recipients since 2021)



Northern Rockies Regional Municipality

Supports Include:

- Regional Health Recruitment Liaison role
- Financial supports for health care professionals relocating
- Scholarships for residents completing health care training
- Housing support
- Transportation support
- Welcome package

Regional District of Kitimat-Stikine – Scholarships & Bursaries

Scholarships & Bursaries Include:

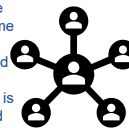
- Health Career Development Scholarships for Northern Health Employees (24 recipients since 2021)
- Health Career Access Scholarships for High School Graduates

Sample Community Support: Community Connection

Establishing a connection between health care workers and their community is an important recruitment and retention strategy.

Fort St James – Community Partnership:

- NH works in partnership with Fort St James community partners such as the Primary Care Society to attract, welcome and retain healthcare workers.
- Community tours, welcome lunches and gift certificates to local businesses and attractions are some examples of what is provided to prospective candidates and new hires.



Quesnel – Physician Red Carpet:

- Newly hired physicians and healthcare workers are eligible for personalized support from the healthcare recruitment program.
- Services include but not limited to city tours, enrollment assistance for childcare and schools, relocation planning and support, settling into the community and making connections, house hunting assistance, healthcare professionals furnished apartment for short term stays.



Overview

- 600+ permanent medical staff
- 1300+ privileged medical staff
- 370 Family Physicians
- 230 Specialist Physicians
- 40 Nurse Practitioners
- 11 Recruitment & Retention staff

Northern Interior Health Service Delivery Area

Northern Interior Medical Staff Recruitment Summary (As of August 31, 2023)
 NP = Nurse Practitioner, SP = Specialist Physician,
 FP = Family Physician/Family Physician with enhanced specialist skill set (Eg. FPA, FP-ER, FPO)

	Current in Practice			Current Postings			Arrivals	Departures
	(FTE)			(FTE)			(FTE)	(FTE)
	NP	FP	SP	NP	FP	SP	All	All
Burns Lake	0	6	N/A	1	4	N/A	0	0
Fort St. James	1	5.5	N/A	1	2.5	N/A	2.5	0
Fraser Lake	0.8	3.6	N/A	1	0.5	N/A	0.5	0
Mackenzie	1	7.6	N/A	0	1.5	N/A	0	0
McBride	0	1.75	N/A	0	0	N/A	0	0
Prince George	8.8	82	114	3	4	28	15	12.75
Quesnel	3.6	19.3	7	0	7.5	0	1	3
Valemount	N/A	3.25	N/A	0	0	N/A	0	0
Vanderhoof	0	8	N/A	0	6	N/A	0	0.5
Totals	15.2	137	121	6	26	28	19	16.25

Northeast Health Service Delivery Area

Northeast Medical Staff Recruitment Summary (As of August 31, 2023)
 NP = Nurse Practitioner, SP = Specialist Physician,
 FP = Family Physician/Family Physician with enhanced specialist skill set (Eg. FPA, FP-ER, FPO)

	Current in Practice			Current Postings			Arrivals	Departures
	(FTE)			(FTE)			(FTE)	(FTE)
	NP	FP	SP	NP	FP	SP	All	All
Chetwynd	1	4	N/A	1	0	N/A	0	0
Dawson Creek	1	23	6	0	5	3	0	1
Fort Nelson	N/A	4	N/A	N/A	0	N/A	0	0
Fort St. John	1.2	26	8	1	7	4	1	1
Hudsons Hope	N/A	1.3	N/A	N/A	0	N/A	0	0
Tumbler Ridge	N/A	3.2	N/A	N/A	0	N/A	0	0
Totals	3.2	61.5	14	2	12	7	1	2

Northwest Health Service Delivery Area

Northwest Medical Staff Recruitment Summary (As of August 31, 2023)
 NP = Nurse Practitioner, SP = Specialist Physician,
 FP = Family Physician/Family Physician with enhanced specialist skill set (Eg. FPA, FP-ER, FPO)

	Current in Practice			Current Postings			Arrivals	Departures
	(FTE)			(FTE)			(FTE)	(FTE)
	NP	FP	SP	NP	FP	SP	All	All
Daajing Giids	N/A	3.5	N/A	N/A	0.5	N/A	0	0
Dease Lake	N/A	3.2	N/A	N/A	0	N/A	1	0
Hazelton	1	6.3	N/A	1	1	N/A	0.75	0.5
Houston	1.52	1.6	N/A	0	1	N/A	0	0
Kitimat	N/A	7	1	N/A	3	0	0	0
Masset	0	1.5	N/A	0.5	2.8	N/A	0	1.5
Prince Rupert	0.6	17	6	1	4	5	0	2
Terrace	0.4	20.25	20.2	0.5	8	15	2	3
Smithers	0.4	16.75	2	0	2	1	1	0
Stewart	N/A	1	N/A	N/A	0	N/A	0	0
Totals	3.92	78.1	29.2	3	22.3	21	4.75	7

Primary Recruitment Sources

- Northern Medical Program (NMP) and Family Practice Residency Program
- Practice Ready Assessment Program (PRA)
- International Medical Graduates (IMG) Residency Program
- Medical Staff Peer Recruitment

Recruitment & Retention Strategies

- Referrals through Health Match BC and online applications via the Northern Health website and CRM
- Advertising campaigns in many Canadian and international journals and websites
- Attendance at specialty conferences throughout BC, Canada and the U.S.
- Residency programs across Canada
- Rural incentives that exist through the Physician Master Agreement
- Transitions to Alternative Compensation Models
- Physician Extenders – Associate Physicians & Physician Assistants

Vulnerable communities

- Burns Lake – FP (Family Physician)
- Fort St. James - FP
- Quesnel – FP, FPA (Anesthesia)
- Vanderhoof - FP
- Dawson Creek - FPA
- Fort St. John – FP, FP-EM (Emergency)
- Terrace – FP, FP-EM
- Kitimat – FP, FP-EM
- Prince Rupert – FP Maternity
- Masset - FP



Thank you!

