

<b>CHAIR/S:</b>	Valerie Bishop De Young	<b>NOTE TAKER:</b>	Reem
<b>ATTENDEES:</b>	Chris Cobus, Jennifer Lalonde, Arvind Mohandoss, Anne Leduc, Andrea Nelson, Stephanie Fragman, Tanya Mac Donald, Makyla Gendron, Denic Boileau, Pono Traore, Steve Walsh, Emma Tibbo, Sylvie Lefebvre.	<b>REGRETS:</b>	

ITEM#		ITEM DESCRIPTION	ITEM NOTES / ACTION / OUTCOME
1.0	<b>WELCOME</b>		
2.0	Purpose: Help organizations understand integration in Ontario's health system, why it matters, and what it practically involves		<a href="#"><u>Foster System Integration.pdf</u></a>
2.1	Why Integration Matters		<ul style="list-style-type: none"> <li>-Integration is a legal expectation under the Connecting Care Act, requiring health service providers and Ontario Health Teams to identify opportunities to coordinate and improve services for patients and communities</li> <li>-It is about improving care pathways, efficiency, access, and transitions across the system—not just structural change</li> </ul>
2.2	What “Integration” Really Means		<ul style="list-style-type: none"> <li>-In healthcare, integration is broader than just mergers; it includes cooperation, coordination, partnership, alliances, and, in some cases, full mergers or amalgamations</li> <li>- Key message: Integration does not automatically mean losing identity or being absorbed. There are many levels of partnership.</li> </ul>

	2.3	Continuum of Partnership	<p>From lowest to highest complexity:</p> <ol style="list-style-type: none"> <li>1. <b>Cooperation</b> – informal, mutually beneficial collaboration</li> <li>2. <b>Coordination</b> – aligned efforts with clearer processes</li> <li>3. <b>Collaboration</b> – shared goals and agreed rules</li> <li>4. <b>Strategic Alliances</b> – formal agreements, shared decisions</li> <li>5. <b>Full Integration</b> – merger/amalgamation with shared systems/resources</li> </ol> <p>Each level comes with different expectations, risks, and administrative effort</p>
	2.4	Voluntary vs. Involuntary Integration	<p><b>-Voluntary:</b> When two or more non-profit agencies explore integration opportunities without direction to do so from the Ministry/Ontario Health. However, it is best to involve Ontario Health from the onset, so that they are aware of such exploration taking place and able to offer guidance/resources available.</p> <p><b>-Involuntary:</b> Ministry/Ontario Health may direct integration and set timelines.</p>
	2.5	Process, Requirements & Timelines	<ul style="list-style-type: none"> <li>- Preliminary Discussions, Exploration, Planning between non-profits and letting Ontario Health know of these.</li> <li>-Ontario Health requires notification and a pre-proposal form when funded services or dollars may move between organizations.</li> <li>-If approved to proceed, organizations must submit a full business case, including stakeholder input and risk assessment.</li> </ul>

			<p>-A 90-day review period applies (with possible extensions); Ontario Health do not formally approve integration efforts moving forward; however, 'silence' after the given review period generally means they have no objection.</p>
2.6	Types of Integration Considered by Ontario Health		<ol style="list-style-type: none"> <li>1. <b>Clinical / Service Integration</b> – improving quality, continuity, and efficiency</li> <li>2. <b>Digital Integration</b> – shared systems, technology, and data supports</li> <li>3. <b>Administrative Integration</b> – back-office efficiencies (finance, HR, IT, reception, etc.)</li> </ol>
2.7	Key Discussion Themes from Participants		<ul style="list-style-type: none"> <li>• -Integration should ultimately benefit clients and communities.</li> <li>• -Opportunity to reduce duplication and streamline services.</li> <li>• -Importance of clarity on what exactly is being integrated (services, funding, back-end, etc.).</li> <li>• -Need to acknowledge risks and mitigation plans.</li> </ul>
2.8	<p>Resources to Support the Exploration of Integration:</p> <p><a href="#"><u>Voluntary Integration Process _ Proposal Guide for HSPsOHTs (1).pdf</u></a></p> <p><a href="#"><u>VoluntaryIntegrationTemplateV2.docx</u></a></p> <p><a href="#"><u>French Language Services Integration Process Guide.pdf</u></a></p>		<p>-Ontario Health's Voluntary Integration Process and Proposal Guide for HSP's, including templates for the pre-proposal and proposal.</p> <p>-Document related to the impact on French Language Service requirements.</p>
2.9	Questions to consider when considering integration:		<ul style="list-style-type: none"> <li>• Why integrate? – to enable financial stability? To improve governance, policies, and procedures? To improve/expand services? Other?</li> <li>• What does your agency have to offer?</li> </ul>

		<ul style="list-style-type: none"> <li>• How might your stakeholders respond/react to an integration, e.g., patients, clients, staff, others?</li> <li>• What is needed to come together?</li> <li>• What might you be prepared to give up, to reinvest in the integration?</li> <li>• What are the best options (let your imagination flow)?</li> </ul>
2.10	Lessons Learned:	<ul style="list-style-type: none"> <li>• Develop your agency's policy on Voluntary Integration now, before considering an integration.</li> <li>• Contact Ontario Health (Shannon Gesualdo) from the start, if considering integration.</li> <li>• Consider your CSS partners before exploring integrative opportunities with other healthcare entities.</li> <li>• Do not be afraid to explore possibilities and engage in conversations.</li> </ul>