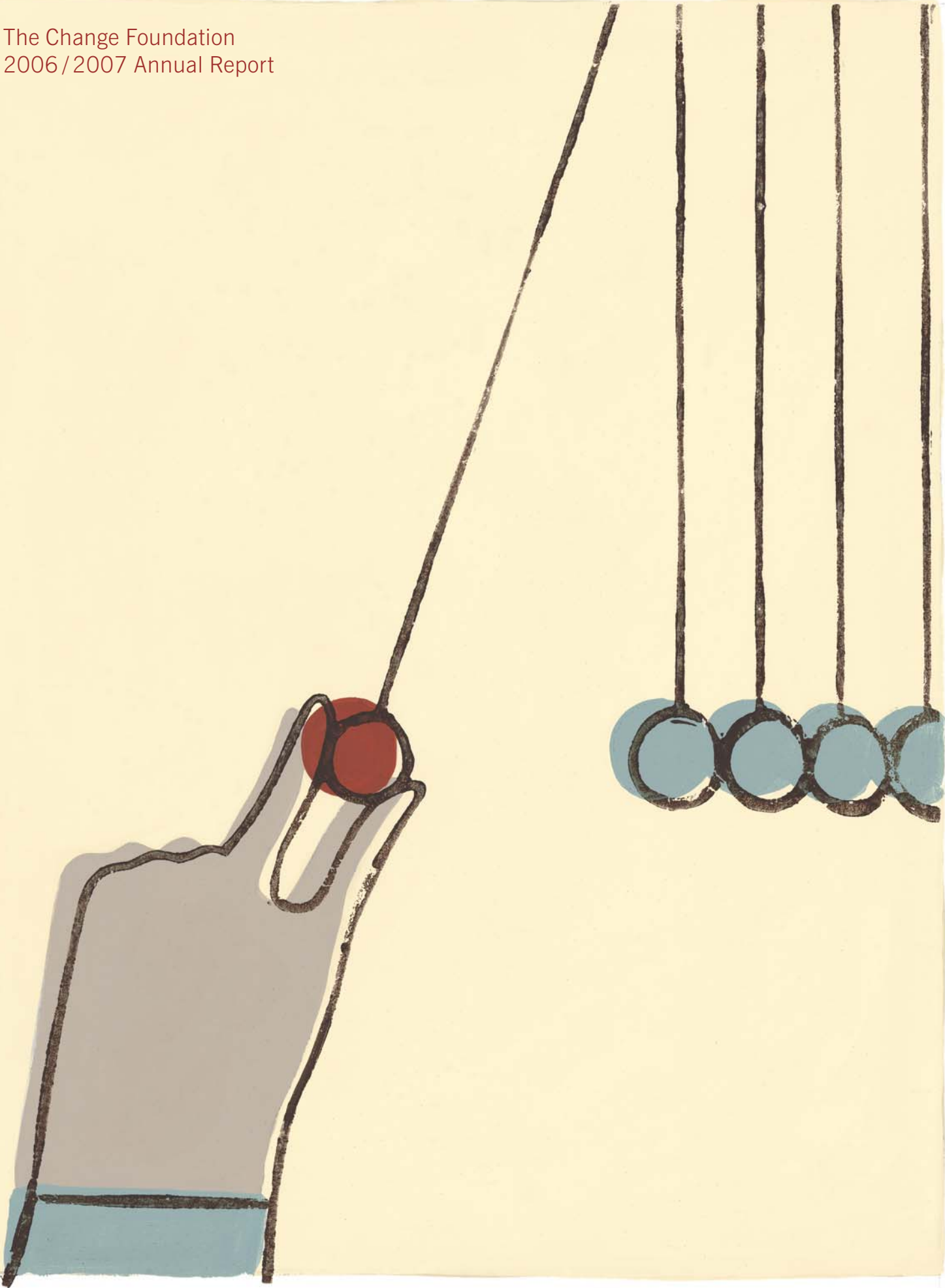


The Change Foundation  
2006/2007 Annual Report





**THE CHANGE** FOUNDATION

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HEALTH CARE DESERVES  
OUR FINEST THOUGHT

The Change Foundation is a policy think tank that generates research, analysis and informed discussion on key and emerging health system issues, starting with the integration of health-care services in communities across Ontario. Established and endowed in 1996 by The Ontario Hospital Association, The Change Foundation is an independent charitable foundation with a mandate to promote, support and improve health and the delivery of health care.

# It's about to get interesting.

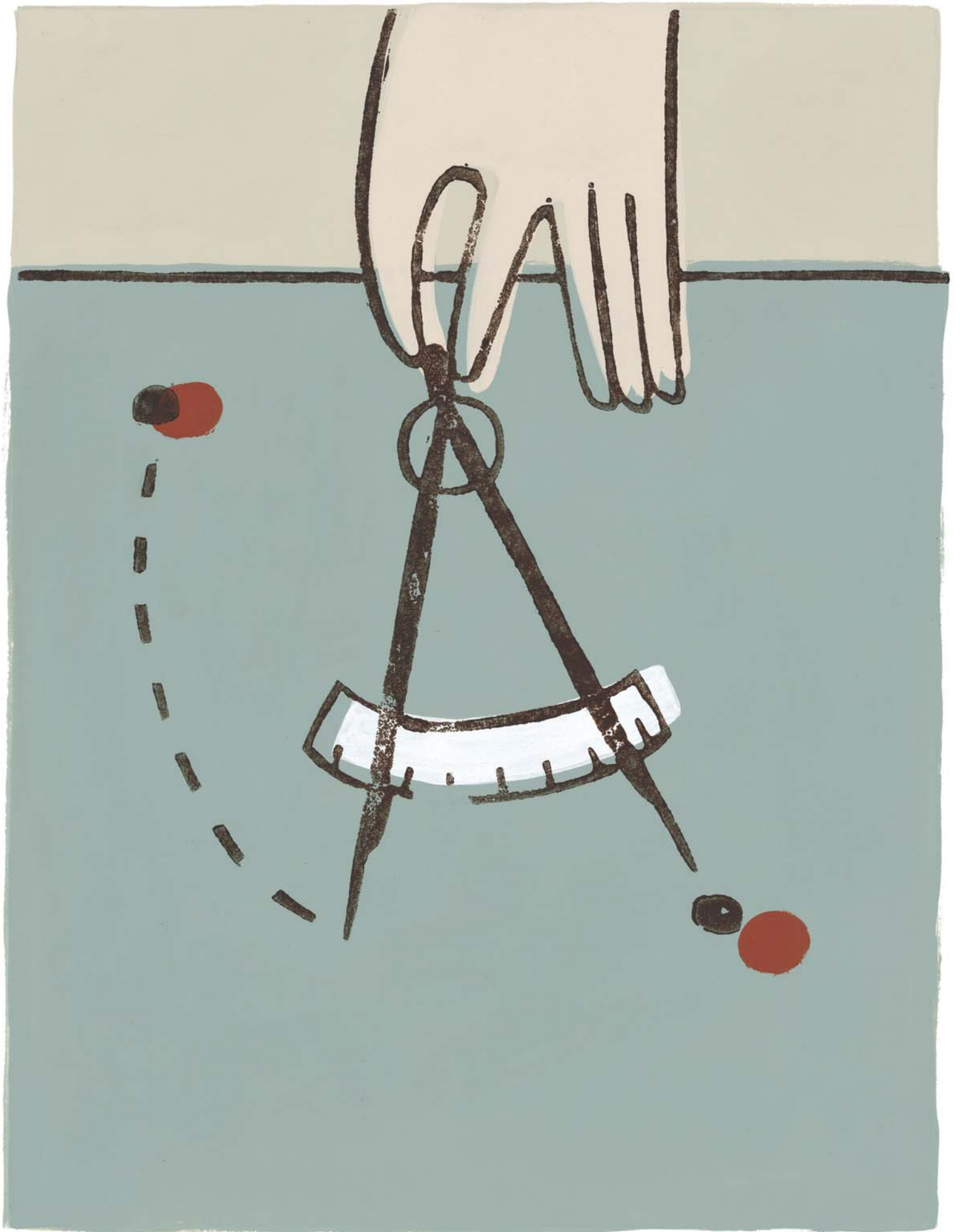
The Change Foundation turned ten this past year, marking the milestone by branching out beyond its beginnings as a granting and knowledge transfer agency to forge a new future as a policy and research think tank. The Board has made – and moved on – fundamental decisions that are already having a profound and positive effect on the Foundation, eliciting growing interest and anticipation for what's to come from the Foundation in the next decade.

## CONTENTS

- 1 Introduction 2 Message from the Chair and the President
- 7 Rolling Out the Plan 8 Interview with Cathy Fooks 11 Words and Deeds
- 12 Laying the Foundation 13 The Strategic Plan 14 Praise for the Plan
- 16 Nursing Awards 17 OHAfrica 18 Financial Statements 20 Board of Directors

# In many ways, the past year has been as historic for The Change Foundation as its start-up ten years ago.

The Foundation has charted a new future under fresh leadership with a focus on health integration, creating an ambitious three-year strategic plan that changes the Foundation's function, refines its objectives and sets out new goals. We encourage you to read our strategic plan, *Contemplating the way we change / Changing the way we think*, which lays out the issues and activities that the Foundation will concentrate on as it evolves into an authoritative health policy and research think tank. We thank the Board and interim president Lorne Zon for undertaking this watershed work,





**IT TOOK  
FOCUSED AND  
FORWARD-  
THINKING MINDS,  
STRATEGIC  
DECISION-MAKING,  
AND LEAPS OF  
FAITH TO SET  
THE FOUNDATION  
ON THE  
RIGHT PATH.**

a culmination of much research, reflection, consultation, deliberation, and clear-headed decision-making. → On other fronts, The Change Foundation continued its creative collaboration with the provincial Nursing Secretariat, jointly announcing six projects selected in a two-tier peer-reviewed competition. The projects encompass an intriguing range of research issues around innovation in nursing human resources, and we look forward to the results of the investigators' collective examinations. → The Change Foundation is also delighted to report that over the past year, OHAfrica, a joint partnership with the OHA that supports antiretroviral drug treatment (ARV) programs for people living with HIV/AIDS in Lesotho, Africa, took an important stride towards independence and sustainability. The project was established as a new agency, officially incorporated in October 2006, and is waiting for its application for registered charity status to be approved. Meanwhile, the OHAfrica team of Canadians, alongside national health-care professionals, continue to treat needy patients – including HIV-positive children – at the Tšepong “Place of Hope” Clinic, which OHAfrica has built into the largest



ARV drug treatment centre in the country. → It took focused and forward-thinking minds, strategic decision-making, and leaps of faith to set the Foundation on the right path. → The Board has given itself no slight assignment. We won't reach our destination overnight – it will take several years for the full effect of our efforts to be felt. But we are confident that by next year, you will see that The Change Foundation has indeed changed. We believe that all sectors and players in the health-care community – from politicians and policy makers to senior administrators, providers and the public they serve – will understand and support what we do, benefit from our thinking, and join us in issues of common cause. Stay tuned. It's about to get interesting.

TONY DAGNONE  
CHAIR, BOARD OF DIRECTORS

CATHY FOOKS  
PRESIDENT AND CEO



ROLLING OUT  
THE PLAN



Q. What can we expect from The Change Foundation in the year ahead (2007–2008) during the first year of its refashioning as a think tank?

CF. We've decided on our strategic directions, we've chosen the issues we are going to concentrate on for the next three years – health integration and quality improvement in home care – and now we dedicate ourselves to creating, assembling and exchanging the most meaningful, useful and sound information, analysis and research we can. Here is where we will begin to prove our worth and signal the significance of our shift in direction. We have to frame and finalize our research agenda, confirm our projects with our partners, plan our events and activities – and define and engage our communities of interest. This will take time to do well, but we are mindful that our window for informing effective integration is not that wide. That's why we are committed to issuing papers along the way, building a base of new knowledge upon which to stack our more in-depth and comprehensive work.

Q. What are the specific issues around which The Change Foundation intends to make a unique contribution?

CF. It's very important to The Change Foundation that we don't duplicate efforts or work at cross purposes with other organizations. But since health care integration – and the LHINs – are new to Ontario, there are actually a lot of policy and research questions that haven't been framed or answered, a lot of data that haven't yet been compiled, a lot of tools that need to be developed.



In October 2006, Board Chair Tony Dagnone announced that Cathy Fooks, one of Canada's top health policy leaders, would join the Foundation as President and CEO in January 2007.

“Cathy has a wealth of experience and a remarkable track record of leadership and accomplishment when it comes to advancing knowledge and understanding of health policy issues. We are thrilled that she will be leading The Change Foundation as our organization charts an exciting new path into the future.”

Board Chair Tony Dagnone (2005–2007)

Cathy brings to the job proven leadership skills at a national level and more than 20 years experience in health policy. She will work with the Board to implement its

ambitious strategic plan and transform the Foundation from a granting agency into a respected health policy think tank focused on health integration and patient outcomes.

Cathy is no stranger to starting up organizations or leading them through critical phases. She was the first Executive Director of the Health Council of Canada where she was responsible for implementing the Council's mandate of reporting to Canadians about health-care renewal.

“I have to say that The Change Foundation has made a very wise choice.”

Roy Romanow, former Chair of The Royal Commission on the Future of Health Care in Canada, on Cathy's appointment as CEO

In particular, we hope to contribute to the creation of useful indicators for integration and to improving, with our partners, the hospital to home and hospital to long-term care home pathways – which could in turn reduce alternate level of care days.

#### Q. How will you know if The Change Foundation is succeeding?

CF. If organizations want to partner with us and seek out our views and expertise, if they attend our events, if they use our products and tools, if they trust our work and see it as credible. And if we can help to embed the views and experiences of the patient and public into the work that we produce – both to improve its quality and relevance and to some degree to make transparent what transformation of the health-care system means to the people who use it. These will be signals that we're on the right track.

#### Q. Who will The Change Foundation work with to achieve this?

CF. Just as health-care providers and sectors shouldn't work in silos, neither should The Change Foundation. We will be partnering with the Ontario Association of Community Care Access Centres on a home-care improvement project. Our integration work will, by necessity, embrace government decision and policy makers, the LHIN leadership, researchers, providers, health-care executives, etcetera. The Change Foundation has an historic and close – though independent – relationship with The Ontario Hospital Association and that connection remains useful and important to us. We are also committed to sharing the tools from our thinking as widely as possible.

**YOU WILL SEE  
SUCH THINGS AS  
RESEARCH  
SYNTHESES ON  
HEALTH  
INTEGRATION,  
POLICY BRIEFS,  
CHART PACKS,  
INTEGRATION  
INDICATORS  
AND AN ANNUAL  
SIGNATURE  
PRODUCT.**

**Q. What are The Change Foundation's key events and products to watch for in the coming years?**

CF. You will see such things as: research syntheses and policy briefs on health integration – to answer questions about what the evidence says about efforts here and elsewhere; chart packs – downloadable data bites, relevant facts on health integration that you will be able to find on our website and put to your own good use; integration indicators – a small number of performance measures to track progress on integrating services; an annual signature product – an Ontario integration trends report which will pull all of these items, and more, into one report. Projects to improve home-care services, including some joint projects, will be forthcoming, along with a targeted call for proposals for work on informal caregivers – an undervalued population in our health-care system. And you will hear about exchanges to engage decisions-makers and generate informed discussions and debate about these and other issues.

You will see a new website, a new video and e-newsletter, and other communication tools to keep you in the loop. Framing all this will be our new visual identity and redefining tagline: Health care deserves our finest thought. In November, you can check in on us at our booth at OHAchieve or attend our stakeholder reception at Queen's Park to orient the incoming government and all legislators to our new function and focus. You will be hearing and seeing more from The Change Foundation over the coming years as we build on and roll out our strategic plan. More importantly, we hope to be seeing and hearing more of, and from, you – our partners in supporting the best in health-care change.

WORDS  
AND DEEDS



## The strategic planning process: laying the foundation for the new Foundation

In 2006, the Foundation Board decided to take a close look at whether the Foundation was doing the right things and if so, was it doing them right. For the past decade, the Foundation's activities had focused predominantly on providing grants for a diverse array of projects, undertaking applied research and analysis, and developing projects focused on 'capturing innovative ideas and approaches.' The Foundation's new three-year strategic plan emerged after months of research, reflection, consulting, planning, deliberating, and disciplined decision-making about the organization's mission and vision.

A review of 20 foundations, research institutes and think tanks was conducted to get a better understanding of the range of granting agencies and institutes that support, promote or conduct health services research and knowledge transfer. The objective was to provide a greater appreciation of the granting and research environment at the provincial, national, and international level to inform the Foundation's future directions and to allow it to position itself as a value-added foundation.

That process culminated in a Strategic Directions Think Tank in May 2006, attended by forty senior health leaders, policy and decision-makers from government and LHINs, board trustees, service providers, researchers, educators, and leaders from foundations such as The Commonwealth Fund. They came together to provide input into the future role and strategic priorities of the Foundation.

The consultations confirmed a strong desire by stakeholders for a credible source of information on health system change and a need for a deeper understanding of health system integration. The pace and scope of change unfolding within the health-care system is placing enormous pressures on health leaders trying to guide their organizations to survive and thrive in a more 'integrated' and 'regionalized' environment. The Foundation was viewed as an organization well positioned to gather and share insights to inform Ontario's change agenda, to help identify and explore future trends likely to affect health and health delivery in Ontario, and to create a forum for informed dialogue and debate related to these trends.

The results from the consultation the Foundation undertook over six months were uniformly consistent on a key point: a resounding message to "focus", to be rigorous in grant making and to support truly excellent research were viewed as critical priorities for the Foundation's credibility and future success as an important resource for Ontario health leaders and decision-makers.

**THE CONSULTATIONS  
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HEALTH SYSTEM  
INTEGRATION.**



## The Change Foundation Strategic Plan, 2007–2010: *Contemplating the way we change / Changing the way we think*

### STRATEGIC DIRECTIONS

1. To support the implementation of an integrated health system in Ontario through evidence-based policy and research.
2. To improve patient outcomes through integration-related quality improvement projects, starting with a focus on home-care services and informal caregiving.
3. To drive informed public debate through active engagement with decision-makers, bringing together provincial, national and international experts to exchange evidence and insights about how to make the most of the opportunity that integration offers.

The Change Foundation's strategic directions revolve around health integration; they seek to fill a fundamental need for data and informed discussion, for expertise and understanding, around what constitutes an integrated, transformed health system in the province. This is new territory for Ontario, and The Change Foundation intends to help with the transition by becoming the place to turn to for the latest research synthesis, policy expertise and practical advice on how health integration can strengthen the health-care system and the health of Ontarians.

The Change Foundation will tap the top minds on this issue and create opportunities to engage with leaders charged with planning and delivering health care in a better way; it will collect, create and evaluate information about health integration inside and outside Ontario; and it will provide useful evidence-based tools and materials to help guide integration.

The need is real and the timing perfect. On April 1, 2007, the province's 14 Local Health Integration Networks (LHINs) assumed full responsibility for planning, funding and integrating local health services, overseeing fully two-thirds of the province's health-care budget.

There are many questions about essential elements of integration to answer and analyse – funding, governance, information management and patient outcomes to name a few – and there will be more as the LHINs mature and evolve.

At the same time, the need for quality improvement and performance evaluation in community-care sectors in the new world of integrated health care is also pressing as leaders face crucial decisions about how best to allocate resources.

The Change Foundation intends to help fill those gaps and offer evidence, analysis, and earned insights to help answer those questions.



### CLOCKWISE FROM LEFT

The new Strategic Plan: *Contemplating the way we change / Changing the way we think*.

Change Foundation President Cathy Fooks releases 2007–2010 Strategic Plan, *Contemplating the way we change / Changing the way we think*.

Health policy researcher Steven Lewis delivers keynote speech, *LHINtegration: Can Ontario Leapfrog the Regionalized Provinces?*, at Change Foundation event.

“I WOULD LIKE TO CONGRATULATE YOU ON THE GOALS THAT YOU HAVE ARTICULATED IN YOUR LATEST STRATEGIC PLAN... ‘CONTEMPLATING THE WAY WE CHANGE; CHANGING THE WAY WE THINK’: IT’S A GREAT PHRASE.”

Hon. Roy Romanow, former Chair of the Royal Commission on the Future of Health Care in Canada

Hon. Roy Romanow at Change Foundation AGM, where he delivered keynote address.



“I had a chance recently to review your new Strategic Plan, and I was very impressed with it. It is nicely focused on some of the most salient issues in health care today – issues that require the kind of thoughtful examination that The Change Foundation is poised to provide.”

John Ronson, Founding Partner, The Courtyard Group

“The Change Foundation’s strategic direction recognizes the timely opportunity to focus on transformation. The Foundation’s vision puts behind us the endless debate about integration and puts the spotlight on realization. This is no easy undertaking; health care is acknowledged to be the most complex organization to manage. Change requires talent, discipline, performance measurement and a commitment to accountability. Leaders in policy, care and administration will appreciate the Foundation’s new commitment and promise of support. A brilliant plan!”

Anton Hart, Publisher, Longwoods Publishing

Anton Hart listens to presentation about health integration at symposium hosted by The Change Foundation.



“IT’S SO FANTASTIC TO SEE THE CHANGE FOUNDATION NOW JUMP IN WITH TWO FEET, TRYING TO UNDERSTAND THE EVIDENCE THAT WILL DRIVE OUR SYSTEM IN THE RIGHT DIRECTION. IT’S EQUALLY ENCOURAGING TO SEE THOUGHT LEADERS COME TOGETHER TO PRODUCE THE BEST EVIDENCE FROM AROUND THE WORLD, MAKING THAT EVIDENCE TRANSPARENT TO CANADIANS.”

Richard Alvarez, President & CEO, Canada Health Infoway

Richard Alvarez and Foundation president Cathy Fooks.





“The Change Foundation has chosen its priorities carefully and wisely. By directing its thinking and resources to making home-care services work better in an integrated system, it is filling a real gap. And that it has decided early on to do so in partnership with organizations in the field shows promise, respect and collegiality.”

Margaret Mottershead, Chief Executive Officer,  
Ontario Association of Community Care Access Centres

“The Change Foundation’s 2007–2010 Strategic Plan is positioning the Foundation well to support the transformation of the health care system in Ontario. Fresh thinking on the challenges we face in creating a sustainable local health system is welcome and appreciated. The Toronto Central Local Health Integration Network looks forward to being able to benefit from the Foundation’s research, analysis and leadership on key health-care issues including integration of health-care services in communities.”

Barry Monaghan, Chief Executive Officer, Toronto Central LHIN

Barry Monaghan chats with Foundation board chair Gail Donner at our 2007 AGM.



“SEEING THE CHANGE FOUNDATION INVEST TIME, ENERGY AND RESOURCES IN NOT ONLY THEIR OWN EVIDENCE-BASED APPROACH BUT BRINGING PARTNERS AROUND THE TABLE TO TALK ABOUT WHAT ARE THE WAYS THAT WE COULD ACTUALLY IMPROVE THE SYSTEM BASED ON THE BEST EVIDENCE THAT WE HAVE AVAILABLE IS ABSOLUTELY THE RIGHT DIRECTION.”

Karli Farrow, Chief of Staff to Health Minister George Smitherman

“I THOUGHT THAT THE PLAN SET AN EXCITING NEW DIRECTION FOR THE CHANGE FOUNDATION. I ESPECIALLY LIKE THE CLARITY OF THE DIRECTION, THE REASONABLENESS OF THE GOALS, AND THE LOOK AND FEEL OF THE PLAN.”

Helen Angus, Vice President, Planning and Strategic Implementation,  
Cancer Care Ontario

Karli Farrow, right, chief of staff to Health Minister George Smitherman, speaks with Foundation board member and OHA president Hilary Short at a Change Foundation symposium.



## 2006/2007 Awards Program for Innovation in Nursing Human Resources

The 2006 Awards Program for Innovation in Nursing Human Resources is a joint project between The Change Foundation and the Nursing Secretariat of the Ontario Ministry of Health and Long-Term Care, building on the success of the 2004 open competition for innovative nursing projects to improve nursing practice. The province provided funding for projects and knowledge transfer, and The Change Foundation provided the infrastructure to implement the program.

This year's focus is on innovations around nursing human resources. Some of the sub-themes of this competition are improving the safety of nurses, supporting healthy work environments, and designing nursing practice to meet changing needs. The call also invited the previous Nursing Initiative Teams to apply for bridge funding to help them move their change initiative towards sustainability and/or to implement it more broadly.

Like the first competition, this one was also a two-tier peer-reviewed competition. In the requests for proposals and letters of intent, a volunteer review committee of experts from across the province and across health-care sectors looked for evidence of innovation, relevance, feasibility, transferability, and sustainability. Six proposed projects were funded to develop, implement, evaluate, and transfer the learning to practice over the next two years. The winning teams were announced by Foundation Board member Gail Donner at the Nursing Leadership Conference on March 28, 2007.

For more information about the awards, please visit [www.changefoundation.com](http://www.changefoundation.com)



Gail Donner, left, chair of the review committee for the 2006-07 Awards Program for Innovation in Nursing Human Resources, and Change Foundation CEO Cathy Fooks, right, with award recipients, left to right: Mary Lou King, Denise Bryant-Lukosius, Dyanne Semogas, Heather Ferries, Cathy Bally, Monica Parry.

## Study Tours

Over the past eight years, The Change Foundation has organized – either on its own or in partnership with the College of Health Services Executives – study tours to Sweden/Norway, the UK, and Australia/New Zealand. The tours are targeted to senior health-care leaders interested in expanding their knowledge and understanding of the latest developments, dilemmas, and designs in other health systems, from a policy, governance, organization, delivery and management perspective. In July of 2006, nine senior Canadian health services executives, representing a spectrum of perspectives, attended a

week-long session that was organized by The King's Fund. A study tour to Sweden and Norway, organized by the College of Health Services Executives, was planned for about a dozen participants for May 28 – June 2.

The Board is currently contemplating the future of the study tours, analyzing them for a fit with the Foundation's new mission and vision and reassessing this activity with a view to supporting more exchange at home.

## Update on OHAfrica

Launched in December 2004 as a special joint initiative of The Change Foundation in partnership with the Ontario Hospital Association, OHAfrica has grown to have a huge impact on the lives of thousands of people living with HIV/AIDS in the small African country of Lesotho. The 2006-2007 year was marked with many important milestones and achievements for OHAfrica, both at a programming and an organizational level. Among them:

- In December 2006, OHAfrica celebrated its second anniversary of work at Lesotho's flagship HIV clinic, the Tšepong "Place of Hope" Clinic. Working in partnership with the Ministry of Health and Social Welfare of Lesotho, and alongside national health-care professionals at the clinic, the OHAfrica team of Canadians helped establish Tšepong as the largest antiretroviral (ARV) drug treatment centre in the country. By April 2007, there were over 6,600 HIV-positive patients registered at the clinic, and over 2,400 patients enrolled on life-saving antiretroviral drugs – including 222 HIV-positive children.
- In May 2006, OHAfrica began to roll-out HIV testing, counselling and care to 21 community-based health-care centres throughout the rural district of Leribe, where the program is centred. Working closely with local health-care authorities and the national HIV Directorate, OHAfrica helped establish HIV programs at seven local health centres throughout the region. By April 2007, over 1,800 HIV-positive patients were registered at seven local centres, and over 200 patients were actively enrolled on ARV medication at five centres.

- In January 2007, OHAfrica renewed its agreement with the Lesotho Ministry of Health and Social Welfare, committing to another three years of program support in the Leribe District until 2010. Gail Donner, a board member of The Change Foundation, and Murray MacKenzie, founding board member of OHAfrica, travelled to Lesotho to complete the final negotiations and sign the renewed agreement.

OHAfrica also made a fundamental governance decision this year to establish the project as a new agency, and in October 2006, OHAfrica was officially incorporated. The Change Foundation will continue to support OHAfrica during its strategic planning and board recruitment process which will wrap up in 2007/08. The Foundation is pleased to provide continuing support to OHAfrica during this key phase of its growth. The Ontario Hospital Association through the Greystone Health Trust also provided significant support with a donation of \$650,000 to sustain the continued operations of the program over the coming year.

The Change Foundation is proud to have been able to support this initiative that provides hope to so many people living with HIV/AIDS in Lesotho. For more information, visit [www.ohafrica.ca](http://www.ohafrica.ca).



### CLOCKWISE FROM LEFT

School children in Lesotho. Nearly 100,000 children under the age of 14 have been orphaned by HIV/AIDS in Lesotho.

The OHAfrica Reception at Queen's Park in honour of the Lesotho government delegation attending the XVI International AIDS Conference in Toronto, on August 17, 2006. From left: OHA president Hilary Short, Ontario Health Minister George Smitherman and Mots'ea Senyane, The High Commissioner of The Kingdom of Lesotho.

In January 2007, OHAfrica renewed its partnership with the Lesotho government for another three years. From left: Dr. Limpho Lekena, Consultant-in-Charge, Tšepong Clinic; Russell Armstrong, OHAfrica Project Leader; Murray MacKenzie, OHAfrica Board Member; Mr. Teleko Ramotšoari, Principal Secretary, Lesotho Ministry of Health and Social Welfare; Gail Donner, Board Member, The Change Foundation.

## Auditors' Report on Summarized Financial Statements

To the Members of The Change Foundation

The accompanying summarized statement of financial position and statement of operations are derived from the complete financial statements of The Change Foundation as at March 31, 2007 and for the year then ended on which we expressed an opinion without reservation in our report dated May 7, 2007. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

***Tinkham & Associates LLP***  
CHARTERED ACCOUNTANTS

Toronto, Ontario  
May 7, 2007

# Financial Statements

## Summarized Statement of Financial Position

For the year ended March 31,	2007	2006
<b>ASSETS</b>	\$	\$
Cash	1,129,667	12,379
Investments	60,282,333	57,981,932
Accounts receivable	44,253	27,456
Capital assets	4,022	5,883
	<b>61,460,275</b>	<b>58,027,650</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	554,601	665,139
Deferred revenue	2,744,111	1,398,342
Employee future benefits	139,700	110,300
	<b>3,438,412</b>	<b>2,173,781</b>
<b>FUND BALANCES</b>		
Invested in capital assets	4,022	5,883
Externally restricted	0	44,325,008
Unrestricted	58,017,841	11,522,978
	<b>58,021,863</b>	<b>55,853,869</b>
	<b>61,460,275</b>	<b>58,027,650</b>

## Summarized Statement of Operations

For the year ended March 31,	2007	
<b>REVENUES</b>	\$	
■ Investment income 64%	2,450,968	
■ Amortization of deferred revenue 26%	990,875	
■ Other 5%	199,030	
■ Realized gain on investments 5%	185,669	
<b>Total Revenues</b>	<b>3,826,542</b>	
<b>EXPENDITURES</b>		
Investment expenses		
■ Investment management fees 5%	42,880	
Operating expenses		
■ Grants 40%	1,329,042	
■ Research and analysis 14%	491,511	
■ Education 7%	227,206	
■ Development projects 31%	1,070,255	
■ Administrative 7%	251,749	
<b>Total Expenses</b>	<b>3,412,643</b>	
<b>Net operating income</b>	<b>413,899</b>	
Unrealized gain on investments	1,754,095	
<b>Excess of revenues over expenditures for the year</b>	<b>2,167,994</b>	

## Board of Directors September 2007



**Gail Donner, Chair**

Professor and Dean Emeritus in the Lawrence S. Bloomberg Faculty of Nursing, University of Toronto



**W. Scott Dudgeon,  
Chair, Elect**

CEO of the Alzheimer Society of Canada and a member of the board of directors of Bloorview Kids Rehab



**Teddene Long**

Chair of the Ontario Hospital Association's Governance Committee and executive member of the York Central Hospital Board



**David M.C. Walker**

Dean, Queen's University Faculty of Health Sciences, Director of the School of Medicine, and professor of emergency medicine. Former chair of Ontario's Expert Panel on SARS and Infectious Disease Control and chair of the Expert Panel on the 2005 Legionnaires' Disease outbreak in Toronto



**Tony Dagnone**

Immediate past chair of The Change Foundation, chair of OHAfrica, and former CEO of Victoria/University Hospitals, now called London Health Sciences Centre



**John Hudson, Treasurer**

Northumberland Hills Hospital board member, past chair of the Kingston General Hospital Board, and former board member and chair of Quinte Healthcare Corporation and Peel Memorial Hospital



**Hilary Short**

President and CEO of the Ontario Hospital Association



**Wally Wiwchar**

2nd vice chair and former treasurer of the Ontario Hospital Association, trustee of Greystone Health Trust and former trustee and chair of the Timmins and District Hospital



**Renato Discenza**

Bell Canada's Senior Vice President responsible for Enterprise Sales in Ontario and former member of the Credit Valley Hospital Board



**Sheila Jarvis**

President and Chief Executive Officer of Bloorview Kids Rehab



**Kevin P. D. Smith**

President and CEO of St. Joseph's Healthcare Hamilton and St. Joseph's Lifecare Centre Brantford, CEO of St. Mary's General Hospital in Kitchener, and associate professor in the department of medicine, faculty of health sciences, McMaster University



**Glenda Yeates**

President and Chief Executive Officer of the Canadian Institute for Health Information (CIHI)

## **STAFF LISTING**

SEPTEMBER 2007

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## **MANDATE**

To promote, support and improve health and the delivery of health care in Ontario.

## **VISION**

To be Ontario's trusted advisor advancing innovative health policy and practice.

## **MISSION**

To promote independent analysis and informed debate of current and emerging health issues.

To support outstanding research and policy analysis about health system integration.

To improve patient outcomes through innovative approaches to quality improvement and knowledge transfer.

## **VALUES**

### **EXCELLENCE**

We strive for excellence in all we do.

### **INNOVATION**

We take innovative approaches in developing new ideas.

### **COLLABORATION**

We work in partnership with others to achieve success.



THE CHANGE  
FOUNDATION

HEALTH CARE DESERVES  
OUR FINEST THOUGHT

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