

CEO Report to the Central West LHIN Board of Directors

July 31, 2018

1. Build Integrated Networks of Care

1.1 Health Links and Primary Care

- **Integrated Care Work Group:** The second meeting of the Integrated Care Work Group took place on July 4. Attended by representatives from all sub-regions and many regional providers, this summer work session resulted in two commitments: acceptance of the need for a single referral form for all patients with complex care needs, and the adoption of a common tool-kit to assist in the identification of patients with care needs that could be supported by the Health Links approach to care. These commitments will be the focus of work that will continue over the course of the summer and will enable the group to consider new mechanisms for coordinated care in the fall.
- **Inter-professional Primary Care (IPC):** Expansion of associated Family Health Teams (FHTs) is well underway. Much of the early foundation work is focusing on recruiting new staff, as well as siting and procuring appropriate space to support the expansion. Where appropriate and aligned to the development of new mental health programs, recruitment is being conducted in partnership with CMHA Peel-Dufferin. Provincially, LHINs will be reporting on the implementation to the Ministry of Health and Long-Term Care (MOHLTC) on a quarterly basis starting this fall. This will be an important opportunity to highlight the expansion model in our LHIN, and how it is enhancing access to care for patients that have not traditionally been affiliated with the inter-professional team-based care.

1.2 Palliative Care

- **Health Shared Services Ontario's (HSSO) Achieving Excellence Together Conference:** The Central West Palliative Care Network (PCN) presented its Authentic Collaboration Model as part of a palliative care panel at this year's Achieving Excellence Together Conference, hosted by HSSO. At the conference, the Central West PCN also did a "poster presentation" about the strategic use of lived experience, and patient stories related to Network activities. In addition, the Central West PCN team was nominated for several Awards for Excellence at the conference, including a team-based Transformation Award for Excellence, and individual Engagement Award for Excellence nomination – for Margaret Paan, Director, Central West PCN.

1.3 Home and Community Care

- **Assisted Living Services:** In partnership with seven community support services agencies, the Central West LHIN has significantly increased access to Assisted Living Services across our geography over the last few years. Assisted Living Services for high-risk seniors address gaps in service provision, particularly for people who are not yet ready to enter long-term care but are in need of greater support than what would otherwise be provided by scheduled home and community services. The intent of this program is to keep seniors in their homes longer by expanding access to community care options while reducing visits to emergency departments and avoidable admissions to long-term care homes. Services include personal support, homemaking, care coordination and security checks. The Central West LHIN is currently working with Assisted Living providers to develop a collaborative and consistent model across the

LHIN to not only ensure we maximize access to this important community resource, but to strengthen a collective commitment to quality services. By promoting an improved continuum of care to ensure patients are navigated to the most appropriate service, the Home and Community Care team and Assisted Living providers are creating opportunities to improve patient access to the most appropriate levels of care, enhancing patient experience and creating greater system efficiencies.

- **Special Needs Strategy – Integrated Rehabilitation:** Recently, LHINs were notified by the MOHLTC to put a hold on all work to transfer school health professional services in public schools to Children’s Treatment Centres which was scheduled to occur in August 2018. The MOHLTC will seek directions on next steps from the new government. In the meantime, our Home and Community Care teams (through Service Provider Organizations) are continuing to provide rehabilitation care to youth within their local schools.

1.4 Mental Health and Addictions

- **Ontario Common Assessment of Need (OCAN):** Mental health providers are transitioning to an updated version of the OCAN, a standardized assessment tool designated for use by the community mental health sector in Ontario. According to the Centre for Addiction and Mental Health, the provincial lead for the project, four of six Central West LHIN providers have submitted transition plans. LHIN staff are working with the two providers yet to submit plans.
- **Global Appraisal of Individual Need Quick3 Motivational Interviewing Ontario (GAIN-Q3 MI ONT):** Addictions providers continue to adapt to implementation of GAIN-Q3 MI ONT, a provincially standardized and comprehensive assessment tool that will complement the existing use of the GAIN Short Screener. GAIN-Q3 is being incorporated by the MOHLTC into the Integrated Assessment Record (IAR), an electronic viewer of standardized assessments used across sectors in Ontario.
- **Controlled Act of Psychotherapy:** LHIN Mental Health and Addictions leads are monitoring developments related to the “controlled act of psychotherapy” by nurses.

The College of Nurses of Ontario (CNO) has differentiated between counselling, psychotherapy and the “controlled act of psychotherapy”. Given the absence of an initiation regulation and as is the case with other controlled acts, nurses (registered nurses and registered practical nurses) require an order to practice psychotherapy.

According to the CNO... *the component of psychotherapy that is considered a controlled act was proclaimed on December 30, 2017 for which there will be a two-year exemption until the end of 2019 before the controlled act is enforced.* Following the exemption period, RNs and RPNs will require an order to perform the controlled act component of psychotherapy, just as they require an order to perform most other controlled acts they have access to. For example, administering a substance by injection.

At a time when LHINs are supporting growth in structured psychotherapy under the leadership of MOHLTC, this is an important issue and there are different viewpoints amongst the profession about what will be the effect of such a decision. Members of five other colleges are also authorized to perform the controlled act. LHIN staff will continue to seek out information to better understand how this will affect the planning and implementation of provincial strategies.

- **Youth Mental Health:** The Government of Ontario has announced that the MOHLTC will now be responsible for youth mental health; oversight having previously rested with the Ministry of Children and Youth Services (MCYS). LHIN staff continue to work with regional office counterparts for children’s mental health and developmental services to ensure integrated services to residents with a dual diagnoses or co-occurring mental disorders and developmental disabilities.

2. Drive Quality & Value

2.1 Improve the Patient Experience

- **Patient and Family Advisory Committee:** The Central West Patient and Family Advisory Committee (PFAC) is moving ahead to build capacity and foster an empathetic culture that keeps patient, family and public engagement at its centre. Part of this focus includes the many ways that health providers work with patients and families to understand their needs and respond to them. The PFAC is reaching out to external stakeholders with a request for them to share learnings and tools that will enable this work in the Central West LHIN. The last three meetings featured engagements with external stakeholders, including:
 - Health Quality Ontario (HQO), who attended the PFAC meeting in May to provide an overview of the Ontario's Patient Engagement Framework. The framework includes tools and resources that empower all people living in Ontario to participate in their care and help facilitate engagement between patients, families and health providers. Patient engagement has moved beyond individual patient-provider interactions on the front lines to the system level, with patient advisory councils within health care organizations and government-based initiatives and plans that prioritize patient voices. The PFAC will further the use of such tools through the coming months.
 - Central East LHIN PFAC Co-Chairs and administrative support staff attended the Central West LHIN PFAC meeting in June and provided a highly interactive overview of their journey building capacity for patient and family engagement over the last several years. The invaluable benefits of "Patient Series as the voice of the Communities" served was a major topic of discussion.
 - Julie Drury, Chair of the Minister's PFAC, attended the PFAC meeting in July and presented a very informative overview of the activities at the provincial level.
 - With recent instatement of the first Patient and Family Advisor Co-Chair, the Central West LHIN PFAC is moving forward to finalize the development of its inaugural Work Plan for 2018/19, which will be aligned with Central West LHIN's priorities and the Integrated Quality Plan.

2.2 Quality Update

- **Health Quality Ontario's (HQO) Pain Management Resources:** Many complex factors impact clinicians' abilities to effectively manage their patients' pain. Ineffective pain management results in untold patient distress and suffering, morbidity and mortality, and burden of cost to the health care system. HQO and organizations across the province have launched a coordinated response to this challenge through a new provincial program that offers a suite of resources and tools to help family doctors, nurse practitioners and other primary care providers manage their patients' pain, including the appropriate use of opioids. Resources available on HQO's website include:
 - **Three Quality Standards** for the treatment of people with acute or chronic pain, and for people with opioid use disorder.
 - **The Opioid Wisely campaign** encourages thoughtful conversation between clinicians and patients to reduce harms associated with opioid prescribing.
 - **MyPractice for Primary Care**, a confidential report that allows family physicians to view their own opioid prescribing patterns compared with the provincial average, along with suggested tools to make improvements.
 - **Enhanced Electronic Medical Record** enabled queries, dashboards, peer leader programs and practice enhancement programs are available to support the adoption of standardized best practices and knowledge transfer within the health care community province wide.

- **Education**, including On the Road Sessions, Accredited webinars covering topics including chronic pain and opioid prescribing, weekly CME-accredited videoconferencing sessions and continuing professional development modules, and free online modules designed for primary care physicians and nurse practitioners.

These resources will inform the adoption of select quality standards within the Central West Integrated Quality Plan this coming year.

3. Connect & Inform

3.1 Communications and Community Engagement

- **Past Events (External):**
 - Humber Valley Terrace 35th Anniversary Celebration | June 21, 2018 – Carmine Domanico delivered remarks
 - Caledon Meals on Wheels Annual General Meeting (AGM) | June 25, 2018 – Jeff Payne delivered remarks
 - William Osler Health System AGM | June 27, 2018 – Carmine Domanico delivered remarks
 - Indus Community Services 33rd AGM | June 28, 2018 – Jeff Payne delivered remarks
 - Punjabi Community Health Services AGM | July 5, 2018 – Jeff Payne delivered remarks
- **Annual Report (Update):** The Central West LHIN has submitted the final electronic file of its English 2017/18 Annual Report to the MOHLTC and has submitted the document for translation. The final French electronic file, along with printed copies of both English and French reports, are due to the MOHLTC by August 30, 2018.
- **Facebook:** The Central West LHIN has gone live on Facebook, creating another channel to help inform and communicate with a broad stakeholder group that includes patients, caregivers and the general public. The LHIN's presence on Facebook augments its pre-existing presence on both Twitter and LinkedIn.

3.2 French Language Services (FLS)

- **Francophone Community Engagement for the 2019-2022 IHSP:** On July 19, the Central West LHIN hosted a facilitated Francophone community IHSP engagement session at the Rexdale Community Health Centre (CHC). The event allowed over 40 members of the Francophone community to share their thoughts and ideas about FLS within the context of the provision of services in our local health care system. Francophone community members not able to attend the session were invited to complete the IHSP online survey. This important information and input will inform the next strategic plan that is under development.
- **French Language Services (FLS) Report through OZi Portal:** The completion of the FLS reports in the OZi portal has been a success for the Central West LHIN. All four Health Service Providers (HSPs) identified for designation under the French Language Services Act completed their FLS report, and 97 per cent (46/47) completed their FLS report in OZi. Since some HSPs have been merged with others, the OZi support team was asked to update our list of HSPs in OZi Portal, which will lead to 100 per cent completion of the Central West LHIN FLS report. As a next step, OZi Program Managers will analyze FLS data and information collected through the portal, and will share the outcomes with the MOHLTC and the LHIN, through a scorecard, which will enable the LHIN to make informed decisions in planning FLS for it's our local Francophone Community.

3.3 Indigenous Services

- **Indigenous Community Engagement for the 2019-2022 IHSP:** On July 10, the Central West LHIN engaged with the Metis Nation of Ontario – Credit River Metis Council, to obtain their valuable feedback in support of IHSP planning. In addition, the LHIN has shared the IHSP Conversation Toolkit with the Peel Aboriginal Network (PAN) and Dufferin Cultural Resource Circle (DCCRC) to help incorporate their viewpoints/feedback into the planning process.
- **Indigenous Cultural Safety (ICS) Training Update:** As of July 16 2018, 27 of the 54 MOHLTC-funded ICS seats allotted to the Central West LHIN have been filled by Central West LHIN managers and directors. It's the LHIN's intention to provide ICS training to all LHIN managers, directors and Board members who have not yet completed this training. To help us reach 100 per cent compliance by LHIN leaders by the end of the fiscal year, a memo was sent to LHIN managers and directors, who haven't yet completed the training, inviting them to register.

4. Demonstrate System Leadership

4.1 Dementia Strategy and Behavioural Supports Ontario (BSO)

- **Central Intake and Triage Approach:** Central intake and triage for BSO continues to be rolled out across the sub-regions. Having originated in the LHIN's North Etobicoke-Malton-West Woodbridge Sub-Region, implementation has now begun in the Bramalea and Area Sub-Region. With the addition of 2.5 staff positions to the Central Intake team, phased expansion into the Brampton and Area, Dufferin and Area, and Bolton-Caledon Sub-Regions will occur in order to support the growing complexity of our aging patients and care partners. The new model will leverage and align with other community resources, such as the Psychogeriatric Resource Consultants and Mental Health Crisis Nurses to improve utilization and team work across the team and will prevent duplication of referrals.
- **Adult Day Services (ADS) Funding:** Thanks to Dementia Strategy funding, expansion of ADS will be rolled out in the very near future. This expansion will support increased spots for waitlisted patients requiring ADS respite and will extend hours of service for some existing programs to increase caregiver support.

5. Operational Excellence

5.1 Service Accountability Agreement (SAA) Cycle

- **2018-2020 Hospital Service Accountability Agreement (HSAA):** The Central West LHIN is in the process of negotiating performance schedules for its current year HSAA agreements (2018-2019) based on recently submitted Hospital Annual Planning Submission (HAPS). The new 2018-2019 HSAA schedules are to be finalized by September 30, 2018 and will replace the existing 2017-18 schedules in the HSAA for both hospitals. The schedules were extended to allow time for confirmation of funding assumptions.
 - **Headwaters Health Care Centre (Headwaters):** The hospital has submitted an unbalanced HAPS, showing a deficit of \$1.7M in 2018-19. The Central West LHIN is consulting with the hospital and the MOHLTC to pursue a waiver process and the submission of a Hospital Improvement Plan that will show how Headwaters can return to a balanced position.
 - **William Osler Health System (Osler):** The hospital has submitted a balanced HAPS but with balancing strategies and potential service reductions in some areas. The LHIN is working with the hospital to confirm its balancing strategies and ensure that service levels are preserved.

- **Multi-Sector Service Accountability Agreement (MSAA):** The year-end review of HSPs is proceeding on target with provider meetings occurring in July. Similar to previous years, the LHIN has applied a risk stratification framework approach to determine which HSPs the LHIN should meet with regarding performance results, improvement plans and needed clarification. Central West LHIN staff will be following up with HSPs with final queries and the preparation of a final report.
- **Long Term Care Service Accountability Agreements (LSAA):** Long-Term Care Homes are also undergoing a year-end review by the Central West LHIN in collaboration with the MOHLTC.
- **Service Provider Organizations (SPO) Service Contracts:** SPOs are providers who support the Central West LHIN in the delivery of in-home and community-based services ordered by the Home and Community Care Program. Year-end performance review meetings have occurred with each SPO to review performance results, market share, service volumes, incident reports, and billing issues. Findings from the annual satisfaction survey will be submitted to the Central West LHIN in August and will also inform the review process. If deemed necessary based on the review, the Central West LHIN may issue Quality Improvement Notices to individual providers setting improvement targets.
- Family Managed Home Care contracts are currently being negotiated with individuals who require intensive homecare support. Issues related to competency to make decisions are currently being clarified.

5.2 LHIN Operations Financial Results at June 30 ,2018

- The LHIN is tracking a year-to-date operating surplus of \$427K as at June 30, 2018. This is primarily attributed to a number of new positions created through the 2018-19 community investment still being recruited and vacancies in other areas pending MOHLTC approval to proceed. This surplus is offset by higher spend rates carried over from March in contracted out and medical supplies and equipment for home and community care clients. The LHIN is currently forecasting a balanced position as at March 31, 2019.

6. Select CEO Update

6.1 Swearing in of Government / Cabinet and Speech from the Throne

- On June 7, 2018 the following MPPs were elected across Central West LHIN ridings:

Riding	MPP	Party Affiliation
Brampton Centre	Sara Singh	NDP
Brampton East	Gurratan Singh	NDP
Brampton North	Kevin Yarde	Conservative
Brampton South	Prabmeet Singh Sarkaria	Conservative
Brampton West	Amarjot Sandhu	Conservative
Dufferin-Caledon	Sylvia Jones	Conservative
Etobicoke Centre	Kinga Surma	Conservative
Etobicoke North	Doug Ford	Conservative
Mississauga Malton	Deepak Anand	Conservative
Vaughan-Woodbridge	Michael Tibollo	Conservative

- On June 29, Ontario's new Government was sworn in along with its new Cabinet. Notable MPP and public service appointments include:

- **LHIN MPPs: Doug Ford**, Premier of Ontario and Minister of Intergovernmental Affairs
- **Sylvia Jones**, Minister of Tourism, Culture and Sport
- **Michael Tibollo**, Minister of Community Safety and Correctional Services
- **Prabmeet Singh-Sarkaria**, Parliamentary Assistant to the Minister of Community Safety and Correctional Services

Non-LHIN MPPs

- **Christine Elliott**, MPP for Newmarket-Aurora, Deputy Premier and Minister of Health and Long-Term Care
- **Robin Martin**, MPP for Eglington-Lawrence, Parliamentary Assistant to the Minister of Health and Long-Term Care (Health)
- **Elfie Triantafilopoulos**, MPP for Oakville North-Burlington, Parliamentary Assistant to the Minister of Health and Long-Term Care (Long-Term Care)

Public Service Appointments

- **Helen Angus, Deputy Minister, Health and Long-Term Care.**
- Following the swearing of Government and Cabinet, Ontario's Lieutenant Governor, the Honourable Elizabeth Dowdeswell, delivered the [Speech from the Throne](#) on July 12, officially opening the 42nd Parliament and setting out the government's plans for the upcoming session of parliament.

The speech reaffirmed actions already taken by government to date, including areas related to cap-and-trade, OHIP+ and government spending. More specifically, the following excerpts provided a line of sight to some of the plans as they relate to health care:

"You can count on your government to respect our doctors, nurses and other health care practitioners by working collaboratively with them to ensure we have a system that treats everyone fairly while putting the interests of patients first."

"It will be a health care system that can count on long-term stable funding. Including 15,000 new long term care beds over the next five years and a historic new \$3.8 billion investment in mental health and addictions, including supportive housing."

Recognizing these are the very early days of a new government with much more information still to come, the Central West LHIN looks forward to working closely with the government and Christine Elliott, the Minister of Health and Long-Term Care, to advance the government's health care agenda and the health care needs of local LHIN residents.

Planning is now underway for Board Chair, Carmine Domanico and LHIN CEO, Scott McLeod to engage in initial meet and greet conversations with local LHIN MPPs.

6.2 Recruitment Event

- On July 4, the Central West LHIN successfully hosted its inaugural Home and Community Care Recruitment event, attracting over 200 prospective candidates for care coordinator, team assistant and other frontline roles. The support and contributions of Home and Community Care, Human Resources/Organizational Development, Communications and Administrative Services teams was instrumental in making our first recruitment event a great success!

Home and Community Care Directors and Managers, HR and Operational leads conducted 46 care coordinator “speed” interviews and spoke with 49 prospective team assistant candidates, many of whom returned the following week for formal interviews.

We look forward to many new Home and Community Care team members joining the LHIN over the coming weeks through the Recruitment initiative. The passion, commitment, teamwork and collective efforts of our planning team and volunteers was apparent and resulted in a successful outcome.

6.3 MOHLTC Executive Leadership and LHIN CEO Council Meeting

- Scott McLeod, CEO, attended a meeting on July 10, where information was shared on the following items:
 - Summary of the June Patient and Family Advisory Committee
 - LHIN Partnership Model update
 - Indigenous Engagement and Inclusion

6.4 LHIN Leadership Council Meeting

- On July 12, Scott McLeod and Jeff Payne participated in a meeting that was attended by the Deputy Minister, Helen Angus. Helen Angus shared early insights into the priorities for the MOHLTC, there was also a fulsome discussion of a document prepared by the LHIN CEOs as advice to the new Deputy and Minister. A number of suggestions were made to enhance the document and these are being incorporated into the draft. The final draft will be shared with the Chairs and CEOs and will serve as key talking points locally and provincially.

6.5 LHIN CEO Council Meeting

- Scott McLeod participated in a meeting on July 12 where information was shared on the following items:
 - HSSOntario / LHIN Joint Planning
 - Healthline Update
 - Ontario College of Family Physicians (OCFP) Update
 - Hospital Integration Service Accountability Agreement (HISAA)

7. On the Horizon

7.1 Upcoming Meetings

- Scott McLeod is continuing to meet with of our LHIN’s HSPs for informal meetings and sites tours. Scheduling of these meetings is ongoing and is expected to be concluded by the end of September. The following site visits have been confirmed:
 - July 24 – CMHA Peel Dufferin
 - July 31 – Alzheimer Society of Dufferin County
 - August 1 – Humber Terrace Long-Term Care Home
 - August 2 – Brampton Meals on Wheels
 - August 29 – Caledon Meals on Wheels
 - August 30 – Peel Cheshire Homes
 - August 31 – Holland Christian Homes
 - September 19 – Deerwood Creek Community Care (LTC)
 - September 19 – CANES Community Care

7.2 Malton Village Long-Term Care – Butterfly Program

- A MOHLTC site visit to Malton Village Long-Term Care has been confirmed for August 1 to showcase this program as an important part of the Dementia Strategy.

Attendees include:

- Scott McLeod
- Sharon Lee Smith, Associate Deputy Minister, Policy and Transformation, MOHLTC
- Nancy Polsinelli, Commissioner of Health Services, Region of Peel

7.3 Vacation Alert

- I will be on vacation starting on August 4 and returning on August 13. Kim Delahunt will be acting CEO during this period.

8. Outstanding People



The Hon. Christine Elliott
Minister of Health and Long-Term Care

On June 29, the Honourable Christine Elliott became Minister of Health and Long-Term Care and Deputy Premier of the 42nd Parliament. From 2016 to 2018, Minister Elliott served as Ontario's Patient Ombudsman. Minister Elliott was first elected as an Ontario MPP in 2006 and has served four terms.

Minister Elliott graduated from Western University with a Bachelor of Laws degree. She then built a successful career in business and law, and is the co-founder of the Abilities Centre in Whitby, a facility built with the vision of celebrating all people, regardless of ability.



Robin Martin
Parliamentary Assistant to the Minister of Health and Long-Term Care (Health)

Robin Martin became Parliamentary Assistant (PA) to the Minister of Health and Long-Term Care (Health) on June 29, 2018. PA Martin practiced litigation for over a decade before serving as a policy advisor to an Ontario Minister of Health, and as a senior manager with Atomic Energy Canada Limited.

PA Martin holds a Bachelor of Laws from the University of Toronto, along with a Bachelor of Arts and Master of Arts from McGill University. She is also a volunteer for numerous causes and charities, including working with the Colorectal Cancer Screening Initiative Foundation to get a universal cancer-screening program adopted by the Government of Ontario.





Effie Triantafilopoulos Parliamentary Assistant to the Minister of Health and Long-Term Care (Long-Term Care)

Effie Triantafilopoulos became PA to the Minister of Health and Long-Term Care (Long-Term Care) on June 29, 2018.

Prior to this, PA Triantafilopoulos was Director for the Canadian Manufacturers and Exporters Association. PA Triantafilopoulos was also a Chief of Staff to Federal Ministers at the Departments of Industry, Treasury Board, and External Affairs and International Trade, where she contributed to the implementation of the Canada-U.S. Free Trade Agreement.

In addition, PA Triantafilopoulos was the Deputy Director for the Summits Management Office of Foreign Affairs and International Trade during the 2010 G20 Summit in Canada, and has served as Chief Executive Officer and Director of Save the Children Canada. She holds a Bachelor of Law from the University of Ottawa and a Master of Laws in International Trade and Competition Law from Osgoode Hall, York University.



Helen Angus Deputy Minister of Health and Long-Term Care

Helen Angus was appointed Deputy Minister of the Ministry of Health and Long-Term Care, effective June 29, 2018.

Deputy Angus most recently served as Deputy Minister of Treasury Board Secretariat. Previous appointments include Deputy Minister of International Trade and Deputy Responsible for Women's Issues, as well as Deputy Minister of Citizenship, Immigration and International Trade and the Ontario Women's Directorate.

Deputy Angus has also served as Associate Deputy Minister for Policy and Transformation, where she had oversight for the ministry's health system strategy and policy division, providing leadership for the divisions responsible for health promotion and public health, health human resources, and health capital. During her tenure, she acted as the ministry's Interim Deputy Minister for five months, a role she carried in addition to her duties as the head of the ministry's Transformation Secretariat.

Deputy Angus previously held a number of executive positions in the public sector, including her role as the Vice-President responsible for the Ontario Renal Network at Cancer Care Ontario (CCO), where she achieved a significant transformation in the organization and quality of renal services across Ontario. She was also CCO's Vice-President of Planning and Strategic Implementation, and Vice-President of Research and Analysis at the Canadian Institute for Health Information.

Deputy Angus was educated at the University of Toronto and holds a Master of Science degree in planning.

9. Program Profile | Human Resources/Organizational Development Business Partners... an Integrated Approach

To further enable a culture of Exceptional People, the Human Resources (HR) team established a strategic partnership model earlier this year, which aligns HR Business Partners to specific client groups. The value of this model lies with the ability of HR Business Partners to integrate more thoroughly with their respective client groups, providing them a range of supports uniquely tailored to meet their business objectives and outcomes.

Our highly valued HR Business Partners include:



Luisa Berardi joined the LHIN in April from Hamilton Health Sciences, where she held the role of Senior Employee and Labour Relations Specialist. Luisa brings a wealth of expertise and knowledge to the team including the areas of labour relations, employee relations, compensation, alternative dispute resolution, performance management and leadership coaching.

Luisa is a Certified Human Resources Leader (CHRL) designation and is currently enrolled in a Masters of Business Administration program at University of Fredericton. She is passionate about building high performing teams and in her spare time enjoys spending time outdoors with her motley crew of canines.



Cathy Douglas also joined the LHIN in April from her role as an HR Business Partner at Diabetes Canada, bringing with her a skilled and diversified background across all functional areas of the human resources function, including disability management, employee and labour relations, engagement, staffing, performance management, compliance and health and safety.

Cathy has a Certified Human Resources Leader (CHRL) designation and is passionate about partnering with leaders to develop and implement strategies that support organizational success, business efficiency, legislative compliance and employee engagement. In her spare time, she enjoys spending time with family and friends and.



Thanuja Thananayagam was also confirmed as the HR Business Partner in April. Thanuja joined the LHIN in May 2017, bringing to the team a wealth of experience and knowledge in research, analytics, relationship management, equity, diversity and inclusion, project management and human resources management.

Passionate about embedding equity, diversity and inclusion principles in HR practice, Thanuja has completed a Master of Business Administration (MBA) at the University of Leicester and is currently completing a Master of Education – Social Justice Studies at OISE, University of Toronto.