



CHAO Annual General Meeting

Chair/CEO Annual report
Monday October 11, 2024

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 environments within the realities of service delivery during system transformation, population growth, and fiscal constraints. 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 2023, and June 2024. 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 2023-2024 in conjunction with CHAC and CHAO included:

- Provide a proactive response to MAiD legislation and "situation" preparation for members to proactively respond to MAiD situations.
- Continue to advance Palliative Care through our affiliation and -alignment with the Hospice Palliative Care Coalition of Ontario, the Ontario Palliative Care Network, and the Catholic Health Alliance of Canada.
- Working with members to establish relationships and service delivery needs with Indigenous Peoples, LGBTQS2 communities and racialized communities.



- Understanding and monitoring the implications of system integration (OHT's) on Catholic Healthcare.
- Identification of opportunities and supports for Catholic healthcare to provide leadership in Community housing for various client populations.
- Improve ability to state Catholic health care's value proposition and continue to build on communications strategy responding to challenges to Catholic health care while proudly speaking about our Catholic identity.
- In conjunction with CHAC and the Ontario Sponsors, promote the implementation of *Laudato Si*, impacting positive climate change within Catholic healthcare through relationships with the Canadian Greening Healthcare Coalition.

Advance

CHAO continues 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 across the continuum of care, the strong role we play in integrated care, health system transformation, and to advance CHAO's areas of strategic focus with a particular emphasis on health equity, community supportive housing, palliative care, seniors health, mental health, and addiction services.

Over the course of the fiscal year this activity has included securing a series of meetings throughout the year with key decision makers at Queen's Park related to health care, supportive housing, long-term care, mental health, home care, and palliative care. A pre-budget consultation with policy recommendations to Government was submitted and an in-person Queen's Park CHAO Awareness Day was held at Queen's Park in October 2023 with a follow up session planned for February 2025 in recognition of the National Catholic Healthcare Awareness week.

In addition, the Association continues to meet with leaders across the broader health care community to both strengthen existing relationships and build new ones in areas of shared interests.

CHAO and the Ontario Sponsors are working closely with the CHAC in relation to the national initiatives around Palliative Care Matters, Supportive Housing, *Lidauto Si*, the value of Catholic healthcare, MAiD, and the enhancement of Catholic works to serve the marginalized and vulnerable through demonstrated impact and expand the footprint of Catholic works 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 continuing development of 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. The CHAO Board created a seed funding grant for interested members to seek funding from CMHC for pre-development funding for viable supportive housing projects.

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.



Catholic Health Association of Ontario

Association Catholique de la Santé de l'Ontario

This year's annual convention will be held virtually on Thursday October 17, 2024. The theme "Catholic Health Care: Catholic Identity in Partnership for System Transformation".

(**Registration Link** - <https://www.cvent.com/d/qlqc6l>)

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 2024/25 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 2 resignations due to career transitions. Tanya Belanger has agreed to fulfill the vacancy left by Jeremy Stevenson and Renato Discenza was appointed by CHSO to replace Beth Jonson (due to her retirement) as per the organization's bylaws. The CHAO Board expresses their gratitude to our outgoing (Caroline Manley, Doris Shirriff, Jeremy Stevenson, Beth Johnson) and incoming (Janine Black, Chris Debono, Renato Discenza) 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 2023-24 year was another busy time for the Association at Queen's Park, with the re-elected PC government completing its first year in office. During this time, the CHAO was 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.

The spring and summer months were focused on highlighting the linkages between Housing and Health, as well as monitoring for developments across the country on the MAID file. 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 to help reduce pressure on acute care. This housing-focused message aligned well with the cadence of the government, which had a spring cabinet shuffle, naming a new Associate Minister of Housing, a new Parliamentary Assistant to the Minister of Housing, and a new Deputy Minister of Long-Term Care and a new Deputy Minister of Municipal Affairs and Housing. At the same time, many cities, including Toronto, Hamilton, and Niagara declared a local State of Emergency for Homelessness. We then held a series of meetings with government including with the Executive Director of Policy, the Senior Policy Advisor to the Minister of Municipal Affairs and Housing, and with the CEO of Home and Community Care Support Services. We also met with many related stakeholder groups such as the Ontario Non-Profit Housing Association and LOFT.

Additionally, the CHAO began to build strong relationships with the Executive Director of the Ontario Municipal Social Services Association (OMSSA), a group that is comprised of Municipal Service Managers and District Social Services Administration Boards. We met with the OMSSA's Executive Director, which led to further engagement with the OMSSA later in the year.

We joined our partners at Hospice Palliative Care Ontario in their call for increased funding for hospice and palliative care and we were very pleased to see the Minister of Health announce a new investment of \$147.4 million to support palliative services across the province in June.

In the Fall there were two additional cabinet shuffles, resulting in a new Minister of Municipal Affairs and Housing, a new Associate Minister of Housing, a new Minister of Long-Term Care, and a new Minister of Labour, Immigration, Training and Skills Development, to name a few.

We also saw the Liberal Party elect a new Leader, Bonnie Crombie, and change its Shadow Cabinet responsibilities.



Catholic Health Association of Ontario

Association Catholique de la Santé de l'Ontario

Our annual Awareness Day on October 25, 2024, was a great way to engage with Cabinet Ministers, MPPs, and key decision makers at Queen's Park, and we were pleased to return to an in-person format for the event this year.

In the winter the CHAO also had multiple engagements with the Assistant Deputy Minister and Chief of Nursing and Professional Practice, including a meeting to discuss the province's HHR strategy and pending dementia strategy. Dr. Velji also presented to the CHAO's HHR Community of Practice Group on the Ministry of Health's strategies to address HHR healthcare challenges and to seek insight on potential solutions from our members.

As we approached the end of the fiscal year, the Association focused heavily on the government's pre-budget process. The CHAO finalized its pre-budget submission to the government, which presentations to the Standing Committee on Finance and Economic Affairs. The submission called for the government to:

1. Optimize the health care workforce by:
 - a. Expanding scopes of practice;
 - b. Defining "work-in place" credentialing/training to advance professional designations;
 - c. Reducing barriers to practice and designation advancement within professional colleges; and,
 - d. Optimizing models of practice for the best value of care in the most appropriate settings.
2. Rebalance investments to create additional capacity in the community, while continuing to support acute institutional settings such as hospitals and long-term care.
3. Simplifying Supportive Housing support.

Looking ahead to 2024-25, the Association will continue its strong advocacy efforts around the importance of housing, as well as engage on issues related to the health system transformation, palliative care and health equity.

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. The Executive Committee of the Board for 2023-2024 will be Bill Marra (Chair), Guy Chartrand (Past Chair), David Ceglie (Vice Chair), Janine Black (Treasurer) and Ron Noble (Secretary).

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 was Treasurer of CHAO and Chair of the Finance Committee.



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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

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CHAO 2024/25 BOARD EXECUTIVE AND MEMBERS

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President & CEO
Hotel-Dieu Grace Healthcare Windsor

Renato Discenza
Managing Director
Ascends Inc.

Past Chair

Guy Chartrand
President and CEO
Bruyere Continuing Care

Christopher DeBono
Executive Director of Mission, Values
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Unity Health

Vice Chair

Mr. David Ceglie
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Hotel Dieu Shaver Health and Rehabilitation
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Most Rev. Wayne Lobsinger
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St. Joseph's Care Group Thunder Bay

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