

Board to Board Report

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

February 2020



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Message from the Chair

Welcome to the first issue of *Board to Board* in 2020. As we enter a new year and new decade, it is a great time to look back and celebrate our accomplishments over the past half a century that has seen our sector grow into a vibrant network of more than 100 organizations strong. One of the things that has always distinguished Alliance members is their readiness to step into leadership roles, spearhead innovations and take risks while maintaining a steadfast commitment to advancing health equity through all the changes and transformations.

This commitment will continue to guide our work in 2020, which promises to bring even more change, including exciting opportunities and likely some challenges. One of the biggest internal changes will be the retirement of the Alliance's CEO, Adrianna Tetley. Over the past 15 years, Adrianna has demonstrated courageous leadership, with seemingly boundless energy and an unwavering commitment to building a more equitable health system that works for everyone, especially for people and communities facing barriers. The Board has started the recruitment process, and we are confident that with our strong Board and leadership team, we are in a good position to recruit a new CEO that will be committed to health equity through comprehensive primary health care and will take the Alliance through a new stage of growth.

Externally, as the province continues to implement the Ontario Health Teams, the transformation of Ontario's healthcare landscape presents an excellent opportunity for us to help build a more equitable and better connected health system. Thirty-four Alliance members are involved in the first cohort of OHTs that were approved last year, with 33 more being part of the Teams currently in development. With our extensive experience in building connections between different parts of the health system, with other sectors and, most importantly, with

the people and communities we serve, we have a lot to bring to the table.

One of our main roles in the OHT implementation process will be to keep the focus on health equity and ensuring people and communities facing barriers get equitable access to the services they need and have opportunities to achieve their best possible health and wellbeing.

This commitment to health equity has always been the foundation of our work and it is embedded in the Health Equity Charter. Since the Charter was first approved by the Alliance membership in 2012, we have accomplished a great deal. At the same time, our understanding of health equity, anti-oppression, reconciliation and allyship has expanded and deepened. To ensure the Charter continues to reflect this evolving understanding of health equity and to strengthen our commitment to recognize and address barriers to good health, the Alliance Board decided to launch a refresh of the Health Equity Charter.

Over the past few months, we have been involved in consultations with the Alliance's four priority groups: Indigenous people, Francophones, Black and racialized communities, and Two Spirit and LGBTQ+ communities. We have also conducted an environmental scan of relevant documents, reports and tools. The feedback we received during the consultations and the environmental scan have informed the first round of revisions. The revised Health Equity Charter draft was shared with you at the beginning of January. We hope you will take time



Claudia den Boer

to discuss the proposed revisions and provide your feedback by March 9, 2020. Your input will help us strengthen the Charter and make sure it continues to support our collective work advancing the best possible health and wellbeing for everyone living in Ontario.

I look forward to working with you in 2020 and beyond!



Claudia den Boer
Alliance Board Chair

Health System Transformation

Ontario Health

The Alliance is pleased to learn that [Matt Anderson](#) has been appointed the CEO of Ontario Health effective February 1, 2020. Matt is well known to the Alliance and to our members through his previous roles and his support for Alliance members and our model. Matt is an expert in digital health and sees CHCs as an exemplary model of integrated service delivery in OHTs. He is a large proponent of collaboration, and we look forward to working with him and look forward to learning about his vision.



The 14 LHINs have been clustered into five interim geographic regions and will be led by five transitional regional leads. The new appointees are: Bruce Lauckner (West), Scott McLeod (Central), Tess Romain (Toronto), Renato Discenza (East), and Rhonda Crocker Ellacott (North). LHIN functions will eventually transition into Ontario Health or to local Ontario Health Teams over time based on a careful plan the Ministry is developing with Ontario Health and LHINs. The [five agencies](#) now under Ontario Health are: Cancer Care Ontario; Health Quality Ontario (now Quality); eHealth Ontario (now Digital Services); Health Shared Services Ontario (now Shared Services); and HealthForceOntario.

Provincial Budget

The Alliance deputed to the Standing Committee on Finance and Economic Affairs on January 22 regarding our expectations for the provincial budget. There was only a single day of hearings held at Queen's Park this year, so we travelled to Belleville for these consultations. Our pre-budget requests touched on social prescribing, TeamCare, harm reduction and safe supply, and base funding for Alliance members. These requests were supported by comprehensive proposals and meetings with government officials over the past several months, and we are optimistic that they are receiving due consideration. Our written budget submission is [available here](#).

Public Health

Consultations regarding public health modernization are currently underway, and one key goal is to deepen relationships between public health and primary care. The Alliance is participating in oral and written consultations, and engaging in conversations with public health partners. Our [recommendations](#) include: strengthen relationships between public health and health care, ensure public health accountability for advancing health equity, shift direct service delivery to primary health care, clarify public health and health care roles in population health data collection and use, design governance models that are inclusive of the local community, embed equitable front-line access into supply chain management between public health and primary care, and ensure digital health tools and equitable broadband access to support intersectoral coordination.

Emergency Services

Emergency services modernization consultations are happening in parallel to the consultations on public health. Alliance recommendations on emergency services include: support community paramedicine, including social prescribing and closed-loop referrals; and ensure sufficient resources are allocated to support comprehensive primary health care organizations that are on the receiving end of ER diversion programs.

Other Legislation

The Alliance deputed at Queen's Park on two recent pieces of legislation. We provided input on the omnibus *Plan to Build Ontario Together Act* with respect to two matters: clarifying that there are no current barriers to the collection and use of sociodemographic and race-based data in health care under PHIPA, and advocating for increased spaces for salaried physicians as an alternative to increased oversight over OHIP billings (link to transcript: www.ola.org/en/legislative-business/committees/finance-economic-affairs/parliament-42/transcripts/committee-transcript-2019-dec-02#P648_160180).

We also provided input on the *Foundations for Promoting and Protecting Mental Health and Addictions Services Act*, which creates a Mental Health and Addictions Centre of Excellence. We again reiterated the importance of collecting and using sociodemographic and race-based data, and shared the important role that Alliance members currently play in delivering mental health and addictions services (link to transcript: www.ola.org/en/legislative-business/committees/social-policy/parliament-42/transcripts/committee-transcript-2019-dec-06#P97_6528).

Ontario Health Teams

Congratulations to the 34 members leading, involved or affiliated with 19 of the 24 OHTs approved in the first cohort!

The Alliance members have been working tirelessly since spring, in various stages of the Ontario Health Teams (OHT) process, to enable local partners to come together and work towards an integrated person-centered healthcare system.

In addition to the 34 members involved in the first cohort of OHTs, 12 members are involved in the remaining seven teams that submitted a full application. There are also 33 Alliance members involved in 20 of the 41

Ontario Health Teams are groups of providers and organizations that are clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined geographic.

teams that were placed In Development, as well as a handful of members in teams that submitted a self-assessment form in December 2019.

Alliance members are working tirelessly to shift the conversation towards health equity at their local tables.

From having all partners endorse the Model of Health and Wellbeing and the Health Equity Charter, to creating Health Equity working groups or making it a focus of all working groups – members are working to bring the voice and needs of people facing barriers to future system planning.

Governors also have a role in advancing Health Equity, such as Board to Board or All Governors meetings amongst OHT partners, as well as during internal strategic decision-making processes, ensuring that the board takes a strategic system level approach to all decisions, rooted in equity.

The Alliance is holding an OHT workshop for executive leaders in late February that aims to keep all members, regardless of role or stage in application, at the leading edge of OHTs. Building on the success of our Collaborative Governance webinar series in setting a high bar for OHT collaborations, we are currently developing a new capacity building webinar series with the Tamarack Institute and other partner organizations on the theme of Community Engagement and Accountability to Community. We hope to launch this series in spring 2020.

LEARN MORE: TOOLS AND RESOURCES

Alliance Resources

- Alliance OHT Webinar – Role of Governors (September 11, 2019) ([recording](#) | [slides](#))
- Alliance Partner and Stakeholder [Briefs](#) and Full Application [Template](#)
- Building Collaboration Capacity for OHTs [Webinar Series](#)
 - Webinars on [Trust](#), [Collaborative Leadership](#), [Collaborative Governance](#) and [more](#)

Ministry of Health Central Program of Supports

- [Becoming an Ontario Health Team](#) (links to all government resources)
- [RISE - Rapid-Improvement Support and Exchange](#)
 - Includes [briefs](#) such as this one on [Collaborative Governance](#)
 - Includes [webinars](#) such as this one on [Attributed Population](#)

CACHC Corner

Following CACHC's successful advocacy for key federal policy initiatives during the 2019 federal election, they have recently shifted gears toward strategic planning for the years ahead. In December 2019, the CACHC Board of Directors finalized the association's 2019-2024 Strategic Plan, which CACHC is excited to share with their members and partners across Canada in early February.

As a companion to the Strategic Plan, the association is also developing a new Communications and Engagement Guide, with tools for our members. It will support implementation of key components of the new five-year CACHC Strategic Plan. CACHC will provide further updates in the next issue of *Board to Board*.



In the meantime, please watch a new national video produced by CACHC entitled “Community Health Centres: Healthy People, Healthy Communities”. Produced by award-winning CineFocus Canada, the video tells the story of Canada’s Community Health Centres and makes the case for increased federal and provincial investment in community-governed primary health care organizations.

LEARN/ACT

Visit CACHC’s website and social media channels over the weeks ahead for new resources and opportunities to participate in national and local advocacy:

- Website: www.cachc.ca
- Twitter: [@CACHC_ACCSC](https://twitter.com/CACHC_ACCSC)
- Facebook: facebook.com/CACHC.ACCSC
- YouTube: youtube.com/user/CACHCandACCSC

Make sure to use the hashtag **#SupportCHCs** in your social media posts regarding the work of Community Health Centres in general and your CHC locally. This helps build visibility for our collective mission and our concerns as a national CHC movement.

Alliance Transformation

Health Equity Charter refresh

Since the Health Equity Charter was approved in 2012, it has been one of the foundational documents, along with the Model of Health and Wellbeing and the Model of Wholistic Health and Wellbeing, that have guided our collective efforts toward the best possible health and wellbeing for everyone living in Ontario.

Last year, the Alliance Board decided to launch the Health Equity Charter refresh process to make sure the Charter continues to support our work in recognizing and dismantling barriers to equitable health. The goal is to hold a vote on the revised Charter at the Annual General Meeting in June 2020.

Over the past few months, we have engaged in consultations with the four priority groups: the Indigenous Primary Health Care Council, Francophone Advisory Group, Black Health Committee and Rainbow (2S&LGBTQ+) committee. We have also conducted an environmental scan of the health equity landscape.

Key dates:

- **January-February 2020** – Alliance members discuss the Health Equity Charter revisions at their Board meetings
- **March 9, 2020** – deadline for members to submit feedback via survey
- **April 2020** – Alliance Board to finalize the revised Charter and pass a motion
- **April-May 2020** – additional revisions if required
- **June 9, 2020** – vote at the Annual General Meeting
- **After the AGM** – develop and share the resource guide, webinars, supporting communication materials, etc.

The results of the consultations and environmental scan have informed the first round of revisions in the Health Equity Charter.

Now we want to hear from you. Do these changes help increase the understanding of health equity and reflect the work you do? Are there ways we can further strengthen the Charter? How can the Alliance support you putting the Health Equity Charter into action?

We invite you to have discussions at your Board meetings and send us your feedback through a survey before March 9, 2020.

Learn more:

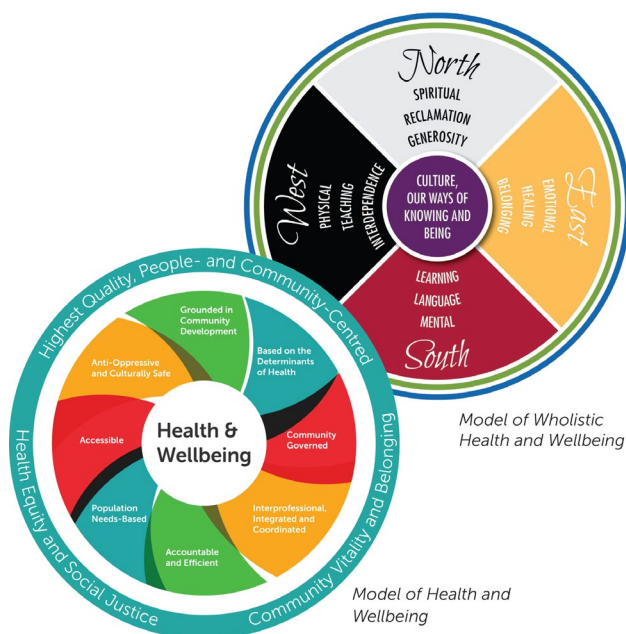
The following documents are available in English and French on the [portal](#):

- [Consultation guide](#): information about the refresh process, next steps, discussion questions and survey link.
- [Health Equity Charter revised draft - long version](#)
- [Health Equity Charter revised draft - short version](#)
- [Sample power point presentation](#) to bring the discussion to your Board

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- Review the guide to learn more about the Health Equity Charter refresh goals, process and next steps
- Discuss proposed changes at your Board meeting. Discussion questions are provided in the consultation guide.
- Identify someone to complete the online survey: <https://www.surveymonkey.com/r/SYVPTJQ>
- Please complete one survey per board
- Deadline for response: March 9, 2020
- If you have any questions, please contact Oleksandra Budna, communications and member relations lead at the Alliance, at oleksandra.budna@allianceON.org.

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



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We want to thank all members who have endorsed the 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 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

Laverne Blake and Angie Heydon are Board members at Unison Health and Community Services, a Community Health Centre in Toronto. Laverne has served on the Board for almost six years and now sits of the Diversity Committee. Angie joined in September 2017 and took on the Board Liaison role. We talked to Laverne and Angie about their experience with Inclusive Leadership in Governance training and other initiatives Unison has been working on to build a more diverse and inclusive Board.



How long has the Board Diversity Committee it been in existence? What are some of the projects the committee has been leading to promote diversity and inclusivity?

Laverne: We began our work in 2019. Since then, we've already accomplished a lot. We reviewed the Board orientation policy and recruitment process. We developed the Board self-assessment tool that helped us understand the diversity and different skills of the Board members, as well as identified gaps and how we can outreach to particular communities. In addition, the whole Board went through the Inclusive Leadership training.

Why did the Unison Board decide to take the Inclusive Leadership training?

Angie: The Board had already identified a desire to strengthen and ensure ongoing diversity. There was another driver: we'd gone through the Qmentum process from Accreditation Canada. Unison came out with very high scores on almost everything. The one area where we needed to do more work was making sure that we were hearing from clients and community.

Laverne: This training and the work we've been doing aligns with our strategic priorities, one of which is effectively supporting the communities that we serve: LGBTQ+ clients, senior population, youth and people facing mental health challenges.

What were the key learnings/insights?

Laverne: There is a strong Board commitment to ensure inclusivity and not just stating it in the policy but being proactive and intentional. Unison has already been working within the anti-racist, anti-oppression framework. This training has helped increase our learning on how to increase community engagement, strengthen diversity on our Board and improve Board recruitment practices. Since the training, we've recruited new Board members from communities that were a priority for us.

Angie: Another one was looking at the role of the Board versus the role of management. There is a lot of community engagement through management and staff so one of the questions after the training was what the Board's role is. We asked ourselves: What is the Board doing to hear from the community? What's our role in advocacy on issues that are affecting the community? We are now developing a Board policy on advocacy.

What changes is the Board planning to implement as a result of the training?

Laverne: As part of the training, we had an opportunity to go through reflective questions and have a Board discussion about Unison's role in the community. We reviewed to what extent we are utilizing formal and informal mechanisms to involve community in decision-making, how proactive we are in learning about the community and trends and applying this knowledge in our work. The plan is to

prioritize community engagement and look at these questions periodically.

Angie: I found it very interesting that while we were going through the training and thinking about these questions around the broader community, the province was moving toward Ontario Health Teams which are also focusing on populations and identifying gaps and needs.

Any suggestions for other Boards considering the training?

Angie: It's very easy to do and you can do it online. You can do it as a group or you can do it on your own. The whole value is bringing everybody together so you can have very conscious discussions about these important issues.

Laverne: It is an excellent tool that offers an opportunity to come together and learn together. At the end of the training, there was growth and a tangible plan was put together to move forward and to strengthen diversity on our Board. It was a good experience and we will continue working on expanding our knowledge.

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The Inclusive Leadership in Governance training is currently unavailable as onBoard Canada hasn't finished moving it to a new learning management system. We will keep you posted when the training is back online.

In the meantime, continue the conversation around how you, as governors, can advance equity, diversity and inclusion. For additional readings and resources on inclusive leadership, visit our website: www.allianceon.org/Inclusive-Leadership-Resources

Alliance Board in the Spotlight: Constance McKnight

After six years on the Alliance Board, Constance McKnight, CEO of De dwa da dehs nye>s Aboriginal Health Centre in Hamilton, will be stepping down as a board member. During her tenure on the Board, she has served on the Audit Committee and as a Treasurer, participated in sub-committees working on the rebranding and strategic planning, and is now involved in the recruitment of the new CEO of Alliance for Healthier Communities. As a founding member, she also currently enjoys the responsibilities of being the inaugural Vice-Chair of the Indigenous Primary Health Care Council. We talked to Constance about her experience on the Alliance Board.

How long have you been the CEO of De dwa da dehs nye>s Aboriginal Health Centre and why did you decide to take on this job?

Since May 2011. When I applied, I was looking to work within an Indigenous organization. I wanted to discover more about myself as a Metis woman and contribute my knowledge and skill set to

benefit Indigenous peoples. When I saw the posting for De dwa da dehs nye>s and researched the organization, I was blown away by the array of services and supports being provided to the Indigenous community and realized that the organization had the potential to become an International Best Practice. Growing the organization in a way that best meets the needs of the community has been my passion ever since.

Why did you join the Alliance Board?

I originally joined the Alliance Board to lend the Indigenous voice to organizational and sector wide decision-making. Since joining, I put



Constance McKnight

name forth for a second term because the education provided to the Board is “top shelf” in terms of content; the information with respect to the sector and political trends helps me in my role as CEO. The Board is very high functioning and is current in their processes, which has also been a wonderful support in my role as CEO and my work with my own organization’s Board of Directors. Being involved in the branding, strategic planning and now the recruitment of a new provincial CEO for the Alliance has been both challenging and educational.

What have been some of the highlights during your time on the Board?

Every meeting and every conference have been a highlight. The entire experience has been phenomenal. The team that comprises the Board is very dedicated and collegial, ensuring that every voice is heard around the table at every discussion. The generative discussions are always enjoyable as we participate in deep conversations with multiple viewpoints.

What advice would you give to a new Board member?

Ask questions, be authentic, and be committed to working as a sector, for the betterment of the Alliance for Healthier Communities member organizations.

ACT: Call for Alliance Board nominations – due February 13, 2020

We are looking for four new Board members to fill the following gaps:

- Diversity of lived experience: Indigenous (1), Racialized (1), Rainbow communities (1)
- Member type: Nurse Practitioner-Led Clinic (minimum of 1)
- Organizational role: Board Member (minimum of 2)

More information is available here:

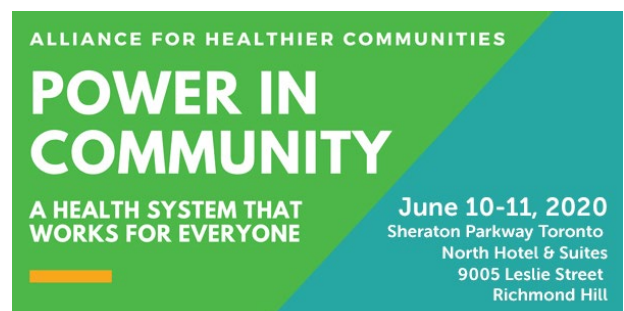
[English / French](#)

For questions, contact Corinne Christie, Executive Coordinator, at 416-236-2539 ext. 222 or corinne.christie@allianceON.org.

Conference 2020

On June 10-11 join us for *Power in Community: A health system that works for everyone* conference

Time to start making plans to attend the Alliance’s annual primary health care conference. This year, the theme is ***Power in Community: A health system that works for everyone***. We hope you will be able to join over 600 health care professionals, board members, Indigenous leaders, researchers, clinicians and community partners to connect with and learn from each other.



Coming at a strategic moment in Ontario’s transforming health system, this inclusive, action-oriented conference will challenge attendees to unpack issues of power and get to the root of structural and systemic inequities. Together we will explore the impacts of historical and current power imbalances and promising strategies to advance community-led and equity-focused primary health care.

Governance sessions

With Board members comprising about one third of the delegates, the conference is an excellent opportunity for governors to connect, share experiences and learn from each other. As always, we will be bringing a learning session stream focused on community governance and the issues important to Alliance member boards.

Indigenous Health in Indigenous Hands: What does it mean in the OHT Environment?

A session designed for board members and others who are committed to being allies of Indigenous people. Detailed description to follow.

OHTS: The Good, the Bad and the Ugly

The purpose of this highly engaged transformation lab is to share and explore up-to-date experiences in the Ontario Health Team Environment.

Authentic Community Engagement in the OHT Environment

This panel presentation will look into community involvement in OHTs with urban and rural presentations on leading and emerging community engagement practices. How are OHTs planning, developing, delivering and evaluating health care by, with and for the communities they serve? How are they privileging community voices and experiences and practicing empowering and accountable community-centred engagement? What are the ways that OHTs are accountable to the communities they serve? The goal is to explore board roles in community engagement in the OHT environment and arrive at a shared understanding of authentic community engagement in the OHT environment that advances health equity and builds accountability to communities.

Increasing the Marginalized Voices in your Governance & Leadership

This session led by TAIBU CHC Board and Leadership is designed to help organizations better strategize for community engagement and their participation in Governance and Leadership tables/opportunities. We often hear that organizations are facing challenges in meaningfully engaging their communities (e.g. during membership drive) or in participation in the planning, development and implementation of programs and services. This session combines community engagement and governance capacity building to give the participants a broad range of skills and strategies. The sessions will also include self-reflection and tips for being an advocate and an ally when working with racialized and marginalized communities.

Community Governance 101

This interactive networking session is an opportunity for new board members to come together, share their experiences and learn from fellow governors about the community governance principles and best practices.

LEARN more:

For plenary descriptions, complete list of learning sessions, schedule and other details, visit www.allianceon.org/Conference2020

Registration will open in early February.

CCA Organizational Standards Module

Twelfth Edition

In January 2020, the Canadian Centre for Accreditation (CCA) released the Twelfth Edition of the Organizational (ORG) Standards. These Standards are used by all organizations accredited by CCA in addition to at least one set of program standards that best match the organization's services. This edition of the Organizational Standards will apply to organizations who complete their organizational profile after January 15, 2020 - typically, those with a site visit in 2021 or later.



Canadian Centre for Accreditation
Excellence in community services

Centre canadien de l'agrément
L'excellence en matière de services communautaires

The Organizational Standards cover core operational areas, such as governance and management of finances, quality improvement and human resources. CCA's goal is to update the content of the standards regularly to reflect best practices as well as streamline and clarify their presentation. The Module Advisory Group helped the CCA to identify the most important organizational areas for accreditation to assess. The concepts of diversity, inclusion, equity and the importance of cultural safety have been strengthened across the Module.

The Quality, Planning and Performance Component has been enhanced with more explicit integration of risk management as part of quality. There is also new content in the Human Resources Component addressing workplace culture and psychological health and safety. The previous Systems and Structures Component is renamed as Information Management and has been significantly updated to reflect the quickly changing information management and security environment. Privacy related standards more clearly distinguish personal information from personal health information and are tailored to the different jurisdictions in which organizations operate.

Looking ahead:

- New organizational standards roll out in English and French. Webinars and communication to members will follow.
- CCA will monitor the new standards and make sure they are working for the organizations and the reviewers as they roll out in 2020.

ONCA Update

ONCA Update: Continued delay means no proclamation in early 2020

The Ontario government gave notice in 2018 that the proclamation of the Ontario Not-for-Profit Corporations Act (ONCA) would occur “early 2020”. However, on December 31, 2019, the Ministry of Government and Consumer Services [updated their website](#) that ONCA will not be proclaimed in early 2020. No specific date or timeline was given. The government noted that the delay is related to a technology solution – an online registry that would allow organizations to incorporate and file electronically through Service Ontario.

For more information, visit the [Ontario Nonprofit Network website](#).

Member Engagement

Board Liaison Profile: Brenda Warnock

Brenda Warnock joined the Board of the Algoma Nurse Practitioner-Led Clinic (NPLC) in September 2016. Since March 2017, she has been serving as a board liaison between her NPLC Board and the Board of the Alliance for Healthier Communities. We talked to Brenda about her role, how it supports her work on Algoma NPLC’s Board and hopes for the new year.



Why did you decide to join the Board of Algoma NPLC?

When Wendy Payne, Board Chair, asked me if I was interested in joining I hesitated. I had recently retired as a Nurse Educator and was enjoying retirement. However, it did not take me long to recognize the essential work the Clinic was doing in our community and I wanted to be part of this valuable organization. The Algoma NPLC began in 2009 to provide multidisciplinary primary health care services to individuals who did not have a provider. I am proud of the work done by the Clinic and the Board as they meet the health needs of our community and move forward to respond to changes within the healthcare system.

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

I had no idea at the time about the role or about the Alliance for Healthier Communities, back then known as the Association of Ontario Health Centres (AOHC). The Algoma NPLC was a member and the Liaison position was an opportunity to form a connection with the Alliance. It was one of those situations where you jump in with both feet and hope for the best. As a Nurse Educator, I attended many provincial and national conferences and knew the value of being connected to a wider community. Having a broader perspective benefits local work. The Alliance provides that broader perspective and many opportunities to learn and connect with other health centres in Ontario. In fact, the opportunities seem endless, curtailed only by the amount of time you have to invest in participating.

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

The Alliance provides many opportunities to support the Liaison who, in turn, can support their Board. Before I could fulfill this role, I needed to learn about the Alliance and the Liaison position. I began by signing up for webinars and exploring the many resources on the Alliance Portal. Attending the 2018 AGM and *Health Equity: Action and Transformation Conference* really opened up my eyes to the scope of the Alliance. There were many opportunities to connect with other Board members and to gain knowledge of current challenges and opportunities within the Ontario healthcare system. This knowledge is shared with our Board during Board meetings. Our agendas are always full but we make time to consistently address Alliance related items. Recently, the Board endorsed the Health Equity Charter and Model of Health and Wellbeing and agreed to have access to the Alliance member portal. Getting access to the portal was an easy process guided by the Alliance. The new face of the portal will facilitate Board member communication with other members. In recent strategic planning activities, the Board and Clinic members developed a vision, mission, motto and values congruent with the Alliance directions. We continue to address Health Equity for all people.

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

Consistent, focused communication with one's own Board members and with the Alliance will strengthen the Board Liaison role. I think this communication will expand to other Board members across the province. This is especially significant given the current and proposed health care changes in Ontario. The new format of the Alliance portal is timely and will facilitate this communication. Being able to fulfill the Liaison role demands homework: catching up and keeping up. The Alliance portal, webinars, teleconference videos, publications, annual AGM meetings and conferences and Board to Board reports all support learning and participation. I noted that some Boards have selected two Board members to co-liaison. This is a worthwhile consideration.

What are your hopes for 2020 both for the Algoma NPLC and the community health sector in general?

The Algoma NPLC continues to grow based on demand for primary health care in our community. Meeting this demand requires physical and human resource planning. My hopes are for the Clinic to be able to meet these challenges while continuing to provide high quality care for all people. The Algoma NPLC Executive Director and Board members have been involved in the Ontario Health Team (OHT) planning in our area. We want to ensure we have a continued voice in the planning, governance and operationalization of our OHT. The Alliance has been a valuable

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Confirm your Board Liaison

Brenda's interview highlights the important role Board Liaisons play. 85% of Alliance members now have a Board Liaison assigned and we want to thank all of you for attending webinars and meetings, participating in discussions, sharing your experiences, questions and concerns, and bringing the information back to your Boards.

For those who have not assigned a Board Liaison, we urge you to do so. Don't miss out on this great opportunity to build stronger connections with Alliance members across Ontario, the Alliance itself and to broader provincial landscape. If you have any questions about the Board Liaison role, you can contact Oleksandra Budna at oleksandra.budna@allianceon.org. Please send the name of your Board Liaison to Gabriela Panciu at gabriela.panciu@allianceON.org

advocate and source of support in this work. The Alliance presentation in November 2019 regarding Ontario Health Teams was informative and relevant, highlighting what is really important to consider in our work. Having a good sense of purpose, goals and strategies will facilitate our engagement in forming partnerships.

CONNECT

Do you have a Board Liaison policy at your organization? Please share it with us by sending it to Oleksandra Budna, communications and member relations lead, at oleksandra.budna@allianceON.org.

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Board Liaison Resource Guide

We are working on a Board Liaison resource guide to support your work, and are **looking for your feedback** on a draft. What are some resources/tools you wish you had when you first started as a Board Liaison? What supports would help you do your work today? The draft is available on the [portal](#).

Please let us know if there is any additional information, resources, tools and templates that you would like to see in the guide. You can provide your feedback through [this forum](#) or by sending it directly to Oleksandra Budna, communications and member relations lead, at oleksandra.budna@allianceON.org.

CONNECT

New, redesigned portal: better way to connect with the Alliance and each other

Are you looking to connect with Board members from other Alliance member organizations? Do you have a question or an idea to share? The new portal is here to help you do that and more! With its interactive interface and additional features, it will allow you to:

- Create and manage connections with colleagues
- Interact with connections and groups through a personalized feed
- Sign into the website by linking Facebook or LinkedIn accounts
- Get instant notifications through the SocialLink mobile app

The webinar on January 22 featured a short demo so if you were unable to attend, check out the [recording](#) for an introduction into some of the key features. We've also created a user guide [available here](#).

We invite you to log into the new portal, explore and connect with us and other board members across the province.

In addition to offering a new way to connect, the portal houses a wide range of resources and tools for board members. To register your board members for the portal:

1. Send the names of your board members and email addresses to gabriela.panciu@allianceON.org to gain access.
2. Once you are signed up, a confirmation email with log in instructions will be sent to you to share with your board members.

Upcoming Events

Board Liaison Webinar

[April 14 | 5:30 - 7:30 p.m.](#)

The purpose of this webinar is to connect on key priorities and raise awareness about issues that are affecting all member boards.

Changes in the Health System Webinar

[May 20 | 5:30 - 7:30 p.m.](#)

This webinar is to update boards on changes underway in Ontario's health system. It will enable boards to stay current on key issues and gain an insight on how upcoming policy changes will impact their centres.

ACT

Join the committee to plan the Board Liaison meeting

The annual Board Liaison meeting is an opportunity for Alliance Board members and board liaisons to meet colleagues across the province, and to share knowledge, insights and questions. This year, the meeting is scheduled for June 9, 2-5 p.m., before the Alliance Annual General Meeting. We are now looking for volunteers to join the planning committee and help shape the event. Contact oleksandra.budna@allianceON.org if you are interested.

Member Complaint Process

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

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: www.surveymonkey.com/r/Board-to-Board-Feb2020

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