



Issue

There are currently **FIVE vacancies** on the AFHTO Board of Directors for a **three-year** term. This year's nomination process has resulted in **FIVE** candidates recommended by the AFHTO board – please see **Appendix A** for their biographies.

AFHTO membership is asked to pass a motion to acclaim this slate.

Nominations process

AFHTO's by-law require the board to nominate candidates for election to the Board, endeavouring that *'Directors are from Member entities, and endeavour to have Directors from all governance types of Member entities (e.g. Physician Led, Community Led, Mixed, Nurse Practitioner-Led Clinic, etc.), from different professions involved in Member entities, and from different regions of Ontario'*. Considering the directors that will continue to serve on the board, and to maintain balanced representation, the Governance Committee issued a call for nominations in May that encouraged nominations from the east and central regions, interprofessional health care providers (especially in mental health), Board members and members with experience in finance. The call for nominations was distributed by e-mail to all AFHTO members, IHP networks and posted on the AFHTO website. Candidates were asked to complete an application based on the Board Competency Matrix (**Appendix B**), providing examples to give evidence of their competencies.

Evaluation

Six candidates submitted their applications which included CVs, self-evaluation and names of references in the nomination application. The Board's Governance Committee evaluated all candidate submissions with the view to achieving a Board composition that would uphold the bylaw and provide sound governance. Additionally, consideration was also given to candidates that would be of value to AFHTO and its members with the current health system transformation underway. Their report was then approved by the AFHTO Board. **Appendix C** summarizes the resulting Board composition candidates who came forward, in terms of the three attributes named in the by-law.

Motion

The AFHTO Board recommends that the following individuals be re-elected and acclaimed to serve on the AFHTO Board of Directors for a **three-year term**:

- **Dr. Tom Richard**, Physician and Director, Peterborough Family Health Team
- **Dr. Veronica Asgary-Eden**, Clinical Psychologist, Family First Family Health Team
- **Mr. John McKinley**, Board Chair, South East Toronto Family Health Team
- **Dr. Kevin Samson**, Physician, East Wellington Family Health Team
- **Dr. Adam Steacie**, Chair and Lead Physician, Upper Canada Family Health Team

APPENDIX A – Candidate biographies

Dr. Tom Richard (Physician and Director, Peterborough FHT, Peterborough)

Tom Richard is a community family physician practicing in Peterborough since 2003. He has been heavily involved in the Peterborough Family Health Team since its inception. PFHT is comprised of 5 FHO's that serve over 105,000 people. It is made up of over 80 physicians and over 80 Allied Health Providers. Since 2006 he has served as a Board Director for PFHT and for the last 5 years served as Chair. Tom also enjoys his role as an Assistant Professor with the Department of Family Medicine at Queen's University since 2010 and enjoys teaching Residents and Medical Students. Tom graduated from Western University's Family Medicine Program in 1989 before practicing rural medicine in Gananoque, Ontario from 1989 until 2003. In 2015, he received the Chartered Director designation from The Director's College at DeGroote Business School. He has a keen interest in governance and strategic planning. Tom is also currently AFHTO's Vice-President and Co-Chair of the AFHTO Leadership Council.

Dr. Veronica Asgary-Eden (Clinical Psychologist and Mental Health Lead, Family First FHT, Ottawa)

Veronica Asgary-Eden earned her PhD in clinical psychology from the University of Ottawa and completed her pre-doctoral residency at London Health Sciences Centre, focusing on health and rehabilitation psychology. She has conducted research on the delivery of evidence-based services in agencies across Ontario and she has published numerous peer-reviewed articles. She has presented at international conferences on evidence-based practice and service delivery as well as on the relationship between psychological factors and physical health. Veronica has experience as the mental health team coordinator at Family First FHT. She spearheaded the development of the mental health program from inception to implementation. As a bilingual clinician, she enthusiastically promotes the integration of mental health services and increased access to psychological care for patients in primary care. In addition, she has played a founding role in creating a network of psychologists practicing in primary care settings in the Ottawa region along with actively participating in a regional network of mental health clinicians working in FHTs. As part of an AFHTO led initiative to support professional networks, Veronica is the coordinator for the psychology community of practice and an active member on AFHTO's IHP Advisory Council.

Mr. John McKinley (Chair of the Board, South East Toronto FHT, Toronto)

John is a seasoned health care executive who combined a 30+ year career in the Ministry of Health and Long-Term Care in Ontario with a two-year assignment at a large multi-site hospital east of Toronto. While with the Ministry of Health John held a wide range of jobs leading up to his executive experience as an Assistant Deputy Minister in several portfolios. While with Lakeridge Health, John was an Executive Vice President responsible for corporate functions including finance, information technology and management, human resources, planning, facilities management, laboratory, diagnostic imaging, and the pharmacy. Currently John is an independent management and governance consultant specializing in healthcare. As part of his giving back, he serves as Chair of South East Toronto Family Health Team, Chair of Touchstone Institute and Co-Chair of the AFHTO Leadership Council.

Dr. Kevin Samson (IT Lead and Physician, East Wellington FHT, Erin)

Kevin is a full-time family doctor and IT lead at the East Wellington Family Health Team. He has been in practice in Ontario for over 30 years. He also has a degree Electrical Engineering specializing in computer programming and biomedical engineering and has been actively involved in the development and application of medical software throughout his career. Kevin maintains active leadership and advisory roles at many levels. With AFHTO, he has been a member of the AFHTO Quality Steering Committee since inception and is the current chair of the committee. He is also the chair of the AFHTO TELUS PSS Community of Practice and was the chair of the AFHTO EMR Data Management Committee for 4 years.

5.2 AFHTO Board of Directors Nominations Report

With OntarioMD, Kevin is a member of the eConsult Clinical Advisory Group, the EMR Quality Dashboard Clinical Advisory Group, and the Health Report Manager User Group. As an active Peer Leader with OntarioMD he has conducted EMR optimization sessions with many practices and has learned about the varied workflows and challenges of practices across the province. In his role as Clinical Advisor for the eHealth Centre of Excellence in Waterloo, Kevin is involved in the development of innovative EMR tools that are being deployed across the province. He is an active member of the Waterloo Wellington Primary Care eHealth Committee, the eHealth Ontario cSWO Clinical Advisory Committee, and the WWLHIN eHealth ClinicalConnect Regional User Group. Kevin is also a member of the Diabetes Action Canada Data Advisory Group and Co-Chair of the Diabetes Action Canada Research Governing Committee. He also works closely with TELUS Health and has been involved in the development of EMR optimization tools as well as enhanced data extraction and reporting tools for their PS Suite EMR. Kevin brings to the Board years of front-line clinical experience, a strong IT background, and an understanding of how best to bring about patient centered innovative change at both a local and system level.

Dr. Adam Steacie (Lead Physician, Upper Canada FHT, Brockville)

Adam is the Chair and Lead Physician of the Upper Canada FHT and former Chief of Staff at the Brockville General Hospital. Adam has completed the OMA Physician Leadership Development Program which focused on understanding system complexity, specifically complex adaptive systems in the Ontario Health Care environment which will be important as Ontario undergoes significant health care transformation. With an interest in ensuring primary care leads system change that is truly patient centred and quadruple aim focused, Adam is very keen to see how we can further reframe the Patient Medical Home in the Ontarian context. Adam has considerable governance experience, having spent time on the Ontario Medical Association Board as the District 7 Board Director (2007 to 2017) including committee chairs for the President's Advisory Panel for End of Life Care, Medical Professional Liability, Staffing, OMA/OHA Rural Hubs Co-Chair and the Chair of the Board of the OMA subsidiary the Institute for Quality Management in Healthcare. He also currently serves on the Canadian Medical Association Board of Directors including sitting on the CMAJ Journal Oversight Committee and a member of the Health Policy Review Committee. Adam also continues to work in stroke and vascular prevention advocacy with the Regional Stroke Steering Committee and the provincial Stroke Leadership Council (CorHealth) and has been a palliative care consultant with Brockville and District Hospice Palliative Care Service since 1992.

APPENDIX B – AFHTO Board of Directors’ Competency Matrix

Matrix Section 1:

KNOWLEDGE/EXPERTISE:

(Strive to ensure that each of the following attributes is evident in one or more members of the board.)

Governance	Governance	Demonstrated experience of governance principles and practices
	Financial Literacy	Financial literacy is the ability to understand conceptually the financial position of the organization as presented in its financial statements
	Enterprise Risk Management	Demonstrated ability to think critically about operational and governance issues to ensure the effective management of potential opportunities and adverse effects
Influence	Advocacy	Demonstrated ability to communicate a position to the intended audience
	Government Relations	Understanding of the workings of government and ability to access government officials
	Public Policy	Knowledge of how public policy is developed
Perspective	Strategic Planning	Strategic understanding of trends and broad business issues, including new developments in healthcare, and the role of the Association in the health care system in Ontario
	Systems Thinking	Understands the reasons for ongoing organizational and system behaviour, and the underlying problems, opportunities or political forces affecting the Association and the health system
Health System issues	Quality and Safety	Demonstrated experience of monitoring/evaluating quality and safety initiatives
	Health system organization, governance and accountability	Demonstrated understanding of the principles and structures for organizing and governing the health system and entities within the system, and mechanisms for maintaining accountability and monitoring performance.
	Health Care Funding, Administration	Understanding of the principles and process of funding for primary health care and the administration of funding relationships – including funding for Family Health Teams, Nurse Practitioner-Led Clinics, other providers of interprofessional comprehensive primary care and family physician models – in the context of overall health system funding.
	Health information and technology	Experience in using EMRs and other technology to improve care delivery and patient experience. Solid understanding of health information systems and use of data.
	Human Resources Strategy	Experience in planning and implementing human resource strategies in a health care setting

Section 2: BALANCED REPRESENTATION OF PRIMARY CARE TEAMS AND TEAM MEMBERS

(Strive to ensure that each of the following attributes is evident in one or more members of the board.)

Governance	Provider led	
	Community led (including CHCs, other)	
	Mixed (including NPLCs, other)	
Regions of Ontario (<i>will be looking at moving to OHT regions in the future</i>)	North	North West, North East, North Simcoe Muskoka LHINs
	East	Champlain, South East LHINs
	Central	Toronto Central, Central, Central East, Central West, Mississauga Halton LHINs
	South West	Erie St. Clair, South West, Waterloo Wellington, Hamilton Niagara Haldimand Brant LHINs
Professions working within interprofessional primary care teams	Administrators/Executive Directors	
	Physicians	
	Nurses + Nurse Practitioners (including through NPLCs)	
	Other IHPs	

Section 3: PERSONAL CHARACTERISTICS

(Applicable to all board members)

Available to participate in Board meetings and committees	Has sufficient availability to prepare for and attend meetings
Collegial	Able to work well with others, able to provide critique in a respectful manner, able to listen to those whose opinions differ from one's own
Committed to Continuous Improvement	Knowledgeable about the principles of change management; Experience with business transformation; (e.g. Lean, implementation of mergers and acquisitions)
Committed to the success of the Association	Knowledgeable about and dedicated to the Association's vision, mission and values
Collaborator / Consensus Builder	Able to see different perspectives and assist in identifying the common ground
Community Oriented	Has a history of reaching out beyond self and team to consider, assess and work toward meeting needs of broader communities.
Creative / Innovative	Able to discern and propose responses or approaches to issues that are different from those already identified
Demonstrated continuous learning	Has undertaken specific activities in the recent past that show a commitment to life-long learning
Effective Communicator	Able to articulate in a manner consistent with the requirements of the situation
Integrity	Ability to act consistently in accordance with a value system
Leader/Motivator	Experience enabling a group to meet its objectives
Respects, and relates well to, people of diverse backgrounds	Demonstrated ability to act appropriately with people from different perspectives, backgrounds, sectors, education levels, etc.
Sound Judgement	Demonstrated analytical ability applied appropriately in a variety of situations
Strategic Thinker	Demonstrated ability to think critically about systemic issues
Visibly takes ownership of and supports decisions of the Board	Outside Board meetings, speaks and acts in support of the actions taken by the Board, even when not in agreement with the specific decisions

APPENDIX C – Summary of 2019-20 AFHTO board composition

Governance type	1 NPLC 2 Community 1 Academic 6 Mixed 4 Provider	Profession	5 Physicians 3 IHPs 3 EDs 1 NPLC Director/NP 1 QI Admin 1 Board Chair	Ontario Region (LHIN)	3 Eastern Ontario 4 Western Ontario 5 Central Ontario (GTA) 2 Northern Ontario
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First name	Last name	AFHTO Board Role 2018-19	FHT/NPLC/Other Team Role	Region (LHIN)	Governance	Date first elected	Term expires	Team Name	City
Beth	Cowper-Fung	President	Lead NP/ Clinic Director (NPLC)	8 - Central	NPLC – Community	Oct. 2014	Oct. 2020	Georgina NPLC	Sutton
Allan	Grill	Treasurer	Lead Physician	8 - Central	Provider	Oct. 2014	Oct. 2020	Markham FHT	Markham
Rob	Annis	Past President	Physician	2 - South West	Mixed	Oct. 2014	Oct. 2020	North Perth FHT	Listowel
Clarys	Tirel	Secretary	Executive Director	7 – Toronto Central	Academic	Oct. 2017	Oct.2020	Mount Sinai Academic FHT	Toronto
Marg	Alfieri	Past-President	Registered Dietitian	3 - Waterloo Wellington	Mixed	Oct. 2012	Oct. 2021	Centre for Family Medicine FHT	Kitchener
Sara	Dalo	Director	Manager of Quality, Experience and Patient Safety	1 - Erie St. Clair	Community	Oct. 2017	Oct. 2021	Windsor FHT	Windsor
Kaela	Hilderley	Director	Respiratory Therapist	13 - North East	Provider	Oct. 2015	Oct. 2021	Elliot Lake FHT	Elliot Lake
J.C.	Kirk	Director	Executive Director	8 – Central	Mixed	Oct.2018	Oct.2021	Southlake Academic FHT	Newmarket
Karen	Lusignan	Director	Executive Director	14 – North West	Mixed	Oct.2018	Oct.2020	Atikokan FHT	Atikokan
Thomas	Richard	Vice-President	Physician	9 - Central East	Mixed	Oct. 2016	Oct.2022	Peterborough FHT	Peterborough
Veronica	Asgary-Eden	Director	Clinical Psychologist/ Mental Health Team Lead	11 - Champlain	Provider	Oct. 2013	Oct.2022	Family First FHT	Orleans
John	McKinley	Director	Board Chair	7 – Toronto Central	Mixed	Oct.2018	Oct.2022	South East Toronto FHT	Toronto

Kevin	Samson	Director	IT Lead and Physician	3 – Waterloo Wellington	Community	Jan.2019	Oct.2022	East Wellington FHT	Erin
Adam	Steacie	Director	Lead Physician	10 – South East	Mixed	Sept2019	Oct.2022	Upper Canada FHT	Brockville