

Langs Board of Directors
October 29th, 2024
5:30 – 7:30 pm
E206
AGENDA



Item	Time	Topic	Presenter	Purposes/Outcome Required		
				Info	Discussion	Decision/Motion
1. Welcome and Call to Order						
a)	5:30 pm	Welcome and Call to Order - Recognition of Quorum - Declaration of Conflict of Interest - Territorial Acknowledgement	Jen Stephen Paniccia	X X		
b)	5:35 pm	Chair Remarks - Community Holiday Dinner Invitation	Jen	X		
c)	5:40 pm	Approval of Agenda	Jen			X
d)	5:43 pm	Approval of Consent Agenda	Jen			X
2. Consent Agenda						
		Board Minutes from September 24, 2024	Enclosed	X		
		North Dumfries Advisory Committee Report	Enclosed	X		
		Incident Report Quarterly Summary	Enclosed	X		
		Occupational Health and Safety	Enclosed	X		
		Alliance Board to Board Report	Enclosed	X		
3. Board Development						
	5:45 pm	Cybersecurity	Will Homerston	X		
4. Internal and Committee Reports						
a)	6:00 pm	CEO's Report	Debbie		X	
b)	6:15 pm	Treasurer's Report	Brad		X	
		Motion to approve reports a) to b)	Jen			X
5. Updates						
a)	6:23 pm	CND OHT	Stephen/Debbie	X		
b)	6:30 pm	Alliance for Healthier Communities	Debbie	X		
c)	6:45 pm	Ontario Health West	Debbie	X		
6. Other Business						
a)	7:00 pm	Policy Reviews • Board Manual	Debbie			X
b)	7:15 pm	Questions/Feedback/Discussion	Jen	X	X	
7. Meeting Adjournment						
		Motion to Adjourn	Jen			X
Date of Next Meeting:		November 26th, 2024				

YOU'RE INVITED TO THE

Annual Community Holiday Dinner

WEDNESDAY, DECEMBER 11, 2024
5:00PM-7:30PM

LANGS - 1145 CONCESSION RD. CAMBRIDGE

To RSVP or for more information, please
contact Sarah McTavish at sarahm@langs.org

Langs Board Meeting Minutes

Date	September 24, 2024		
Present in Person	Brad Ratz, Brendan Wylie-Toal, Jeff Small, Nana-Afia Agyeipah, Yvonne Brown, Stephen Paniccia, Jen Davis		
Regrets	Juliette Coughlan, Denise Carter, Mona Elgargani		
Staff	Debbie Hollahan, CEO, Sarah MacTavish		
Chair	Jen Davis		
Topic/Comments/Action/Decision	Info	Action	Decision
1. Welcome and Call to Order			
a) Jen welcomed everyone to the board meeting	✓		
b) Call to Order <ul style="list-style-type: none"> • Jen called the meeting to order, thanked everyone for attending. • Quorum was recognized. • There were no conflicts of interest declared. • Territorial Acknowledgement presented by Gary Desborough, LCDC Board Chair at the AGM directly preceding this meeting. MOTION (Brad/Stephen) to approve the agenda. CARRIED	✓ ✓ ✓ ✓		✓
c) Chair and Board Member Remarks <ul style="list-style-type: none"> • Jen welcomed Sandeep Kalirah to the board meeting. • The group did round table introductions. 	✓ ✓		
2. Minutes of Last Meeting			
The board reviewed the minutes of the meeting of June 25 th , 2024. <ul style="list-style-type: none"> • No errors or omissions noted. MOTION (Yvonne/Brad) to approve the minutes of the meeting of June 25 th , 2024. CARRIED	✓		✓
3. Board Development			
Women's Health Centre Danielle Hughes, Women's Health Centre coordinator presented to the group with the following highlights: <ul style="list-style-type: none"> ○ Danielle shared the tagline: Care for Every Woman, At Every Age ○ Danielle introduced the group to Women's Health and the current research available. ○ The Vision and Key Guiding Principles were identified and shared with the board. ○ Danielle reviewed the current Programs and Clinics namely: Prenatal Clinic, Knowing Me program, and Perimenopause Unveiled: Understanding your Changing Body. ○ Danielle shared some future planning with the board and described the Metabolic Clinic and the PAP clinic. ○ Danielle shared new collaboration opportunities created with this space in mind and highlighted the connections made with YWCA, Cambridge Food Bank and Cambridge library. ○ Danielle shared the TogetHer for Health Fundraiser was very successful and the community provided program suggestions through their survey responses. 	✓ ✓ ✓ ✓ ✓ ✓ ✓		
4. Internal and Committee Reports			
a) Executive Committee Report <ul style="list-style-type: none"> • Jen presented the Executive Committee report noting the Terms of Reference and Board Calendar were reviewed. • The group discussed new legislation requiring police checks for staff and volunteers; more information is expected over the next few weeks. • The executive committee discussed and suggested to the board to trial using consent agenda to allow for discussion time. The group agreed to trial it for the next meeting. • Jen shared Langs current involvement with the HART Hubs proposal. She noted that there are details yet to be determined and more information can be expected. 	✓ ✓ ✓		✓

<p>Langs website.</p> <ul style="list-style-type: none"> ○ Langs board members can expect to be able to use the Langs website board portal to sign in an access material. ○ Ontario Health requested to profile our QIP with respect to our organization-wide technology training indicator. ○ Langs was asked to present at the Alliance meeting on our work in setting up reminders in EMR for Links2Wellbeing project (social prescribing). Kelly Conrad, awarded for her work at Langs re: social prescribing. ○ Langs maintains a focus on cyber security including creation of Code Cyber in our emergency codes that will be updated based on the mock exercise with Senior Leadership and tabletop exercise with HIROC. ○ Compensation continues to be a challenge. ○ United Way funding changed from quarterly to annually. The group discussed Langs ability to carry the funding until quarter 2/3. ○ Langs Youth Wellness Hub has been approved as an Ontario Youth Wellness Hub, funded by MOH. ○ Langs meeting with Engage Rural to support call for proposals to end Gender based violence for rural communities. ○ The group discussed the use of AI Scribe and existing legislation. 	<p>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</p>		
<p>e) Approval for DEP renovations</p> <ul style="list-style-type: none"> ● Debbie presented the board with quotes for DEP renovations. ● Debbie noted three quotes were provided and the quote presented from VMS Construction was reasonable. ● The quote presented was for splitting office S219 with an expected cost of approximately \$25, 000. <p>MOTION (Brad/Yvonne) to approve DEP renovations to split the office in S219 from operations budget. CARRIED</p> <ul style="list-style-type: none"> ○ It was noted that before determining whether to use reserve funding the board needs a better understanding from Kate of what is available in the operational budget. 	<p>✓ ✓ ✓ ✓</p>		<p>✓</p>
<p>f) CND OHT Report</p> <ul style="list-style-type: none"> ● Stephen attended the first meeting of this year for the CND OHT JCB and reported differences between his expectations and the meeting content. He noted he looks forward to the next meeting and hopes to see dynamic movement from the Joint Board Committee. ● Debbie described the current reporting structure between Langs and CND OHT. ● The board discussed a desire for more information, for example, what do the terms of reference say? What authority do directors/chairs at the JBC have? 	<p>✓ ✓</p>	<p>✓</p>	
<p>g) Community Services Report</p> <ul style="list-style-type: none"> ● Brad noted the summer picnics and programs were well attended and successful. ● The March break fee will increase to \$75 a week. It was noted there are processes in place for fee subsidy and payment plans for those community members who express need. ● Brad reviewed one recommendation as presented in the package to approve use of the gymnasium for Beechwood Brainery. ● Debbie noted the group will provide liability insurance to Langs. <p>MOTION (Stephen/Brendan) to approve Beechwood Brainery use of the gymnasium for an honorarium fee. CARRIED</p>	<p>✓ ✓ ✓ ✓</p>		<p>✓</p>

h) Treasurer's Report				
<ul style="list-style-type: none"> Brad presented the Statement of Fiduciary Compliance and Financial Statement as presented in the package. 		✓		
MOTION (Brad/Yvonne) to approve the Statement of Fiduciary Compliance Report for the period ending on August 31, 2024. CARRIED				✓
Brad presents the statement of operations as presented in the package with the highlights as follows: <ul style="list-style-type: none"> Current month and year to date surplus for purchased services due to the timing of some expenses. Deficit for provincial government funding revenue due to funding paid in 3 installments rather than monthly. Deficit for grants due to the timing of funding being received. YTD Surplus for program/user fees due to summer program enrollment paid in April and May. The surplus will offset the salary. Salary and benefits surplus due to some of the one-time funding positions still to be filled. 		✓		
MOTION (Brad/Nana) to approve the Financial Statement for the period ending on August 31, 2024. CARRIED				✓
i) Incident Report Quarterly Summary		✓		
<ul style="list-style-type: none"> Incident Report enclosed and reviewed by the board. 				
MOTION (Stephen/Brendan) to approve reports a) to i). CARRIED				✓
5. Updates				
a) Alliance for Healthier Communities				
<ul style="list-style-type: none"> Langs requested a board member be Langs liaison at the Alliance Board; Brendan suggested he would be able to join in January. 		✓		
b) Ontario Health West		✓		
<ul style="list-style-type: none"> They are pleased with our progress for primary care expansion. 				
6. Other Business				
a) Recruitment Committee – Membership discussion and voting				
<ul style="list-style-type: none"> Sandeep left the meeting and thanked everyone for the opportunity. Nana led the group discussion regarding current candidates for membership: Sabrina McGregor and Sandeep Kalirah who have both attended meetings as guests. 		✓		
MOTION (Nana/Brendan) to approve Sabrina McGregor and Sandeep Kalirah for board membership to the Langs Board of Directors for the 2024-2025 year. CARRIED		✓		✓
7. Meeting Adjournment				
MOTION (Brad/Yvonne) to adjourn this meeting of the Langs Board of Directors. CARRIED				✓
Chairperson	Jen Davis	Secretary	Nana-Afia Agyeipah	

North Dumfries Program Advisory Committee Report
October 2024

Board Information

The Committee met in person, with 3 committee members in attendance. Other introductions included our newest Committee member, Jessica Owen from Porchlight, the new Clinical Coordinator at North Dumfries, Danielle Cortez and Maddie McHarg who is the new SSW student from Conestoga College.

Danielle Cortez presented an update to the committee regarding the Primary Care expansion project which is nearing completion and includes a nurse's office and two exam rooms. The NDCHC has cleared their waitlist and is accepting new patients for those in the community still looking for a doctor.

One of the new office spaces will be dedicated to honour the late Shelley Shearson. A plaque outlining Shelley's passion, dedication, and commitment will be placed outside the new office space. Shelley's family was very appreciative of the thought.

Beginning November 1st new youth mental health supports will be available to those youth in grades 6-12 through brief intervention services. This model of youth mental health supports within the Youth Wellness Hub at Langs main site has had great success and we look forward to expanding these services to North Dumfries.

North Dumfries Youth and Adult Programs continue to be well attended overall. The Committee will meet again in December.

Respectfully Submitted,
Juliette Coughlan, Committee Chair



**Quarterly Incident Report Summary Q2
(July 2024 to September 2024)**

TYPE OF INCIDENT/OCCURRENCE			TOTAL NUMBER OF INCIDENTS IN QUARTER: 23		
Critical Injury		Less Serious Injury	5	Self-Inflicted Injury/Abuse	
Medication Error	1	Exposure to Sharps		Needle Stick	
Alleged Abuse or Mistreatment	3	Complaints/Grievances	2	Suicidal Ideation	2
Discrimination		Verbal Aggression (Minor to Severe)	1	Alarm Activated	1
Workplace Violence/Harassment		Total Non-Compliance	1	External Disaster	
Medical Emergency (BLUE)	1	Unknown/Unauthorized Person (GRAY)		Property Damage	1
Bomb Threat (BLACK)		Fire (RED)		Theft	1
Hazardous Materials – Evacuation (BROWN)		Internal Disaster (ORANGE)		Mischief	
Physical Aggression to Others (WHITE)		Cybersecurity (CYBER)		Privacy Breach	2
Missing Child (AMBER)		Missing Person (YELLOW)		Other: Scuff Mark on parking lot concrete	1
Other: Phishing Attempt	1	Other: Medical Condition (seizures)	1	Other: Left school property	1
				Other: Physical Aggression	1
INTERVENTION					
Problem Solving	10	Dismissal/Suspension		Family and Children’s Services	3
Ask to Leave Premises	1	Crisis Counselling		Emergency Services	4
Supervisory Support	10	Police Assistance	3	Responded to Alarm Call	1
Individualized Program	1	First Aid	6	Other: Compass Support	1
				Other: Verbal reminder, parental intervention	1
REPEATED OCCURRENCES					
Yes	7	No	5	Unknown	9
RESULT OF HARM					
Harmful: A safety incident that resulted in harm to the individual					1
No Harm: A safety incident that reached an individual but no discernible harm resulted					16
Near Miss: A safety incident that did not reach the individual and therefore no harm results. These have also been called “close calls” or “good catches”.					

Complaints/ Grievances	Alleged Abuse or mistreatment	Privacy Breach	Theft
- Patient compliant re: medical reception	- Three instances involving F&CS reports	- Patient received incorrect consultation	- Participant's bike was stolen

TOP & TRENDING INCIDENTS							
	2023/2024				2024/2025		Trend
	Q1	Q2	Q3	Q4	Q1	Q2	
TOTAL # OF REPORTS	26	17	27	19	12	23	
Suicidal Ideation	3	1	1	1	1	2	
Less Serious Accident/Injury	7	3	3	1	3	5	
Total Non-Compliance	1	0	3	1	2	1	
Verbal Aggression (Minor to Severe)	9	1	2	2	2	1	
Medical Emergency	0	1	3	0	0	1	



**Joint Occupational Health & Safety Committee (JOHSC)
Quarterly Report
April 1st – September 30th, 2024 (Q1 and Q2)**

Langs sites include: Langs CHC, North Dumfries CHC, Region Coordination Centre, Grow Community Centre

JOHSC Updates	Notes
New Manager Co-Chair Announced	Debbie has appointed Dana Calma, Program Coordinator as the new Manager Co-Chair with the JOHSC. Dana has actively participated on the committee and obtained her Occ. Health certification earlier this year. Dana works from Grow Community Centre has brings experience of the satellite locations to this work. The change will take effect January 1 st 2025.
Second annual Committee Self-Assessment completed	In May, the JOHSC completed their second annual self-assessment. This year saw greater participation, and increased levels of satisfaction. Staff were also asked to provide feedback regarding the committee and again there was an overwhelmingly positive response. The committee will continue to work on staff engagement this year.
Monthly inspections to begin at 3 Doors Down	As new programs begin to be offered at 3 Doors Down, monthly inspections will begin to make sure the space is being kept clear from hazards.

Item/Frequency	Meets	Partially Meets	Does not meet	Notes	Legislative Requirements
JOHSC Bulletin Board (Ongoing)	✓			All of our sites have OH&S bulletin boards with pertinent and required information.	<i>The employer must post: a copy of the Act; the names and work locations of all members; a copy of the organization's OHS policy; a copy of the organization's Workplace Violence & Harassment policy; any order of Ministry of Labour inspector; MSDS Binder, evacuation plan/procedures; certification and First Aid confirmation of training of staff; and internal/external contacts</i>
Committee Meets Every 12 weeks and Maintains Minutes (Ongoing)	✓			The committee has been meeting every 8-12 weeks. Meeting minutes are reviewed by committee members and signed off by the chairs and posted on OH&S bulletin boards at each site.	<i>Committee keeps minutes of its proceedings and makes same available for examination and review by an inspector. Meetings are required at least once every 12 weeks.</i>
Monthly JOHSC Checks Completed (Ongoing)	✓			Monthly inspections are done at each site during the first week of the month. Inspection results are posted on the OH&S bulletin board.	<i>A committee member designated by the members representing the workers will inspect the physical condition of the workplace at least once a month.</i>

Item/Frequency	Meets	Partially Meets	Does not meet	Notes	Legislative Requirements
Responses/Repairs (Ongoing –within 21 days)	✓			Responses and repairs are being made in a timely manner. When necessary, recommendations for changes to policies and procedures or facility are forwarded to the Leadership Team.	<i>Employer to ensure that responses and repairs required as a result of monthly inspections are completed in a timely manner. Response to recommendations for changes to policy, procedures or facility is to be made within 21 days.</i>
WHMIS Training (Annually/Ongoing)	✓			WHMIS training is completed by new staff within 1 month of the start date, then updated annually. MSDS binders are posted on the OH&S bulletin boards for staff access and are updated as needed. All required products are labeled with MSDS labels.	<i>Employer ensures that the worker education program is provided to a worker or the workers and are re-familiarized at least annually.</i>
Health and Safety Awareness Training (Ongoing)	✓			New employees receive mandatory Health and Safety Awareness training during orientation; records of training are kept by HR.	<i>Legislation states that the employer ensures the training of each employee.</i>
Workplace Violence and Harassment Training (Ongoing)	✓			New employees receive mandatory Workplace Violence & Harassment training during orientation; records of training are kept by HR.	<i>Adherence to Bill 132 is a legislative requirement; employer ensures the training of each employee.</i>
Fire Drills/Fire Evacuation Drills (Annually/Ongoing)	✓			Fire drills are held regularly at all sites. Evacuation information is posted in every office and at every exit. Staff review fire safety with participants at the start of every program session. All sites completed their fire drills by Sept 30, 2024.	<i>Legislation states that fire drills are to be conducted annually. Langs conducts fire drills a minimum of once a year at all sites.</i>
First Aid Kits (Ongoing)	✓			First aid kits are located in the kitchen at all sites. They are checked quarterly as part of regular inspections. Programs that are off site travel with a first aid kit.	<i>First Aid kits shall be inspected not less than quarterly and the checklist of items completed and signed. First Aid kits shall contain as a minimum and in good condition the items required by the Regulation.</i>
Fire Extinguishers (Annually)	✓			<p>All sites have fire extinguishers that are serviced annually and meet the legislative requirements for inspection. Fire Extinguishers at Main Site, Grow Community Centre and RCC are checked by Richardson Fire Systems Inc.</p> <p>Richardson Fire Systems completed the annual fire extinguisher inspections at the above sites on March 21, 2024.</p>	<i>Fire extinguishers are to be inspected annually.</i>

Item/Frequency	Meets	Partially Meets	Does not meet	Notes	Legislative Requirements
				North Dumfries satellite site fire extinguishers are inspected by the Township of North Dumfries.	
Health and Safety Committee Membership & Certification (Ongoing)	✓			We meet the legislative requirements for membership. We have a committee of nine members. Currently we have six worker reps (2 are certified) and three management reps (3 are certified).	<i>In workplaces with more than 50 workers, the committee must have a minimum of 4 members. At least half of the committee members shall be employees who do not exercise managerial/supervisory functions. At least 2 committee members must be certified members (one representing workers and one representing the employer)</i>
Workplace Violence Inspection (Annually)	✓			Workplace violence inspections are scheduled for October 2024. Findings will be brought to Leadership in October for recommendations.	<i>This is an annual legislative requirement</i>
Incidences of Workplace Violence (ongoing)	✓			There were no incidents of workplace violence during this reporting period; no recommendations for prevention of workplace violence were made.	<i>Adherence to Bill 132 is a legislative requirement</i>
Incident Reports	✓			There were 2 incidents indicated by staff as health and safety during this reporting period. No recommendations were made for improvement. <u>Critical Incident Debriefs: 0</u> Incidents debriefed.	<i>Adherence to the Occupational Health and Safety Act, where the employer will provide to the JOHSC the results of a report respecting OH&S</i>

Requirements of the Ontario Occupational Health & Safety Act Rating Description Above:

Meets requirements – meets or exceeds the requirements

Partially meets requirements – meets 50% or more of the requirements

Does not meet requirements – meets less than 50% of the requirements

Français

Board to Board Report



October 2024

Welcome to the October issue of the Board to Board Report. Board to Board is released four times a year. Its goal is to keep Alliance member Boards informed about the most recent developments in Ontario's health system and how these changes can impact member organizations. Board to Board brings you updates about Alliance's government relations and advocacy work, research and Learning Health System updates, as well as connects you to relevant supports, resources and each other. We invite you to share this information with your fellow Board members. If there are any questions and issues you'd like to spotlight in the Board to Board, let us know and we will make sure to include them in the next newsletter.

This issue comes to you during the Community Health and Wellbeing Month (CHWM), an annual communication campaign coordinated by the Alliance. During CHWM, we celebrate Alliance members' incredible work to advance equitable health and wellbeing in communities across Ontario. The Community Health and Wellbeing Month coincides with the official launch of the "For Us. For You." campaign. It is an important part of the Alliance's advocacy efforts, in partnership with nine provincial associations, to close the wage gap in community health sector. As we spotlight your important contributions to the health system, we will also continue to raise awareness about the need for additional investments to help address the Human Health Resources crisis and ensure your organizations can continue to deliver high-quality programs and services. As Board members you have an important role to play in both campaigns. Check out the updates below for ways to get involved.

In this Board to Board, you will also find information about Alliance’s work on harm reduction, prescribed alternatives and substance use, as well as an update from the Black Health Committee on how your organization can advance better health and wellbeing for Black people and communities.

Commitment to health equity embedded in the Health Equity Charter continues to be the foundation of our collective work. Please see the resources below, including the Health Equity Charter Self-Assessment Tool, Governing for Health Equity and other trainings that can support your Board in this work.

Finally, make sure to register for upcoming Board events and check out the 101 webinar series that can be beneficial for both new and returning Board members. These pre-recorded webinars are great resources for all members to learn more about the Alliance and foundational documents that guide our collective work as well as other topics that can support you in your role as governors.

For the French version of the newsletter, please click the button at the top.

Alliance Updates

Advocacy to close the wage gap continues with the upcoming launch of “For Us. For You.” campaign

The Alliance together with other provincial associations is continuing to advance our collective advocacy efforts to close the wage gap between the community health sector and other areas of Ontario’s healthcare system and other sectors.

The ten associations, in collaboration with *EnterpriseHealth*, have been preparing for the official launch of our “For Us. For You.” Campaign. Its goal is to raise awareness with both the Government of Ontario and the public about the existing wage gap, the role of the community health sector within Ontario’s health system, and the impact of the wage gap on delivery of essential primary health care services provided by our members. The campaign also aims to encourage the government to collaborate with the community health sector to address the Health Human Resource challenges, as well as mobilize support from our partners.

The “For Us. For You.” campaign will officially launch this fall. A pre-launch **Community Health All Member Webinar on Health Human Resources** will be hosted **on October 15, 9-10:30 a.m.** The webinar is open to all members of the ten provincial association and will provide detailed updates about the launch plan, how members will be involved, and the resources and materials available to support their participation in this campaign. You can register by following this [link](#).



In addition, as we prepare for our campaign push, we are looking for passionate individuals who are willing to serve as media spokespeople. This is an opportunity to share frontline stories and highlight the essential role community health workers play in our healthcare system, as well as convey the impact of wage disparities on the ground. Here's what we're looking for:

- Individuals who are open to being interviewed by journalists to help raise awareness of the challenges the community health sector is facing.
- Individuals who can share their experiences on the ground, and the impact the wage gap is having on frontline workers and the care provided to clients.
- Those who are looking to play a key role in building momentum for our campaign.

We will hold a spokesperson training session where we will provide more details about the role along with the necessary supports and training. If you or someone you know fits this description and would be interested in this opportunity, please reach out! We will share more information about the training session soon.

If you have any questions or would like more information about the webinar, spokesperson role, and/or campaign overall, please reach out to Samuel Garcia-Feliz, Policy and Advocacy Lead, at samuel.garciafeliz@allianceon.org or Sarah Hobbs, CEO, at sarah.hobbs@allianceon.org.

Alliance's work to support harm reduction, prescribed alternatives and Consumption and Treatment Services


On August 20, the Ontario Government announced the closure of ten Consumption and Treatment Services (CTS) sites. Seven of those are led by Alliance members. (You can read the Alliance's statement in response to the announcement [here](#).) These sites have been invited to apply to transition to Homelessness Addiction Recovery and Treatment (HART) Hubs. With the announcement of funding for new HART Hubs, the government also introduced restrictions on the 12 existing CTS sites that will remain open. That includes five sites run by Alliance members. These sites will need to adhere to additional new requirements around inspection, community safety and complaint processes. Many sites have already been engaging their communities to address these issues. Staff have raised concerns around the new requirements: they don't consider harm reduction principles, social determinants of health or the needs of the people who will be most impacted by these restrictions. They will also entail additional administrative burden that is currently not funded properly.

The Alliance and our members are firm in our commitment to harm reduction. It is a crucial aspect of person-centred care that meets people where they are at and supports individuals and communities in achieving their goals for health and wellbeing. In partnership with Alliance members, Addictions and Mental Health Ontario (AMHO), and Indigenous Primary Health Care Council (IPHCC), we support our members and other

community organizations who provide harm reduction services in numerous ways, including:

- Strengthening our ongoing advocacy for integrated primary health care that includes harm reduction alongside wraparound supports,
- Providing guidance and tools to help those members who will continue to provide CTS services navigate the regulatory changes,
- Facilitating the sharing of knowledge and information.

The situation is fluid, but we will face this uncertain future together with members and many allies. As our plans for stepped-up advocacy take shape, we will invite Alliance members to help us amplify our messages.



Register for Board Liaisons and Chairs virtual meeting

Government Relations 2.0: The role of Boards in the pre-budget process and pre-election campaigns


Wednesday, October 30, 2024 | 5:30-7:30 pm

Register [here](#).

We invite you to register for the Board Liaisons and Chairs Virtual Meeting. This annual event is an opportunity for board members across the province to come together, discuss issues important to them and learn from each other.

This year, the theme is “**Government Relations 2.0: The role of Boards in the pre-budget process and pre-election campaigns.**” During previous webinars and at a conference learning session in June, we talked about the importance of building government relations. We also know that many of you have been working to develop your government relations strategy, meeting with and writing letters to your MPPs and other government officials in the past few months. Now, with the upcoming pre-budget process and a probability of both provincial and federal elections in the next year, it is time to expand the work. What are some ways Boards can get engaged in the pre-election work? How can you involve clients and community? What are some ways to amplify the ongoing “For Us. For You.” campaign to close the wage gap as well as the government relations work around operational increases and harm reduction?

The webinar will include a presentation from the government relations firm *EnterpriseHealth* that will offer an insight into the current political landscape and provide concrete strategies and tactics for Boards to strengthen your government relations work. You will also hear from Alliance staff about our current government relations work, pre-budget and pre-election strategy, as well as tools and resources we will be providing to help align our collective messages. There will be time for small group discussions for you to share questions and concerns with other Board members and learn from each other.



Get involved in the OOHA campaign to support Canadian Dental Care Plan

The new Canadian Dental Care Plan (CDCP) is now in place and there's been great progress in government efforts to make dental care more accessible to all Canadians. So far, almost 700,000 people have received dental care, and over 20,000 oral health professionals are participating in the program.

More detail can be found at [Canadian Dental Care Plan - Canada.ca](https://www.canadadentalcare.ca)

The Canadian Dental Care Plan (CDCP) came after years of advocacy led by the Ontario Oral Health Alliance (OOHA), the Alliance for Healthier Communities and other organizations. Now we need to ensure the CDCP remains in place regardless of the results of the next federal elections. To support the CDCP, the OOHA has launched a lobby campaign in Ontario. The goal is to meet with Conservative MPs, explain the benefits of the CDCP and urge them to commit to preserving the program.

ACT:

- The OOHA is currently setting up small lobby teams in Conservative federal ridings that will be meeting with MPs over the next three months. If your organization is in a Conservative riding and you would like to get connected to your local team, please contact Jacquie Maund from the Ontario Oral Health Alliance at jacquie.maund19@gmail.com.
- The OOHA has developed an MP Lobby Kit to help prepare for a meeting. Please contact jacquie.maund19@gmail.com to get a copy.

Community Health and Wellbeing Month 2024

Community Health
& Wellbeing Month

October
2024

The Future is
Community

Join Community Health and Wellbeing Month and help amplify the message: *The Future is Community*

For years, during one week in October, the Alliance and members celebrated our collective work to advance health equity and community health and wellbeing. This year, we are expanding Community Health and Wellbeing Week to a whole month to allow more time

and flexibility for members to organize events, meet with elected officials and highlight why accessible, locally tailored and culturally appropriate primary health care is essential to sustainable and effective health system while calling for additional investments to strengthen community health in our province.

We encourage all board members to participate in the Community Health and Wellbeing Month and help us amplify the message. Here are some ways to get involved.

Events and activities:

- Check with your organization to see what events and activities they are planning during the Month and what role you can play. From leading a community walk, greeting an MPP during their visit to the centre, helping with a BBQ, delivering opening remarks or simply being one of the participants – the possibilities are endless.

Stories in local media:

- Help share stories in the local media about your organization with your network and/or on social media. Alliance staff have prepared a number of templates members can adapt using local examples and pitch to local newspapers. Check with your organization if you can co-author the op-ed to highlight the community governance aspect of our work.

Social media:

- If you are on social media, we encourage you share the different examples of how your organization embodies the essence of “The Future is Community” using hashtag #CHWM2024.

LEARN MORE: To learn more about this year’s theme, main messages and suggested activities, check out the [Event in a Box](#) or visit our [website](#). If you have any questions, please contact Oleksandra Budna at oleksandra.budna@allianceon.org

Learning Health System Updates

Advancing Sociodemographic Data Collection: Continuing the Work

December 31 is approaching quickly. It’s our goal date for Alliance members to achieve 75% sociodemographic data completeness. This is an important milestone, but it won’t be the end of the journey. Wherever your organization is at, and however far it has come, we’re here to support continued improvement.

- Consider signing up for our self-directed online Rapid Action and Learning Intensive for Sociodemographic Data (RALI-SDD) program, developed in partnership with Alliance members. So far, 23 teams have accessed RALI. Will yours be next? Email QI@AllianceON.org for more information.
- On October 2, we held a support webinar, *Driving Forward: How (and why) to continually advance sociodemographic data collection in your organization*, to help

teams create or sustain momentum in this work. Check out the recording and slide deck [here](#).

Measuring Patient-Reported Outcomes

Patient-reported outcome measures (PROMs) are used to determine how effective an intervention is in supporting an individual's health and wellbeing goals. To help our members capture this information in a standardized way, the Alliance is rolling out a tool called EQ-5D across the sector. This tool [was pilot-tested in several Alliance-member organizations](#) to determine its feasibility and suitability for our members and their clients. Now we're launching the sector-wide rollout of this tool with a [lunchtime webinar on Friday, November 29](#).

Building Members' Capacity for Engaging with Data

We're hosting a three-day, in-person PLE series in November to help Alliance members manage, understand, and use their data more effectively. Encourage your DMCs, clinical and program managers, and finance managers to consider signing up.

- **November 5: for DMCs & other data folks** Registration Link: <https://aohc.site-ym.com/event/Nov5PLE>
- **November 6: For clinical & program managers (bring your DMC!)** Registration Link: <https://aohc.site-ym.com/event/Nov6PLE>
- **November 7: For finance managers** Registration Link: <https://aohc.site-ym.com/event/Nov7PLE>



Upward and Outward: Advancing Social Prescribing

Our Social Prescribing team has just launched a self-paced, 9-module [online learning series](#) to help providers and teams initiate or improve equity-focused social prescribing programs. It takes about 3 hours to complete, and it's free! If you're interested in enrolling, [fill in this form](#). We're also still offering our Coaching Collective for Social Prescribing; email SocialPrescribing@AllianceON.org.

And don't miss our October 25 webinar [The Future is Social Prescribing: Why it's a key to an integrated, accessible, and resilient health system](#). We'll be celebrating the



Congratulations to the Black Focused Social Prescribing project, Natasha Beaudin, Social Prescribing Project Lead at the Alliance for Healthier Communities, and Kelly Conrad, Clinical Manager at Langs, on their Social Prescribing Impact Awards.

successes and sharing the learnings of the past 6 years and looking to the future of social prescribing and its potential role in health system transformation.

The awards were presented at the first Canada's Social Prescribing Conference “*Advancing Social Prescribing for Health & Wellbeing*” that took place in Toronto on September 26-27.

LEARN MORE: There's lots more. Keep reading [EPIC News](#); check out our [resource library](#) and [learning events](#), or email your questions about our Learning Health System to LHS@AllianceON.org.

Health Equity, Diversity and Inclusion Hub

Advancing Black Health Strategy



As a historically marginalized group, the African, Caribbean, and Black (ACB) communities face enduring challenges in achieving health equity. Often, efforts to correct this struggle occurs in isolation, but the Black Health Committee (BHC) is committed to changing that narrative. Our mission is to dismantle centuries-old barriers and establish 360-degree holistic, culturally affirming care for the ACB communities. Health equity requires more than just service provision; it demands intentional preparation and the creation of safe spaces for all, regardless of population size. The commitment to Anti-Black Racism (ABR) extends beyond the walls of health institutions and centres.

Adopting a strategic, intentional health plan focused on equity through ABR self-assessments, targeted training, and policy commitment are the first steps toward systemic change. These efforts, though seemingly small, can spark a ripple effect in the healthcare system, gradually leading to a broader reform. Board members have the power to turn these steps into a resounding call to action by dedicating resources and embedding these priorities into policy discussions.

Navigating these changes may appear daunting, but resources exist to make the journey smoother. The Black Health Committee offers support and guidance to all member centres committed to this shared fight for health equity in the ACB community.

For more information on the strategic plan deployment, implementation of ABR self-assessment, and the implementation of health equity measures, members can contact Dr. Akeem Stewart, Provincial Lead, Black Health and Wellness, via email at astewart@durhamchc.ca or by phone at 905-723-3391 x 1060. Together, we can work toward a healthier, more equitable future.

Advancing Health Equity: Key Action Items

- If your organization hasn't endorsed the **Health Equity Charter**, review it with your Board and send an endorsement motion to Gabriela Panciu at gabriela.panciu@allianceon.org
- Build Board's Capacity to advance health equity – take **Governing for Health Equity Training**: [English/French](#)
- Assess your progress on putting the Health Equity Charter into action – use **Self-Assessment Tool** and submit report to the Alliance: [English/French](#)



Health Equity Charter Resources

- Full version of the Health Equity Charter: [English](#) | [French](#)
- Short version of the Health Equity Charter: [English](#) | [French](#)
- Health Equity Charter 101 webinar: [English](#) | [French](#)
- Core Concepts Glossary: [English](#) | [French](#)

Other Trainings and Resources

- [Indigenous Cultural Safety training](#) from the IPHCC
- The Active Offer of French Language Health Services from the RMEFNO (available in [EN](#) & [FR](#))
- [LGBT2SQ Foundations course](#) from Rainbow Health Ontario (now available in French)
- [Black Governance and Leadership Project training](#)
- [NE'IIKAANIGAANA "All My Relations" Toolkit](#)
- Black Health Strategy ([EN/FR](#))

Resources and Tools

101 Webinar Series

These pre-recorded webinars are available in both English and French. All recordings are around 30-40 minutes long and can also be found on the member portal along with slides. These are great resources to share with your fellow board members.

- **Alliance 101:** [English](#) | [French](#)
- **Health Equity Charter 101:** [English](#) | [French](#)
- **Model of Health and Wellbeing 101:** [English](#) | [French](#)
- **Health System 101:** [English](#) | [French](#)
- **Governance 101:** [English](#) | [French](#)
- **Government Relations 101:** [English](#) | [French](#)

2. What would you like to see in future reports?
3. How could it be improved?

useful in our continued effort to improve future communications.



Cybersecurity

at



Langs

Community. Health. Wellness.

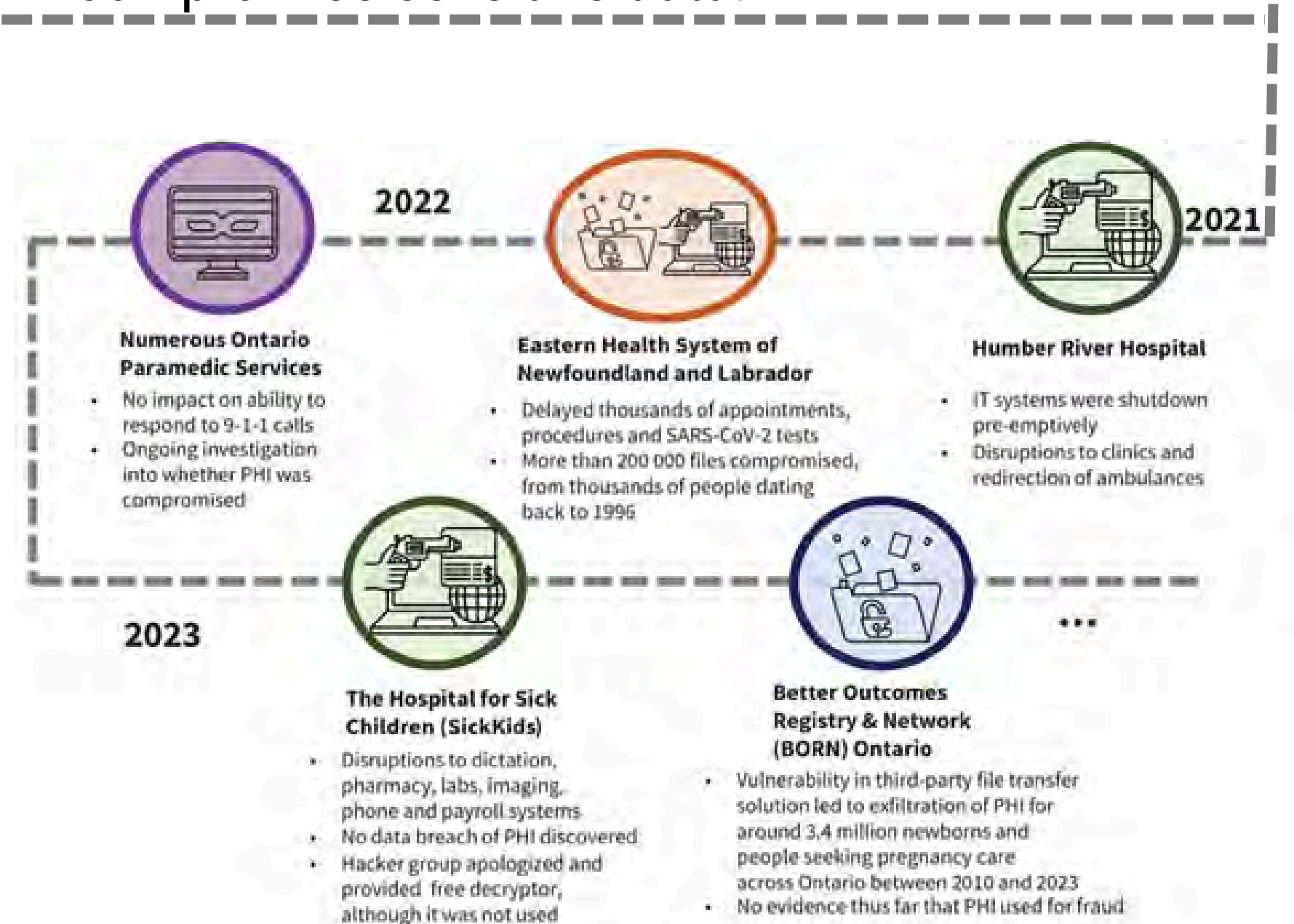
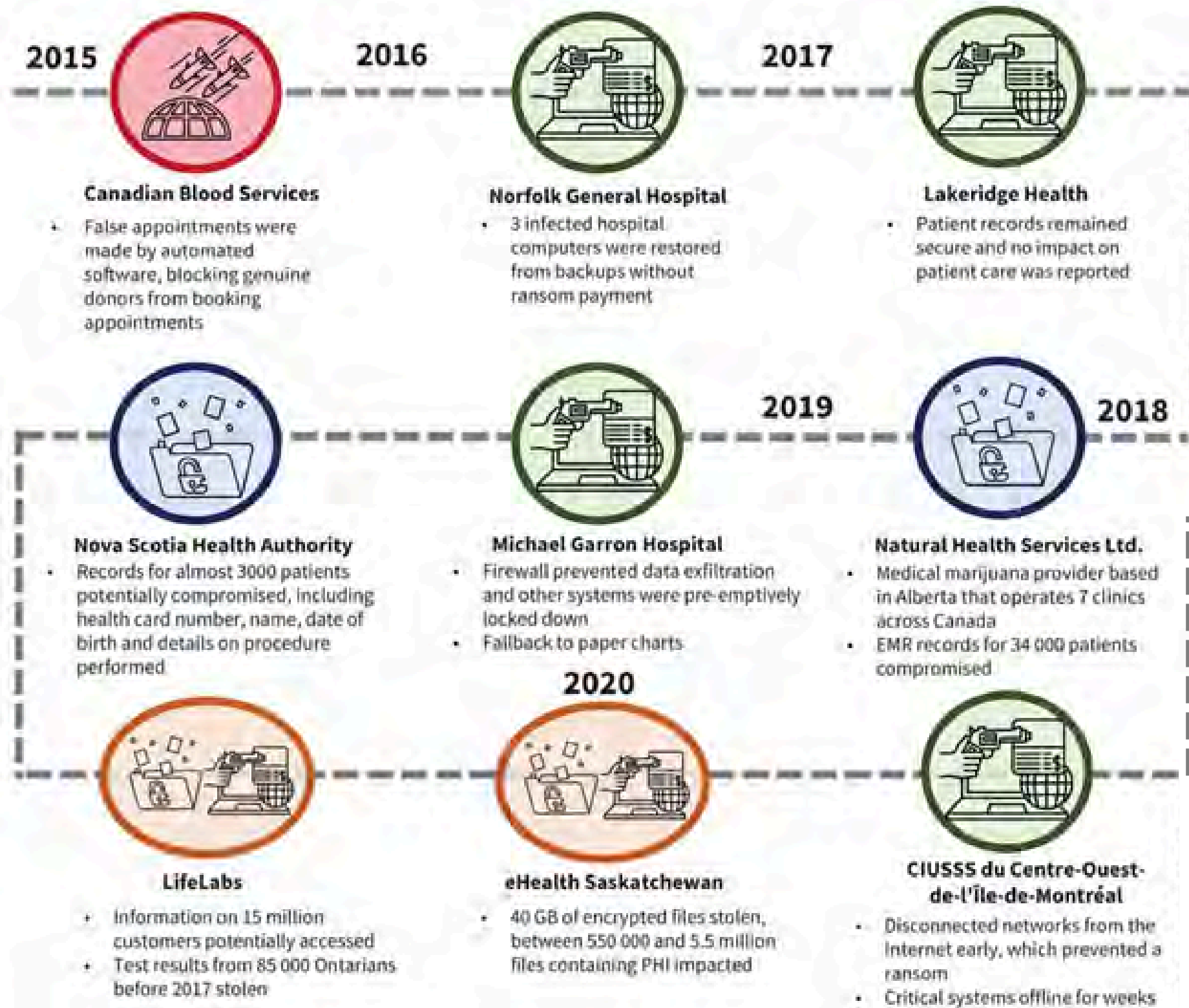
Presented by:

William Homerston

Manager of Quality, Performance and Innovation

Why Cybersecurity Matters?

- Cyberattacks on healthcare are increasing, making patient data highly vulnerable.
- Healthcare often lags in adopting advanced technology and security measures.
- A breach can disrupt care, cause financial loss, and compromise sensitive data.



Recent cyberattacks on Canadian health information systems, including **denial of service (red)**, **ransomware (green)**, **data breach (blue)**, **mixed (orange)** and **unknown (purple)**.

DAIXIN Ransomware attack: TransForm Shared Service Organization



What:

-TransForm Shared Service Organization is a shared service provider for 5 Ontario hospitals, which were all impacted by ransomware attack



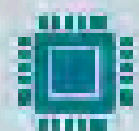
When (2023 Timeline):

-Attack was first disclosed on October 23, 2023



How:

-Ransomware attack resulted in loss of access to critical information system and data exfiltration



Who :

-Five Ontario hospitals, Data subjects including patients, professional staff and employees



Other Media Reported Facts:

-Network was rebuilt from scratch - restoration was expected to be completed by mid-December
-Ransom was not paid - stolen data was published in the dark web
-Offered Credit monitoring and identity theft protection



Code Cyber: Cybersecurity Threat

Langs Emergency Response Manual

Code Cyber Includes:

- Activation of Code Cyber
- The role of cybersecurity response team and of all staff, students and volunteers.
- The key stages of response: **Recognition, Containment, Mitigation, Restoration and Recovery.**
- Appendix with:
 - Phishing Cyber Incident Response
 - Crisis Communication Checklist & Communications Plan

Role	Responsibilities
CEO	Responsible for overall decision-making, escalation procedures, and strategic guidance during the incident, and acts as the primary liaison between the response team and the Board, if required.
Senior Leadership	Provides executive oversight and supports resource allocation. Ensures effective coordination and communication to teams.
Director of Finance	Manages insurance and banking connections, coordinating closely with insurers and financial institutions to ensure Langs' coverage and financial strategies align with cybersecurity incident response needs.
IT/Data Coordinator	Oversees technical aspects, including system isolation, data recovery, and coordination with IT teams. Leads internal response efforts and liaises with external consultants.
Compass IT Support	Provides technical expertise and assistance for incident response and mitigation. Collaborates closely with the IT coordinator, offering guidance on solutions. Ensures timely cybersecurity updates for Langs, executes response plans to minimize disruptions from cyber-attacks, and monitors systems for risks. Analyzes activity, recommends responses with CEO or IT/Data Coordinator.
Communications & Special Events Coordinator	Facilitates immediate notification to satellite sites for "Code Cyber" incident awareness and manages ongoing communication to all sites and impacted partners as directed by the cybersecurity response team.
Administrative Support	Keep thorough documentation of the steps taken including dates, and times.
Human Resources	Supports staff and leadership through cyber incidents, notifies staff on how to connect with EAP support, supports any staffing plans during downtime, if needed.
All Staff, Students, Volunteers	Listen to announcements and follow direction from the response team, and promptly adhere to provided instructions. This may involve actions such as shutting down devices or disconnecting from the network until further notification and utilize down-time forms. Avoid independent actions and strictly adhere to established protocols for effective incident resolution.

Response Procedure for Cybersecurity Response Team

Stage 1: Recognition Phase: Date: _____ Time: _____

- Notify IT/Facilities Coordinator #245
- Notify IT Support (Compass) #333
- Confirm cybersecurity threat
- Overhead page "Code Cyber – Stage 1 – announce room number."
- The Cybersecurity Response Team immediately convenes.
- Communications coordinator notifies leadership at off-site locations.
- Seek direction from IT Support (Compass)
- Document on communication checklist template

Stage 2: Assessment Stage: Date: _____ Time: _____

- The team implements measures based on internal and external consultation (Compass, HIROC, etc.) to contain the incident. (Actions might include isolating affected systems or implementing security protocols.)
- Overhead page Code Cyber – Stage 2 – all Staff notice
- All staff shut down computers and refrain from email correspondence
- All cyber-response team return to work in person
- Senior Leadership communicate with their teams (fan-out notifications)
- Notify City of Cambridge staff onsite (two computers on our network).
- Walk-around and shut down all computers
- Implement down-time procedures
- Provide regular updates by overhead announcements or in-person
- Continue to follow direction from Compass
- Document on communication checklist template

Stage 3: Containment and Mitigation: Date: _____ Time: _____

- Notify HIROC 1-800-465-7457 or 416-733-2773
 - After hours: 1-844-544-4762 or 416-730-3075
- Take direction from HIROC and Compass
- Determine if PSS is accessible through external servers/phones
- Identify available off-network laptops/tablets available for use
- Notify (see communications plan appendix)
 - Bank -TD
 - ~~Telus~~
 - Police as directed by HIROC
 - Legal council as directed by HIROC
 - Privacy Commissioner of Ontario
 - Ocean
 - OHW
 - Clinical Connect
 - City of Cambridge
 - Relevant Funders
 - Partners (Hospital and other FHTs)
 - Vendors per program
- Document on communication checklist template
- Communications Coordinator provides regular updates to staff about the incident's status, actions being taken, and necessary precautions.
- Provide updates by overhead announcements.

BLUE	Medical Emergency
RED	Fire
BROWN	Hazardous Material-Evacuate
BLACK	Bomb Threat
WHITE	Assistance Required (violent situation)
ORANGE	Internal Disaster
GRAY	Unknown/Unauthorized person
AMBER/ YELLOW	Missing Child/Person
CYBER	Cybersecurity Threat

Feedback from

HIROC



Thank you for having us at your cyber emergency tabletop exercise.

The team at Langs were so engaged which made a wonderful exercise and I hope team find the experience valuable.



**YOU'RE
INVITED!**

Recognition of Langs' leadership and work in this area by being invited to speak at the November 2024 HIROC Cybersecurity Workshop.

Human Focused Mitigation Strategies

Annual Cybersecurity & Privacy Training



Incident Reporting Procedures:



Cyber Tabletop Activities w/ HIROC



Ongoing Cybersecurity Awareness Campaigns

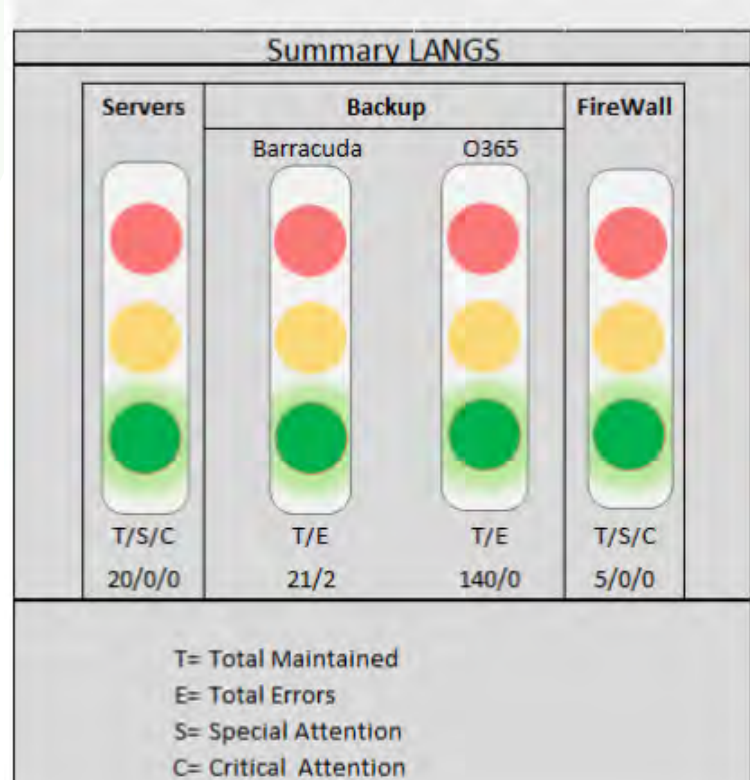
Alliance Phishing Derby



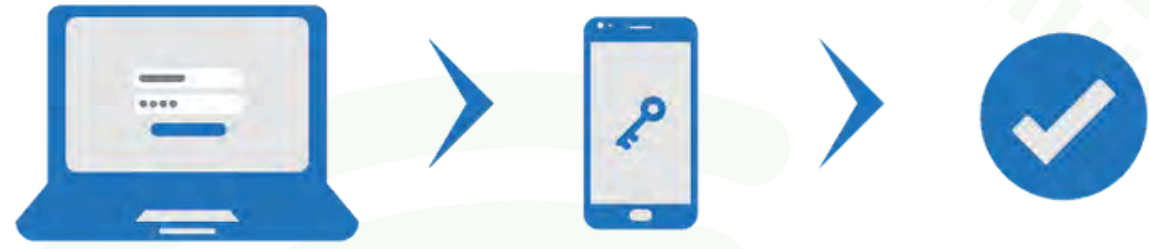
Professional Practice Committee



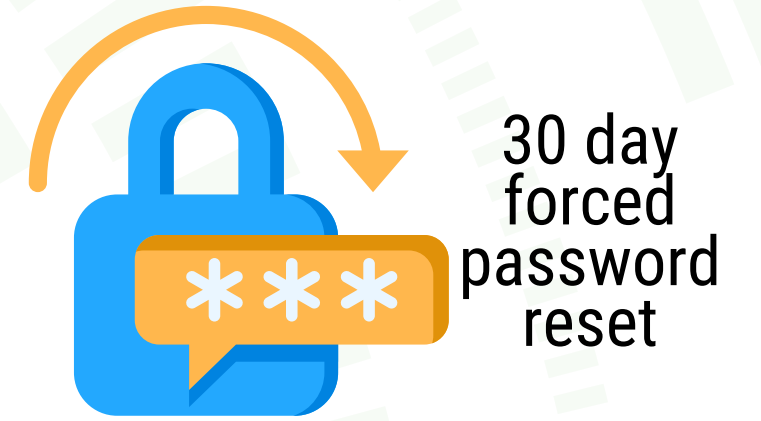
Technology Focused Mitigation Strategies



Multi-factor Authentication (MFA)



Password + Verification = Access
When accessing app for first time or after password reset (30 days)

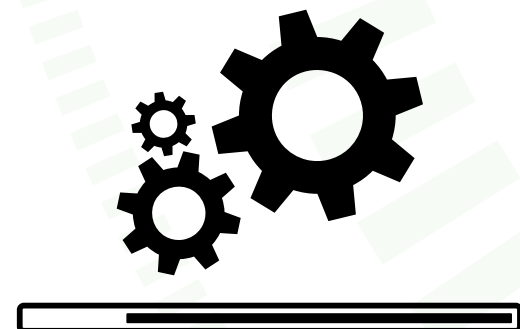


End Point Protection (EPP)

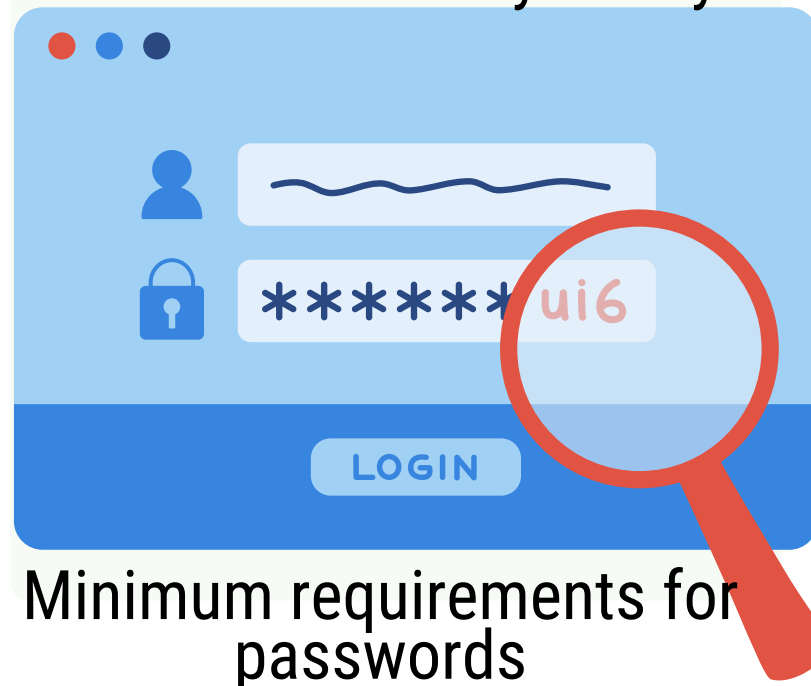
- Prevention
- Monitoring
- Reporting

CROWDSTRIKE

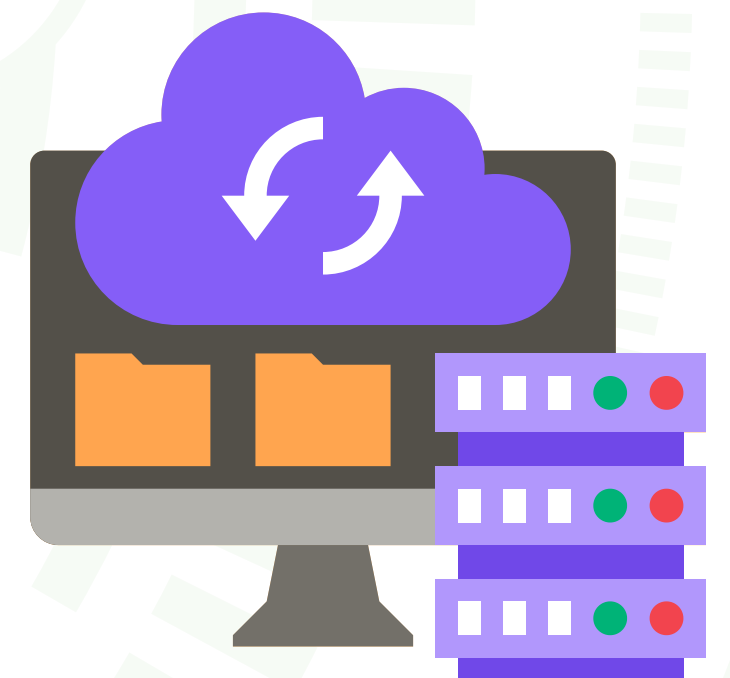
Automated Software Updates



Password Security Policy



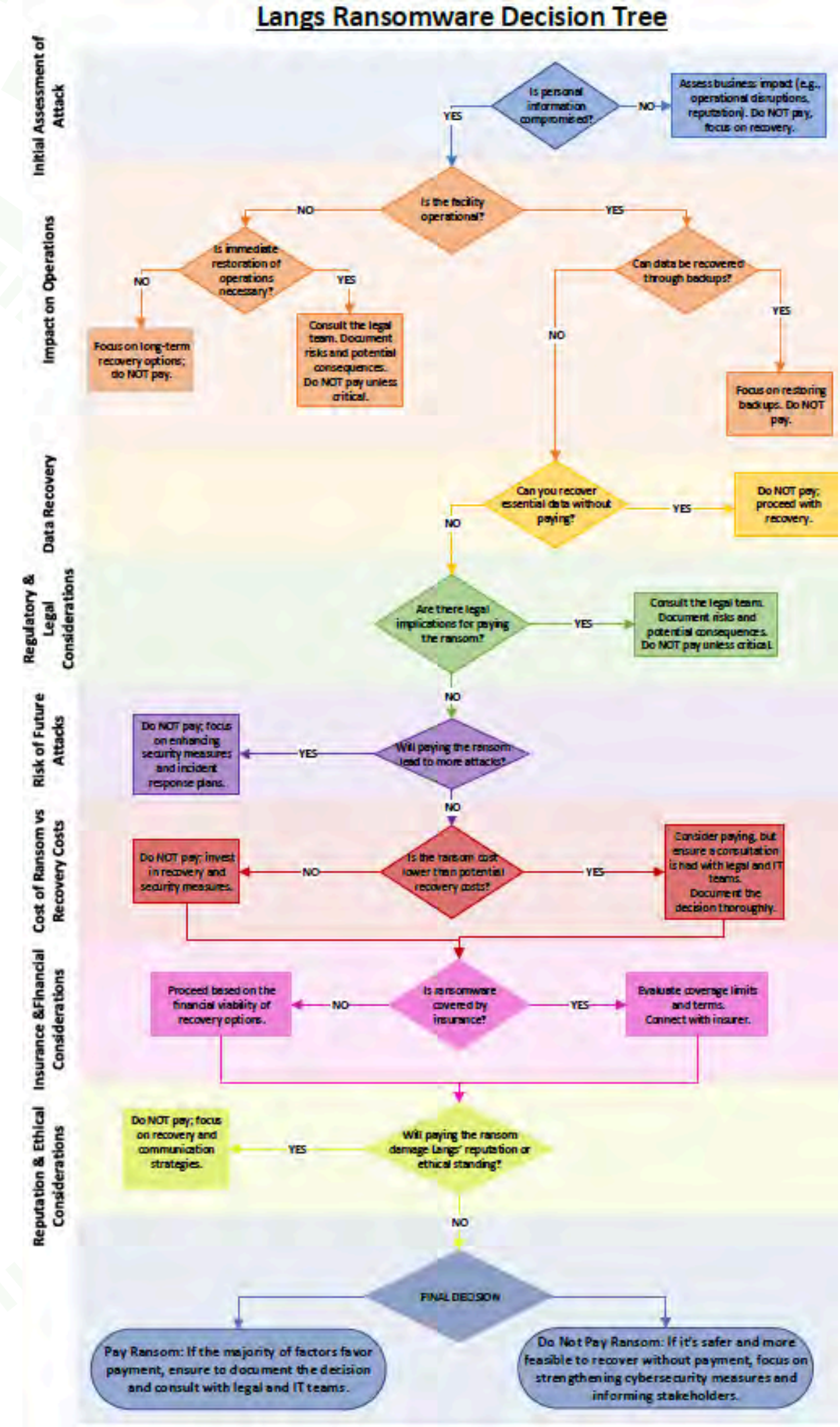
RegularData Backups



[DRAFT] Langs Ransomware Decision Tree

1. Initial Assessment of Attack
2. Impact on Operations
3. Potential for Data Recovery
4. Regulatory and Legal Considerations
5. Risk of Future Attacks
6. Cost of Ransom vs Recovery Costs
7. Insurance and Financial Considerations
8. Reputation and Ethical Considerations
9. Final Decision

As per HIROC and other cybersecurity experts - paying ransom is a **LAST** resort.



Cybersecurity at



SUMMARY

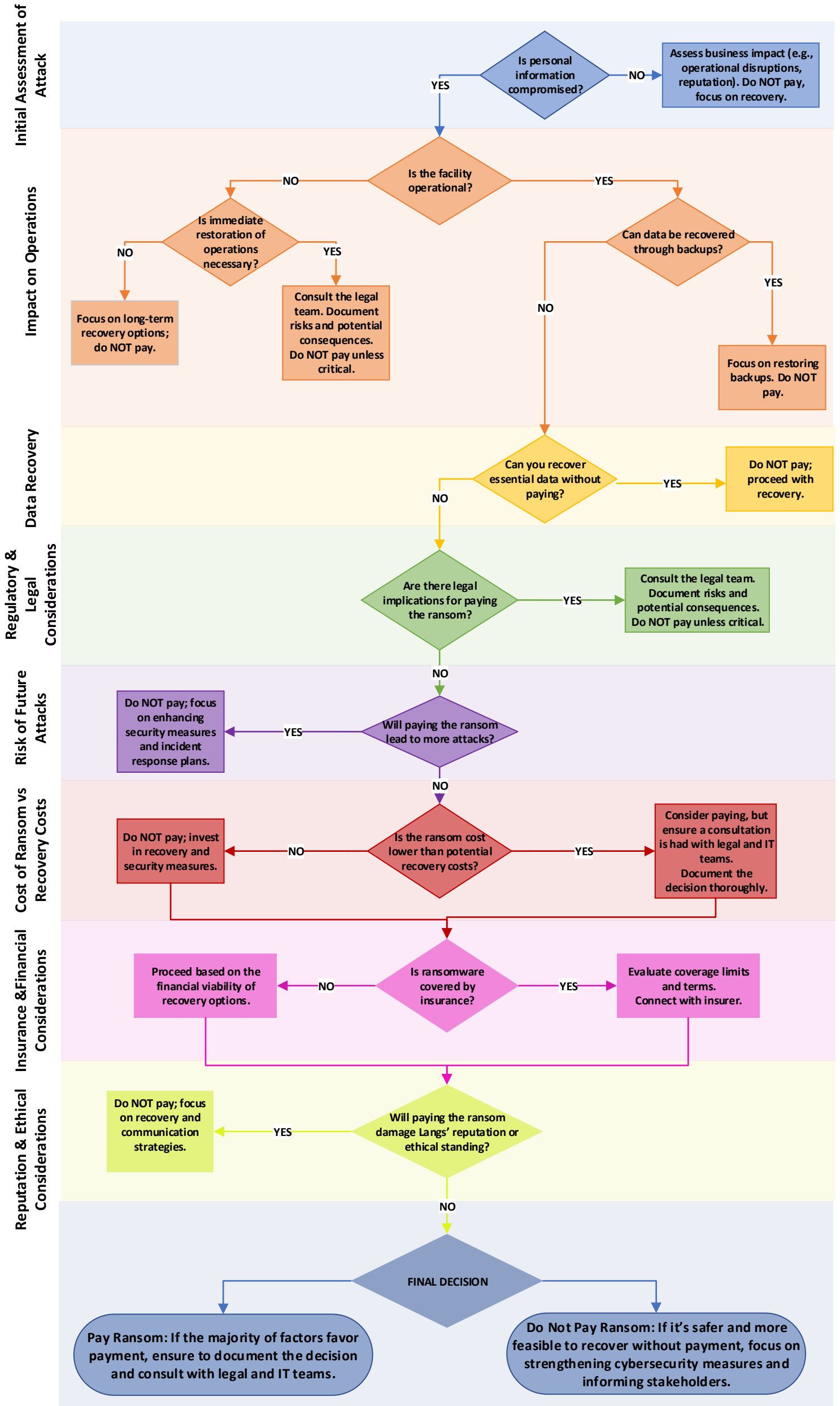
- We are taking proactive steps in enhancing cybersecurity (policy, training, tech solutions).
- We understand the importance of continued vigilance and regular reviews to stay ahead of evolving cyber threats.
- Next steps: Regular drills (table tops etc.), continuous and evolving staff training and of course continuous improvement!

KEY POINTS

- Cyberattacks pose risks to privacy, finances, client safety, and system operations.
- Organizations must stay alert and ready for cyberthreats
- Balancing efficient workflows with strong cybersecurity is crucial

THANK
YOU!

Langs Ransomware Decision Tree



Monthly CEO Report

Month/Year: ___ October 2024 ___ Submitted by: _____ Debbie Hollahan _____

Alignment with Strategic Directions	Activities/Program Updates
<p>Participants <i>Activities that occurred this past month</i> <i>New initiatives</i></p>	<p>Community Services:</p> <ul style="list-style-type: none"> • Both 7th Inning and Spark Education program are full and operating with a waitlist. To date there have been 31 referrals to 7th Inning and 21 referrals to Spark for this school year. • Langs Youth Wellness Hub is entering into a partnership with the Cambridge Fire Department to assist in the delivery of The Arsen Prevention Program. Langs and our Community Mental Health Worker will meet with the youth and provide Brief Intervention Services to support mental health concerns. Youth will be referred directly from the Fire Department and a new pathway has been created to have these youth seen quickly. <p>Clinical:</p> <ul style="list-style-type: none"> • 5 new referrals were made through the Link2Wellbeing project (Social Prescribing) • Over the past month, North Dumfries onboarded 109 new patients and Cambridge onboarded 11 new patients. The current waitlist is 0 in ND and 409 in Cambridge. • Dr Blew ADHD Clinic received 6 referrals for September. • Prenatal Clinic has received 10 referrals to date. • Gender Affirming Clinic received its first two external referrals (beginning of October). Continued discussion with CMH re: community to hospital pathway – plan for late December/ early Jan launch. This pathway is unique to any other program locally related to gender affirming care. • IPC Recovery Clinic at HOF – additional outreach clinic ½ day twice per week had 22 visits in September. • High risk flu clinics scheduled for end of October at Kirkwood and Drumbo retirement homes, and IPC outreach sites. General Community clinics scheduled for November (both ND and Langs). ND to include covid vaccination. and Langs main site is working with Langs Pharmacy to provide covid vaccinations <p>Diabetes Program:</p> <ul style="list-style-type: none"> • Continue to see high volume of patients (55% in-person) • 295 new referrals this month • Dietitian and Kinesiologist planning to offer programming and services to ND site, starting late fall this year. Includes prenatal health education, group physical activity, and T2 diabetes consults. <p>Social Work:</p> <ul style="list-style-type: none"> • Current SW waitlist for end of September is 73.

Monthly CEO Report

	<ul style="list-style-type: none"> The total number of referrals in September is 65. <p>Health Guides:</p> <ul style="list-style-type: none"> 31 referrals received in September. Health guide team participated in training session facilitated by CND OHT in preparation for the start of the frailty pilot project start. <p>Self-Management Program:</p> <ul style="list-style-type: none"> Team attendance at the 50+ Active Living Cambridge health fair was a great success – connecting with over 120 seniors at the booth, making three new organizational connections and offering a talk on <i>Sleep 101</i> attended by 25 people. A new partnership was developed with ABC Literacy Canada with potential offerings for our community. <p>Women’s Health and Wellness:</p> <ul style="list-style-type: none"> Partnered with the Cambridge Library Queens Square location to provide an informational presentation on Perimenopause. Have been invited to offer more perimenopause workshops at the Cambridge Library, with meetings scheduled to discuss additional dates for a single session presentation to be held at the Hespeler location. <i>Knowing Me</i> at 3 Doors Down: Discussion and activities for older adult women recurring Thursday mornings hosting my Tammy from Community Services started in September. Perimenopause Unveiled Program at 3 Doors Down: <ul style="list-style-type: none"> -Started October 1 on Tuesday evenings, small group of 9 registered with 7 attending weekly. -The group is halfway through the 6-week series and has already received some participant feedback <i>“Just wanted to share some positive feedback for the Menopause series that I’m attending. The program has been really insightful so far. I love the interactive style of presentation which encourages sharing and discussion and Amanda is such a great facilitator. She is so knowledgeable and engaging, such a wonderful resource for participants. It’s so nice talk with other women going through similar experiences and to feel like you are not alone trying to navigate this time. I’ve already learned so much and look forward to learning more over the remaining weeks to come.”</i> Prenatal clinics continue to be run at the main site at this time as we are still awaiting the zoning change and permits so that we can expand our use of 3 Doors Down for women’s health clinics.
<p>Communities Activities that strengthened or had</p>	<p>Events: Diabetes Support Groups:</p> <ul style="list-style-type: none"> T1DM Adult Community Series on Sept 10 approx. 8 ppl.

Monthly CEO Report

<p><i>an impact on our community involvement</i> <i>Any new partnerships</i></p>	<ul style="list-style-type: none"> - Parents Supporting Parents T1D group, 5 parents <p>AFHTO Conference, October 24 and 25 in Toronto: Presenting 2 posters:</p> <ul style="list-style-type: none"> - "Streamlining Access to Care by Implementing a Regional Central Intake"; - "Fostering Psychological Health and Safety: Langs' Journey to a Healthier Workplace." - <p>Langs is celebrating Community Health and Wellbeing Month throughout October by highlighting and advocating for community health care on our social media channels</p> <p>Upcoming Events:</p> <ul style="list-style-type: none"> - Preparation is underway for the Giving Tree Sponsorship program, supporting working individuals and families who are patients/participants of Langs - United Way Campaign starts November 1st - Chamber Community Awards November 14th – Langs nominated for Organization >11 employees
<p>Systems <i>Activities that demonstrated collaboration across organizations or demonstrated leadership</i></p>	<p>RCC- Central Intake:</p> <ul style="list-style-type: none"> • Diabetes referrals continue at high volumes. Regional network meetings have begun for the fall, with both the Adult Diabetes Network and Pediatrics Network meetings taking place. • ORTHO referral volume remains high. Attended provincial MSK planning meeting ensuring alignment with potential future model. • Cataract referral volume increasing. Awaiting expansion funding. • OSDCP increased capacity at CI and the local Community Dentists now able to offer New Patient Exams due to funding surplus have allowed for a waitlist decrease, with under 1,000 names now on the list. Public Health has made requests to update indicators for Ministry reporting specific to coordinated use of Federal and Provincial programs. • Resource Clinician and Project Lead - Endocrinology Urgent referral pilot project data collection complete and currently conducting data analysis and writing a summary report. Leading working groups on creating a policy for CGM use in hospital settings and guidelines for POCT blood ketone testing in community settings.
<p>Capacity <i>Stats; usage;</i> <i>Concerns or good news with staffing;</i></p>	<p>HR:</p> <ul style="list-style-type: none"> • We have hired 4 staff since the last report. There are two expansion funded positions that remain open, Chiropodist and RPN, IPC.

Monthly CEO Report

<p><i>Funding, program changes etc. New hires; vacancies</i></p> <p><i>Professional development updates or opportunities</i></p> <p><i>Building updates</i></p>	<ul style="list-style-type: none"> • We launched a Psychological Wellbeing survey at the beginning of October. There was an overall increase of 5% from last year to a total Psychological Safety score of 84% but participation was down. The results are being analyzed to determine next steps. <p>Social/Wellness:</p> <ul style="list-style-type: none"> • Preparations are underway for our annual staff holiday dinner, and we are finalizing our Langs staff-contributed dessert cookbook <p>IDEA:</p> <ul style="list-style-type: none"> • The new IDEA Facilitator has been hired and will be starting October 29, 2024. She has considerable experience facilitating IDEA programming and previously worked at CMH. • We are offering IDEA 101 and Spectrum Rainbow Health trainings this fall. Our goal is to have 100% trained by March 2025, after the fall sessions there will be ~30 staff still outstanding. • The Bathroom sticker pilot at main site was well received. This involved placing signage on all washrooms validating that people are welcome to use whichever washroom they feel safe in. Darcy will be connecting with satellite sites to roll this out to all other locations <p>Funding Applications:</p> <ul style="list-style-type: none"> • Regional HART Hub (Homelessness, Addictions, Recovery, Treatment) application submitted Oct 25th <ul style="list-style-type: none"> - Lead organizations: Healthcaring KW and House of Friendship. Langs will be satellite for Cambridge - Regional application considered a transitional site (with Kitchener CTS site closing), therefore no start-up funds - Langs submitted budget for ~2M to expand outreach primary care team (Physician, NP, RPN, outreach worker, SW); addiction counsellors, case managers, peer worker. - Model for KW will be site at the CHC with support from Ray of Hope and The Working Centre (St. John's Kitchen). Site has been identified to offer 10-15 transitional beds. - Model for Cambridge will be outreach at current locations (150 Main, Bridges, House of Friendship and the new Women's Shelter in Galt) - Met with City of Cambridge counsellor Dave Calder. In support of Cambridge model of expansion of outreach. Will continue to explore possible sites. • Regional Gender Based Violence application for rural area submitted. Porchlight will be lead organization. Langs a partner along with Engage Rural.
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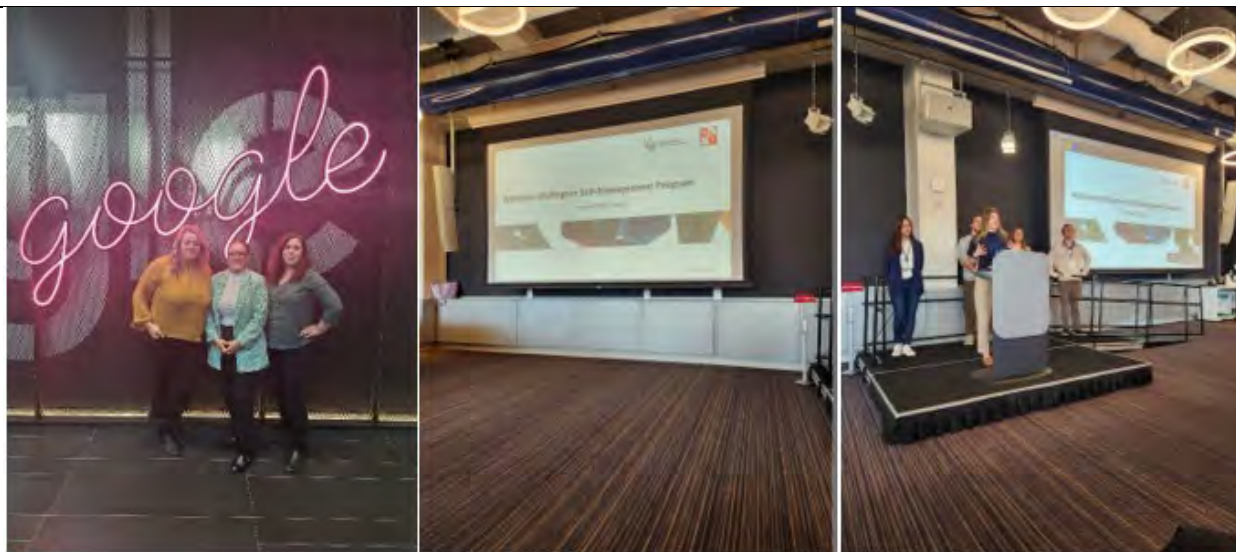
Monthly CEO Report

	<ul style="list-style-type: none"> Ontario Health West-regionwide Central Waitlist Management proposal submitted. Funding is for one year (~2.2 M), with requested amounts up to 5 years following. Initial CI is Cataract followed by Orthopedics. Funding announcement was anticipated by end of September but has not yet been made. <p>Fundraising:</p> <ul style="list-style-type: none"> Giving Tree and Community Holiday Dinner rely heavily on donors who will be canvassed through various means from late October throughout November Giving Tuesday (December 3, 2024) – social media campaign on that day Year end donations (end of 2024 calendar year) – will be encouraged through email blast to subscribers Gift card Fundraiser launches the end of October and forms are due back November 20th. <p>Professional Development:</p> <ul style="list-style-type: none"> Community Diabetes Program Waterloo Region Knowledge Exchange hosted at Langs with 24 diabetes educators attending from Langs, WCHC, and Community Healthcaring KW. The topics were Diabetes Program update, Small Steps Big Changes YMCA pilot, Disordered and Binge Eating in-service. All staff have been assigned Cyber Security and Privacy training to complete by mid-November. <p>Building:</p> <ul style="list-style-type: none"> Renovations at the Ayr site complete just finishing setting up the rooms. The permit to build the ramp at 3 Doors Down has come through and the contractor is able to begin. Awaiting utilities markings. Staff Picnic Table that was in the backlot has been moved due to safety concerns. Moved to the Ayr site this week.
<p>Quality/Risk Management <i>MSSA indicators;</i> <i>Risks identified</i> <i>Events this past month</i></p>	<p>Quality Improvement Committee (QIC):</p> <ul style="list-style-type: none"> The QIC is currently reviewing and summarizing the most recent patient experience and <i>Langs Listens</i> survey results. These insights will be instrumental in shaping the brainstorming session for our upcoming Quality Improvement Plan for the new year. The results will be rolled up and presented visually to all staff and the board. <p>Risk Management:</p> <ul style="list-style-type: none"> Phishing exercise for cyber security has taken place this month and will find out results later in October

Monthly CEO Report

	<ul style="list-style-type: none"> • The risk register is now finalized in the HIROC portal. This platform will be our central hub for tracking risk data, documenting changes related to controls or mitigation strategies, and generating reports for leadership, the board, and HIROC. • Additionally, William will be participating in a fireside chat at an upcoming HIROC Cyber Workshop, where he will share his insights on cybersecurity and data protection from a community and health perspective. <p>Professional Practice Committee:</p> <ul style="list-style-type: none"> • Dr. Andrea Martin shared her AI scribe experience. Updating our AI policy to ensure product meets PHIPA and PIPEDA requirements. Awaiting further guidance from Alliance but for now, free versions are not recommended without a privacy impact assessment.
Challenges	<ul style="list-style-type: none"> • Compensation
On Radar	<ul style="list-style-type: none"> • Zoning application for 3 Doors Down still pending • Youth Wellness Hub being designated Ontario Youth Wellness Hub
Additional Items/Updates	<ul style="list-style-type: none"> • Property Tax payments received • The new Nurses’ office in ND is dedicated in memory of Shelly Searson. • Renovations planned for DEP expansion in December. • Kelly Conrad was awarded the prestigious Social Prescribing Connector Award 2024 from the Canadian Institute for Social Prescribing on September 26th. This recognition celebrates her commitment to the values, collaborative approach, and impact of social prescribing. • Rhythm and Blues Cambridge offering a Black Men’s program on Saturdays, starting in November. • Self-Management Program was one of 9 successful Canada-wide applicants who received the opportunity to work with <i>Creative Day for Social Good</i> through Capacity Canada and Conestoga College. A brand new, fresh look was created for the program by a team of graphic design and public relations students. The new look included a refresh of branding, promotion, templates, and advertising plans. The team took a trip to Google for the unveiling and the rest of the RCC supported by watching the livestream from the office. It’s been an exciting opportunity thanks to the hard work lead by Danielle Hughes, program Coordinator. (pictures below!)

Monthly CEO Report



STATEMENT OF FIDUCIARY COMPLIANCE FOR THE PERIOD ENDING September 30, 2024

TO THE BOARD:

We attest that to the best of our knowledge and belief:

FINANCIAL:

- The financial statements have been prepared in accordance with generally accepted accounting principles.
- There have been no changes in accounting principles during the fiscal year to date.
- All cheques disbursed during the fiscal year have been signed in compliance with the signing authority limits established by the Board.
- All salaries, wages and related withholdings have been paid in full when due.
- We are in compliance with the covenants outlined in its banking and credit agreements at the moment.
- All necessary returns of financial information have been filed on time with the appropriate regulatory bodies and any necessary remittances made as listed:
 - a. monthly:
 - WSIB and EHT Premiums Remittance
 - Payroll Deductions Remittances filled weekly
 - HOOPP – contributions to the Pension Plan
 - b. quarterly:
 - none
 - c. yearly:
 - 2023-24 Charity Return
- There are no known contingent liabilities except for those related to normal pending insurance issues.

GENERAL:

- LFVA is in compliance with all funder requirements.
- LFVA is not in breach of any applicable governing legislation.

The CEO and other appropriate officers of Langs Farm Village Association to the best of the Board's knowledge and belief, confirm that Langs Farm Village Association has fulfilled its obligations under the M-SAA during this period. Without limiting the generality of the foregoing, Langs has complied with:

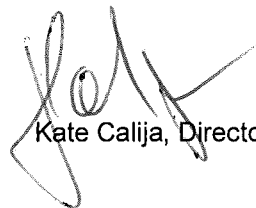
- i. Article 4.8 of the M-SAA concerning applicable procurement practices;
- ii. The OH Connecting Care Act, 2019

Dated October 17, 2024

Signed:



Debbie Hollahan, CEO



Kate Calija, Director of Finance

Langs Farm Village Association
Statement of Financial Position
For the Six Months Ending September 30, 2024

	<u>September 2024</u>	<u>September 2023</u>
ASSETS		
Current Assets		
Cash on Hand	4,425,984	3,740,337
Investments	10,006	10,006
Accounts Receivable and HST Recoverable	131,948	527,064
Prepaid Expenses and Accrued Interest	<u>31,623</u>	<u>31,623</u>
Total Current Assets	4,599,562	4,309,030
Non-Current Assets		
Accounts Receivable -LCDC	<u>641,564</u>	<u>641,564</u>
Total Non-Current Assets	641,564	641,564
Capital Assets	<u>2,793,185</u>	<u>2,046,077</u>
Total Assets	<u>8,034,310</u>	<u>6,996,670</u>
LIABILITIES		
Current Liabilities		
Accounts Payable and Accrued Liabilities	1,352,978	1,106,832
Deferred Liabilities and Unearned Contributions	2,420,808	2,137,474
MOHLTC Recoverable	<u>606,593</u>	<u>757,249</u>
Total Current Liabilities	4,380,378	4,001,555
EQUITY		
Equity in Capital Assets	164,039	342,687
Reserve Funds and Previous Year Surplus	2,867,163	2,429,885
Current Operating Surplus	<u>622,730</u>	<u>222,542</u>
Total Equity	<u>3,653,932</u>	<u>2,995,115</u>
Total Liabilities and Equity	<u>8,034,310</u>	<u>6,996,670</u>

Langs Statement of Operations as at September 30, 2024

CURRENT MONTH REPORT

	Current Month Actual	Monthly Budget	Monthly Variance	Explanation of significant monthly variances (over \$10,000)
REVENUE				
Ontario Health West Funding	1,034,696	1,036,010	-1,314	
Provincial Gov't Funding	14,292	19,937	-5,645	
Municipal Gov't Funding	90,313	90,312	1	
Grants	167,152	187,851	-20,699	shortfall due to the timing of funding being received
Program/User Fees	5,477	3,750	1,727	
Rental Income	15,358	21,899	-6,541	
Interest Income	17,391	0	17,391	
Bingo	2,596	1,333	1,263	
TOTAL REVENUE	1,347,275	1,361,093	-13,818	
EXPENSES				
Salaries and Benefits	1,054,550	1,085,906	31,356	some of the one-time funding positions are still to be filled
Purchased Services	68,234	77,724	9,490	
Administration & Office Expenses	45,800	48,185	2,385	
Professional & License Fees	0	2,127	2,127	
Program Supplies	60,328	60,132	-196	
Special Events	0	490	490	
Rent, Utilities & Occupancy Costs	79,592	73,139	-6,453	
Medical Supplies	6,249	4,518	-1,732	
Non-Insured Patients	0	333	333	
Travel and Training	11,708	8,540	-3,168	
TOTAL EXPENSES	1,326,461	1,361,093	34,632	
NET INCOME	20,814	0	20,814	

Langs Statement of Operations as at September 30, 2024

YEAR TO DATE REPORT

	Yearly Budget	Fiscal YTD Actual	YTD Budget	YTD Variance	Explanation of significant YTD variances (over \$10,000)
REVENUE					
Ontario Health West Funding	12,432,122	6,208,246	6,216,061	-7,815	
Provincial Gov't Funding	239,239	97,330	119,620	-22,290	shortfall due to the MTCS funding paid in 3 installments rather than monthly
Municipal Gov't Funding	1,083,748	542,013	541,874	139	
Grants	2,254,211	1,119,825	1,127,106	-7,281	
Program/User Fees	45,000	55,159	22,500	32,659	YTD amounts higher than the budgeted due to summer program enrollments paid in April and May; surplus will offset the salary expenses for our summer students
Rental Income - Concession Rd	262,792	134,448	131,396	3,052	
Interest Income	0	90,517	0	90,517	
Bingo	16,000	17,498	8,000	9,498	
TOTAL REVENUE	16,333,112	8,265,036	8,166,556	98,480	
EXPENSES					
Salaries and Benefits	13,030,870	6,116,981	6,515,435	398,454	some of the one-time funding positions are still to be filled
Purchased Services	932,691	341,867	466,346	124,479	variance due to the timing of some expenses, for example dental specialist payments and OHT Clinician payments
Administration & Office Expenses	578,215	281,266	289,108	7,842	
Professional & License Fees	25,525	14,500	12,763	-1,738	
Program Supplies	721,585	354,976	360,793	5,817	
Special Events	5,875	3,387	2,938	-450	
Rent, Utilities & Occupancy Costs	877,664	446,068	438,832	-7,236	
Medical Supplies	54,210	35,132	27,105	-8,027	
Non-Insured Patients	4,000	0	2,000	2,000	
Travel and Training	102,477	48,129	51,239	3,110	
TOTAL EXPENSES	16,333,112	7,642,306	8,166,556	524,250	
NET INCOME	0	622,730	0	622,730	

Langs Statement of Operations as at September 30, 2024

Surplus Breakdown as at Sept 30, 2024:

Ontario Health West	541,053	Surplus mostly due to timing of some positions paid out of the one-time funding still to be filled
Other Sources of Funding	81,677	Surplus mostly due to the timing of some expenses
	<u>622,730</u>	

**Board Manual
Summary of Changes**

Section	Changes Made
Policy 2.01	Change Alternative education bullet to include SPARK Removed TPA Midwifery
Policy 3.01	Added Election of Officers section
Policy 3.02	Updated Terms of Office
Policy 3.03	Updated Orientation Checklist
Policy 3.04	Updated Termination of Position of Board Director to reflect By Laws
Policy 4.01	Listed Manuals Board of Directors are responsible to approve
Policy 5.01	Added Past Chair responsibilities and one additional line to the Executive Committee responsibilities
Policy 5.05	Add service delivery reference number and removed staff, students and patient's sections
Policy 7.01	Added information on Consent Agendas
Policy 8.06	Removed DEP satellite at NPLC Doon and added Women's Health Centre at 1273 Concession Rd
Appendix B: Organizational Chart	Update simplified Org Chart
Appendix E: Acronyms	Updated Acronyms