



CHAO Annual General Meeting

Chair/CEO Annual report
Thursday September 28, 2017

Strategic Planning

The Board of CHAO, led by the Governance Committee and its chair, Sherri McCullough and Board Chair, Carol Lambie, provided leadership to “refresh” the Association’s Strategic Plan with a planning retreat held on December 9, 2016. The continued relevance of the current strategic plan was assessed given the changes in the health care environment and the evolution in the organization of CHAO members within their sponsorship groups. An updated Strategic Plan was released in 2017, following feedback from CHAO membership. The key areas of strategic focus for CHAO are: A Unified voice for Catholic health care in Ontario, Advance key strategic issues of Catholic healthcare through collaborative advocacy with government and key stakeholders and to Serve our members by creating capacity for our members to actively and ethically enable the transformation the Ontario health care system.

Unify

The CHAO and Ontario Catholic Sponsors have implemented the role of CHAO as Secretariat and have identified a number of areas of common interest to develop a unified voice. Priority Areas for 2016-2017 included:

1. Serving the Marginalized and Vulnerable (CHI)
2. Ethical Decision Making Framework (CHSO)
3. Consensus Building Framework (St. Joseph's Health System, Diocese of Hamilton) (Completed)
4. Principles of Integration (CHAO) (Completed)
5. Mission Leadership (St. Joseph's Care Society, London)

Members have received documents for Principles for Integration and a Consensus Building Framework. An inventory of member programs and services serving the marginalized and vulnerable will be created in the next few months and shared with the membership to help identify opportunities for members to build on their mission. A draft Ethics Framework has been presented to the Secretariat for refinement and is anticipated to be presented to the Board at its fall meeting. An updated trustee education program is expected to be completed by September for the Board’s review. It is the intent of CHAO to coordinate the development of Catholic mission leadership programs to meet the needs of trustees, senior management and front line staff.

Advance

CHAO has been active in working with the MOHLTC, OHA, OANHSS and key stakeholders in regards to the MAID (Medical Aid in Dying) legislation, Bill 41 (Patients First Act) and Ministry



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funding policies. The recent passing of Bill 41 and its protection for faith based organizations, and the proposed MAID amending legislation speaks to the success of our advocacy efforts, our partnerships with stakeholders and the respect for our Mission as Catholic health care providers.

We are continuing to provide a voice and presence for Catholic health care at the provincial and national level, having been invited to present to senior MOHLTC staff, a member of the Quality Hospice and Palliative Care Coalition of Ontario, as an ongoing observer at the CHAC Governing Council meetings and as part of CHSO's delegation to meet with the Holy See in Fall 2017. CHAO has been active in working with the MOHLTC, OHA, AdvantAge (OANHSS), Alzheimer's Society of Ontario and the Quality Hospice and Palliative Care Coalition of Ontario and other key stakeholders to advance the needs of serving the marginalized and vulnerable.

As part of its communication strategy, CHAO has met regularly with senior staff at the MOHLTC and OHA to discuss topics of mutual interest. CHAO has completed the redesign of its website to better inform our members and stakeholders which has been well received.

Serve

CHAO is working with its members to provide workshops of interest to advance our health care system. A number of MAID workshops were successful in developing a Framework for Responding for Requests for MAID as well as providing input to the MOHLTC in the development of legislation and the MAID Case Coordination Service. A workshop is in the initial planning to look at the integration of Catholic culture into our member organizations, the role of servant based leadership and how our members could work within the CCHL's LEADS based framework for leadership development and evaluation. The workshop is scheduled for October 19, 2017.

This year's annual convention is planned for Thursday September 28-29, 2017 at the Marriott Bloor Yorkville. This year's theme is Catholic Health Care: Integrating for System Transformation. Member CEOs and Trustees are encouraged to participate in the Ontario Catholic Sponsor's day on Thursday September 28, 2017 from the noon luncheon to the start of CHAO's AGM at 4:00 pm.

Organizational Performance

The Association continues to operate in a fiscally responsible fashion, undertaking its traditional responsibilities within a lean operational structure achieved a small surplus for year-end. We have attained 100% retention of our existing members and Foyer Richelieu, Welland, Ontario has been approved by the Board to join as an Active member. During the past year the Finance Committee and the Board approved a revised fee calculation methodology to consistently build

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in past years 15% fee discount and a reduction to offset the net cost impact of application of the HST as recommended by CHAO auditors.

The Board has approved a full set of Board policies to guide the organization, directs and monitors the progress on initiatives to advance the organization's strategic plan, and is introducing a revised set of bylaws at this year's Annual General Meeting to align with proposed provincial legislation.

CHAO Board Elections

The Board will be planning to fill two vacancies as two members are completing their second terms (Pierre Noel (Past Chair), Tracy Buckler). Member nominations have been received for Janice Kaffer and Jo-Anne Palkovits. Sponsors Catholic Health International has nominated David Ceglie and St. Joseph's Health Care System Diocese of Hamilton has nominated John Woods as each terms are ending. The Assembly of Catholic Bishops of Ontario has nominated Bishop Kirkpatrick as Board member to replace Bishop McGrattan.

Thank you to all CHAO members for your continued moral and financial support and thank you to the members of the CHAO Board who so freely and willingly give of their time and council to benefit Catholic health care in Ontario.

COMMITTEE AND OTHER ASSOCIATION ACTIVITIES

Advocacy and Government Relations

Keeping political and government bureaucrats informed and seeking affirmation of their support for the continued place for Catholic health care in the Ontario health care continuum is a key role of the CHAO Board and leadership. We are constantly monitoring public policy positions of the three major parties and interceding when necessary to inform our political and bureaucratic leaders of our mission and the potential impact that new/renewed legislation or policy shifts will have on our members. CHAO has been active in working with the MOHLTC, OHA and key stakeholders in regards to the MAID legislation, Bill 41 and Ministry funding policies. This year the organization moved from a retainer based model with its Government Relations advisors, Policy Concepts, to a project based model to enhance the efficiency of its resources.

Governance Committee

The Governance Committee, led by Sherri McCullough, in addition to overseeing and recommending Board elections and appointments respectively, has undertaken the task of refreshing the Association's strategic plan and its by-laws while creating a Board policy manual

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to guide the Board through its duties and responsibilities. The current strategic plan has been assessed for its continued relevance given the health care environmental changes and evolution in the organization of CHAO members within their sponsorship groups. A process for the refreshing of the organization's strategic plan was developed and a new strategic plan was delivered in February 2017 to guide the organization. The key areas of strategic focus for CHAO are: A Unified voice for Catholic health care in Ontario, Advance key strategic issues of Catholic healthcare through collaborative advocacy with government and key stakeholders and To Serve our members by creating capacity for our members to actively and ethically enable the transformation the Ontario health care system.

The 4 Sponsors have given unanimous support for the new leadership of CHAO act in a secretariat capacity for the Ontario Sponsors Group, helping to manage and coordinate the latter's in-common activities. The CHAO and Sponsors have implemented the role of CHAO as Secretariat and have developed a unified voice on a number of key initiatives

Finance Committee

The Finance Committee developed a number of financial policies to enhance its monitoring and oversight role (signing authority, investment and expense policies), reviewed and recommended a revised consistent fee structure with no significant increase to members, presented a balanced budget and provided oversight to the audit process. The audited financial statements and Treasurer's detailed report are tabled annually at the Annual General Meeting. Dale Kenney is Treasurer of CHAO and Chair of the Finance Committee.



A handwritten signature in black ink that reads 'Carol Lambie'.

Carol Lambie
Board Chair



A handwritten signature in black ink that reads 'Ron Noble'.

Ron Noble
President and CEO



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CHAO 2016/17 BOARD EXECUTIVE AND MEMBERS

EXECUTIVE

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President and CEO
Waypoint Centre for Mental Health Care
Penetanguishene

Vice Chair

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Trustee
St. Joseph's Health Care Society
Penetanguishene

President and CEO

Mr. Ron Noble

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Mr. Dale Kenney
Director at Large

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Pierre Noel

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Most Reverend William McGrattan

Bishop of Peterborough

Sister Sheila Langton

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