

Board to Board Report

A report from the Alliance Board of Directors to the
Boards of Directors of member organizations

May 2019



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Message from the Chair

Connections is at the heart of everything we do. We connect clients to the services and supports they need to achieve their optimal health and wellbeing. We work with a wide range of partners across the health system and beyond to create more integrated, seamless health care experiences for those we serve. We are deeply involved in building more interconnected, vibrant, healthier communities.

So it's not surprising that connections, as the name *Community Health Connections* suggests, will be the main focus of this year's conference. We partnered with the Canadian Association of Community Health Centres to organize a national conference that will allow you to connect with community health champions and health equity leaders not only from across Ontario but other parts of Canada as well.

The conference is a great learning and networking opportunity for governors. It will feature four learning sessions tailored to community boards' needs offering ideas and tools to help build stronger and more effective boards within a changing health system environment. The changes to Ontario's health system and community boards' role within a context of Ontario Health Teams will also be the main focus of the Board Liaisons and Chairs in-person meeting happening on June 11, the day before the conference starts.

I know many of you are concerned about the health system restructuring and possible impacts on your organization. The Alliance continues to actively engage with the Ontario government to bring you relevant updates and offer supports and resources. You will find the information on the most recent health system developments on the pages of this *Board to Board* report. I also invite you to join the webinar on May 23 and then the in-person Board Liaisons and Chairs meeting where we will continue the conversation around what your organization can be doing to

be a leader in the changing health system environment. As the government focuses on building a more integrated and interconnected health system, I know Alliance members have a lot to offer with years of experience delivering comprehensive, wrap-around primary health care services, creating networks and forging connections.



Marina Hodson

My term on the Alliance Board will expire in June. As I look back on my seven years on the Board, including a one-year term as a Chair, I think of how proud I am of all the work the Alliance has done together with you, our members, to build a stronger movement to advance health equity in our province and move towards our vision of the best possible health and wellbeing for everyone living in Ontario. Thank you for your dedication and inspiration. I look forward to connecting with you in June at the Annual General Meeting and *Community Health Connections* conference.

Marina Hodson
Alliance Board Chair

Health System Transformation

Bill 74, the People's Health Care Act

As a direct result of the Alliance's advocacy with the Ontario Public Health Association, the preamble to this bill was amended to include direct references to health equity and equitable health outcomes. We will continue to advocate for the adoption of this commitment throughout the Ontario Health Teams implementation.

["The people of Ontario and their government...Believe that the public health care system should be guided by a commitment to equity and to the promotion of equitable health outcomes;

Acknowledge that the public health care system should recognize the diversity within all of Ontario's communities and respect the requirements of the French Language Services Act in the planning, design, delivery and evaluation of health care services for Ontario's French-speaking communities; and

Recognize the role of Indigenous peoples in the planning, design, delivery and evaluation of health services in their communities."]

Ontario Health Agency

The new Ontario Health Agency Board has now replaced the boards of the LHINs and health agencies that were eliminated under Bill 74, the People's Health Care Act. The new interim CEO is Susan Fitzpatrick (formerly CEO of Toronto Central LHIN). Susan has been a strategic thinker and supporter of comprehensive primary health care in the past and we look forward to working with her.

Ontario Health Teams

Alliance members are taking leadership in developing and supporting innovative collaborative governance approaches. Ministry officials met with Alliance executive leaders in late April to discuss the rollout of Ontario Health Teams and the potential for Alliance and primary care leadership. Early adopter proposals for



Ontario Health Teams are due May 15 and the Alliance will continue to educate our members about how to do collaborative governance for collective impact and to protect community governance into the future.

Premier's Council on Improving Healthcare and Ending Hallway Medicine

Alliance members showed a strong turnout at the Premier's Council engagement sessions across the province. We are still awaiting two more sessions in the northwest. Alliance CEO Adrianna Tetley continues to advance comprehensive primary health care as the foundation of health system transformation through the Council's Primary Care Working Group.

Public Health

The budget bill included the announcement of a rapid restructuring of Ontario's public health system, from 35 local health units to 10 regional public health agencies by March 31, 2020. Along with the restructuring comes a retroactive download of public health costs back to municipalities. Within 3 years, the new funding formula for public health will reflect increased costs to municipalities, varying by the size of the new regional health agency (the bigger the agency, the bigger the municipal percentage of costs). Many Alliance members receive funding or act in partnership with their local public health units. We will keep advocating to maintain strong local public health.

Harm Reduction

All supervised consumption/overdose prevention sites operated by Alliance members were approved as Consumption and Treatment Services (CTS) in the spring of 2019. We continue our advocacy to ensure these approved sites receive their funding as well as expand the number and reach of CTS sites.

Oral Health

The promised low-income seniors dental program was announced in this year's budget. We will work with the Ministry of Health and Long-Term Care to ensure an efficient rollout of

funds to member centres, and will advocate for an increase in the low-income eligibility cut off for seniors.

Determinants of health

The recent provincial budget contained cuts to legal aid, Indigenous Affairs, education, environmental programs and more. We will continue to support our allies working in health and social services to ensure that action on the social and environmental determinants of health is considered vitally connected to the work of health equity and health system transformation.

CACHC Corner

In March, the Canadian Association of Community Health Centres (CACHC) released its 2019 federal election platform on behalf of Community Health Centres and communities across Canada. The platform puts five key issues on the agenda for the upcoming federal election:

- Federal investment in Community Health Centres
- Establishment of a universal national pharmacare program
- Federal investment in dental care
- Federal investment in affordable housing and addressing homelessness
- Federal funding to improve support for vulnerable newcomers

The platform has been distributed to all federal political parties, and all current Members of Parliament and Senators. In May, CACHC will be requesting formal responses from all federal parties regarding their commitments to the series of recommendations tabled by the association for the election. These responses will form part of CACHC's advocacy agenda leading into the election, during which the association is urging Community Health Centres across the country to be actively engaged in local advocacy with candidates, involving board members, staff, partners and members of the community.

The federal election provides an opportunity for Community Health Centres across Canada to not only advance important issues, but to deepen our collective commitment to democratic engagement. In 2014, members of CACHC unanimously adopted a resolution affirming the role of Community Health Centres as civic agencies and committing to actions and initiatives that explicitly seek to improve democratic engagement.

LEARN/ACT

- Access CACHC's [federal election platform](#) and stay tuned for ways that your CHC can advocate for transformative change during the 2019 federal election
- Attend key sessions at the joint Alliance/CACHC conference, [Community Health Connections](#) this June in Ottawa
 - June 12 plenary session "Federal Election 2019: Political Party Commitments in Focus"
 - June 12 concurrent learning session "Federal Election 2019 in Focus"
- Learn more about Community Health Centres and [democratic engagement](#)
- Participate in CACHC's June 11 AGM in Ottawa (prior to Alliance/CACHC conference), where grassroots advocacy for CHCs will be on the agenda!

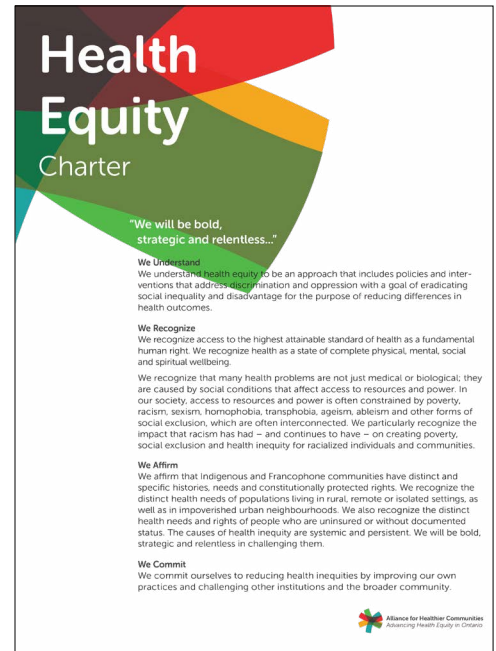
Alliance Transformation

Health Equity Charter refresh

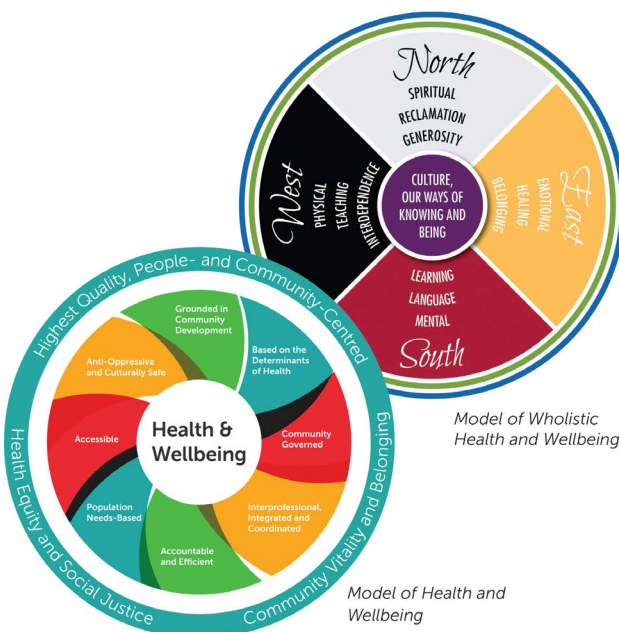
The Health Equity Charter together with the Model of Health and Wellbeing or Model of Wholistic Health and Wellbeing (for Indigenous organizations) are foundational documents that guide our collective efforts recognizing and confronting barriers to equitable health, and help bring us closer to our vision of the best possible health and wellbeing for everyone in Ontario.

The Health Equity Charter was approved by Alliance membership in 2012. Official endorsement of the Charter is now part of the membership criteria. Over the past few years, the Alliance for Healthier Communities has been working with members to ensure all member boards pass a resolution to officially endorse the Health Equity Charter. In the process, several members expressed concerns about the Charter and whether it still aligns with our evolved understanding of health equity, allyship and reconciliation.

The Alliance Board decided to conduct a Health Equity refresh with the goal for the revised Charter to be approved by membership at the 2020 Annual General Meeting. Over the next year, we will create several opportunities for you to discuss the Charter with your Boards and provide your feedback. We look forward to connecting with you on this important issue.



Has your organization endorsed Health Equity Charter and Model of Health and Wellbeing or Model of Wholistic Health and Wellbeing?



ACT

We want to thank all members who have endorsed both Health Equity Charter and Model of Health and Wellbeing or Model of Wholistic Health and Wellbeing. We are close to 95 percent endorsement rate among CHCs and close to 80 percent across all members. If we haven't received your endorsements of the Charter or the Model, we will be in touch soon to assist you with the process. In the meantime, please contact Gabriela Panciu at gabriela.panciu@allianceON.org if you:

- want to double-check if your organization has submitted official endorsements;
- need to clarify the process;
- require support and additional resources; and/or
- have any other questions or concerns.

Inclusive Leadership in Governance Training

The Board of South-East Ottawa Community Health Centre (SEOCHC) has recently completed the Inclusive Leadership in Governance training. We talked to Board member Tim Hutchison about why the training was a priority for their Board and how they are planning to use it as a lens for decision-making going forward.

Why did the SEOCHC Board decided to take the Inclusive Leadership in Governance training?

The training is closely aligned with the mission of our Community Health Centre and everything that we are about. We felt the training would help deepen our awareness and heighten our skill set as a Board around issues of equity and inclusion. Everyone on the Board has finished the training and it will be part of our onboarding process with future board members as well. It has been extremely powerful at keeping us on track but also really opening our eyes to how we can do better.

What were some of the highlights of the training?

We went through all the modules individually and then we used the meeting to share our experiences with the training. We had a discussion around how we can incorporate these principles into our Board meetings, how we should change our agendas and how we can stay true to keeping this as our guiding compass for decision-making. The training has provided us with tools and resources to have challenging conversations as a Board. It stimulated excellent conversations around personal prejudices and assumptions that we may bring into decision-making. It forced us to ask: How are we moving forward using an inclusion and equity lens?

How are you going to incorporate the learnings into your work?

We just finished the training and had our review so it's still early days. But I would say already in our Board agendas we are trying to incorporate inclusive leadership principles along with principles of generative governance and ensure

we, as a Board, think beyond just strategic and fiduciary responsibilities. Going forward, the goal is to consciously keep these issues front and centre as a lens we use in decision-making and agenda generation.

We've recently made changes to our committee structure and are in the process of creating an equity and advocacy subcommittee of the Board. We are now developing the terms of reference and working out what the committee will look like and how we can engage front-line staff. Some of the resources from the modules will provide helpful guidance for us once the committee comes together.

LEARN

We encourage all member boards to take advantage of this great resource. Inclusive Leadership in Governance training modules are available online and you can take them individually or as an entire board during board meetings. To learn more about the training and to register, visit our [website](#).

For additional readings, visit the [Inclusive Leadership resources page](#).

CONNECT

Do you have insights, suggestions or suggestions around Inclusive Leadership in Governance training? We'd like to hear from you!

The 2019 Annual General Meeting (AGM) of the Alliance for Healthier Communities

June 11, 2019 | 6:00 – 8:00 p.m.
Ottawa Conference and Events Centre
200 Coventry Road | Ottawa, ON | K1K 4S3

Registration for the meeting opens at 3 pm. [Click here](#) for a full AGM agenda

Four by-law resolutions and six policy resolutions will be brought to the AGM this year. By-law resolutions include:

1. The Alliance will appoint one representative to the Canadian Centre for Accreditation Board of Directors and no longer have a member-at-large.
2. Given the changes to Board composition, the Alliance will no longer elect members-at-large and hold constituency elections for Board members.
3. Board members must be an employee or on the board of directors of a member in good standing. They can no longer solely be a member of a Board committee.
4. The term "LGBTQ" will henceforth be changed to rainbow communities.



The six policy resolutions have a health equity lens and are aimed at building our capacity to confront systemic barriers to good health and improve programs and services Alliance members provide. We are pleased that four of the policy resolutions were moved by the Alliance members. The resolutions are:

1. Declaration of Astana on Primary Health Care
2. Serious Problems with Ontario's Long-Term Care
3. Ontario ID Card
4. Extension of Healthy Smiles Ontario Program
5. Indigenous Health in Indigenous Hands
6. Decriminalization of illicit drug use and people who use drugs have access to a regulated, safe drug supply

For a full text of by-law and policy resolutions, please go to [our website](#).

ACT

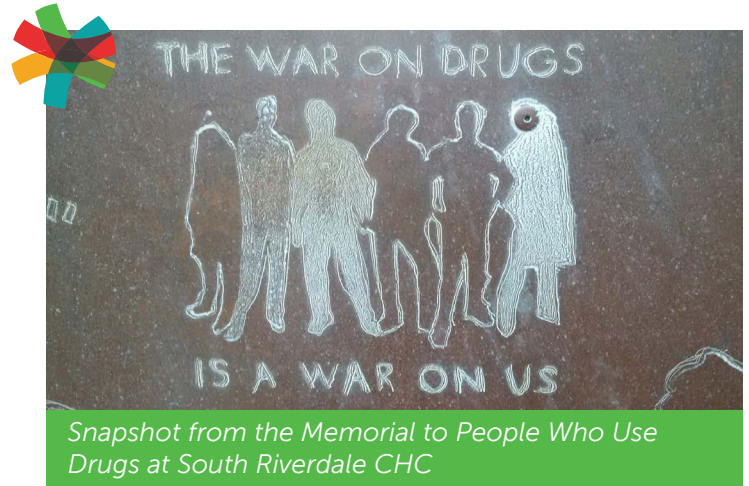
1. Make sure these resolutions have time on your local board agenda
2. Take a position on each resolution and ensure your Board delegate to the AGM has the voting direction from your Board
3. Raise any issues regarding the resolutions in advance
 - at the [webinar](#) on May 23 or
 - send directly to adrianna.tetley@allianceON.org

The Case for Decriminalization of Illicit Drug Use

The war on drugs imagery often focuses on drug cartels and illegal drug markets. What remains unseen is its many victims: people dying in alleyways and inside their homes because of poisoned drug supply; people with addiction challenges having no access to much needed health and social services or refusing to seek help because of stigma; youth getting arrested for drug possession and ending up with a criminal record that will create barriers for the rest of their lives. These are just a few of the devastating consequences of the war on drugs. And the issue is not contained to large cities only. Those in rural areas face the same challenges, including lack of services, stigma, criminalization of drug use and overdoses.

Over the past couple of years, Ontario has been gripped in a public health crisis, with an average of 3 people dying every day from drug overdoses and a poisoned drug supply. Alliance members have stepped up time and time again to address the overdose crisis offering much needed harm reduction services, including supervised consumption services and overdose prevention sites. In April, the Ontario government announced its decision to approve fifteen of the nineteen current sites in Ontario to become "Consumption and Treatment Service" sites. Eleven of the approved sites have CHC leadership.

While communities struggle to develop drug strategies and get approval for life-saving harm reduction services, there is a broader issue at stake. The overdose crisis has led to renewed public calls to decriminalize drug use in Canada. Eliminating criminal sanctions (decriminalization) for the possession of all drugs for personal use would go a long way to reduce the stigma against people who use drugs, and facilitate access to much needed health and social services, including treatment and harm reduction services.



The list of organizations that support this policy now includes Canadian Public Health Association; Canadian Drug Policy Coalition; Canadian and Ontario HIV/AIDS Legal Networks; Canadian Mental Health Association; Canadian Association of Addiction Medicine; Centre for Addiction and Mental Health; Toronto Public Health; Global Commission on Drug Policy; United Nations; World Health Organization; International Drug Policy Consortium; International Red Cross; the American Public Health Association; American Civil Liberties Union; the National Association for the Advancement of Colored People NAACP.

A resolution for the decriminalization of illicit drug use, put forward by South Riverdale CHC and Parkdale Queen West CHC, will be brought to the upcoming AGM in June. Here are a few reasons why decriminalization is a healthy public policy and why we encourage Alliance members to support:

- The laws criminalizing drugs have not resulted in decreased use. Drug prohibition has facilitated the growth of illegal markets, organized crime and violence.
- The illegal drug market has produced stronger and contaminated drugs for profit, resulting in poisonings, overdoses and death. In Ontario, emergency department visits for opioid poisoning increased by 73% between 2016 and 2017, and overdoses are most common among people aged 20 to 29.

- Canada spends an estimated \$8 billion on harms associated with illegal drugs, with \$5 billion of this expenditure going toward law enforcement. The criminal justice system is overcrowded and slow as a result of drug-related prosecutions. A disproportionate number of racialized people are arrested and incarcerated for possession of drugs, while people who use illegal drugs are judged more harshly than people who use other types of drugs such as alcohol.
- Criminalizing people for possessing and using drugs has resulted in criminal records for young people and adults making it hard for them to find a job and a place to live.
- It forces people to buy and use drugs in unsafe spaces, increasing the risk of harm and infections like HIV, hepatitis C and tuberculosis. Criminalization of drug use means greater risk of using contaminated drugs, leading to overdose and possible death.

Countries, such as Switzerland, the Netherlands, Portugal, Czech Republic, Australia, Argentina, Columbia, Mexico and Uruguay, have made changes to their drug policies that emphasize prevention, harm reduction, treatment and, for some, decriminalization. Such policies have led to:

- Reduced problem drug use, especially among vulnerable populations
- Lower drug use among youth (80% less likely based in one European study)
- Increased access to treatment, and decreased transmission of HIV and Hepatitis C
- Reduced drug-related deaths
- Reduced health and non-health-related social costs related to drug use
- Reduced criminal justice overcrowding and costs

Here in Canada most Canadians believe that the current approach to drugs is not working and changes are needed. They support a shift from a criminal justice to a public health approach to drugs that focuses on access to health and social services and harm reduction. With the decriminalization of cannabis in Canada and other jurisdictions, the lessons learned can be applied to regulating and decriminalizing additional illicit drugs.

LEARN

We encourage Alliance members to begin the dialogue about decriminalization of illicit drug use before the June AGM. At the AGM, we will host a panel on the issue. Here are some resources to facilitate discussions with your Boards:

- [Resolution with a backgrounder](#) that includes a list of resources and references
- Board Liaison [webinar](#) where we introduced the resolution
- [Presentation](#) from the Harm Reduction Network on Decriminalization and Regulation of Drug Use Instead of Prohibition
- Video: [Why The War on Drugs Is a Huge Failure](#) (6:25)
- Video: [Addiction](#) (5:41)

Community Health Connections Conference 2019

Community Health Connections 2019 is approaching fast. On June 12 and 13, the Alliance together with the Canadian Association of Community Health Centres will welcome over 600 health care professionals, board members, Indigenous leaders, researchers, physicians and community partners from across Canada for a national conference in Ottawa. With four thought-provoking [plenaries](#), 16 curated [concurrent sessions](#), 24 posters and two bus tours, the

conference will provide a platform to shine a spotlight on Canadian health concerns, historical issues impacting health, shared advocacy and solutions to improve health and wellbeing. Most importantly, it will bring even more networking opportunities to ensure you can take full advantage of connecting with leaders, innovators and health champions from Ontario and other provinces.

As always, the conference will be an excellent learning and networking opportunity for community boards. In the past, close to one third of conference delegates were Board members. This year will be no different. With four sessions tailored for community boards, a networking session and a pre-conference meeting for Board Liaisons and Board Chairs, the conference will not only bring you the latest updates on health system transformation and community governance but will also provide numerous opportunities to connect and learn from your colleagues across Ontario and Canada.



COMMUNITY HEALTH CONNECTIONS 2019

June 12-13, 2019

Ottawa Conference and Event Centre

ACT

Online registration closes on May 24. To register for the conference, visit: www.allianceon.org/conference2019

Governance Learning Sessions Stream

Wednesday, June 12 | 10:45 - 11:45 a.m.

Integrated Care Delivery: Best Practice Health System Scorecards

Under the proposed Ontario Health Team environment, organizations will be responsible for the integration of services and will be held accountable for the delivery of performance-based health and financial outcomes within a bundled care model. Learn how healthcare organizations and regions can operationalize collaborative accountability networks through the development of a Local Integrated Care

Delivery System Scorecard (ICDS). Participants will discuss how community-governed primary health care organizations could play a facilitative role in establishing a best practice approach to the ICDS development in their area. The session will also focus on boards' role in building a performance-based culture and working effectively with CEOs and Executive Directors who are increasingly faced with having to do more with less.

Speakers: Ted Ball, Transformation Coach, Quantum Transformation Technologies; Al Madden, Executive Director, South East Grey CHC

Wednesday, June 12 | 3:15 - 4:15 p.m.

Collaboration for System Leadership at a Governance Level

The changing health system landscape demands that community health organizations build stronger collaborations with a wide range of partners and Boards who have important roles to play. Working more collaboratively at the systems level helps organizations address determinants of health, improve health outcomes for their clients, and amplify their voices through collective action. This session will spotlight examples of collaborative practices led by Alliance members. It will look into the benefits and risks, and examine the Boards' roles and responsibilities in overseeing these processes. It will also offer lessons learned on what effective collaboration for system leadership looks like and how it can advance the organization's mission and address the needs of clients and communities.

Speakers: Edward Speicher, Chair, Sandy Hill CHC; Janice Meisner, Board Member, Somerset West CHC; Adrianna Tetley, Chief Executive Officer, Alliance for Healthier Communities

Thursday, June 13 | 10:30 - 11:30 a.m.

Governing and Leading in a Continuously Changing Environment

The environments in which community health organizations operate are characterized by uncertainty and complexity. To fulfill their fiduciary and strategic responsibilities, community health boards and EDs/CEOs are engaging in conversations about the impact of changing environments on their organizations and beyond. One key conversation is about adaptive leadership and systems-informed approaches. This requires boards to develop emergent strategies informed by immediate feedback, and to perceive early-on trends that could impact the mission and strategic priorities of the organization. In this interactive session, we explore current thinking about the complex issues that boards are facing. We will also explore what boards and EDs/CEOs are doing to foster a

culture of ongoing adaptation in order to thrive in a continuously evolving environment.

Speakers: Gwen Dubois-Wing, Dubois-Wing and Associates; Heidi Schaeffer, Principle, Advancing Change Together Consulting

Thursday, June 13 | 12:30 - 1:30 p.m.

Governance Leadership for Health Equity

This session is focused on practical resources and case examples of high-performing governance practices to advance health equity. We will begin with Axelle Janczur, who will explain how health equity was established as a strategic priority for Access Alliance by the board of directors and how this was operationalized within the organization. Next, Kathy Bresett and Mac Redmond from North Lambton CHC will share how their Board is leading strategic actions in each of the five pillars of the Health Equity Framework. Finally, Notisha Massaquoi will speak about the boards' strategic use of disaggregated and intersectional data to identify and address (through programs, advocacy and system influence and partnerships) evidence of health access and outcome inequities.

Speakers: Axelle Janczur, Executive Director, Access Alliance Multicultural Health and Community Services; Notisha Massaquoi, Executive Director, Women's Health in Women's Hands; Kathy Bresett, Executive Director, North Lambton CHC; Mac Redmond, Board Chair, North Lambton CHC

CONNECT

Don't miss the networking session for Boards on Wednesday, June 12, 4:15-5:15 p.m. to meet and connect with Board members across Ontario. Bring your concerns, ideas and suggestions to share!

Alliance Members Board Liaison and Chairs Meeting: Strategic Leadership in Health System Transformation

Tuesday, June 11, 2019 | 2:00 – 5:30 p.m.
Ottawa Conference and Events Centre
200 Coventry Road | Ottawa, ON | K1K 4S3

Please follow the link to register: <https://aohc.site-ym.com/event/board-chair-liaisons2019>

Join us on Tuesday, June 11, for an in-person meeting of Board Chairs and Liaisons. This annual networking meeting is a great opportunity to stay informed about the most recent developments in Ontario's health system and best practices in community governance, as well as connect with Alliance member boards across the province, share your experiences and learn from each other.



This year, the meeting will focus on examining the role of Alliance member Boards within a changing health care system in the context of Ontario Health Teams. We will share the most recent developments in health system restructuring and highlight examples of early Ontario Health Team adopters. There will be lots of time for small group discussions to share your experiences and concerns.

We will also continue the discussion around organizational membership policies and best practices. Grand Bend Area CHC will present the work they've done so far and there will be an opportunity to share your own ideas and suggestions.

The meeting is from 2 p.m. till 5:30 p.m. before the Annual General Meeting, which is scheduled to start at 6 p.m. Dinner will be provided at 5 p.m. Please see [attached agenda](#).

If you are able to attend this popular networking event, please register by Friday, May 31, so that we can ensure we have sufficient space and food for everyone.

Please note there is a limit of two delegates per organization. While executive leaders are welcome, we encourage Board members to attend.

Member Engagement Committee

The Member Engagement Committee of the Board is excited to continue working with you in the upcoming year. The committee includes Martha Lowrie, Board member at The Four Villages CHC, Richard Gerson, Board member at Woolwich CHC, François Séguin, Board Chair of l'Équipe de santé familiale communautaire de l'Est d'Ottawa, and Taposhi Batabyal, Board member at Woolwich CHC. Both François and Taposhi are new to the Alliance Boards. They have been serving as Board Liaisons for a number of years and will bring this valuable experience as we continue to work on improving two-way communications between the Alliance board and member boards and facilitating communications and networking between member boards across Ontario.

CONNECT

Building capacity of Board Liaisons will be our focus over the next year. Our goal is to ensure you have access to appropriate resources and supports. We will look into ways to improve the board liaison webinars, in-person meeting and Board to Board reports. We also plan to develop the Board Liaison Leading Practices Resource for your use.

Do you have any suggestions, insights or best practices to share about the Board Liaison role? Contact oleksandra.budna@allianceON.org.

Board Liaison profile: Terry Ramirez

Terry Ramirez is a Board Liaison for De dwa da dehs nye>s Aboriginal Health Centre (DAHC) where she has been serving on the Board for the past six years. We talked to Terry about how she uses the Board Liaison role to support the work of the DAHC Board.

Why did you decide to join the Board of DAHC?

I enjoy helping wherever I can and give back to my community. As an Indigenous person, I especially like to tie in my educational background in social sciences and Indigenous studies along with my 22 years of experience in health care to help Indigenous people. DAHC is an incredible organization with wonderful and very dedicated staff. It is fabulous at building relationships and getting Indigenous organizations to come together. DAHC is now working towards bringing an Indigenous wellbeing centre to Hamilton. I am proud of the growth of the centre and the leadership that DAHC has demonstrated to support Indigenous communities.

Why did you decide to take on the Board Liaison role?

I thought that I could learn a lot from this position and be able to bring this information back to the board. Alliance always keeps us informed about the most recent developments in the health system, upcoming changes and trends and how they may impact our organization. This allows us to be prepared, be one step ahead so to say.

Also, I really enjoy the conference, especially the governance stream and the sessions focused on Indigenous health. The conference and connecting with members from across Ontario allows us to learn about what is happening in other sectors and in other regions of the province. For instance, I've learned a



Terry Ramirez

lot about isolated Northern communities and rural communities and now have a better understanding of the different issues that they are dealing with. They might not have the exact same challenges, but there are still similarities with what we are facing and we may have common solutions.

What are some of the ways you are using this role to support the work of your local Board?

I provide updates and share the insights with the Board, which often helps with future planning. Whenever I attend Board Liaison webinars or receive the Board to Board report, I share the slides and the report with our Board along with a briefing note. I also share links to the health system change webinars and encourage the other Board members to watch them. If there is a new development or something that is particularly relevant for us, I ask for some time on the Board agenda to speak to it.

How do you see the Board Liaison role strengthen and grow in the future?

I enjoy the networking opportunities with other Board Liaisons. The sharing of knowledge and supporting each other is especially beneficial. I would really love to have more opportunities to connect, share and talk to each other. I find it valuable how much I've learned through networking. For instance, we could incorporate more informal networking at the in-person Board Liaisons and Chairs meeting and during the conference.

Confirm your Board Liaison



Thank you to the many member centres who have already submitted the names of those who are stepping up to serve as Board Liaisons. This role is part of the engagement process to ensure effective two-way communications between your Board and Alliance's Board. Board members who take on this role will have the opportunity to:

- Keep the Alliance board informed on issues most pressing for your organization and flag issues of common concern across our members;
- Learn more about the provincial health system.

When you have selected your Board Liaison, please send the name to Gabriela Panciu at gabriela.panciu@allianceON.org.

Alliance member portal

Did you know the member portal offers resources and tools for board members? To register your board for the portal:

1. Create a general email account for all of your directors (ex. board@xxxxx.com)
2. Send your general email to gabriela.panciu@allianceON.org to gain access.
3. Once you are signed up, a confirmation email with log in instructions will be sent to you to share with your board.

Upcoming Events

Changes in the Health System Webinar

[May 23 | 5:00 - 7:00 p.m.](#)

Twice a year, webinars will be held to update boards on changes underway in Ontario's health system. They'll enable boards to stay current on key issues and gain an insight on how upcoming policy changes will impact their centres. These webinars will also provide an opportunity for boards to have their questions answered.

Alliance Members Board Liaison and Chairs Meeting: Strategic Leadership in Health System Transformation

[Tuesday, June 11, 2019 | 2:00 - 5:30 p.m.](#)

Ottawa Conference and Events Centre

Member Complaint Process

Every member of the Alliance has the right to bring forward any complaints they may have about the Alliance.

For your information the complaint process is listed below. If you have any questions or concerns, please contact your constituency representative.

When a complaint is brought to the Alliance through a board or staff member, the complaint is referred to the Board Chair and Chief Executive Officer. The Board Chair and Chief Executive Officer will determine if it is a policy matter or operations related complaint, and will follow the appropriate process outlined in the Alliance's Governance Policy #2C – Board Members' Code of Conduct.

The full process is available on our [website](#). If you have any questions or concerns please contact oleksandra.budna@allianceON.org.

Feedback

We are very open to comments and feedback. In particular, we would very much appreciate it if you could take a few minutes to answer the following questions:

1. What did you find useful and/or interesting in *Board to Board*?
2. What would you like to see in future reports?
3. How could it be improved?

Please provide your answers and any other comments in the manner that is most convenient for you, either by:

- emailing Oleksandra Budna at oleksandra.budna@allianceON.org;
- by completing the online survey at: <https://www.surveymonkey.com/r/Board-to-Board-May2019>

Thank you very much for taking the time to answer these questions. They will be useful in our continued effort to improve future communications.