



## *CHAO Annual General Meeting*

Chair/CEO Annual report  
Monday October 17, 2022

This has been a year of many thoughtful and heartfelt discussions nationally and provincially, advocacy in key areas, and special moments of reflection as we worked to advance the value of Catholic health care in our rapidly changing political and cultural realities within the realities of service delivery during and post COVID-19. We are pleased to provide a summary of our efforts to provide a strong, unified voice for our members in the last year.

### **Strategic Planning**

Advancing the Association's Strategic Plan was the focus of Board planning retreats held in December 2021, and June 2022. The Governance Committee and its chair, Guy Chartrand and Board Chair, John Woods, continue to regularly monitor the progress being made on behalf of the Board. During the retreats, Board members were engaged in assessing the continued relevance of the current strategic plan given the changes in the health care environment, the creation of Ontario Health and the impacts of Covid 19. The key areas of strategic focus for CHAO continue to be to:

- Provide a unified voice for Catholic health care in Ontario;
- Advance key strategic issues of Catholic healthcare through collaborative advocacy and a defined government relations strategy focusing on government and key stakeholders; and
- Serve our members by creating capacity for them to actively and ethically enable and engage with the transformation of the Ontario health care system.

### **Unify**

The CHAO and Ontario Catholic Sponsors have enhanced the role of CHAO as Secretariat and completed several areas of common interest to develop a unified voice. Initiatives delivered for 2021-2022 in conjunction with CHAC and CHAO included:

- MAiD legislation monitoring at the federal and provincial level.
- Establish relationships and service delivery needs with Indigenous Peoples, LGBTQ2S2 communities and racialized communities.



- Understanding and monitoring the implications of system integration (OHT's) on Catholic Healthcare.
- Improve ability to state Catholic health care's value proposition and continue to build on a communications strategy responding to challenges to Catholic health care while proudly speaking about our Catholic identity through addressing health inequities, enhancing mission fidelity, and promoting services to serve the marginalized and vulnerable.
- Supporting Palliative Care Matters, a national initiative, and focus provincially through the Hospice Palliative Care Coalition of Ontario on local implementation initiatives.
- In conjunction with the Catholic Health Alliance of Canada create an awareness and service delivery opportunities to serve the marginalized and vulnerable through health and housing initiatives as exemplified by the launching of CHAC's Courage project provincially and active promotion of the National Catholic Healthcare Awareness week.

### **Advance**

CHAO continued its extensive government relations outreach program. The goal of this initiative is to ensure Ontario's politicians and government decision makers are aware of the mission and values of CHAO's membership, the important role Catholic health care plays in the province and to advance CHAO's areas of strategic focus with a particular emphasis on health equity, community supportive housing, palliative care, mental health, and addiction services.

Over the course of the year this activity included securing a series of meetings throughout the year with key decision makers at Queen's Park related to health care, long-term care, mental health, home care, and palliative care. A pre-election government relations strategy was developed and distributed to members. A pre-budget consultation and a housing consultative paper with policy recommendations to Government were delivered and a virtual Queen's Park CHAO Awareness Day is planned for Fall 2022 at Queen's Park. CHAO also created three discussion papers focusing on health equity and harm reduction strategies that were circulated to members. In addition, the Association continued to meet with leaders across the broader health care community to both strengthen existing relationships and build new ones in areas of shared interests to promote consistent messaging to government and key stakeholders.



CHAO and the Ontario Sponsors worked closely with the CHAC in relation to the national initiatives around Palliative Care Matters, Housing, the value of Catholic healthcare, MAiD, Ethics Capacity, and the enhancement of Catholic works to serve the marginalized and vulnerable to demonstrate the impact and expand the footprint of Catholic Healthcare in Ontario.

### **Serve**

Board members identified key initiatives for CHAO to pursue over the year to carry out roles in 'proactive' advocacy and a "convening" role to promote mission aligned values. These included:

Palliative Care - continue to align with the Hospice Palliative Care Coalition of Ontario and the Ontario Palliative Care Network to advocate for growth in services and standardization of quality services.

Mental Health and Addictions - ensure representation on Ontario Health's Centre for Excellence in Mental Health steering committee and timely implementation and government priority for the Centre with the purpose of highlighting Catholic Health's innovative footprint in mental health and addiction services. Continue to build on the significant role Catholic Health plays in providing addiction services and a continued focus on reducing the stigma of mental health.

Supportive Housing - create visibility and advocate with government on the need for housing solutions to serve various populations (transitional seniors, mental health, addictions, alternative levels of care, homelessness). The 'white paper' on the relationship between housing and health focusing on the need, the drivers of homelessness, models of housing to serve different populations and the showcasing of innovative Catholic Health solutions served as the foundation for our advocacy strategy that was implemented in 2020/21.

The CHAO Board endorsed three discussion papers/guides to assist members in addressing Health Equity and Harm Reduction strategies as appropriate within the communities they serve.

This year's annual convention will be held virtually on Thursday October 20, 2022. The theme "Catholic Health Care: Healing from Within Through our Culture and Values of treating Body, Mind and Spirit". (Registration Link: <https://www.cvent.com/d/skqm75>)

Members have engaged with the creation of a Health Human Resource community of practice to support our members through system transformation and our cultural



healing following the pandemic and the emerging trauma identified through the residential school findings. The group consists of interested HHR specialists, Directors of Mission and Ethicists have been meeting quarterly to share policies, programs and discuss areas of mutual interest.

### **Organizational Performance**

The Association continues to operate in a fiscally responsible fashion, undertaking its traditional responsibilities within a lean operational structure and achieved a balanced year-end fiscal position. We have attained 100% retention of our existing active members. Board policies are monitored regularly in addition to the progression of the organization's strategic plan.

A balanced budget for 2022/23 has been approved by the Board. 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 provincial MPP's, senior MOHLTC staff, Ontario Health, partner provincial associations, active member of the Quality Hospice and Palliative Care Coalition of Ontario, and as an ongoing observer at the CHAC Governing Council meetings.

### **CHAO Board Elections**

The Board will be maintaining consistent membership as those Board members completing their first term have agreed to stay on for a second term. During the year, the Board experienced a few retirements with Jeremy Stevens replacing JoAnne Palkovits, Bill Marra replacing Janice Kaffer, Doris Shirriff replacing Betty Valentine and Dr. Gillian Kernaghan was required to resign from the Board as Past Chair to become a member of the Ontario Health Board. Bishops Lobsinger and Fabbro have been appointed by the ACBO. The CHAO Board would like to welcome incoming Board members Ms. Kelli Obrien and Ms. Mellissa Farrell as newly nominate Board members as representatives of our Active members. The CHAO Board expresses their gratitude to our outgoing and incoming Board members for their commitment to CHAO and Catholic healthcare.

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 counsel to benefit Catholic health care in Ontario.

---

## **COMMITTEE AND OTHER ASSOCIATION ACTIVITIES**

---



### **Advocacy and Government Relations**

The 2021-22 year was an important time in the political cycle of Queen's Park. With the 2022 provincial election looming on the horizon, all political parties were preparing their platforms and policy proposals to take to voters in June. With this activity ongoing, the CHAO was very active in its government relations activities to ensure decision makers understood the unique role our members pay in the health and seniors care systems in Ontario.

Over the past year, CHAO was as successful in building and maintaining strong relationships with officials and advocating on behalf of Catholic health organizations. The Association's advocacy resulted in direct engagement with nearly 50 elected officials, political staff, and civil servants, as well as several meetings with industry stakeholders over the year.

The Association's government relations activities focused on highlighting the linkages between health and housing. Our messaging underscored the need for the province to continue to support acute institutional settings, such as hospitals and long-term care homes, while investing to create additional capacity in community settings. Its two primary recommendations were:

1. Introduce a balanced funding approach to help people stay out of the hospital and improve access to care.
2. Using a Housing First approach, simplify capital and operational funding models for supportive housing to allow providers to access funding easily and serve people better and faster.

In October 2021, CHAO hosted its first virtual Queens Park Awareness Day. The Board of Directors were invited to meet with key decision makers across government, as well as members of the opposition parties and civil servants. As part of the day, Deputy Premier and Minister of Health, the Honourable Christine Elliott presented to the membership and reaffirmed her government's commitment to protecting Catholic health care in Ontario and recovering from the effects of the COVID-19 pandemic. The Honourable Steve Clark, Ontario's Minister of Municipal Affairs and Housing also delivered remarks which outlines his government's focus on building a strong supportive housing system across the province.

The Awareness Day also offered CHAO the opportunity to encourage elected officials to recognize the National Catholic Health Care Week and the important work of frontline workers at Catholic health care organizations across Ontario.



As we approached the end of the fiscal year, the Association focused heavily on the government's pre-budget process. CHAO submitted pre-budget submissions which recognized the vital role Catholic health played throughout the pandemic. CHAO also presented its policy recommendations to the Minister of Finance. The Association's main priorities were identified as the following:

1. Expanding the Role of Post-Acute Specialized Care.
2. Improving Hospitals and Long-Term Care.
3. Stabilizing Home and Community Care.
4. Supporting Mental Health and Addictions.
5. Prioritizing Supportive Housing and,
6. Expanding Palliative Care.

This winter, the Association also conducted extensive consultations with its members on the government's proposed Phase 1 Regulations of the *Fixing Long-Term Care Act, 2021*. Using that feedback, the association developed a submission with recommendations that were focused around three main areas:

1. Mandate accreditation amongst all long-term care homes to achieve continuous quality improvement and streamline the complexity of regulations.
2. Ensure palliative care values a person-centered approach; and,
3. Protect the values of faith-based care by prioritizing Catholic-led supervision of homes.

Finally, as the fiscal year ended, the Association finalized an Elections Toolkit for Members, which would help members engage in grassroots advocacy during the spring election. These local efforts helped to amplify the Association's government relations activities at a provincial level, as our leadership met with key policy makers of all four main political parties as they developed their political platforms.

Looking ahead to the coming months, with the PC Party re-elected and a new provincial Cabinet in place, the CHAO will begin the process of meeting new political decision makers and will continue to advocate to government on the key issues facing its members and the populations you serve and ensure that the voice of Catholic health is heard. This includes making promoting equity-oriented health care and addressing health inequalities in Ontario a primary focus of our government advocacy, following the release the *Health Equity Approaches to Health Care* white paper.

### **Governance Committee**



The Governance Committee, led by Guy Chartrand, in addition to overseeing and recommending Board elections and appointments, Board and CEO evaluation has also undertaken the task of aligning the Association's strategic initiatives with CHAO's plan biannually and ensuring Board policies are current.

### **Finance Committee**

The Finance Committee reviewed its financial policies to enhance its monitoring and oversight role, 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. Gary Johnson is Treasurer of CHAO and Chair of the Finance Committee.

In closing, we wish to thank each and every one of you for ongoing dedication and support. We can expect more change to come but our collaborative efforts will continue to hold us in good stead.



Ron Noble  
President and CEO



John Woods  
Board Chair



# Catholic Health Association of Ontario

## Association Catholique de la Santé de l'Ontario

---

### CHAO 2021/22 BOARD EXECUTIVE AND MEMBERS

---

#### EXECUTIVE

##### Chair

**Mr. John Woods**

*President*

St. Joseph's Villa

##### Vice Chair

**Mr. Guy Chartrand**

*President and CEO*

Bruyere Health Centre

##### Past Chair

**Vacant**

##### Mr. Ron Noble

*President and CEO*

Catholic Health Association of Ontario

##### Treasurer

**Mr. Gary Johnson**

*Trustee*

St. Joseph's Healthcare Group

##### Dr. Tom Parker

*VP Clinical Programs and Chief Medical Officer*  
Unity Health Toronto

##### Mr. David Nash

*Trustee*

St. Joseph's Health Care Society, London

##### Ms. Caroline Manley

*Director at Large – Chair Board of Trustees*  
Hotel Dieu Hospital, Kingston

##### Mr. Bill Marra

*President and CEO*

Hotel Dieu Grace Health Centre, Windsor

##### Mr. Jeremy Stevens

*President and CEO*

St. Joseph's Health Centre, Elliott Lake

##### Ms. Beth Johnson

*Trustee*

Catholic Sponsors of Ontario, Toronto

##### Ms. Doris Shirriff

*Board Member*

Waypoint Centre for Mental Health Care, Penetanguishene

#### BOARD MEMBERS

##### **Most Reverend Wayne Lobsinger**

*Roman Catholic Diocese of Hamilton*  
Bishop of Hamilton

##### **Most Reverend Ron Fabbro**

*Roman Catholic Diocese of London*  
Bishop of London

##### **Mr. David Ceglie**

*Vice-President of Clinical Operations*

Hotel Dieu Shaver Health and Rehabilitation Centre