





Department of Health & Social Services  
Baffin Regional Office  
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Pangnirtung NU  
XOA ORO

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June 8, 2012

Paul McCaskill, RN  
Director of Professional Conduct Review  
Registered Nurses Association of the Northwest Territories and Nunavut  
PO Box 2757, Yellowknife, NT X1A 2R1

Dear Paul,

We have received a copy of the Settlement Agreement from Deborah McKeown, and are aware that Ms. McKeown has had the following restriction placed on her certificate of registration:

*"The member will not provide any nursing or other health care services to any patient who is younger than 10 years of age other than under emergency situations."*

The Department of Health and Social Services has opted to have Ms. McKeown continue to provide nursing care with suitable adjustments to the tasks to which she will be assigned. We have adjusted Ms. McKeown's workload and she is currently assigned to a position in which she will not treat nor be exposed to patients under the age of 10.

We are prepared to provide any required documentation required by RNANTNU, as well as supervision and other support in order to ensure that Ms. McKeown adheres to the above condition. We will report any potential or actual violations of conditions to RNANTNU immediately.

Heather Hackney  
Director of Health, Department of Health and Social Services  
Pangnirtung, Nunavut

**From:** Inlangasuk, Roy  
**Sent:** Friday, December 27, 2013 2:53 PM  
**To:** Vanschaik, Elise; Wood, Flo  
**Subject:** RE: Cape Dorset Issues

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

I support your position regarding the issues in CD, although, we have sent the letter to our legal division our office has an obligation to respond point by point to provide the best advice to HQs'. I have a draft response not yet completed because as regional director I know we as the management team will be placed on the "spot" and will have to account for the matters raised in the letter.

The issues raised by Gwen Slade are complex and seemingly bizarre exaggerations and fabrications but they do have some value in that we will have to respond not defensively but in manner where we do not attack the credibility of the author who penned the letter to the Cape Dorset MLA because once we get into a defensive mode we may not able to respond objectively.

I know we were provided weak advice by employee relations regarding the SCHP in Cape Dorset and much of what Gwen Slade points out are an indication of poor management of the health center and employee relations advice not to dismiss the SCHP did not help the situation.

The previous director (x2) seemingly masked the poor management of the Cape Dorset HC from me did not help the situation. However, I accept the fact it was poor judgement on my part in believing and trusting them carte blanche. After they left our department it is then I realized many situations were not told to me truthfully and upfront. In my explanation I will not be using this excuse in that to me it is a weak and wishy-washy approach.

I hold myself accountable for the situation in CD and with good advice from my management team I am positive we are able to respond constructively and when the matter is reviewed in more detail by HQs they will be able to evaluate the credibility of Gwen Slade. The scope and strength of our explanations will good in that it will explain a large number of variety of facts, many more than any competing explanations.

When Flo returns the three of us will meet and we can put our heads together with your notes and mind and at least prepare a brief to guide our legal and HQs' people and ultimately our Minister.

As per usual we will always take the high road. As the old saying goes "an old dog can learn new tricks" and "every sunrise brings new opportunity."

Roy

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**From:** Vanschaik, Elise  
**Sent:** December 27, 2013 12:11 PM  
**To:** Inlangasuk, Roy  
**Subject:** RE: Cape Dorset Issues

**From:** Inlangasuk, Roy  
**Sent:** Thursday, January 09, 2014 1:15 PM  
**To:** Vanschaik, Elise; Wood, Flo; Wilcke, Markus  
**Subject:** FW: Cape Dorset Issues  
**Attachments:** 12-06-08 Letter fm Emplyr re ISA #4245.PDF  
  
**Importance:** High

I believe we missed the boat on this file after the death of the infant. Another nurse had to make an official complaint surrounding the unfortunate death of the infant and our region/department did not do due diligence regarding the serious incident. Your thoughts please?

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**From:** PCR [mailto:PCR@rnantnu.ca]  
**Sent:** January 9, 2014 12:50 PM  
**To:** Inlangasuk, Roy  
**Cc:** Angmarlik, Louisa; Vanschaik, Elise  
**Subject:** RE: Cape Dorset Issues  
**Importance:** High

Good morning Roy

As per the Nursing Profession Act; when a complaint is filed with the association the communication related to the complaint is between the association, the complainant and the respondent (Nurse – subject of the complaint). In this case the complainant was another nurse and our correspondence has been with that member as well as Ms. McKeown. Therefore there was no letter sent to your department notifying you directly.

In this case Ms. McKeown entered into an interim settlement agreement with restrictions being placed on her licence. I have outlined those conditions in my email to you on January 7, 2014. In the Interim Settlement Agreement it stated that Ms. McKeown had to notify her employer of the conditions and she had to share a copy of the Interim Settlement Agreement with the employer. Also the employer was asked to notify the Director of Professional Conduct, RNANTNU acknowledging receipt of the settlement agreement. I am attaching a copy of the letter Ms. Heather Hackney sent to this office as part of the agreement.

I trust this addresses your request. If you have further questions please contact me.

Best regards



Jan Inman RN, BScN  
Director of PCR  
RNANT/NU  
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867 – 873 – 2336 Fax  
e-mail: [pcr@rnantnu.ca](mailto:pcr@rnantnu.ca)

**To:** Keenainak, Rosemary; Baikie, Maureen  
**Subject:** FW: Cape Dorset Issues

I am forwarding this to you for investigation, I have told Mr. Joanasie that I am not meeting him as it's inappropriate for me to investigate.

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**From:** David Joanasie [<mailto:djoanasie@assembly.nu.ca>]  
**Sent:** December 19, 2013 4:37 PM  
**To:** Ell (Minister), Monica  
**Subject:** FW: Cape Dorset Issues

Ms. Ell,

I've been contacted by a lady by the name of Gwen Slade, a Registered Nurse who has made some very serious allegations towards certain staff in the Nunavut healthcare field and overall, with respect to the level of healthcare service being provided by the Government of Nunavut to the residents of Cape Dorset.

Mr. Slade and I spoke over the phone earlier this month about the circumstance that she's found herself in and she followed up with a letter which I have attached to this email.

I would like to meet with you immediately to discuss Ms. Slade's letter. I am available to meet before Dec. 25 and after Jan. 8.

David Joanasie, MLA  
South Baffin

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**From:** gwen [[mailto:lonesome\\_dove51@hotmail.com](mailto:lonesome_dove51@hotmail.com)]  
**Sent:** December-07-13 2:11 PM  
**To:** David Joanasie  
**Subject:** Cape Dorset Issues

Dear Mr Joanasie

Please find attached my letter as it addresses the concerns I discussed with you during our telephone conversation on December 2, 2013. Should you have any concerns or require clarification please do not hesitate to contact me.

Thank you

Gwen Slade

**From:** Wilcke, Markus  
**Sent:** January 10, 2014 4:39 PM  
**To:** Inglangasuk, Roy  
**Cc:** Saremi, Feloreh; Wood, Flo; Vanschaik, Elise  
**Subject:** Position of Regional Director and Directors of Health Programs

Here a draft for your review:

**Position of Regional Office Regarding the Operations of Cape Dorset H/C:**

1. Over the last four months our office has obtained information which confirms that at least some of the observations in Gwen Slade's letter are substantiated with regards to:
  - a. Operations of Cape Dorset Health Centre
  - b. The way HSS has handled complaints brought forward to this office
2. The Regional Director and the current Directors of Health Programs are aware that there were no full investigations and appropriate management of concerns brought to the attention of the Regional Director(s) of Health Programs responsible at the time the concerns were sent to her/their attention.
3. Actions that have been taken by the Regional Director and the Directors of Health Programs since our office became aware information on irregularities with D. McKeown's practice since August 2013:
  - a. Investigation and FF regarding harassment and practice concerns about D. McKeown – the recommendations of immediate dismissal by the Regional Director were overturned by E.R.
  - b. Investigation and planned FF meeting regarding several management concerns – further investigation and FF regarding these concerns were halted by E.R. with the reason that our office was on a “witch hunt”.
  - c. Investigation of professional conduct initiated by Barb Harvey after she has resumed the investigation with additional information she had received in September was halted by E.R. and our office was given instructions to reinstate D. McKeown as SCHP in Cape Dorset.
  - d. A FF meeting will be held next week regarding several practice issues by Ms. McKeown.
  - e. Visits Roy, Feloreh, Flo and Elise – **Please add dates and purpose of visits to Cape Dorset**
4. The Regional Director and the current Directors of Health Programs are now concerned that:

- a. The public safety is guaranteed with regard to healthcare of the residents of Cape Dorset
  - b. Any omissions of appropriate actions following complaints received by this office are addressed immediately in that
    - i. Necessary investigations are conducted
    - ii. Measures are taken immediately to ensure that any negative outcomes of previous omissions are mitigated by taking the necessary actions
  - c. The integrity of the Department of Health is preserved on all levels
    - i. Cape Dorset Health Centre staff
    - ii. Regional Office
    - iii. HQ & Minister's Office, and that
    - iv. All necessary investigations are conducted with transparency
5. Recommendations from the Regional Director and the Directors of Health Programs:
- a. There will be a full investigation into all practice and management concerns of Ms. McKeown since her employment with the GN
  - b. Roy will take the responsibility as the principal investigator, who will work closely with
    - i. Barb Harvey, and
    - ii. An independent investigator to be hired
    - iii. The RNANT/NU investigators
  - c. Ms. McKeown will be suspended immediately from any and all positions in which her decisions may have an impact the public safety.
6. The Regional Director and the current Directors of Health Programs offer their full support and all documents available to them on this file to, the Deputy Minister, Employee Relations and any appointed investigators for any and all investigations regarding this matter.

Markus Wilcke, BSc., BA  
Director Population Health  
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**From:** Vanschaik, Elise  
**Sent:** Monday, January 13, 2014 7:49 PM  
**To:** Wilcke, Markus  
**Cc:** Saremi, Feloreh  
**Subject:** FW: Draft

Markus:

Feloreh and I reviewed the draft and changes/additions made below.....

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**From:** Wilcke, Markus  
**Sent:** Monday, January 13, 2014 2:47 PM  
**To:** Vanschaik, Elise; Saremi, Feloreh  
**Subject:** Draft

Hi Elise and Feloreh:

I would appreciate if you could look at the position statement below and give me feedback. Also, if you can fill in the gaps on the actions we have taken under point 3 of the Background information as much as you can, this would be helpful. I will try to work on it more later this evening, so I can have this document ready for Roy tomorrow morning. Thanks for you help.

Markus

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### **Position of Regional Office Regarding the Operations of Cape Dorset Health Centre**

This document has been prepared by Roy Inglangasuk, Regional Director of Health with the input from Elise VanSchaik and Flo Wood, Directors of Health Programs, and Markus Wilcke, Director of Population Health. This document is in preparation of a telephone conference call requested by the A/DM following a letter received by the Minister of Health from Gwen Slade. The purpose of this letter is to provide the Deputy Minister and Assistant Deputy Minister of Health with the information necessary to make the appropriate decisions to protect the public safety of the residents of Cape Dorset, with regards to healthcare, and to protect the integrity of the Department of Health.

#### **Concerns of the Regional Director of Health and the Directors of Health Programs:**

1. That public safety is guaranteed with regard to healthcare delivery to the residents of Cape Dorset
2. The integrity of the Department of Health is preserved on all levels
  - a. Cape Dorset Health Centre staff
  - b. Regional Office
  - c. HQ & Minister's Office, and that
  - d. All necessary investigations are conducted with transparency

#### **Recommendations from the Regional Director and the Directors of Health Programs:**

1. There will be a **full investigation** into all practice and management concerns of Ms. McKeown from the beginning of her employ with the GN.

2. Roy Inglangasuk will direct the investigations, and work with:
  - a. An independent investigator as recommended by the Deputy Minister
  - b. Barbara Harvey, Director of Professional Practice
  - c. The RNANT/NU investigators
3. **Ms. McKeown will be terminated immediately** from her position as Supervisor Community Public Health in Cape Dorset, or, if recommended by the Deputy Minister, suspended until all investigations have been completed.
4. The Director(s) of Health Programs that were in position at the time that complaints were received by the Department, neither informed the Regional Director of the risks to public safety by Ms. McKeown, nor did she/they address concerns brought to her/them appropriately. As a result, the public safety and the integrity of the Department were put at risk. We recommend an **internal investigation** on the way management dealt with this matter at that time. This is recommended for risk management, quality assurance and transparency reasons.

**NB:**

- All of the recommendations above have been made by consensus decision by Roy Inglangasuk, Regional Director of Health, Elise VanSchaik, Flo Wood, Directors of Health Programs, and Markus Wilcke, Regional Director of Population Health (who has been acting in Roy's position in August/September) upon careful review of many written complaints, documents, performance observations, chart reviews, and one fact finding hearing.
- Upon request, the individuals making these recommendations will make all documents and e-mail correspondence on which their recommendations are based, available to the Deputy Minister, Assistant Deputy Minister, Employee Relations and any appointed investigators
- The individuals making these recommendations offer their full support for any and all investigations into this matter.

**Background Information:**

1. Since August of 2013, our office has obtained information which confirms that **several , if not all of the observations in Gwen Slade's letter are substantiated** with regards to:
  - a. Operations of Cape Dorset Health Centre
  - b. The way HSS has handled complaints brought forward to this office
2. The Regional Director and the current Directors of Health Programs are aware that **there were no full investigations and appropriate management** of the concerns brought to the attention of the Director(s) of Health Programs responsible for responding to these concerns at that time.
3. **Actions taken by the Regional Director and the Directors of Health Programs** since our office became aware information on irregularities with D. McKeowns practice and management since August 2013:

- a. August 12-14, 2013:  
Roy Inglangasuk visited the community of Cape Dorset to investigate a harassment and practice complaints against D. McKeown.
- b. August 12, 2013:  
D. McKeown was suspended for 30 days.
- c. August 18, 2013  
Feloreh Saremi, Manager of Homecare Programs went to Cape Dorset and assumed the position of SCHP.
- d. August ?? **Roy should have this date**  
A fact finding meeting was held regarding harassment and practice concerns about D. McKeown – the recommendations of immediate dismissal by the Regional Director were overturned by E.R.
- e. September 2013  
Investigation and planned fact finding meeting regarding several management concerns were conducted by Markus Wilcke, but further investigation and fact finding regarding these concerns were halted by E.R.
- g. September 12, 2013:  
Suspension of D. McKeown was extended to October 10.  
  
October 10, 2013:
- h. October 28 – 30  
Roy visited the community of Cape Dorset to other reasons....
- f. Nov 8, 2013  
Investigation of professional conduct initiated by Barb Harvey after she has resumed the investigation with additional information she had received in September was halted by E.R. and our office was given instructions to reinstate D. McKeown as SCHP in Cape Dorset.
- i. November 17 -  
D. McKewon receives SCHP orientation in Pangnirtung  
  
November 24, 2013 D.McKeown returned to the Cape Dorset HC.
- j. December  
Flo Wood visited Cape Dorset to carry out a chart audit amongst other unrelated business.
- k. January 9 – 15:  
Elise VanSchaik and Feloreh are visiting to complete a 360 performance review.  
  
January 14  
A fact finding meeting to be held regarding practice issues and over-time discrepancies by Ms. McKeown.

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**From:** Inlangasuk, Roy  
**Sent:** Monday, January 13, 2014 8:44 AM  
**To:** Vanschaik, Elise  
**Cc:** Wilcke, Markus; Wood, Flo; Saremi, Feloreh  
**Subject:** RE: FINAL copy

We will do the initial summary and when we have set up the meeting with Rosemary and Monita we can include this as the supporting doc.

Roy

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**From:** Vanschaik, Elise  
**Sent:** January 12, 2014 10:26 PM  
**To:** Inlangasuk, Roy  
**Cc:** Wilcke, Markus; Wood, Flo; Saremi, Feloreh  
**Subject:** FINAL copy

Please see FINAL and amended copy below of my previously submitted email 'Position of Regional Director'

from: Elise

I have already discussed my position on the issues with Flo and Markus before I had to leave for Cape Dorset on Thursday (yesterday) 09Jan14.

I was unable to attend the meeting when these same issues were being discussed today so will take this opportunity to further re-iterate and *state my position*:

- Yesterday, without any previous knowledge of the existence of this letter, we were provided with a copy of a letter by Jan Inman, Director of Professional Conduct Review of the RNANTNU. This letter is dated June 8, 2012 signed by Heather Hackney, Director of Health Programs Baffin Region and addressed to Paul McCaskil, Director of Professional Conduct Review, RNANTNU. In this letter Heather Hackney states that she has received a copy of the Settlement Agreement from Deborah McKeown containing the following restrictions on her certificate of registration: 'The Member will not provide any nursing or other health care services to any patient who is younger than 10 yrs of age other than under emergency situations'. Heather Hackney goes on to state that the Dept of HSS has opted to have MsMcKeown continue to provide nursing care with suitable adjustments to the tasks that she will be assigned. **This letter was not copied to anyone in the Department.**

The decision made by Heather Hackney to 'opt' to have this employee continue to practice with these restrictions was not only negligent, but grossly incompetent. **Heather Hackney not only had a responsibility to strictly enforce a work-place setting to closely monitor this employee, but failed in her responsibility to ensure that a thorough investigation of the facts were undertaken and that the safety of the public was given top priority.** Heather Hackney provided Barb Harvey with only one file to review knowing that there were approximately 20 more that were being reviewed by RNANTNU. Heather Hackney suppressed important information that she knowingly should have provided to her Nursing practice consultant. Having Debbie McKeown continue her limited practice in the Health Centre would have meant a significant strain on the health centre staff.

There is no information on this employee's file related to any supervision that was carried out nor any fact finding pursued by Heather Hackney to investigate the bases of these restrictions. The clinical educator had been brought in on a

minimal level to carry out some chart audits which were subsequently found to be unsatisfactory and required further improvement despite the interventions that RNANTNU had put in place in the Settlement Agreement.

As A/Director of Health Programs for the Qikiqtaaluk Region, my initial contact with this employee began on 06August2013 when a complaint of harassment was filed by a new CHN that had started at the Cape Dorset HC under Debbie McKeown's supervision. Debbie McKeown was found responsible for harassment subsequent to this investigation.

During the period of time that this investigation was taking place, and as a department, we became aware that there likely had been many practice complaints against Debbie McKeown over the past couple of years, including that of one that may have contributed to the death of an infant in Cape Dorset.\* During the months while this employee was suspended with pay, I had had several conversations with RNANTNU about other employees, some former, who they had been inundated with complaints about over the past two years. This was very peculiar to me because we had no evidence of these complaints on our files or fact findings and it started becoming clear that Heather Hackney had not been pursuing fact-finding meetings on many of the complaints received by RNANTNU.

Through the incompetent management of Heather Hackney we now have an employee whose practice is suspect; who has conclusively been found guilty of harassment twice - the first time when notified by Peter Ma in or about 2011/12 and then again in Aug 2013; ; has had multiple complaints issued about her practice to RNANTNU and continues to be investigated by them. During all of this, the employee has been promoted to SCHP by Heather Hackney and subsequently has been re-instated to her position by E/R after the second harassment finding.

I am currently in Cape Dorset performing a 360 evaluation on this employee as arranged by Roy. This intervention was put in place after E/R reinstated the employee against our recommendations.

I am in full agreement that a complete and coordinated investigation needs to take place. I am also in agreement that Gwen Slade's letter of Dec 2013 needs to be addressed by requesting the documentation that she states she has in her possession. We also need to address the email sent by Connie Petrunik dated Dec 2013 in support of Gwen Slade.

\* A discussion with RNANTNU and Professional Practice in the Fall of 2013 confirmed that the lab report of this infant was positive for an infective respiratory organism which could or could not have been symptomatically evident at the time. The issue however that had been debated was whether or not the parents informed Debbie McKeown this baby was 'breathing funny and had a fever' and then were not advised to bring the infant to the Health Centre to be seen immediately. There are seemingly reliable witnesses that RNANTNU is investigating that confirm this clinical scenario and until RNANTNU completes this part of their investigation this question will remain unanswered. We do however have an obligation as an employer to pursue the answer to these questions.

As a regulated health care professional and in my position as Director of Health Programs I am foremost accountable to ensure the safety of the public.

**After the 360 evaluation that is being completed in Cape Dorset over the next few days I also have a fact finding meeting on allegations that Deborah McKeown failed to properly follow up a number of abnormal lab results. We are currently discovering additional abnormal lab results that have been filed with no initials and with no follow-up notes on the treatment record. We are continuing our chart audits during this time.**

**It is my professional position, that at this time, I cannot ensure the safety of the public with Debbie McKeown in her role as supervisor and health care provider at the Cape Dorset Health Centre. I think that it will be prudent for the employer to terminate this employee and to continue their investigations into the numerous alleged failures of Heather Hackney to properly carry out the responsibilities of her job by thorough investigations of complaints that were made during her tenure. I will not endorse a position that ensures safe care when I cannot guarantee this to be so. There is no margin for error when it comes to a human life.**

**Roy, You have my support in forwarding this, in whole, directly to Rosemary Keenainak in addition to Markus's and your final draft.**

Respectfully submitted,  
Elise