

Chair's Report

News and Insights for Board Chairs



From: **Dominic Giroux**, Board Chair,
Ontario Hospital Association

March 2023

I am pleased to report on the recent meeting of your OHA Board of Directors on March 7th and 8th.

The Board's evening session welcomed the Honourable Sylvia Jones, Deputy Premier and Minister of Health, and some of her senior staff for a discussion of current issues facing hospitals and Ontario's health care system. The evening was very successful and we have invited the Minister to join us for the Opening Reception for the [2023 Health Care Leadership Summit](#) on Wednesday, May 3rd.

We hope you are planning to attend this year's Leadership Summit as we are excited to convene hospital Board Chairs and CEOs in-person once again. With a focus on learning from the past and evolving for the future, the Summit will be an opportunity to focus on hospitals leading through innovation and playing a vital role in reshaping health care for Ontarians. We look forward to bringing together hospital leaders alongside international and national experts and senior government representatives, for a thought-provoking discussion on the future role of hospitals in an ever-evolving health care system. The Summit will be held on May 3-5, 2023; follow this link to [register](#).

Health System Capacity

Your Board discussed the many challenges and opportunities facing the health care system and recognized that the spring provincial budget will be the next opportunity for government investment in addressing those challenges and that additional investments could come at other times in the coming months. Board members shared the experience of HHR challenges in their hospitals and regions to assist the Board and management in understanding nuances in the experience among hospital members.

Board members also provided regional perspective to the implications for hospitals of the expansion of community surgical and diagnostic centres, now called Integrated Community Health Services Centres, and guidance to management on areas for discussion and greater clarity with the Ministry and Ontario Health. These perspectives augmented the information provided by hospitals during recent consultation sessions with the OHA's hospital member committees and networks regarding the government's plans.

The Board reviewed updates related to hospital capacity pressures, agency nursing, interprovincial mobility of regulated health professionals, the hospital sector financial position in 2022-23, the 2023 provincial budget and OHA pre-budget advocacy, and the recent federal funding announcement.

Anthony Dale and I commented on a productive meeting that we had on March 3rd with Finance Minister Peter Bethlenfalvy to discuss the OHA's budget recommendations focused on:

- Stabilizing hospital services, addressing the backlog of care, and meeting the needs of a growing and aging population;
- Rising overall hospital expenses due to inflationary pressures;
- Expenses initially related to the COVID-19 pandemic, many of which are now part or normal operations.

Stakeholder Engagement: Proximity Institute

Annie Tobias, President and CEO of Proximity, provided an update on the research underlying the Institute's strategy and demonstrated their approach to program development to support CEOs and emerging hospital leaders.

We are delighted that – as part of the Leadership Summit – Proximity has designed a fast-paced afternoon drawing on a rich array of voices from inside the sector and beyond. Anchored in Proximity's purpose of enabling effective leadership, the discourse will focus on leadership continuity for the hospital sector, the CEO profile of the future, regenerating leadership teams amid ongoing uncertainty, and unexpected legacies of the past three years.

Member Engagement

I provided the Board with a summary of themes from the Regional Member Briefing and Dialogue Sessions that were held in late January and early February. We were gratified that leaders from 106 hospitals (76%) attended the four events, including 51 Board Chairs and Vice Chairs and 77 CEOs. These sessions provided valuable insight to management and the Board on issues of concern to hospitals. We thank all who participated.

Other Business

The Board:

- Endorsed management's efforts to ensure members' policy recommendations related to Community Surgical and Diagnostic Centres are understood by government.
- Endorsed management's recommendation to work with partners and others to re-shape hospital funding methodologies for hospitals to facilitate integrated care, support population health, and deliver high-quality cost-effective patient care. As a first step the OHA is proposing to organize a funding symposium to explore the latest evidence on effective funding models to inform a new framework for Ontario. The symposium would bring together local and international experts, provincial decision-makers and health care providers. Policy makers would have an opportunity to gain a deeper understanding of implementation challenges from other jurisdictions that will support effective application within the Ontario context. This would be an ideal forum for health care partners to collectively learn, connect, and share ideas about the vision for Ontario's future funding model.
- Approved the OHA's Operating Plan 2023/24.
- Guided management's plans for the launch and implementation of its next Strategic Plan, effective April 1, 2023.
- Considered developments related to medical assistance in dying and endorsed the recommended OHA advocacy and stakeholder engagement approach.
- Received updates on the upcoming Leadership Summit, on the implementation of the provincial benefits strategy through Healthcare Collaborative Benefits Inc., and central collective bargaining activities with ONA for a new collective agreement and reopener negotiations going back to 2020 with ONA, OPSEU, CUPE and SEIU.
- Received an update on hospital COVID-19 vaccination requirements for health care workers and continues to support mandatory COVID-19 vaccination for health care workers.

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- Approved recommendations from the Governance and Nominating Committee for leadership roles after September 2023 for the OHA Board and Committees and for the Board of the Proximity Institute.
- Approved amendments to the Board's policies related to appointees to the HOOPP Board of Trustees and the board of OHA Legacy Fund Inc.; membership dues for Hospital Members and Non-Voting Members; and access to Board documentation.
- Approved that the OHA, as Settlor of HOOPP, take a leadership role in convening the Settlers for a facilitated discussion about ongoing effective governance of HOOPP into the future, and approved that OHA Vice Chair Julia Hanigsberg work with management on this initiative.
- Received the OHA's financial results as of December 31, 2022.
- Admitted, as Associate members, Addiction Services Central Ontario; Bluewater Area Family Health Team; Canadian Centre for Accreditation; College of Occupational Therapists of Ontario; GeriMedRisk; HQ Health Hub; and Huron Shores Family Health Team; and as Affiliate member, Keffer Medicine Professional Corporation (Fort Frances Physicians Group).
- Received evaluation of the January Board meeting.

President's Report

The attached President's Report to the Board provides information on activities related to the OHA's current year [Operating Plan](#).

Next Board Meeting

The next regular meeting of the Board will be held on May 17, 2023.

If you have any questions or comments, please don't hesitate to contact me at dgiroux@oha.com or Anthony Dale, President and CEO, OHA at adale@oha.com.

Dominic Giroux

PRESIDENT’S REPORT

I am pleased to present a brief report of key activities undertaken within the months of January 2023 through February 2023. This report supplements items included on the agenda for the Board meeting.

OPERATING PLAN UPDATE

The information below provides an update on the activities to address the priority areas in the Strategic Plan 2018-2023 and Operating Plan 2022/2023.

MEMBERS	
Priority Area	Update
Advocacy	<p>Proposed Legislative Changes: “As of Right” Rules. On January 19, 2023, the provincial government announced its intention to introduce legislative changes that, if passed, will allow Canadian health care workers that are already registered or licensed in another Canadian jurisdiction to practice in Ontario immediately, without having to first register with one of Ontario’s health regulatory colleges.</p> <p>To assess the potential impacts of the proposed legislation, the OHA has consulted with its Physician Leadership Network, Nursing Advisory Group, as well as the College of Physicians and Surgeons of Ontario to gather insight and feedback on the government’s proposal. Members from the Nursing Advisory Group and Physician Leaders Network noted key concerns with the potential legislation including duplicative administrative work and potential risks of employing staff not registered with a provincial regulatory college.</p> <p>The OHA has submitted preliminary comments to the Ministry of Health based on the feedback provided by its Members and anticipate that the legislation enabling this will be introduced on February 21, 2023.</p> <p>Proposed Regulatory Amendments under the <i>Fixing Long-Term Care Act, 2021</i>. On February 3, 2023, the provincial government announced proposed regulatory amendments under the <i>Fixing Long-Term Care Act, 2021</i> (FLTCA). The Ministry of Health (Ministry) proposes to amend O Reg 246/22, as part of an ongoing evolution of the legislative framework intended to enhance quality of care and quality of life for residents in long-term care homes.</p> <p>The proposed regulatory changes fall into four categories: (1) Staffing (2) Medication Management and Drug Administration (3) Resident Experience and (4) Technical amendments. The Ministry proposes that these regulations will come into force on April 11, 2023. The OHA is currently engaging with AdvantAGE and consulting with Members who own or operate long-term care beds or Elderly Capital</p>

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	<p>Assistance Program (ELDCAP) beds to inform the OHA's submissions to the Ministry's proposal. The OHA will continue to monitor legislative developments and will advise Members on future updates.</p> <p>Ministry of Health Legislative Review: <i>Personal Health Information Protection Act, 2004 (PHIPA)</i>. As noted in the OHA's President's Report dated January 18, 2023, the Ministry of Health is conducting a review of the <i>Personal Health Information Protection Act, 2004 (PHIPA)</i> and its regulations. As part of its consultation efforts, the OHA hosted two virtual workshops with hospital privacy leads and the Ministry of Health on December 5, 2022.</p> <p>The OHA also convened its Health Research and Innovation Committee, comprised of senior executives of research, clinician scientists and staff members from Ontario hospital-based research institutes. Finally, the OHA solicited written comments and feedback from legal counsel, physician leaders and senior executives across Ontario hospitals. The OHA has now provided the Ministry of Health with its submissions, summarizing the feedback and concerns raised by Members. The OHA will continue to monitor the government's review of PHIPA and will advise Members on future developments.</p> <p>OHA PSA Hospitalist Working Group. The OHA Physician Services Agreement (PSA) Hospitalist Working Group met on Thursday, February 16th, 2023, to discuss a preliminary draft of the Hospital Medicine Survey developed by the Ontario Medical Association and Ministry of Health.</p> <p>The intent of this survey is to determine the current state of Hospital Medicine services related patient care activities, and compensation practices across Ontario, as a framework for developing an Alternative Payment Plan (APP) for participating physicians. Members highlighted gaps and suggestions for improvement to the current survey that will be shared with the Ontario Medical Association and Ministry of Health in the coming weeks.</p> <p>Four hours of care commitment in hospitals with ELDCAP Beds. The Elderly Capital Assistance Program (ELDCAP) provides services in units that are co-located in hospitals and in long-term care homes in small northern communities. While the ELDCAP beds are licensed and subject to the <i>Fixing Long-Term Care Act</i> and the requirement of four hours of care per patient per day, they are funded through the hospital's global budget. The OHA analyzed financial and clinical data for hospitals with ELDCAP beds and is working with AdvantAGE</p>
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	<p>Ontario to engage with the Ministry of Health and Ministry of Long-Term Care to address the challenges identified by Members.</p>
<p>Member Engagement</p>	<p>Health Research and Innovation Committee (HRIC). The HRIC convened on January 26th and February 27th. At their January meeting, HRIC members held a dedicated conversation on Research Data and Impact (RDI), the OHA's annual collection of financial and impact data from Ontario's hospital-based research sector. The HRIC reviewed the OHA's analysis of the 2021-22 RDI results and approved their use to support OHA advocacy.</p> <p>In February, Mitch Davies, Senior Assistant Deputy Minister at Innovation, Science and Economic Development Canada, presented to the Committee on the Canadian Innovation and Investment Agency announced in the Government of Canada's 2022 budget. As well, Rachel Simeon, Assistant Deputy Minister of the Data, Research and Information Division at the Ontario Ministry of Colleges and Universities, presented an update on the Ministry's research-focused work, including Ontario's efforts to maximize the security of research data.</p> <p>The Working Groups of the HRIC that were established to support the Health Research Strategic Mandate have met several times. The Integration Working Group met on January 24th to discuss strategic approaches and opportunities for provincial advocacy focused on the integration of research and clinical care within Ontario's hospitals.</p> <p>The Coordination Working Group convened for ad-hoc meetings on January 12th and February 16th to plan the development and implementation of a Needs Assessment identifying research activities underway in Ontario's community hospitals and the factors that could further support research activity within these institutions. The Needs Assessment survey was launched on January 31st and closed on February 14th. There was a 62% response rate and the analysis of results from the survey and qualitative data collection are expected to be completed by the end of March 2023.</p> <p>The Coordination Working Group also met on January 20th where members were joined by Dr. Lehana Thabane, Vice President Research, St. Joseph's Healthcare Hamilton and Scientific Director, Research Institute of St. Joe's Hamilton. Dr. Thabane provided an overview of the Health Research and Innovation Committee's Anti-Racism Task Force's activities to date. This presentation led to a discussion of the potential areas of alignment between Task Force and the Working Group, especially to increase equity, diversity and</p>

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	<p>inclusion (EDI) among populations participating in hospital-based research, and the workforce carrying out those research activities.</p> <p>Education Committee. The Committee convened on January 26th where members were joined by Dr. Karima Velji, Chief of Nursing & Professional Practice and Assistant Deputy Minister for the Ministry of Health. Dr. Velji provided members with an overview of the areas of focus within her portfolio and members discussed areas of alignment with the OHA’s Education Mandate. The Committee members also shared some of the education challenges and opportunities being faced by the sector for Dr. Velji’s consideration and awareness.</p> <p>The results of the Clinical Placement Capacity in Nursing Survey will be made available on an interactive dashboard in early March 2023. The quantitative portion of survey will be repeated in early spring to gather information on nursing placement data for the current 2022-23 academic year. This data will be shared through the dashboard with a year-over-year comparison.</p> <p>Financial Leaders Network (FLN). The FLN met on January 26th. The meeting focused on cyber security threats and related financial implications for hospitals. Following an environmental scan, an update on the OHA’s pre-budget advocacy work and a hospital financial update, members discussed the financial impact of Bill 124 and shared ideas and strategies.</p> <p>The Healthcare Insurance Reciprocal of Canada (HIROC) presented on risks associated with cyber-attacks, preventative investments vs. reactive operational costs, and described what may be included in protection coverage. Some hospital members presented regarding recent experiences with cyber security issues which included: factors that make hospitals vulnerable to a cyber-attack; the current threat landscape; organizational strategies and best practices for prevention; and reaction including how to restore operations after an attack. Attendees heard the importance of investment in cyber security protection tools and training is crucial to protect against automated crime. FLN will set priorities for FY 2023/24 at the next meeting in early April.</p> <p>Physician Leaders Network (PLN). The PLN met on February 9, 2023. Six new members joined PLN including Dr. Lawrence R. Robinson, Sunnybrook & St. John’s Rehab; Dr. Sarah Jarmain, St. Joseph’s Health Centre; Dr. Bradley A Jacobson, Thunder Bay Regional Health; Dr. Lynn Mikula, Peterborough Regional Centre; Dr. Winnie Lee, Cambridge Memorial Hospital and Dr. Johan Viljoen, Niagara Health. Members had the opportunity to discuss</p>
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	<p>opportunities for PLN for the upcoming year grounded in the OHA's strategic goals.</p> <p>Members discussed key challenges within the health care system. Key areas of interest include physician leadership education and training, physician burnout and wellbeing and workforce planning. Members were consulted on the "As of Right" Ministry of Health proposal. Dr. James Downar and his team from Ontario Health attended the PLN meeting to present the Palliative Care Health Services Delivery Framework: Developing Recommendations for a Model of Care to Improve Palliative Care in Ontario. The next meeting is scheduled for April 2023.</p> <p>Nursing Advisory Group. The Nursing Advisory Group met on Thursday, January 26, 2023, and Friday, February 10, 2023, to discuss Independent Health Facilities and "As of Right" Rules, respectively.</p> <p>CIHI and InterRAI. CIHI has informed the government that they plan to retire and discontinue supporting the RAI-MDS 2.0 as of March 31, 2026. This includes an entire shut down of the Chronic Care Reporting System (CCRS) that was launched in 2003-04 and used in hospitals who operate Complex Continuing Care beds and for Long-term care beds. CCRS contains demographic, clinical and resource utilization information.</p> <p>OHA has connected with the Canadian Institute of Health Information (CIHI) and with Dr. John Hirdes, Senior Canadian interRAI Fellow, to better understand the potential impact of the shutdown. Furthermore, OHA is meeting with the Ministry of Long-Term Care and the Ministry of Health to discuss a transition process and potential options toward the adoption of a new or revised assessment system.</p> <p>Value-For-Money Audits. On February 17, 2023, the Ministry of Health advised the OHA that Ontario's Auditor General was undertaking a preliminary scoping exercise for two value-for-money audits - "northern hospitals" and "hospital emergency departments". The scope, timing, and details about these audits are not yet known. Additional details and Member supports will be provided as more information becomes available.</p>
Data and Analytics	<p>Integrated Decision Support (IDS). Interest in IDS continues, with the team receiving regular requests for presentations and draft proposals for new subscribers. Leveraging OH Central Region implementation funding for the 10 remaining hospitals in that region and nine Community Health Centres (CHCs), agreements have been secured with most hospitals and implementation is ongoing. IDS is in</p>

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	<p>discussions with other regions regarding incenting CHCs not already on IDS to join the network.</p> <p>The IDS OHT Working Group continues to be active in generating new resources and dashboard for IDS to implement in Tableau. Work on the IDS attributed population flag is underway as well as a mortality/palliative risk score (HOMRS). Six new OHT-linked primary care practices have signed with IDS.</p> <p>With the release of the November 2023 OH OHT Plan, along with work on the five cQIP required metrics, a focus for IDS will be the four bundled care pathways outlined as the province wide OHT priorities: CHF, COPD, Diabetes, and Stroke. Engagement with the West Region pilots has identified indicator needs for CHF. The IDS Mental Health and Addictions (MH&A) Working Group has a draft set of requirements for an IDS MH&A Dashboard and scoping is underway.</p> <p>OHA leadership and the IDS team have begun work on a renewed IDS Strategic Plan to set priorities for the next few years, as guided by stakeholders and the advice of the IDS Governance Committee. Additionally, at its February meeting the IDS Governance Committee endorsed an inflationary fee increase of 2.5% for next year. This is the first increase since FY2015/16.</p> <p>Hospital Analytics. This spring, the OHA is conducting its fourth HHR Workforce Survey, in follow up to the fall 2022, spring 2022, and fall 2021 surveys, to quantify the ongoing urgent HHR and staffing concerns. The most recent results have been added to the survey dashboard and are accessible via the Data Analytics platform to members with authorized access. The Spring 2023 Health HR Workforce Survey is currently open for hospital participation.</p> <p>Results of the 2022 Winter Non-Management Salary Survey were released in February.</p> <p>The RCA System & Performance Dashboard was refreshed in February with new data and redesigned for a better user experience.</p> <p>The Nursing Placement Capacity Dashboard is expected to be launched this March. This tool will help better inform on matters related to nursing student clinical placements in Ontario hospitals.</p> <p>Patient Experience Measurement. Following the Fall announcement by the OHA, hospitals continue to evaluate, procure and implement the OHA's recommended solution for patient experience measurement. The OHA team continues to support hospitals in their evaluation, procurement, and implementation. The</p>
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	<p>first hospital went live with surveying through Qualtrics in mid-February.</p> <p>Management expects considerable change management work will be required as this major transition progresses. In particular, it will take some time for hospitals to effectively transition to digital outreach strategies with some reduction in total responses expected until email address collection practices improve.</p>
SYSTEM	
Priority Area	Update
Thought Leadership	<p>Final Inspection Report – Trillium Health Partners (THP). In early 2022, the Ministry of Health appointed an Inspector, Dr. Jeffrey Turnbull, under section 18 of <i>the Public Hospitals Act</i>, to THP. Dr. Turnbull was tasked with conducting a comprehensive review of concerns shared by several physicians about hospital physician leadership and the actions and processes followed by hospital administration in respect to dealing with the professional staff of Trillium.</p> <p>On February 9, 2023, the Ministry of Health released Dr. Turnbull’s final report which outlines a number of recommendations intended to promote THP’s governance and leadership practices.</p> <p>In addition to preparing an implementation plan, THP has noted in its public statement that it will leverage and advance best practices, resources and tools working with the OHA.</p>
Funding Methodologies	<p>Hospital Advisory Committee (HAC). HAC is scheduled to meet on March 3rd. In addition to system updates from the Ministry of Health, Ontario Health and the OHA, HAC members will discuss updates to kidney transplant funding rates and cardiac case mix index (CMI). Members will be provided brief overview of the HAC priorities for FY2023/24 to set the foundation for strategic discussions in future. A recent paper prepared by the OHA on the principles and values for the development of an integrated funding formula for Ontario will be shared to inform future Committee work.</p> <p>The Patient-Based Funding Data Advisory Sub-Committee of HAC met on February 16th to discuss priorities based on members’ feedback and government priorities for the year. The Ministry of Health shared data and reporting related initiative to provide timely, quality insights for planning purposes while balancing system pressures. Topics discussed included rehabilitation grouping methodology to be used for funding, real-time/daily capacity</p>

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	<p>monitoring, mental health funding initiative refinements, and changes to the Continuing Care Reporting System (CCRS) in the future.</p> <p>The PBF Funding Methodologies Sub-Committee (Methodologies Sub-Committee) met on January 27th and discussed the need to updated costing for the hip and knee replacement care pathway, changes to the cardiac CMI as part of the modernization of the cardiac funding methodology, Global Equity Model (GEM) enhancements to the unit cost model for inpatient rehab and the emergency department, and an integrated funding model for kidney transplant.</p> <p>Members briefly received health system funding updates including the unearned funds policy for FY2022/23, key messages from the January Financial Leaders Network, the recent Ministry of Health announcement on Community Surgical Centres, and the related OHA member engagement sessions that were underway. The Methodologies Sub-Committee members finalized a high-level workplan for this group for the remainder of this year and FY2023/24.</p> <p>Once HAC has approved priorities for FY2023/24 a more detailed workplan will be presented. The next meetings of the Funding Methodologies Sub-Committee are set for February 28th and March 30, 2023.</p> <p>Mental Health and Addictions Funding Initiative. The HAC established the Mental Health and Addictions Funding Initiative to explore value-based funding methodologies based on quality standards for people living with schizophrenia. Through the initiative, hospitals collected data that measures quality indicators for the initiative through the Ontario Mental Health Reporting System (OMHRS).</p> <p>The OHA collaborated with hospital embers, the Canadian Institute for Health Information (CIHI), and the Institute for Clinical Evaluative Sciences (IC/ES) to review the new data submissions in mental health and identify ways to support the system for improvement. The OHA hosted an information session on February 28th to provide an update on the initiative and capture participants' feedback on the inpatient quality standard indicators for schizophrenia care. The session provided shared learnings to improve data reporting based on data analysis from the initial submissions in FY2022/23. CIHI also shared their plans with respect to modifications for FY2024/25.</p>
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MEMBER OUTREACH

Date	Audience	Topic
January 21, 2023	Health Sciences North Board	To help develop a greater understanding of the provincial landscape and implications for HSN and hear about common issues facing Ontario hospitals.
January 21, 2023	Large Community Hospitals	Community Surgical Centres - Consultation
January 25, 2023	Board of Holland Bloorview Kids Rehabilitation Hospital	COVID-19 Pandemic: Early Lessons and Lasting Consequences
January 25, 26, 30, February 2, 2023	Regional Member Briefing and Dialogue Sessions: <ul style="list-style-type: none"> • Ottawa/East • North • West/Southwest • GTA/Central 	Update on OHA advocacy, including efforts to advance solutions to HHR challenges and pre-budget advocacy, and to share further details related to collective bargaining.
January 26, 2023	Education Committee	Community Surgical Centres - Consultation
January 26, 2023	Small, Rural and Northern Leadership Network	Community Surgical Centres - Consultation
January 26, 2023	Nursing Advisory Group and Physician Leaders Network	Community Surgical Centres - Consultation
January 26, 2023	Financial Leaders Network	Network Meeting
January 27, 2023	Academic Hospital CEO Committee	Engagement Session on Community Surgical Centres' Legislation
January 27, 2023	Medium-Sized Hospital Leadership Network	Community Surgical Centres - Consultation
February 9, 2023	TASHN Legal	Monthly Meeting
February 9, 2023	Physician Leaders Network	Network meeting
February 12, 2023	St. Michael's Hospital sponsored Ontario Priorities Panel	Citizen dialogues about the future of primary care
February 23, 2023	Member Call	ONA Central Bargaining
February 24, 2024	Adil Khalfan, President & CEO, Kensington Health	Touchbase
February 27, 2023	OHA Research and Innovation Committee	Committee Meeting
February 27, 2023	The Royal Ottawa's Board	Presentation on future landscape

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Date	Audience	Topic
March 9, 2023	TASHN Legal	Monthly Meeting

OUTREACH MEETINGS, OTHER MEETINGS COMPLETED AND PENDING

Outreach to Government

Date	Audience	Topic
January 16, 2023	Announcement with the Premier and Minister of Health	Announcement of community surgical and diagnostic centres
January 23, 2023	Ministry of Health and OHA	Proposed Legislation for Health Professions Labour Mobility
January 25, 2023	Senior Finance Staff	Pre-Budget Advocacy
February 2, 2023	Announcement with Minister Jones	“Your Health” Bundle Announcement
February 7, 2023	Treasury Board Secretariat Senior Staff	Pre-Budget Advocacy
February 9, 2023	Ministry of Health	Follow-up on Stakeholder Engagement Plan for Community Surgical and Diagnostic Services
February 14, 2023	Ministry of Health	Case Costing
February 15, 2023	Ministry of Health	Multi-Stakeholder Summary Session – Community Surgical and Diagnostic Services
February 16, 2023	Minister of Health’s Chief of Staff	Sector Update
February 17, 2023	Patrick Dicerni, Ministry of Health	Bilateral Stakeholder Draft Legislation Walkthrough (<i>Your Health Act</i>)
February 23, 2023	Premier’s Office, Cabinet Office, Ministry of Health	Health Partners Meeting
February 24, 2023	Ministry of Health’s senior staff	Touchpoint
March 3, 2023	Minister Bethlenfalvy	Pre-Budget Advocacy
March 3, 2023	Hospital Advisory Committee	Monthly meeting

Events:

Date	Audience	Topic
February 7, 2023	Canadian Club Event with Minister Jones	Minister’s Speech