
Frequently Asked Questions Parkdale CHC & Queen West Central Toronto CHC Proposed Voluntary Integration

Summary: September 27, 2016

Q: Why is the integration being proposed? Are funders (like the Toronto Central LHIN or the Ministry of Health) forcing us to do this?

A: The two Boards believe that through integration, there is an opportunity to significantly strengthen our organizations and create a more sustainable entity that can better serve our clients, create opportunities for our staff, strengthen the CHC model as well as our role as system leaders in a changing health system. This integration arises from the two Boards engaging with each other and appreciating that both organizations have similar missions, are close geographically, have similar clients and share key values. The two organizations face many of the same issues as they operate in the same environment/context. We are not being forced to integrate by the Toronto Central LHIN or the Ministry of Health. We believe that integration will expand our capacity and broaden the influence of both Centres - the integrated organization would be better positioned to advocate for more resources to build and deliver more services.

Q: How long will it take to make a final decision - and whose decision is this?

A: At this point we estimate that, if we decide to move forward, integration will occur on April 1, 2017. For integration to occur the following steps need to occur between now and April:

- Each Board needs to pass a resolution supporting the integration – our expectation is that this will occur in late September.
 - The Toronto Central LHIN will require a Business Plan outlining the rationale and
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impact of the integration and will decide to allow or not allow it to occur – our expectation is that this will occur in late November.

- The corporate memberships of both organizations have to approve the integration – our expectation is that this will occur early in 2017.

Q: Are you consulting with stakeholders?

A: There have been a series of staff, client and community engagement processes to provide input into the integration process, to respond to questions and concerns, and to inform integration design and implementation. The two Boards are reviewing the feedback received and will be soliciting further feedback at the Town Hall sessions after the Annual General Meetings of both organizations and in additional consultations in the Fall. The input being received is one consideration in making their final decision on proceeding with integration.

Q: What will happen to the current programs and services?

A: One of the key foundational principles of the proposed integration is that the two main sites will not be consolidated. Clients can expect to receive services in the same way after the integration. The types of services and programs CHCs provide are local and need to remain accessible to clients in both the Parkdale and Queen West communities. Over time, the integrated management team will lead a planning process to examine our overall client needs and all services and programs at our sites so as to create a Service Plan that will maximize the benefits of integration for our combined client population. This planning process will include consultation and input from clients, front-line staff from across the organization and other stakeholders. The end result of this process would be a plan to maximize services for clients across the integrated organization within the scope of the organization's mission and resources, ensuring access across its geographical boundaries.

Q: What changes can staff expect?

A: There are no current plans to move staff between the sites after integration. There is also no plan to change the services clients receive, or where they receive them. The key goals for this integration for clients is that the integration will:

- Maintain or improve client experience, quality of services, service accessibility and service coordination in partnership with our clients.
- Continue to ensure provision of local services in the Parkdale and Queen West communities.

Q: What will the future organization look like?

A: Integration would result in a single new organization serving a catchment area bordered by Lake Ontario on the south, Bloor Street on the north, and from Yonge Street in the east to Parkside Road in the west. This new entity would have a single governing Board (6 directors from each organization) and a single integrated leadership and management structure. If there are no major obstacles raised to the proposed integration of the two organizations through the due diligence and consultation/engagement processes and if the Toronto Central LHIN does not object to the integration moving forward then Angela Robertson will become the first ED of the integrated entity. All staff will be working for the integrated entity rather than the specific site. One of the new entity's foundational documents will be the Service Plan that will examine needs in our community and seek to optimize services - the development of the Service Plan will include input from staff and clients across the organization.

Q: Won't the Executive Director be overwhelmed now that she has two CHC sites to manage?

A: Both Boards have faith in the ED that they have selected and her ability to provide leadership to the integrated management team for the integrated organization. One of the goals of the integration is to create a more sustainable

organization that offers expanded career paths for internal staff for greater management stability and job satisfaction.

Q: What happens next?

A: The next moves includes:

The Boards finalize the Business Plan for the Toronto Central LHIN (to be approved by the Boards)

- Board and membership approval of the integration by both organizations
- Presentation of the Business Plan to the Toronto Central LHIN in time for its November meeting
- If all the above approves the integration, then we need to develop corporate documents (e.g. By-laws, Letters Patent) for the new entity and seek approvals from the Government of Ontario

Once approved, a new corporate structure will be established that assumes all assets and liabilities from the current organizations.

Q: How can I continue to be involved?

A: There will be ongoing opportunities to participate in the integration process:

- We encourage clients to share comments and questions
- We encourage staff to continue to use their usual feedback mechanisms (e.g. speak to your manager/director, email your ED)
- Participate in consultation sessions that will take place in the fall

Contact: info@pchc.on.ca

Glossary of Terms

Due diligence – Ensuring that an organization has taken all reasonable steps to satisfy itself of the financial, legal and other obligations of a partner organization.

Stakeholder – a person or entity that has a vested interest in our organization, this includes our staff and clients.



Toronto Central LHIN - Toronto Central Local Health Integration Network

Voluntary integration - the Boards of Parkdale CHC & Queen West Central Toronto CHC are seeking to partner of their own free will with another organization to continue to provide services to our clients.

Integration model - the model or vehicle by which we will amalgamate services, operations, and corporate entities.

A more comprehensive FAQs document is also available, which we can share with you!