



OCSA Members' Update: December 2016

Hello and welcome to the latest issue of our Members' Update newsletter, provided exclusively to OCSA's member organizations. This issue will provide updates on our activities and sector developments since our last issue in September. To skip to a particular section, click on any line of the Table of Contents.

This month in policy, a recap of recent developments, our work, and next steps regarding the *Patients First Act* and the 2017 provincial budget, progress on the inclusion of community support services in the Levels of Care framework, and updates on the provincial dementia strategy. In OCSA news, we congratulate the winners of our 2016 Commitment to Care Awards, launch our media monitoring summary (a new benefit of OCSA membership!) and welcome two new full OCSA members.

As always, please feel free to get in touch with us via e-mail, phone, or the social media network of your choice.

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Government Relations

Government Acts on OCSA Recommendations on Bill 41, the *Patients First Act*

On December 6, the Patients First Act passed in the Ontario Legislature. This marked the culmination of a year-long process begun by the release of the *Patients First Discussion Paper* in December 2015.

Throughout this process, OCSA has submitted feedback and recommendations to the government on numerous occasions. These recommendations were based on input provided by our members via online surveys and also during an in-person consultation attended by Ministry representatives and hosted at OCSA's office. We also received legal advice.

OCSA held numerous meetings with MPPs, the Minister's staff and Ministry of Health and Long-Term Care staff to outline our concerns and our proposed solutions. We would like to thank everyone who participated in this process over the past year, especially those who reached out to their MPPs using our toolkit. As a result of your action, 28 MPPs were contacted by members. Some MPPs were contacted by multiple members.

As a result of our collective actions, we received commitment from the Minister's office to address our concerns by:

- Developing a regulation which protects the not-for-profit delivery of community support services.
- Amending the bill to require that the Minister be notified when the LHIN appoints an investigator or supervisor to a service provider, which builds a layer of accountability into this process.
- Developing policy guidelines to further clarify the situations under which a LHIN can appoint a supervisor to a service provider – and the steps in this process – particularly when an organization has multiple funders.

While there are still issues to address during implementation, these commitments are a significant victory for the sector, and for OCSA members. Now that the legislation has passed, OCSA is shifting our focus to the implementation of the reforms.

We will be vigilant and ensure follow up on our recommendations, including working with Ministry staff to develop a regulation that limits the LHINs' ability to contract out community support services to not-for-profit providers.

We have heard clear and serious concerns tabled by our members regarding the LHINs' ability to appoint an investigator or supervisor to a health service provider. We will have the opportunity to influence this change through the development of a new policy outlining the situations in which a LHIN may use this ability. The bill also passed with a new amendment requiring the LHINs to notify the Minister when this power is used, which will help to hold them accountable for its use. OCSA will continue to be highly involved on this issue.

We are also taking a number of steps to support members during the transition.

On December 14, OCSA organized a webinar with Alison Blair, Acting Director, LHIN Renewal Branch hosted by Michael Schiel, Healthcare Director at Lough Barnes Consulting Group. The webinar provided a brief overview of the Act, described the process for overseeing implementation through work streams, and discussed the ministry's next steps.

We are also exploring options for an in-person event for senior leaders and Board members in the spring of 2017, designed to support them during times of change.

We ask members to keep us informed as to what is happening at the local level, within their LHINs. Please forward this information to Patrick Boily, Manager Policy and Stakeholder Engagement at patrick.boily@ocsa.on.ca. Additionally, if you are asked to support local transition and would like some advice, please do not hesitate to contact Patrick.

Mobilizing on the 2017/18 Provincial Budget

As part of this year's budget consultation process, OCSA presented our preliminary budget "asks" on two separate occasions. On November 21, Deborah presented to Minister Souza and Parliamentary Assistant to the Minister Yvan Baker. On December 1, Patrick presented to the Standing Committee on Finance and Economic Affairs.

- In these presentations, OCSA highlighted the following issues:
 - The critical need for base funding increases;
 - Re-investment of savings from the structural integration of CCACs and LHINs into community support and home care services;
 - Enhancement of training funds for the sector; and
 - The importance of meeting client need for support services including respite and adult day programs, as part of the province's proposed dementia strategy.

Last week, we closed our member survey regarding budget priorities. We would like to thank everyone who took the time to fill out the survey, especially those who shared stories of the impacts funding challenges have on their clients.

What came through loud and clear in your survey responses was the serious need for base funding increases. These results will be incorporated into our written submission and other GR efforts. The Ministry has committed to a meeting in the near future on this particular issue. OCSA will also be providing members with a 2017 Budget toolkit which

can be used to reach out to MPPs and other decision makers, and drive home the negative impact a lack of base budget increases is having on clients and communities.

Updates from the *Roadmap to Strengthen Home and Community Care*

Personal Support Rate Harmonization – CCAC contracted services

As previously reported, the Ministry has indicated that they are moving to implement the proposed harmonized bill rate of \$34.74 (inclusive of a \$30.22 base rate with a change in the PSW wage enhancement of \$4.52).

In October, the Ministry called a meeting of the Service and Coordination table, where Nancy Naylor indicated that she had gotten support to move forward with additional funding as follows:

- The core harmonized contract rate of \$30.22
- An average Harmonized Wage Enhancement of \$4.52
- An additional escalator of 1% = \$0.35 (new)

This brings the PS harmonized rate to \$35.09 for 2017/18. This would be applied to the four PS General Services types:

- PSW General
- PSW General Base + Travel
- PSW General Rural Rate
- PSW General Urban Rate

Nancy indicated that for providers that had already achieved the wage enhancement for their PSWs, the additional \$0.35 could be used for other compensation and/or operational needs in accordance with criteria that the Ministry would establish. She indicated that all other PSW service types (e.g. cluster, palliative, special rate, eShift, premium, companion, etc.) will remain at current rates.

It is important to note that cluster care has huge implications for volumes for home care providers, as CCACs will use this as a mechanism to align care into sub-LHIN areas going forward. (Waterloo-Wellington CCAC has already made this change.)

While the above increase is welcome, it is clear that the harmonized rate will require review and refresh as the implementation of Ministry policy around enhanced personal

support hours rolls out. As well, the implications of the transition of PS services to community support agencies and further work on cluster care will have an impact on how sustainable this rate will be for providers.

Levels of Care Framework

Recently, the Ministry released their document entitled [Levels of Care Framework: Reporting Back On What We Heard](#). OCSA had submitted a response to the Ministry's *Level of Care Discussion Paper* at the end of September.

The five themes outlined in the feedback summary address OCSA's recommendations and echo the need for the community support sector's involvement in the Levels of Care framework.

The 5 themes outlined in the document are:

1. Patient-Centred Flexibility and Responsiveness to Changing Needs
2. Comprehensive and Consistent Assessments
3. Inclusion of Community Support and Restorative Care Services
4. Transparency in Allocation of Services and Awareness of Resources Available
5. Cultural and Linguistic Diversity

OCSA's priority recommendation was that the levels of care framework encompass the full range of both clinical and non-clinical services. This recommendation is addressed at length in the third theme.

OCSA's second recommendation was the inclusion of the broad range of client populations needing access to home and community care. This recommendation is addressed in the first and fifth themes.

OCSA's third recommendation was the need for a capacity assessment and enhancement plan to include all parts of the home and community care sector, and is reflected in the second and fourth themes.

One of our members, and also a board member of a CSS agency, are quoted directly in the document. We are pleased that the feedback has sent a loud and clear message that a Levels of Care framework must provide flexible access to a full range of services, with emphasis on maintaining and re-enabling independence.

We are aware that some progress has been made in capturing data on Community Support Service data from the interRAI CHA, which was presented at the OCSA conference by Dr. John Hirdes. OCSA has provided a copy of this work to HQO, as they continue to seek data from the community support sector. The Expert Panel is expected to submit their recommendations in early 2017 and it is anticipated that this work will be a priority in 2017/18. We continue to follow this issue closely going forward.

Update: PSW Training Fund

It appears that the Ministry is attempting to move the allocation of this fund forward more quickly this year. We have been informed by one of the “bankers” that the Ministry has gathered all banker-approved submissions, which were due in at the end of October. We have spoken with Ministry staff who are hopeful for funding approvals no later than January, but may have this signed off as early as before the end of the year. The Ministry has strongly signaled that they will be moving this fund over to administration by the LHINs for fiscal 2017/18.

Update: Provincial Dementia Strategy

In late September, the Ministry released a [discussion paper](#) regarding a provincial dementia strategy. In addition, they set up four regional focus groups to solicit input on their six themes:

1. Support for people living with dementia
2. Accessing dementia services
3. Coordinated care
4. Supports for care partners
5. Well trained dementia workforce
6. Awareness, stigma and brain health

OCSA attended a public consultation in Barrie on November 9, and also submitted a [written submission](#) in response to the province’s discussion paper. Following the submission of our discussion paper and the consultation, OCSA had a meeting with Ministry staff to further discuss our recommendations. OCSA’s key recommendations were:

- The strategy must be fully funded, with new investments in supports and services;
- The strategy must address the issue of increasing caregiver distress;
- The strategy must include the entire community; and

- The strategy must include workforce training.

OCSA will continue to monitor progress and keep members informed on this issue.

OCSA Supporting Bill 54, Dan's Law

On December 7, OCSA met with MPP Lisa Gretzky to discuss her private members bill, Bill 54, *Dan's Law*.

The bill is named in honour of Dan Duma, a Windsor man who died as he was waiting to receive CCAC-funded palliative home care services after returning to Ontario from working in Fort McMurry. Dan returned to Ontario to be with his daughters as he battled terminal liver cancer. Under the current framework, Dan was eligible for publically-insured palliative care in hospital, but not in the home or community.

The bill aims to eliminate the 90 day wait for publicly insured home and community care services for people who come to Ontario and are already insured under another province's public insurance plan. The Bill can be found [here](#) and a CBC story about Dan can be found [here](#).

OCSA will be lending its support to the Bill and will be pressuring MPPs to bring to committee for debate.

Health Quality Ontario's 2016 *Measuring Up* Report

The *Measuring Up* report is an annual report prepared by Health Quality Ontario that outlines how Ontario's health system is performing. This is the 10th iteration of this report.

While this year's report once again does not include any indicators on community support services, OCSA has sent HQO interRAI CHA data that was provided by Dr. John Hirdes. HQO will be meeting with John to determine what data capture is possible. Palliative care indicators have been added to this year's edition of the report.

The report can be found [here](#). Key statistics from the report include:

- A drastic increase in caregiver distress from 21% in 2010/11 to 35% in 2014/2015.
- 29% of Ontarians 15 and older provide unpaid care to a family member or friend with a long-term health condition, disability or aging need.
- A vast majority of Ontarians, 92%, reported positive patient experiences with home care services.

- 6.9 million nursing visits and 28.7 million hours of personal support and homemaking are provided to approximately 650,000 people per year. In 2014/15, CCACs provided 38,687,656 visits/hours of care.

As a follow-up to the report, OCSA met with HQO to discuss opportunities to include CSS data in future.

Update: Federal-Provincial Health Accord

The provinces and the federal government are currently negotiating a new federal-provincial health funding accord. The provinces and federal government failed to come to an agreement after a day of negotiations on December 19. The main issue is the rate of growth of federal transfers to the provinces and the ability of the federal government to issue priorities for the funding.

The federal government has offered increases of 3.5% and targeted spending of up to 11 billion dollars in targeted spending in mental health and home care over 10 years. However, the provinces are asking for annual increases of 5.2% and would prefer to be able to spend the funds on their own priorities. A statement released by Ontario Finance Minister Sousa following the end of the negotiation estimated the federal government's offer would leave the Ontario healthcare system \$12 billion short of what is needed to maintain a sustainable healthcare system. The current framework passed by the previous government would see transfers increase at a minimum 3% or more based on the country's economic performance.

OCSA News

Wishing Members a Warm Holiday Season and a Happy New Year!

As this holiday season approaches, the team at OCSA sends warm wishes to our members and their families. We hope you have the chance to take a well-earned rest, before gearing up for another busy year in 2017.

Thanks for Another Great OCSA Conference!

We had a great time at the 2016 OCSA Conference: Prepare, Adapt, Thrive! and we hope you did too.

We'd like to thank all of our delegates for the valuable insights, questions and conversations they contributed to the conference. We'd also like to thank our keynote speakers, workshop and poster presenters, tradeshow exhibitors and sponsors. In particular, many thanks to patron sponsor Lough Barnes Consulting Group.

Highlights, photos and speaker slides are available to delegates on the [conference website](#).

Planning is already underway for next year's conference, where we will celebrate OCSA's 25th anniversary!

2016 PSNO Conference Highlights

On Thursday, October 20, we held our 10th annual PSW & PSW Supervisor Training Conference. Approximately 400 PSWs from across Ontario (plus one from Nova Scotia!) came together to enhance their training in five areas of focus: Dementia Care, Falls Management, Mental Health, Palliative Care and Person-Centered Care. The Conference Centre was abuzz with engaged delegates taking advantage of the opportunity to learn, meet new people and celebrate the personal support profession.

Here's what delegates are saying about the conference:

"What I learned today makes me better able to support both clients and staff."

"I can easily explain and apply what I learned to my clients in the right way."

"It was great to talk in detail about the support I provide. The information gives understanding and new perspectives."

Thanks to all those who sent staff to the conference - we look forward to seeing them again next year!

Congratulations to the 2016 Commitment to Care Award Winners!

All too often, OCSA Members are the unsung heroes of Ontario's health care system – you all do such excellent work, but you don't spend a lot of time in the spotlight! That's why, last year, we held our first annual OCSA Commitment to Care Awards. Thanks to the support of our awards sponsor, Lough Barnes Consulting Group, we're proud to be recognizing another amazing set of winners again this year. Thanks to all of the OCSA members who submitted nominations, and to our independent, volunteer selection committee of health system leaders.

Congratulations to all our winners! Stay tuned for information regarding the 2017 awards.

2016 OCSA Award for Commitment to Volunteer Service

Ted Forrest



Ted Forrest has been working with his nominating organization, East Wellington Community Services, for over 10 years, and has also contributed to other organizations in his community. His crowning achievement is championing a unique wheelchair bicycle program which allows clients and volunteers to ride together, and spend time outside in

nature. Not only did he raise funds to purchase two of these specialized bikes, he enjoys taking clients out on rides himself, and dreams of expanding the program so that participants' family and friends can do the same.

2016 OCSA Award for Commitment to Quality Improvement

Cheshire London Transitions Project



Cheshire's quality improvement journey began when they identified an increased risk to both clients and staff when supporting individuals with needs beyond the scope of the organization's programs. They realized they needed to reduce the transition time from the recognition of need for alternate services to time of discharge, and to improve that experience for clients.

Through the use of quality improvement tools and processes, and with the support of OCSA's Quality Advantage Program, they were able to drop the average transition time from over 14 months to just 1.6 months. Notably, the project was designed to be inclusive of front line staff, and the voices of clients.

Angela McMillan accepted the award on behalf of the team.

2016 OCSA Award for Commitment to Exceptional Client and Family Care

VON SMILE program team



The VON SMILE program served over 2500 clients last year, and makes it possible for seniors at risk of premature dependency to remain independent in their own homes. By providing flexible access to a variety of traditional and non-traditional services that assist with activities of daily living, the program, it serves clients with needs comparable to those waitlisted for long-

term care.

In one memorable instance, the program coordinator received a call from a senior in a desperate situation - his spouse had been admitted to hospital in another city, and he was unable to care for himself. He had no food in the house, and no one else to turn to for support. Fortunately, the client was admitted to the program, received a visit from a CSS agency that very afternoon, and began receiving meals and housekeeping services immediately. That was three years ago, and the client and his spouse continue to live independently.

2016 OCSA Award for Commitment to Leadership

Helen Leung, CEO of Carefirst Seniors and Community Services Association



Helen has been CEO of her organization for 22 years, and has seen it grow from a single-service agency, to a multi-service, multi-site agency supporting more than 10,000 clients through the hard work of 550 staff and 2000 volunteers. She has achieved this growth through catalyzing partnerships both within and beyond the home and community support sector, and

her trailblazing models are being emulated in other regions. Our selection committee were impressed by her ability to “walk the talk” in terms of the values and benefits of home and community care.

Coming Soon: Sector Wage & Benefit Survey

OCSA's first wage and benefit survey since 2010 will be distributed to members on January 5. The survey, open to all not-for-profit, publicly-funded Ontario home care and CSS organizations, will remain open until January 27, 2017. OCSA has been working with Lough Barnes Consulting Group and an HR working group to develop the survey which will cover 25 positions. This will be the sector's first compensation study since 2010 and all OCSA members should participate as the survey results will serve a benchmarking tool that will enable providers to make informed business decisions about compensation for recruitment and retention.

A summary report of the results will be prepared by Lough Barnes and customized reports will be available in a variety of data sets including budget range, program area and LHIN for each position with a target delivery date of March 1, 2017. For more information, contact David Hughes at david.hughes@ocsa.on.ca.

Happy Holidays from Capacity Builders!

From all of us at Capacity Builders, we wish you and yours a wonderful holiday season filled with laughter, peace and joy!

Thinking about your training needs in 2017?

Capacity Builders' training travels to you! We would be happy to set up a call to discuss how we can deliver training in your community, either for your organization, a group of agencies, or for your Network/Coalition. Just call us at 1- 800-267-6272 or 416-256-3010 ext 229.

We have over 50 in-service workshops developed specifically for front-line staff, supervisors, managers and team leaders working in Home and Community Support organizations. Please [click here](#) to view the full list.

Community Health Ontario Leadership Development Project

OCSA, along with our Community Health Ontario partners (Association of Ontario Health Centres, Addictions and Mental Health Ontario, and the Canadian Mental Health Association Ontario) are seeking funding from the Ministry of Health and Long-Term Care for a leadership development initiative in 2017. Watch for a leadership needs survey from OCSA – we need your input to help us shape this project to meet your needs.

Welcome to OCSA!

New Full OCSA Members

[Indus Community Services](#) (formerly India Rainbow Community Services of Peel) was founded in 1985 by concerned members of the Indo-Canadian community to meet the settlement and social service needs of newcomers from the Indian sub-continent. With their expanded mission, they provide educational, social, settlement, health and employment related services to help *all* new immigrants in the Peel region with a range of services for seniors and caregivers. Indus has grown to six locations in the Mississauga Halton and Central West LHINs with a staff of over 100. The Executive Director is Gurpreet Malhotra.

[Participation House Markham](#) provides services to 120 men and women ranging in age from 20 to 86 at seven locations in the Central LHIN. They are a leader in enhancing the quality of life of individuals with disabilities through a continuum of services designed to reflect individualized approaches, community involvement and a respect for human dignity. Their Executive Director is Francis DiCarlo.

New Corporate Member

[Healthcare Accounting](#) has been supporting organizations operating within Ontario's healthcare industry since 2010 and provide a wide-range of accounting services. They intend to provide accounting solutions for Ontario healthcare firms that allow for more dollars to be directed towards your organization's healthcare services. For an alternative approach visit them at <https://www.hacompany.ca>.

Transitions

- Kathy Wright has retired as Executive Director of Alzheimer Society of Ottawa and Renfrew County and been replaced by Paddy Bowen.
- Joanne Wilson has announced her retirement from PACE Independent Living effective December 2016. Laura Visser is the new Executive Director.
- Sylvianne Cardinal Pitre has left Aide Aux Seniors de Sudbury Est/ Sudbury East Seniors Support Inc. and Michelle Belanger has been name Interim Executive Director.
- Natasha Girard has left Hospice Kingston as Executive Director and been replaced by Ron Lirette.

- Mary Hansen retired as Executive Director of Storefront Humber (Toronto) on October 7.
- Lorna Tomlinson has retired as Executive Director for Wendat Community Programs in Midland and has been replaced by Andrea Abbott-Kokosin, former ED for Breaking Down Barriers, Independent Living Resource Centre.

Goodbye and thanks to Kathy, Joanne, Sylvianne, Natasha and Mary and welcome to Paddy, Laura, Michelle, Ron and Andrea!

OCSA Member Carefirst Seniors and Community Services Foundation Celebrates its 40th Anniversary and Wins Three Recognition Awards

Congratulations to [Carefirst Seniors and Community Services Foundation](#) on their 40th anniversary. Carefirst has grown from the delivery of Chinese meals-on-wheels service to a full range of community support services, covering the whole GTA and York Region.

With a staff of 350 members (including full-time and part-time staff), the help of a pool of 1,200 active volunteers, and an annual operating budget of \$17.5 million, they serve over 10,000 clients a year, including seniors and physically disabled; 2,000 of whom are "home-bound" and frail.

Recent Accolades:

- [European Health Care Congress, London, UK - Award for Health and Wellness Architectural Design](#)
- CEO Helen Leung received the [Commitment to Leadership Award](#) at the 2016 OCSA Conference.
- [Minister's Medal Honouring Excellence in Health Quality and Safety \(Honour Roll\)](#)
- Carefirst STAR Integrated Care (Seamless/Timely/All-Inclusive/Right-Scaled)

Meals on Wheels Strategic Forum held on October 17

OCSA conference week kicked off with a Meals on Wheels Strategic Forum attended by participants from over 50 programs from across the province. Facilitated and led by Sarah Campbell, ED, Meals on Wheels London, Geoffrey Reekie, ED, Tillsonburg Multi-Service Centre, with assistance from Tony Yu, Lough Barnes Consulting Group, participants identified a number of concerns that threaten current programs:

- Cost pressures due to food sourcing issues and increasing food costs.

- Lack of health system attention or recognition on the role that food plays in healthcare.
- Lack of funding investment in food by their LHIN.
- Increasing competition with private providers who use advanced technology/webtools – i.e. [Heart to Home Meals](#) and [Home Style Meals](#) in the GTA.
- Fragmentation of MoW Services across the province – every provider has their “home grown” process, systems and challenges. There is a lack of networking between these providers.

The facilitators believe that Meals on Wheels programs have a better chance of overcoming these challenges by working more collaboratively rather than as individual organizations and to better serve their clients. Sarah had been studying [Meals on Wheels America](#) model and attended their conference in Nashville in the latter part of August. She and Geoffrey proposed that a similar support network within OCSA (Meals on Wheels Ontario?) for MoW providers in Ontario would enable providers to use their collective voice, purchasing power and connections to enable better outcomes for their clients. By speaking and working together, MoW has a better chance of getting the attention of funders and corporate sponsors.

Discussion on developing the vision and a business plan has been undertaken and will be communicated through the OCSA Meals on Wheels Advisory Committee.

Advisory Committee Updates

Meals on Wheels

The Meals on Wheels Advisory Committee met on November 29 with 22 providers represented. In addition to a follow up discussion on the Meals on Wheels Strategic Forum, providers were encouraged to update their program and service information at www.caredove.com/ocsa. The committee’s other accomplishment for 2016 has been a refresh of the Meals on Wheels standards found in the OCSA CSS Standards. The refreshed standards have been distributed to providers for final comment and the final version will go out to all providers in January 2017. Next committee meeting will be in February 2017, date TBD.

Attendant Services

The Attendant Services Advisory Committee met November 24 with 8 providers represented. The committee will make several recommendations for OCSA's budget submission, with a focus on:

- CCAC service top-up – want to ensure that CCAC top up funding is not lost in the transfer of CCACs to LHINs.
- Funding to reduce wait times for outreach services and housing.
- Funding for expansion of self-directed care and other innovative models of care such as the MH LHIN [Supports for Daily Living](#).

Next committee meeting will be in February 23, 2017, 1-3 pm.

Adult Day Program Advisory Committee

A small working group of Day Program providers has reviewed and made recommendations to refresh the OCSA Day Program standards which will be shared with providers with day programs for comment. Next meeting will be scheduled for late January, early February 2017, date and time TBD.

Transportation Advisory Committee

Next meeting is scheduled for January 24, 2017, 1-3 pm.

Stay Connected: OCSA Launches New Media Monitoring Member Benefit

Last month, OCSA was pleased to introduce a new benefit of membership – a media monitoring summary. Every second week, OCSA will send out a summary of recent news and media items related to home and community support. Members are encouraged to use this media monitoring to learn about events and programs across the province, and to inform their own media outreach efforts.

Members who expressed interest in this benefit during a survey in the summer should already have received two issues. If you would like to be added to the list, or to learn more about this member benefit, contact breanne.armstrong@ocsa.on.ca.

Additionally, remember to encourage your staff members and networks to [subscribe](#) to the OCSA Bulletin, our monthly, public e-newsletter. It contains items of interest to OCSA members and also other interested stakeholders, and is a great way to keep up with developments in the sector. Members are encouraged to submit upcoming events, opportunities, accomplishments and job openings to bulletin@ocsa.on.ca so we can help spread the word.

OCSA Hosts Research Internship in Partnership with York University

As evidence-based decision making becomes increasingly important within the health care system, OCSA has a number of research projects on the horizon.

One of those projects: We're pleased to be participating in a Knowledge Mobilization internship in partnership with York University. PhD student Jamie Robertson will be conducting a study to gain insight into what makes living at home important to the clients of home and community support agencies, with particular focus on independence and autonomy. Stay tuned for more details in the coming months.

Key Meetings

September 28	Health Links Leadership Summit
October 6	First Reading, Bill 41
October 11	Ministry Meeting Regarding CHO Leadership Project (Associate Deputy Minister, Delivery and Implementation)
October 13	<i>Roadmap's</i> Service and Contracting Table
October 14	PSW Research Day
October 25-27	Canadian Home Care Association Conference
November 1	Meeting with Minister of Health and Long Term Care's Office Regarding Bill 41 (Director of Policy and Director of Operations and Stakeholder Relations)
November 7	HealthAchieve OHA Conference
November 14	Meeting with NDP Health Critic France Gelinas re: Bill 41
November 16	LHIN Renewal Meeting (Associate Deputy Minister, Delivery and Implementation)
November 18	Technical Briefing on Bill 41 for OCSA Board Members (Director Home and Community Care Branch)
November 21	Presentation to Committee of the Legislative Assembly on Bill 41
November 21	Re-Budget Consultation Presentation to Minister of Finance Sousa and PA Baker
November 22	Technical Briefing on Bill 41 (Assistant Deputy Minister Health System Accountability and

	Performance, Interim Director LHIN Renewal Branch, Director Home and Community Care Branch)
November 22	Dementia Strategy Discussion with MOHLTC Senior Policy Advisor
November 24	Meeting with MPP Bill Walker re: Bill 41
November 28	Meeting to discuss HQO Measuring Up Report and CSS (Vice-President Health System Performance, HQO)
November 28-29	Conference Board of Canada The Future of Home and Community Care: Innovation in Design, Delivery and Supports
December 2	Meeting with MPP Jim Bradley re: Bill 41
December 7	MPP Lisa Gretzky re: Dan's Law
December 8	Site Visit: Community Support Connections - Meals on Wheels and More