



CHAO Annual General Meeting

Chair/CEO Annual report
Monday October 16, 2023

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 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 2022, and June 2023. The Governance Committee and its chair, Bill Marra and Board Chair, Guy Chartrand, 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 evolution of Ontario Health and the emerging transformations with the Ontario Health Teams and Home and Community Care. 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 2022-2023 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, LGBTQS2 and racialized communities.



- Understanding and monitoring the implications of system integration 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. CHAO is an active member of the Hospice Palliative Care Coalition of Ontario (HPCCO), the Ontario Palliative Care Network and CHAC's MAiD task group. CHAO distributes best practice information, conference and webinar information and other relevant materials. The HPCCO position paper on hospice, palliative and end of life care was key in enhancing provincial policy and funding in support of hospice and palliative care in the provincial 2023 budget.
- 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 active promotion of the National Catholic Healthcare Awareness week and aligning with the Greening Coalition of Canada in support of Laudato Si's support for addressing climate change.

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, palliative care, and supportive housing. 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 an in-person Queen's Park CHAO Awareness Day is planned for Wednesday October 25, 2023, at Queen's Park.



CHAO is developing a discussion paper on the economic value of supportive housing and its benefits to healthcare delivery. 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 which resulted in increases to provincial funding.

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 various discussion papers 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 began in 2020/21 and is still seen as an important issue in health system transformation. CHAO has established a Supportive Housing Community of Practice where interested members are meeting quarterly to gain a deeper understanding of housing financing and delivery models through the sharing of toolkits, member experiences, research literature and subject matter presentations.



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. Through its HHR community of practice, CHAO encourages members to share and implement strategies to recruit and retain staff utilizing Catholic healthcare's brand, culture and values as key enablers for recruitment and retention.

CHAO continues to promote the Saint Paul's University Graduate Diploma program in Catholic health ethics with its members and offers bursaries to the programs graduates as well as support for PhD students from the CHAO membership.

This year's annual convention will be held virtually on Thursday October 19, 2023. The theme "Catholic Health Care: Catholic Identity in Partnership for System Transformation". (**Registration Link** - <https://www.cvent.com/d/glqc6l>)

CHAO encourages its senior leaders to engage with key decision forums within Ontario Health and the MOHLTC.

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 2023/24 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 two resignations due to career transitions. Elizabeth Buller has agreed to fulfill the vacancy left by Melissa Farrell and the Board is currently considering individuals to fulfill the vacancy left by Kelli Obrien as per the organization's bylaws. 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 2022-23 year was a very busy time for the Association at Queen's Park.

The first quarter of the year was focused on the upcoming provincial election taking place the previous June. During this time the Association developed and implemented a targeted election strategy to promote CHAO's key government relations advocacy asks and increase awareness of the role of Catholic health care institutions as leaders and enablers with all parties. Through this effort we met with key decision makers in all major parties, and we developed an election toolkit, which was provided to CHAO members to assist them with meeting with their local candidates. Given the large number of new MPPs, the new Cabinet, and the leadership campaigns, the summer and fall was an important time for the Association to begin building new relationships and strengthening existing ones and to ensure decision makers understood the unique role our members play 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 30 elected officials, political staff, and civil servants, as well as several meetings with industry stakeholders over the year. Once again, 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. Utilize 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 the Fall of 2022 CHAO hosted its annual virtual Awareness Day with Cabinet Ministers, MPPs, and key decision makers at Queen's Park. The goal of the Awareness Day was to highlight the critical role of Catholic health can play in delivering integrated care and how investments in the community can help the government reduce pressure on the acute care health system. CHAO participants were organized into three teams - one focused on mental health, one focused on long-term care, and one focused on housing and health. 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 government's 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 urged the government to focus investments on enhancing capacity in the community, thereby creating capacity for institutional providers with a focus on:

1. Eliminating Barriers to Housing;
2. Addressing the Financial Pressures on Hospitals;
3. Stabilizing the Long-Term Care Sector;
4. Unlocking the Potential of Home and Community Care;
5. Supporting Investments in Mental Health and Addictions;
6. Expanding Palliative and Hospice Care; and,
7. Developing a cross-sectoral Health-Human Resource (HHR) Strategy.

CHAO recommended a health equity lens be incorporated into the policy making process across all sectors to understand the impact on vulnerable communities. Additionally, the Association met with the Minister of Long-Term Care to provide advice on issues related to improving quality of care for residents, as well as challenges facing the construction of homes. We also made a submission to the



governments Amendments to regulation 246/22 under the Fixing Long-Term care Act, 2021.

Looking ahead to 2023-24 the Association will continue its strong advocacy efforts around the importance of services to marginalized and vulnerable populations, the need to improve the delivery of supports for supportive housing providers, Catholic Healthcare's enabling support for system transformation, a balanced approach to funding institutional and community-based care, and the continued monitoring of MAiD legislation and its potential impacts on society and healthcare delivery.

Governance Committee

The Governance Committee, led by Bill Marra, in addition to overseeing and recommending Board elections and appointments, Board and the 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. David Ceglie 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



Guy Chartrand
Board Chair



Catholic Health Association of Ontario

Association Catholique de la Santé de l'Ontario

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