



You are invited to help plan and coordinate specialized services for frail seniors.

Seniors Care Network is seeking a Seniors Advocate/Public Member to join our Board.

Seniors Care Network is responsible for the organization, coordination, management and governance of specialized geriatric services (SGS) within the geographical areas of Scarborough, Durham, Haliburton, Kawartha Lakes, Northumberland, and Peterborough. Key services include the planning, design, implementation, delivery, evaluation and ongoing quality improvement of clinical SGS. Additionally, applied health research is a key component of Seniors Care Network's mandate.

Specialized Geriatric Services are defined as a comprehensive, coordinated system of health services that assess, diagnose, care and support older adults living with complex health conditions (including frailty, dementia and multidimensional impairment), and their care partners. These services are provided by interprofessional teams with expertise in care of older adults across the continuum of care.

Seniors Advocates/Public Members are invited to review the Expression of Interest document and submit a cover letter and application form to rschwartz@seniorscarenetwork.ca

For more information, please visit the Seniors Care Network website at <https://seniorscarenetwork.ca>.

Thank you in advance for your interest and we look forward to working with you to build a strong system of support for older adults living with complex health conditions and their families.

Call for Expressions of Interest Seniors Advocate/Public Member

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Seniors Care Network coordinates the activities of the following programs:

Behavioural Supports Ontario (BSO): Trained health professionals and programming helping older adults with challenging behaviours resulting from complex mental health, addictions, dementia and other neurodegenerative issues.

Geriatric Assessment and Intervention Network (GAIN): A network of twelve hospital and community-based interprofessional health teams providing comprehensive geriatric assessments and creating care plans with older adults and care partners to optimize function, and independence and keep older adults living at home.

Geriatric Emergency Management (GEM) Nurses: Nurses working in the emergency department who conduct targeted geriatric assessments and provide support to older adults experiencing acute health concerns, with a focus on trying to reduce unnecessary hospital admissions.

Nurse Practitioners Supporting Teams Averting Transfers (NPSTAT): Nurse practitioners responding to LTC residents experiencing acute health concerns, helping to avoid transfers to hospital.

Memory Clinics (Primary Care Collaborative Memory Services and MINT Memory Clinics): Interprofessional assessment, diagnosis and care for individuals living with memory concerns provided by primary care through a recognized clinical model.

Seniors Friendly Care (sfCare): Overseen by a committee comprised of representatives from all area hospitals collaborating to promote and provide strategic direction and leadership for the sfCare strategy within the Central East Region. The mandate will evolve to include non-acute care organizations providing care to older adults.

Working as a regional network of partners, our mission is to create a coordinated, senior-friendly, high-quality system of care that optimizes the health and quality of life of older adults living with complex health condition (including frailty) and their families. Over the past decade, Seniors Care Network has played an instrumental role in the expansion of SGS in the Central East Region and continues to support Ontario Health Teams.

A. CALL FOR EXPRESSIONS OF INTEREST

This Call is intended to identify and select a Seniors Advocate/Public Member to fill a vacancy on the Board of Seniors Care Network.

It is expected that individuals who respond to the Call are those who are committed to championing the vision and assuming the roles articulated herein and within the document entitled “Terms of Reference”, a copy of which is attached as Appendix 1. Additional details regarding the intent of Seniors Care Network and the shared governance framework can be found in the report entitled “*Regional Specialized Geriatric Services in the Central East LHIN: Options for Coordinated Delivery, Organization and Governance, April 2011*”, which can be accessed at the following website www.seniorscarenetwork.ca

In selecting a Seniors Advocate/Public Member, all efforts will be made to balance geographic representation and skills. Interested individuals will be asked to describe their areas of knowledge, skills and experience in areas such as health system planning, advocacy, leadership, strategic planning and consensus building.

B. SUBMISSION OF APPLICATION

Interested individuals are asked to contact Rhonda Schwartz, Executive Director, by email at rschwartz@seniorscarenetwork.ca for further information or to request an Application Form.

APPENDIX 1

SENIORS CARE NETWORK BOARD TERMS OF REFERENCE January 2022

BACKGROUND

Ontario Health East funds a permanent Seniors Care Network housed within the operations of the Community Health Centres of Northumberland (CHCN).

To advance Seniors Care Network's strategic plan, including vision, mission and strategic priorities, the strategic objectives are to:

1. Deliver and manage SGS in the Central East region of Ontario Health (East), including by:
 - a. Provide strategic leadership and the ongoing development of a regional system of integrated, specialized geriatric services (SGS) for older adults living with complex health concerns (including frailty), including system planning, recommendations regarding priorities for system enhancement and regarding the use of new and existing resources, quality improvement, evaluation, research, performance monitoring, advocacy, communication and education/training for SGS;
 - b. Work with clinicians and organizations to continue to improve regional coordination and integration of SGS with specific attention to the following initiatives/services:
 - Geriatric Assessment and Intervention Network (GAIN)
 - Behavioural Supports Ontario (BSO)
 - Nurse Practitioners Supporting Teams Averting Transfers (NPSTAT)
 - Geriatric Emergency Management nurses (GEM)
 - Senior Friendly Care (sfCare)
 - System of Memory Care (e.g., MINT, Primary Care Collaborative Memory Services)
 - Other programs as required;
 - c. Engage and partner meaningfully with citizens;
 - d. Generate, translate and implement knowledge transfer (e.g., research, new tools, innovative practices, processes, new models of care, and etc.) to the health professional workforce, patients, families, care partners, and the public;
 - e. Optimize clinical services through SGS capacity planning and health human resource recruitment activities;
 - f. Deliver and manage SGS as appropriate;
 - g. Proactively partner and collaborate intersectorally and across the continuum of senior friendly care, including with Ontario Health Teams;
2. Engaging, planning and partnering with SGS counterparts to further the goals of SGS across Ontario Health (East); and
3. Advise Provincial Geriatrics Leadership Office and/or Ontario Health (locally and provincially) regarding senior friendly, and SGS strategies, policies and priorities.

Each Seniors Care Network staff member will be an employee of CHCN. Operations of Seniors Care Network will be covered by funds received by CHCN from Ontario Health for use by Seniors Care Network.

PURPOSE OF TERMS OF REFERENCE

The purpose of these Terms of Reference is to reflect the governance of Seniors Care Network within CHCN.

GENERAL PRINCIPLES¹

The Seniors Care Network entity is directly accountable to Ontario Health (East) for its mandate and deliverables.

As Host Agency for the Seniors Care Network entity, CHCN does not hold any additional authority over the governance of the system.

ROLES AND RESPONSIBILITIES

The Seniors Care Network Board shall:

1. Lead the recruitment of Seniors Care Network Executive Director;
2. Evaluate Seniors Care Network's Executive Director and recommend changes to the Seniors Care Network Executive Director's compensation;
3. Set Seniors Care Network's strategy (in consultation with staff) through written annual or multi-year strategic plans, review operational reports to ensure the fulfillment of such plans, and revise the strategic plans as necessary;
4. Approve annual budgets based on approved Seniors Care Network strategic plans and review operational reports to ensure compliance with such budgets, and revise the budgets as necessary;
5. Oversee the function of Seniors Care Network's finances, operations, and personnel, in accordance with approved Seniors Care Network strategic plans and budgets;
6. Investigate any concerns raised by a Seniors Care Network employee or contractor relating to the Seniors Care Network Executive Director, and recommend any courses of action to the CHCN Executive Director; and
7. Provide written reports to the CHCN Board of Directors on Seniors Care Network (through the CHCN Executive Director), assuring compliance with the annual risk management plan approved by the CHCN Board each year. This plan will detail actions undertaken by the Seniors Care Network Board to ensure financial health of Seniors Care Network and efforts to ensure that processes are in place to identify and mitigate risks to the reputation and operational integrity of the CHCN that may arise from Seniors Care Network's operations.

COMPOSITION

The Seniors Care Network Board will be comprised of representative individuals, including:

- CHCN Executive Director (permanent member) (1)
- SGS Providers (hospitals) (3)
- Community Agencies (3)
- Public Members (3)
- Primary Health Care (2) - Family Physician (1) and Nurse Practitioner (1)
- Long-Term Care (1)
- Physician Specialist in Geriatric Medicine of Geriatric Psychiatry (1)

Ex-officio, Non-voting Members

- Ontario Health (East) (1)
- Home and Community Care Support Services (1)
- Executive Director of Seniors Care Network (1)

¹ Letter of Understanding Between Northumberland Hills Hospital (NHH) and Central East Regional Specialized Geriatric Services Entity (CE RSGS) Regarding the Provision of Back-office Support Amended October 8, 2013

MEETINGS AND DECISION-MAKING PROCESSES

The Seniors Care Network Board shall meet at least [6] times per year. The Seniors Care Network Executive Director will prepare an agenda for each meeting. The Chair and Vice-Chair are selected by members of the Seniors Care Network Board.

The Seniors Care Network Executive Director shall circulate the agenda, minutes of the previous meeting, along with any other relevant documents, to all members of the Seniors Care Network Board at least [5] business days in advance of the meeting date.

Members of the Seniors Care Network Board must be in attendance to vote at a meeting. Any person entitled to attend a meeting of the Seniors Care Network Board may participate in the meeting using telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting. A person participating in a meeting by such means shall be deemed to have been present at that meeting.

A majority of the members (50% plus 1) of the Seniors Care Network Board must be present to form a quorum. In addition, quorum must include a representative from the CHCN when financial and or reputational matters are being discussed. In the event a quorum does not exist, at any time during a meeting, the meeting can continue for discussion purposes only, motions cannot be brought forward.

A majority of the votes cast on a matter shall be required for any decision to be passed by the Seniors Care Network Board. Each member shall have one vote. The following matters will require the approval of the Seniors Care Network Board:

- the Seniors Care Network Strategic Plans and any amendment thereto;
- the Seniors Care Network Annual Budgets and any amendment thereto;
- matters that may have a financial or reputational impact on Seniors Care Network;
- the employment agreement between CHCN and the Seniors Care Network Executive Director;
- the hiring or the termination of the employment of the Seniors Care Network Executive Director; and
- the compensation of the Seniors Care Network Executive Director.

The CHCN Executive Director or delegate must approve matters that may have a financial or reputational impact on the CHCN.

RECORD-KEEPING OBLIGATIONS

Written minutes of each meeting of the Seniors Care Network Board shall be created by the Seniors Care Network Executive Director (or his/her nominee). Such minutes shall be approved by the Seniors Care Network Board at its next meeting and signed by the Seniors Care Network Board Chair.

All records governing the Seniors Care Network Board (including these Terms of Reference) and detailing its decisions (including minutes of meetings and related documents), shall be maintained by the Seniors Care Network Executive Director (or his/her nominee) and kept electronically by the Seniors Care Network office and the CHCN.

REPORTING OBLIGATIONS

The Seniors Care Network Executive Director shall circulate a written report detailing the current status of Seniors Care Network's activities and finances, in relation to the Seniors Care Network Strategic Plan and Annual Budget, to all members of the Board as part of the package of documents circulated to the Committee at least [5] business days in advance of every meeting.

Any Seniors Care Network Staff who has issues or concerns relating to the Executive Director shall be required, pursuant to the CHCN Whistleblower Policy and/or Conflict Resolution Policy, to submit a

written report to the Seniors Care Network Board Chair, who shall bring such report to the Seniors Care Network Board. The Seniors Care Network Board shall, in accordance with CHCN policies, investigate the matter, and provide a written report upon the conclusion of the investigation.

POLICIES AND PROCEDURES

Every member of the Seniors Care Network Board will be required to declare any actual or potential conflict of interest prior to the discussion of any relevant matter (if possible), to leave the discussion, and to not participate in the vote.

COMMUNICATIONS

Any correspondence between the Seniors Care Network Board and the CHCN Board of Directors should be through the CHCN Executive Director. The Seniors Care Network Board should not correspond with a member of the CHCN Board of Directors directly, unless such matter concerns the CHCN Executive Director. Any questions received from the CHCN Board of Directors (or an individual Director) should be directed to the CHCN Executive Director.

Any correspondence between the Seniors Care Network Board and a Seniors Care Network employee or contractor should be through the Seniors Care Network Executive Director. The Seniors Care Network Board should not correspond with a Seniors Care Network employee or contractor directly, unless such matter concerns the Seniors Care Network Executive Director. Any questions received from a Seniors Care Network employee or contractor should be directed to the Seniors Care Network Executive Director.

Any correspondence between the Seniors Care Network Board and a CHCN employee or contractor should be through the CHCN Executive Director. Any questions received from a CHCN employee or contractor should be directed to the CHCN Executive Director.

AMENDMENTS TO THESE TERMS OF REFERENCE

These Terms of Reference, and any amendment made hereto, shall require the unanimous approval of the Seniors Care Network Board.