Community Health and A New Government
What to Expect

WELCOME AND OPENING REMARKS

KAREN PARSONS & RAYMOND APPLEBAUM
Meeting Objectives

- Information on key topics for Agencies
- Generate ideas you can take to support your agency
- Generate ideas we work on together
- Connect with people
# Meeting Agenda

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<td>Metamorphosis Strategic Plan</td>
<td>Jerry Mings &amp; Raymond Applebaum</td>
<td>2:15</td>
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<td>M-SAA’s 2019 to 2022 Update</td>
<td>Patrick Boily</td>
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<td>CSS/ MH&amp;A Base Funding</td>
<td>Raymond Applebaum &amp; Patrick Boily</td>
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<td>Break</td>
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<td>Round Table Conversation</td>
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<tr>
<td>a) Working Together to Support Clients</td>
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<td>b) Working Together to Navigate Pending System Changes</td>
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<td>c) Potential Questions for the Panel</td>
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Process for the Session

- Presentations
- Small Table Conversation
- Questions of Clarity
- Insights
- Notes that may help this evening
http://sli.do
Event Code - #U346

Every Question Matters.
The Ultimate Q&A and Polling Platform for Company Meetings and Events
Working Assumptions

- Everyone has wisdom
- We need everyone’s wisdom for the wisest results
- Everyone will hear others and be heard
- The whole is greater than the sum of the parts
- There are no wrong answers
- We need everyone’s wisdom for the wisest results
Let’s get started
Strategic Plan

2018 - 2023
We wish to acknowledge the Region of Peel Human Services Department for their generous support and committed funding to the Organizational Effectiveness Fund.

Funding was provided to support the Metamorphosis Network – Strategic Plan. These funds were awarded to the network to support strengthening internal business practices and capacity for the Network and participating organizations.
Metamorphosis Network
Leadership Team

Raymond Applebaum, CEO, Peel Senior Link
Carole Beauvais, CEO, Nucleus Independent Living
Theresa Greer, CEO, Heart House Hospice
Karen Parsons, ED, Peel Addiction Assessment and Referral Centre
Kuris Krepps, ED, Dufferin County Community Support Services
Lisa Mudie, ED, Richview Retirement Residences
Baldev Mutta, CEO, Punjabi Community Health Services
Maureen Riedler, ED, Hospice Dufferin
David Smith, CEO, Community Mental Health Association – Peel Dufferin Branch
Heidi Yerxa, ED, Seniors Life Enhancement Centres
# Metamorphosis Network

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
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<td>To collaboratively strengthen the voice of community organizations and their services.</td>
<td>A network of community organizations leading the way to healthier communities.</td>
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Initiated in 2004 to respond to the creation of LHINs and the transformation of the health care system.

To ensure there was a safe place for conversations and that the community voice was heard at the LHIN tables.

Held educational sessions, workshops, and conferences. Conferences were held once or twice per year. Last conference 4-5 years ago.

Informed the community quarterly meeting agenda of Mississauga-Halton LHIN. Routinely consulted with the Metamorphosis network.

Informed Integrated Health Service Plans (IHSP) for the CW and MH LHINs in early years.

Instrumental in several key initiatives e.g. Accreditation, Community Portal, Synergy GTA West, Community Quality Network, Connectivity through One Mail, etc.

Too many competing demands on people's time. Rapidly increasing accountability and compliance requirements that never existed prior.

The leadership team met monthly up to the development of the strategic plan refresh.
Planning Considerations

- Healthcare Transformation
- Government Policy Directives
- Community engagement
- Funding and Fundraising
- Social Media Presence
- Organizational Transformation
Strategies

- Network Transformation Strategies
- Local Policy Engagement
- Professional Development
- Framework for Organizational Sustainability
Network Transformation

Define and establish the Network. The work should include:

- Membership and the value proposition
- Secretariat function
- Web Presence and Social Media Presence
- Framework long-term sustainability
- Action steps to support local community planning tables
Professional Development

Create and sustain professional development for Board, Senior Team, and management from participating organizations. The work should include:

- CEO mentoring
- Executive Coaching resources
- Information on emerging government work
- Access to advocacy work
- Shared staff training opportunities (e.g., First Aid)
Local Policy Engagement

Develop a policy strategy that supports the network, informs the community and aligns with provincial and national community base policies. The work should include:

- Establishing strategic partnerships
- Identify and implement “best in class” practices for public engagement
- Create a “single point of reference”
Framework for Organization Sustainability

A forum for a social research project to explore and identify the factors for the sustainability of community-based organizations. This work should include:

- Academic and private sector companies
- A cross section of community agencies
- Best publish and post the information
- Training for Volunteers and Board members
Year 1 Implementation

An event to discuss CSS & Mental health and Addiction work in the healthcare environment. (Today!)

Share the Metamorphosis Strategic Plan

Survey agency’s to gather ideas in professional development

Build the communication structure to keep the membership informed
Questions

Clarity

Additions
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Event Code - #U346
References


References


2019-2022 MSAA Update

Patrick Boily, Manager Policy and Stakeholder Engagement
MSAA Renewal Process

Structure of MSAA advisory process

Committee members

Community Health Ontario recommendations

Next steps

Broader questions
Pan-LHIN SAA Structure

- LHIN CEOs
- H-SAA Steering Committee
  - HSAA Indicators Work Group
  - HSAA Planning and Schedules Work Group
- LSAA Advisory Committee
  - LSAA Indicators Work Group
  - LSAA Planning and Schedules Work Group
- MSAA Advisory Committee
  - MSAA Indicators Work Group
  - MSAA Planning and Schedules Work Group
- SRI Work Group

- INDICATOR SUPPORT: HEALTH SYSTEM INDICATOR INITIATIVE (HSII)
- LEGAL COUNSEL SUPPORT: LHIN LEGAL SERVICES BRANCH (LSB)
- SECRETARIAT SUPPORT: Health Shared Services Ontario (HSSOntario)
- LOCAL EXECUTION: LHIN SAA LEADS (Local Leads)
MSAA Advisory Committee

The MSAA Advisory Committee (the “Committee”), which brings together senior executives from home and community care sector associations, HSPs providing home and community care services and the LHINs, provides a central forum for enabling dialogue on MSAA issues.

The Committee has been established to provide advice to the LHIN CEOs on matters related to the MSAA, support the development of a MSAA template agreement, facilitate the annual MSAA Schedules refresh processes and address any issues that may arise throughout the life of the agreement.
Membership

Associations plus one member representative.

- Addictions and Mental Health Ontario (AMHO) - Reconnect Mental Health Services
- AdvantAge Ontario - City of Toronto
- Alliance for Healthier Communities (Alliance) - Seaway Valley CHC
- Association of Family Health Teams of Ontario (AFHTO)
- Canadian Mental Health Association (CMHA) Ontario - CMHA Toronto
- Nurse Practitioners’ Association of Ontario (NPAO)
- Ontario Community Support Association (OCSA) - March of Dimes Canada
- Ontario Long-Term Care Association (OLTCA)
Community Health Ontario recommendations

The Alliance, OCSA, AMHO, CMHA-Ontario collaborated on a legal review of MSAA Provincial Template by Karima Karani of Miller Thomson.

Based on legal review and consultation provided 16 recommended changes to 2019-2022 MSAA Provincial Template, 7 changes to Community Financial Policy and 3 educational opportunities.

The LHIN agree to incorporate 7 of the changes recommended to the template, rejected 6 and discussions on are on-going on another 3.
Accepted recommendations

Insertion of a clause that recognizes factors beyond an HSP’s control.

Clearer expectations and rationale with regards to French language services.

Greater consistency regarding termination and wind down costs.

Outlining a process for recovery.

Development of a formal indicator renewal process.

Changes for enhanced clarity and consistency.
Next steps

**October 2018**
- Schedules, Indicators, CAPS Education
- Launch CAPS

**November 2018**
- Approval of 2019-22 MSAA by Advisory Committee

**December 2018 - January 2019**
- Approval of 2019-22 MSAA by LHIN Boards

**March 2019**
- HSPs sign 2019-22 MSAAs
Broader questions

Does the provincial MSAA template align with the new government’s vision of efficient funding and organizations?

How does the MSAA impact an organisation’s performance?

How does the MSAA encourage or discourage better health system performance?
Base Budget Advocacy

Patrick Boily, Manager Policy and Stakeholder Engagement
Provincial Advocacy

Better at home
Optimizing Home and Community Care for Better Client Outcomes and System Sustainability

Pre-Budget Recommendations
Ontario Community Support Association
January 2018

Ontario Community Support Association
United in our commitment to care

Resources for Standing Committee on Finance and Economic Affairs

Ontario Community Support Association
United in our commitment to care

2017 OCSA Pre-Budget Consultation Submission
Urgent action required to solidify the foundation of home and community care, prevent erosion of quality and availability of service, and build capacity for future need.
LHIN Targeted Advocacy

It is time to shift our approach to funding the community support services sector, with an eye towards both expanding services and building the capacity of these agencies to meet ever-growing and changing need in a more sustainable way, now and into the future.
LHIN by LHIN Results

10/14 have allocated a base increase:
Central, Central West, Champlain, North Simcoe Muskoka, Mississauga Halton, Toronto Central, North East and South East, South West and Waterloo-Wellington

2/14 have not allocated a base increase:
Hamilton Niagara Haldimand Brant, North West

2/14 funding decision has yet to be communicated to members: Central East and Erie St. Clair
Contact Information

Patrick Boily
Manager Policy and Stakeholder Engagement
OCSA

Patrick.boily@ocsa.on.ca
416-256-3010 ext. 228
Reflections
The following is a cross-section of ideas shared by the tables about insights from the three-afternoon presentations, how can Metamorphosis work together and how can Metamorphosis help agencies.

Insights into your Organization
Cross section of ideas includes:

- Savings argument through the use of Data
- Recognizing factors beyond HSP’s control
- Apparently, all CSS agencies are underfunded
- The challenge of developing an ROI

Insights for Working Together
Cross section of ideas includes:

- Existence being threatened
- Staff pooling across agencies
- United voice
- Collective approach
- Metamorphosis can support strength-based community development
- That the M-SAA Advisory Committee is working on improving the M-SAA
- Finding a common set of quantitative indicators to tell our Story (Rotman?)
- Collective Approach
Conversation 2
How can Metamorphosis help organizations to work together to navigate the changing system?

Cross section of ideas includes:

- Pooling/ Shared Data Project
- Advocating to Politicians
- Speaking for each other (One Voice)
- Advocate on Behalf of all Agencies
- Common/Shared Policies (e.g., Professional Development)
- A community ideas Forum
- Common Professional Development Standards
- Joint Meetings with MPPs

Conversation 3
How can Metamorphosis help your organization navigate the changing system?

Cross section of ideas includes:

- Provide an opportunity to discuss with like-minded individuals
- Hard to divide us
- Advocating Funding Opportunities
- Advocacy with one voice
- Training Day
- Leverage IT Support
- Develop Management Talent
- Joint Project Development
- Advocacy and mutual support
- Board / Governance Education
- Create a sector impact statement
- Strength in numbers.
Community Health and A New Government
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Let’s get started
Agenda

1. The new government’s priorities and approach
2. Who’s who in the Ontario government
3. The new government’s approach – what is different?
4. What do we know about the plan for health care?
5. Key takeaways for you as leaders
1. The New Government Priorities
The Ontario Legislature

124 MPPs

76 PC
- Premier Doug Ford
- 21 Ministers
- 26 Parliamentary Assistants

40 NDP
- Leader Andrea Horwath
- 18 Critics and House Leader

7 Liberal
- Interim Leader John Fraser
- 7 Critics

1 Green
- Leader Mike Schreiner
The Main PC Priorities are **Outside** Health

**Election Commitments:**
- Audit Ontario’s books
- Axe Hydro One’s “$6 million dollar man”
- Reduce hydro rates
- Fight the carbon tax
- Repeal the sex-ed curriculum
- Bring jobs back to Ontario
- **End “hallway medicine”**
Ontario PCs’ health priorities

- 30,000 new long-term care beds over 10 years, with 15,000 beds in the first five;
- $1.9 billion over 10 years for mental health and addictions;
- Free dental care for low-income seniors.
- Make OHIP+ second payer.
- Review safe injection sites
- Line-by-line audit of spending
Who’s who at Queen’s Park?
Key Players in Government

Christine Elliott
Minister of Health & Long-Term Care

Peter Bethlenfalvy
President of the Treasury Board

Steve Clark
Minister of Municipal Affairs & Housing

Vic Fedeli
Minister of Finance

Raymond Cho
Minister for Seniors and Accessibility

Lisa Macelod
Minister of Children, Community and Social Services
Christine Elliott takes the helm at the Ministry of Health

- Currently the MPP for Newmarket-Aurora.
- PC health critic from 2009-2015
- Ontario’s first Patient Ombudsman from 2015-2018
New Deputy Health Minister is a well-respected long-time civil servant

Who is Helen Angus?

- Former Deputy Minister at International Trade, Women’s Issues, Citizenship and Immigration.
- Former Associate Deputy Minister for Policy and Transformation at Health.
- Former VP at Cancer Care Ontario
Ford’s campaign health advisor has been appointed to a new role

Who is Dr. Rueben Devlin?

• Chair, *Premier’s Council on Improving Healthcare and Ending Hallway Medicine*
• President & CEO of Humber River Hospital from 1999-2016
• PC Party President from 1998-2002
Dr. Devlin’s vision for health care

- More health care outside of hospitals
- Improve integration from hospital to home and throughout the system
- Adopt innovation and make better use of technology
- Improve access to patient records
Premier’s Council on Improving Healthcare and Ending Hallway Medicine

| Dr. Rueben Devlin, Special Advisor and Chair of the Premier's Council on Improving Health Care and Ending Hallway Medicine |
| Peter Harris, Barrister and Solicitor |
| Dr. Jack Kitts, President and CEO, The Ottawa Hospital |
| Dr. Adalsteinn Brown, Professor and Dean, Dalla Lana School of Public Health at the University of Toronto |
| Kimberly Moran, CEO, Children's Mental Health Ontario |
| Connie Clerici, CEO, Closing the Gap Healthcare |
| David Murray, Executive Director, Northwest Health Alliance |
| Barb Collins, President and CEO, Humber River Hospital |
| Dr. Richard Reznick, Dean, Faculty of Health Sciences at Queens University |
| Michael Decter, President and CEO, LDIC Inc. |
| Shirlee Sharkey, President and CEO, Saint Elizabeth Health |
Sub-committees

| Six sub-committees under the Premier’s Council

- Primary care
- Hospitals
- Mental health and addictions
- Home and community care
- Long-term care
- Digital health
Two Parliamentary Assistants named for Health

MPP Robin Martin
PA to the Minister of Health and Long-Term Care (Health)

MPP Effie Triantafilopoulos
PA to the Minister of Health and Long-Term Care (Long-Term Care)
Raymond Cho leads new Ministry of Seniors and Accessibility

- Currently the MPP for Scarborough North.
- Toronto city councillor from 1991-2016
Key opposition players in Ontario

Teresa Armstrong
NDP Critic for Home and Long Term Care

France Gelinas
NDP Critic for Health

Bhutila Karpoche
NDP Critic for Mental Health & Addictions

Joel Harden
NDP Critic for Persons with Disabilities and Seniors’ Affairs
3 The new government’s approach – What is different?
Governing Style

1. Centralized decision-making
Governing Style

2. Little patience for processes which slow government action
Governing Style

3. Preference for conflict over consensus

Doug Ford says Ontario teachers could face consequences for teaching repealed sex ed

GTA teacher refuses to teach new sex-ed curriculum despite Doug Ford's new tip line

Toronto is fired up over Doug Ford's plans for city hall
Governing Style

4. Distrust of “elite” opinion

'Science is not political,' says Ontario's 1st chief scientist after being fired by Doug Ford

Buck-a-beer comes into effect in Ontario, but beer and wine in corner stores still a while away
Governing Style

5. Unpredictable policy environment

Less than a month into his new government, the rookie premier of Ontario took the city by surprise when he slashed the number of Toronto’s wards from 47 to 25 midway through the current election.

That move sparked a war of words between the two levels of government, which are still duking it out in court. Nevertheless, Municipal Affairs Minister Steve Clark told reporters the province expects it to become ancient history when the new council is elected this fall.
The plan for health care: What we know.... What we don’t
What has changed already:

- Minister’s Mandate letters no longer public
- Youth mental health is now under MOHLTC
- New Deputy Minister (Helen Angus)
- New Premier’s Health Council
- Departure of Associate Deputy Nancy Naylor to EDU
- New offer extended to OMA
- Personal Support Agency scrapped
Some things to watch for...

- Return to austerity agenda?
- Expected Repeal / Revisions to Bill 146 & PSLRTA
- Reorganization of the MOHLTC
- "Undoing" Patient’s First – Whither LHINs and CCACs?
- Consolidation / elimination of MOHLTC-funded agencies.
Other important considerations

• Focus on hospital-centered models for care integration
• Openness to greater private sector involvement in delivery and financing
• Potential for significant short/medium term paralysis at Ministry, LHINs and Agencies.
Some things to watch for...

• Impact of EY’s line-by-line audit.
• Promises made in advance of October 2018 municipal elections.
• Fall Economic Statement in November 2018
• Budget 2019 (March/April)
• Federal election, October 2019
What it means &
What you can do
Implications for your organization

• Environment defined by both uncertainty and high potential for significant disruption / change

• Government decision-making processes and timelines are not clear

• Smaller organizations without a voice could find themselves as “policy takers” as opposed to policy makers

• Ability to advance local objectives is highly dependent on the leadership approach of LHINs, HSP partners, etc.
Positioning for Success

1. Get & stay informed
2. Have a clear plan for your organization, network, sector.
3. Conduct contingency / scenario planning as a board with executive leadership team.
4. Build local partnerships and pro-actively engage MPPs, LHINs, municipal leaders and civic leaders.
Questions?
Ontario Community Support Association

DEBORAH SIMON, CEO
About OCSA

Ontario Community Support Association (OCSA) is the voice of the home and community care sector.

Our nearly 240 members provide a wide variety of health and wellness services that help a wide range of clients – this includes seniors and people with disabilities – to live independently in their own homes and communities for as long as possible.

Our mission is to strengthen and promote home and community support as the foundation of a sustainable health care system.

The vision of OCSA is a strong, sustainable health system that ensures personalized care when and where you need it.
Our Top Three Messages.....

1. Acknowledge that some change *is necessary* and important right now....

2. Keep an *unwavering* focus on the client/consumer/individual/patient....

3. Don’t wait for change to arrive.
Leadership Tips

Reach out and connect with local MPPs. Invite them to a tour of our organization and if possible – see firsthand what it takes to deliver services.

Forge new contacts – with other service providers, regional contacts, all levels of government, other sectors....

Use stories to demonstrate the art of making a difference! Facts and evidence as available to back it up!
Action Opportunities

Communications....

Opportunities & tools – social media, media op ed’s, sector contacts - forums such as this – we need to make some noise.....

Broader engagement of the users of our services....

Client advocates *are powerful* – appropriate engagement will be critical...
Contact Information

Deborah Simon
CEO
OCSA

Deborah.simon@ocsa.on.ca
416-256-3010 ext. 231
Metamorphosis

Canadian Mental Health Association, Ontario Division
Camille Quenneville, CEO
About the Association

- CMHA National was incorporated in 1918, and celebrates 100 years of existence in 2018.
- Oldest nationwide health charity in the country
- CMHA Ontario has 30 branches across Ontario, providing community based mental health and addiction services across the province.
CMHA Ontario

**Mission**

We work to improve the lives of all Ontarians through leadership, collaboration, and the continual pursuit of excellence in community-based mental health and addiction services.

**Vision**

A society that embraces and invests in the mental health of all people.

**Values**

Self-Determination  
Diversity and Inclusion  
Social Justice  
Innovation  
Collaboration
Our Strategic Priorities For the Next 3 years

Promote Good Mental Health Across the Lifespan
- Invest in growth and expansion of provincewide programs that reach individuals at all ages and stages of life.
- Continue CMHA’s tradition of public education about the importance of mental health.
- Partner with organizations to promote programs/services that help distinct age and population groups.

Champion Change Management for Quality Improvement
- Enhance third-party recognition to support CMHA as a leader in community mental health services.
- Continue quality-improvement efforts, ensuring quality and continuous improvement are embedded in organizational culture.
- Use tools to continually monitor status and outcomes of our work.

Expand Through Strategic Partnerships & Innovation
- Build relations with government and funders to ensure our influence is helpful in guiding public policy.
- Seek “value-add” opportunities to assist system change at provincial and community level.
- Engage Local Health Integration Networks about the importance of our sector and work.
- Include cross-sectoral collaboration to expand opportunities for service delivery.
- Assist branches with integration opportunities initiated locally.

Strengthen our Capacity to Enhance the System
- Expand CMHA-led programs to capitalize reach with distinct populations.
- Expand advancement efforts and existing relationships for mutual benefit.
- Engage in priority setting with staff, with an awareness of capacity when considering new ventures.
1. Keep calm and carry on!
   ➢ “community” does excellent work

2. Look for new and exciting partnership opportunities
   ➢ include previously untapped partners

3. Stay focused!
   ➢ let’s not disrupt the system
1. Communicate Positively
   ➢ counter unnecessary stress that will distract from client care

2. Play the Long Game
   ➢ what do we want to accomplish as an organization that will excite this government too?
   ➢ What’s the “win-win”?
Action Opportunities

➢ Connect dots locally and provincially

➢ Demonstrate the value of community in ending hallway healthcare
Contact

Camille Quenneville

cquenneville@ontario.cmha.ca
Thank you!
Addictions and Mental Health Ontario (AMHO)

BARNEY SAVAGE
DIRECTOR OF POLICY AND COMMUNICATIONS
AMHO

Represents about 200 mental health and addictions service providers across Ontario

Formed five years ago with the merger of Addictions Ontario and “The Federation”

Biggest opportunity: new government has pledged $3.8 billion for mental health and addictions over 10 years

Biggest challenge: Public/political concern about system coherence and fragmentation during a time of fiscal restraint
Top Three Messages

1. The **way** this government makes decisions is different.

2. Investments to support the “patient/provider interface”

3. “Too many agencies.”
Leadership Tips (Board | Staff)

1. Sharpen focus on client experience.
2. Be prepared to justify non-clinical expenses.
3. Demonstrate openness to different options for delivery of non-clinical services.
4. Plan on the basis of most likely scenarios
Action Opportunities

1. Cultivate relationships with MPPs. Invite them to AGMs, open houses, etc.

2. Connect with your provincial association(s) so that local messages and provincial messages reinforce each other.

3. Deploy board chairs and members – positioned as key volunteer leaders in the community.

4. Connect politicians with the client and family experience.
Contact Information

Barney Savage
Director of Policy and Communications

barney.savage@amho.ca

www.amho.ca