

# Provincial Geriatrics Leadership Ontario

*Advancing integrated, person-centred care for older adults in Ontario*

2023-2024 Annual Activity Report



Provincial  
**Geriatrics  
Leadership**  
Ontario

# Provincial Geriatrics Leadership Ontario



Leads the provincial coordination of specialized physical, cognitive, social and mental health services for older adults.



Advances integrated, person-centred care for older adults living with complex health conditions, including frailty and dementia, and their care partners, in Ontario.



\*Provincial Geriatrics Leadership Ontario is funded by the Ministry of Health

# Executive Director and Steering Committee Chair's Message

It is with great pleasure and a sense of profound achievement that we present to you the PGLO annual report for the fiscal year 2023-2024. As we reflect on the milestones, challenges, and triumphs of the past year, it is evident that our collective commitment to advancing specialized geriatric services and enhancing the care and well-being of older adults in our province remains unwavering.

Throughout 2023-2024, our organization demonstrated resilience, adaptability, and a steadfast dedication to our mission. One of the cornerstones of our success lies in the collaborative partnerships and alliances forged with older adults and care partners, healthcare providers, Regional Geriatric Programs (RGPs) and Regional Specialized Geriatric Services (RSGS), government agencies, and academia. Together, we have embarked on numerous initiatives aimed at improving access to and the integration of high quality, interprofessional geriatric care and seniors' mental health services, while addressing the unique requirements of older adults and their care partners.

In 2023-2024, we made significant strides in several key areas:

- Workforce education and training, with the launch of the successful and high demand Provincial Common Orientation to the Care of Older Adults
- Capacity planning with the collection of supply and utilization data from more than 260 programs
- Clinical service design excellence through the uptake of design elements for integrated older adult care
- Standards and best practice implementation through ongoing subject matter expert support for health service provider organizations

As we celebrate our achievements, we must also acknowledge the ongoing work that lies ahead. The aging population continues to grow, presenting us with both opportunities and challenges. Too many members of our communities experience inequitable access to the care and support they need to age in places of their choosing. PGLO remains committed to pushing the boundaries of geriatric care, working collaboratively on enabling policy and integrated services and championing excellence in clinical practice and respect for older adults and care partners across Ontario.



Kelly Kay PhD  
Executive Director



Sheri-Lynn Kane, MD, FRCPC  
Steering Committee Chair

# Our Team



**Kelly Kay** <sup>PhD</sup>  
Executive Director



**Dr. Mark Lachmann**  
Co-Medical Director  
Geriatric Psychiatry



**Adam Morrison** <sup>MSc</sup>  
Director Policy & Planning



**Dr. Kevin Young**  
Co-Medical Director  
Geriatric Medicine

[geriatricsontario.ca](http://geriatricsontario.ca)



## What are Specialized Geriatric Services?

Specialized Geriatric Services (SGS) are defined as a comprehensive, coordinated system of health services that carry out early identification, screening and comprehensive assessment; diagnosis; care planning, intervention and treatment; and support transitions for older adults living with complex health conditions, including frailty and dementia. These services are provided across the continuum of care by interdisciplinary teams with expertise in care of older adults. SGS is inclusive of Geriatric Medicine, Geriatric Psychiatry, Seniors Mental Health, Care of the Elderly and Integrated Geriatric Teams.

SGS programs are led by health professionals who have training specific in the care of older adults, and who provide direct care to individuals who require expert assessment and treatment of complex, and often interacting, health conditions (sometimes referred to as frailty). These experts may support other health system partners in their care of older adults living with moderate or lower complexity. Care in SGS is focused on the provision of health and social care through integrated models. SGS are central to a health system that can respond effectively to the needs of an ageing population. These programs contribute to desired system outcomes such as preventing avoidable emergency department use, hospitalization, alternate level of care and premature institutionalization. The expert care provided in SGS programs also positively impacts older adults directly by optimizing functional ability, independence, and quality of life, and by preventing avoidable decline.

## What do Specialized Geriatric Services do?

SGS are organized to support the delivery of evidence informed care and work in collaboration with various partners, including older adults living with complexity and frailty and their care partners. Services include:



Multidisciplinary, collaborative (interprofessional) teams



Integrated specialized geriatric expertise



Comprehensive geriatric assessment and person-centred care planning



Older person and care partner engagement, and tailored treatments and interventions



Equitable & culturally appropriate care



Evaluation

In addition to focusing on what matters most for older adults and their care partners, SGS focus on the following domains of care:

- Cognition
- Social Engagement
- Mobility & Falls
- Skin Integrity
- Polypharmacy
- Nutrition & Hydration
- Delirium
- Function
- Continence
- Pain
- Mood & Mental Health
- Sleep

# Models of Specialized & Focused Geriatric Services

## Primary Care

- MINT Memory Clinics
- Other Primary Care Memory Clinics
- Primary Care Geriatric Assessors
- Sessionally-funded Primary Care SGS

## Long Term Care

- Behavioural Supports Ontario (BSO)
- Nurse Led Outreach Teams (NLOTs)
- Psychogeriatric Resource Consultants

## Emergent/Urgent Care

- Geriatric Emergency Management (GEM)
- Urgent Care Geriatrics Clinics ♦

## Other Geriatric Services

- Behavioural Support Transitional Units
- E-Geriatric Consult/Telehealth Services ♦
- Fall Prevention Clinics ♦
- Hospital Elder Life Program ♦
- Shared care geriatric mental health program
- Specialist Based Memory Clinic Models

## In-Patient Geriatrics

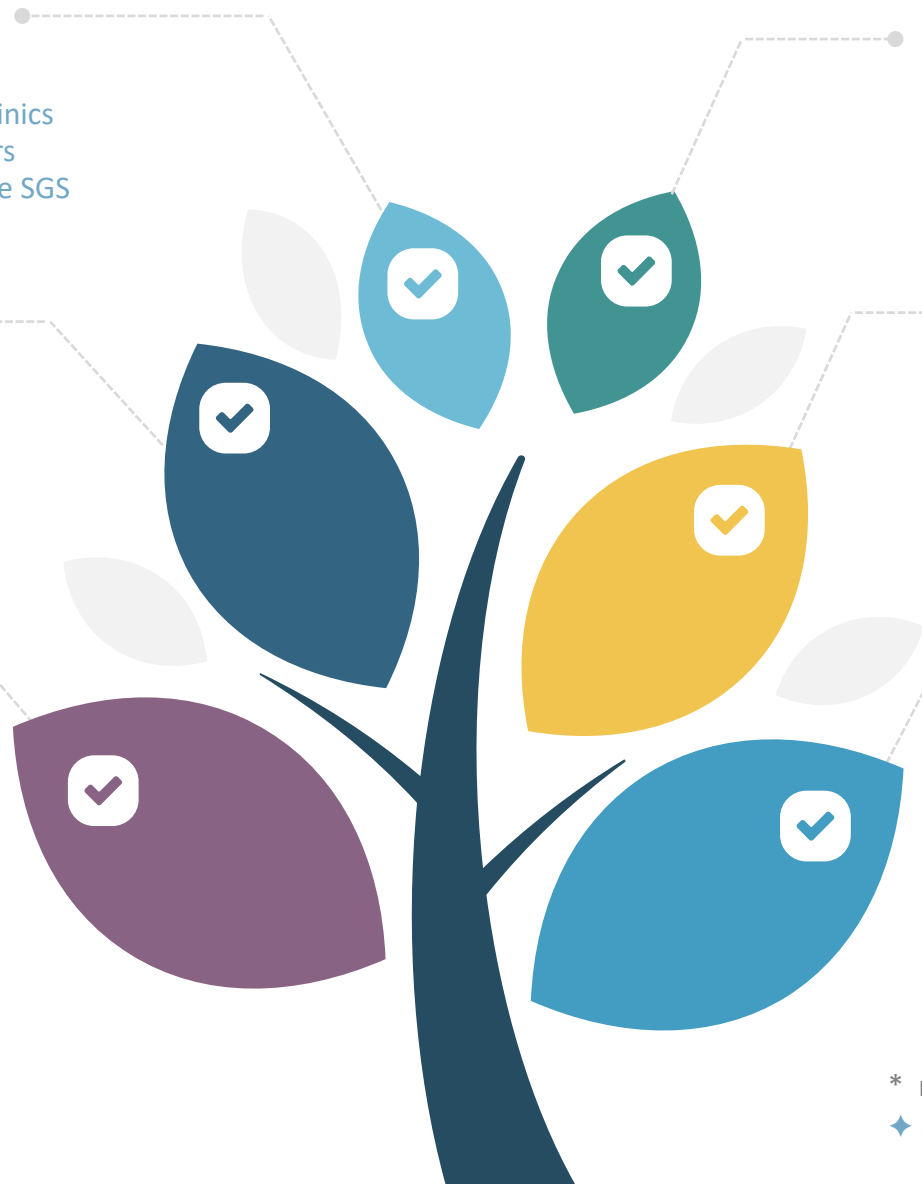
- Acute Geriatric Psychiatry
- Acute Care of the Elderly/Geriatric Units
- Geriatric Assessment and Treatment Units
- Behavioural Supports Ontario
- Geriatric Behavioural Units
- Geriatric Medicine Rehabilitation Units
- Inpatient Geriatric Co-Management Services
- Inpatient Geriatric Medicine/Psychiatry Consults
- Tertiary Seniors Specialty Units
- Tertiary Dementia Specialty Units
- Tertiary Non-Dementia Geriatric Psychiatry Units

## Community Geriatrics

- Behavioural Supports Ontario (BSO)
- Community Paramedicine
- Geriatric Medicine/Psychiatry Day Hospitals
- Geriatric Medicine/Psychiatry Outpatient Clinics
- Geriatric Medicine/Psychiatry Outreach Teams \*
- Population Health Focused Programs (Older Adults)
  - Delivered by primary care, Ontario Health Teams and others

\* may integrate community BSO clinicians

♦ service type added and defined by data contributors





# Provincial Geriatrics Leadership Ontario Strategy Plan and Logic Model

Leading the provincial coordination of specialized physical, cognitive, social and mental health services for older adults and advancing integrated, person-centred care for older adults living with complex health conditions, including frailty and dementia, and their care partners, in Ontario.

## Inputs

## Activities

## Outputs

## Outcomes

Values: Accessibility, Advocacy, Compassion, Coordination, Equity, Integration, Person-centred, Quality, Respect

Activities as described in the MOH mandate letter and aligned with system priorities and core functional areas.

**Enabled by** partnerships and engagement to foster collective impact and co-design with older adults, care partners, clinical experts, and policy makers

Mandate from the Ministry of Health

Financial, human resources at PGLO and within Regional Geriatric Programs (RGPs) and Specialized Geriatric Services (SGS) Entities

Engagement with Ontario health system and provincial alliances and partners, including older adults and care partners

### Assumptions:

PGLO staffing, resources and directions are sufficient to achieve priorities; there is effective collaboration among Ministries, Ontario Health (OH), Ontario Health Teams (OHTs) and PGLO; MOH/OH/OHTs and partners are willing to use PGLO products

### Strategic Directions

- 1. Build Capacity Across the System**
  - Capacity Building, Education & Research
  - Capacity Planning
- 2. Drive Clinical Excellence**
  - Clinical Service Design
- 3. Advance Performance Management in Older Adult Health Services**
- 4. Advance Older Adult Health Policy**
  - Older Adult Health Care Policy including options and resources for aging optimally

Common Orientation for health professionals working with older adults

Caregiving Strategies Program

Asset Inventory and HHR Forecasting and Planning

Preparation and dissemination of planning-focused prevalence data

Regional and Local SGS & SMH development

Core services framework reflecting best evidence and practice in older persons' care

Technical support, and engagement for designing integrated care

Technical support, guidance and engagement for uptake of clinical guidelines

Technical support for development of outcome-based measures

Engagement, support and tools to support evaluation

Subject matter engagement and review to support Ministry and OH business plan development

Policy appraisal and briefing material development

Proactive prepared older adults and care partners

Proactive prepared workforce

Health and social care delivered to older adults is evidence informed, high quality and integrated

### Impact

Older adults are appropriately supported by a highly skilled, integrated and available workforce to optimize their functional ability and quality of life as they age

Focus of Measurement: Health outcomes, older adult/care partner experience, provider experience, equity & value

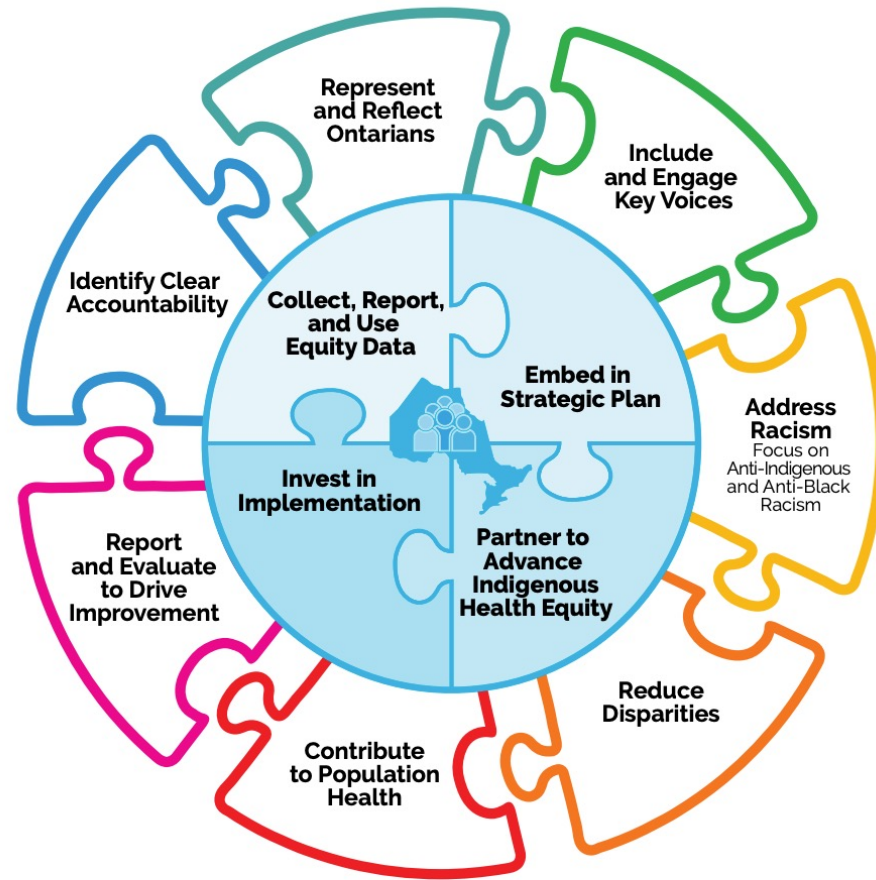
# Supporting Equitable Care for Older Adults

## Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework

With a focus on addressing anti-Indigenous and anti-Black racism

### 11 Areas of Action

-  **Collect, Report, and Use Equity Data**  
Set up systems and supports to collect, analyze, and use equity data to report findings and inform future decisions
-  **Embed in Strategic Plan**  
Ensure efforts to address equity, inclusion, diversity, anti-Indigenous and anti-Black racism are at the highest priority for the organization
-  **Partner to Advance Indigenous Health Equity**  
Recognize that strong relationships with Indigenous leadership and communities - founded on respect, reciprocity, and open communication — are critical in ensuring that the new health care system in Ontario reflects and addresses the needs of Indigenous peoples.
-  **Invest in Implementation**  
Apply the financial and people resources needed for success and ongoing sustainability
-  **Identify Clear Accountability**  
Establish and assign "who" is responsible for "what"
-  **Represent and Reflect Ontarians**  
Strive for all levels of the organization to reflect the communities served
-  **Include and Engage Key Voices**  
Listen to the staff and communities and include their ideas and feedback into the design, delivery and evaluation of programs and services
-  **Address Racism** Focus on Anti-Indigenous and Anti-Black Racism  
Identify and address discriminatory practices and procedures in all forms and all levels using targeted approaches
-  **Reduce Disparities**  
Use data and best practices to establish standards, identify disparities and implement corrective action through a focus on access, experience and outcomes for the population
-  **Contribute to Population Health**  
Work with other arms of government and agencies in planning services to improve the health of the population
-  **Report and Evaluate to Drive Improvement**  
Publish Framework metrics publicly with all reports including an equity analysis



For more information, go to: [ontariohealth.ca](http://ontariohealth.ca)



In 2023/24 PGLO worked to:

- **Collect and report equity data:** by including questions about Francophone and Indigenous services in the SGS Asset Inventory.
- **Embed in Strategic Plan:** by identifying equity as a core value for PGLO.
- **Partner to Advance Indigenous Health Equity:** by supporting Regional Specialized Geriatric Services to share local learnings and resources; by including Indigenous serving health and social care professionals and Indigenous stories in the Provincial Common Orientation.
- **Represent and Reflect [Older] Ontarians:** via PGLO's Older Adult and Care Partner Advisory Council and its distributed role in PGLO's operations, informing key decisions.
- **Include and Engage Key Voices:** through more than 130 regular touch-points with older adults and clinicians and administrators of programs serving an equity-deserving population (older adults).
- **Contribute to Population Health:** through numerous efforts focused on population health of older adults.

There is still more to do...



# Implementation plan (2023-2024)

## Provincial Geriatrics Leadership Ontario

### Build Capacity Across the System

#### Capacity Building Education & Research

- Caregiving Strategies program
- Common Orientation to working with older adults
- Applied research activities



#### Capacity Planning

- Asset inventory
- Planning data & analysis



### Drive Clinical Excellence

#### Clinical Service Design

- Regional and local Specialized Geriatric Services and Seniors' Mental Health program development
- Design support for evidence-informed models and services for integrated care
- Technical guidance for the development and implementation of clinical guidance



### Advance Performance Management in Older Adult Health Services

#### Technical Support

- Identification/development of relevant older adult specific indicators and outcome measures (matters most)
- Engagement, coaching and tools to support evaluation



### Advance Older Adult Health Policy

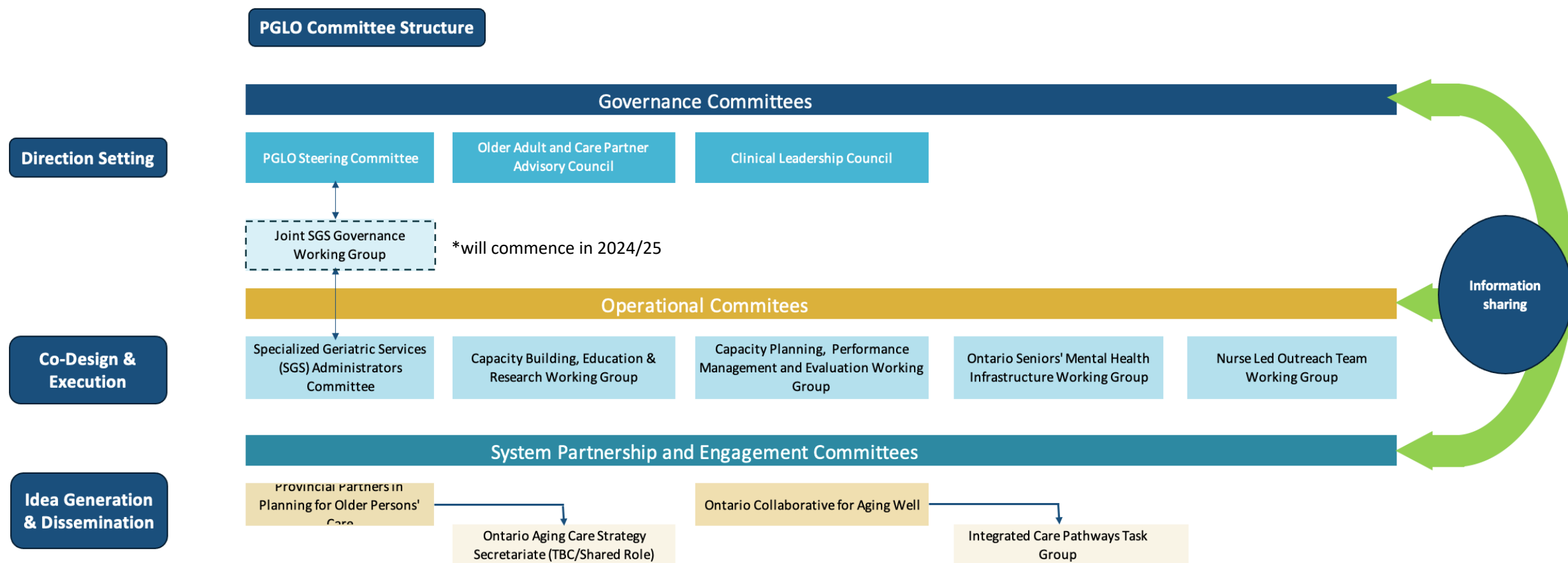
#### Subject Matter Expertise

- Issues identification
- Policy appraisal and action



# Supporting Implementation Through Engagement

PGLO convenes an extensive network of partners through its committee structure. This structure enables more than 130 ongoing contacts with older adults, care partners, clinical geriatric and seniors' mental health services, primary care, interprofessional teams, Ontario Health Teams, researchers and others. These partners provide support to identify priorities and to action PGLO's annual implementation plan.



# Caregiving Strategies Program

*Supporting the Caregivers of Older Adults Living with Frailty and Dementia*

The **Caregiving Strategies Program** includes web, print and online course resources that were co-developed with care partners. This content supports practical aspects of caring for an older adult living with frailty.

In 2023-2024, PGLO updated its learning management system to improve the experience for online course participants. In addition, we offered two cohorts of a facilitated series for family and friend caregivers that combined on-line content (self-paced) and six weekly 90-minute sessions to discuss content, led by two expert facilitators.



## Caregiving Strategies Topics

- Caring for the Caregiver
- Pain
- Staying Active
- Nutrition
- Bladder Health
- Medication Management
- Changes in thinking (Delirium)
- Social Engagement

## 2023/2024 Results

- 3000+ visits annually to the Caregiving Strategies web pages.
- Approximately 150 online course participants (~1400 since 2019-2021).
- Nearly 50 participants registered for the virtual facilitated series (~180 since 2021-2022).
- 100% of participants in the online and facilitated versions of the Caregiving Strategies Course report more confidence in their decision to use the emergency department for the person in their care, and more awareness of supports to keep their person at home.

# Provincial Common Orientation

*Enhancing Knowledge in the Care of Older Adults*

Increase awareness • Improve attitudes • Increase knowledge & skills

The **Provincial Common Orientation to the Care of Older Adults** is core standardized training, developed and delivered free-of-charge by the specialized geriatrics community to a variety of audiences. Participants include health professionals from across the spectrum of health and social care, many of whom are directly linked to Alternate Level of Care (ALC) initiatives.

Interactive, in-class (virtual) content is supported by a robust online course portal, housing content created by the PGLO team, the broader SGS community and others. The success of this program is predicated on engaged learners, experienced facilitators, organizational support, unique instructional design and the integration of mixed learners in each session. Demand is high for registration, with available course offerings filling to capacity quickly. Current one-time program support has been provided by the RGP community and sponsors and PGLO continues to seek sustained funding to ensure low barrier access to workforce training in older persons' care.

## 2023/2024 Results

- 545 participants.
- 160 unique organizations sending staff.
- 20+ different health and social service roles participated in the program.
- 95% of participants report the program enhances their professional satisfaction and the quality of care they provide to older patients.

### **Guided Self Study: Asynchronous Online Content and Activities**

Focus: Knowledge, Comprehension

### **Facilitated Synchronous Sessions: Reflection, Discussion, Case Studies (weekly for 11 weeks)**

Focus: Application, Synthesis



# Applied Research Activities

As part of our capacity building mandate, the PGLO team and partners support and engage in applied research. In 2023/24, PGLO supported 14 grant applications as a knowledge user, submitted by researchers from across Ontario on topics relevant to the care of older adults. Supported topics include dementia care in the emergency department and day programs, health aging, models of care, fracture prevention, ALC alternatives and medication reviews.

In addition, the PGLO team co-led two ongoing studies including a study to evaluate specialized geriatric services, co-led by SGS researchers (Drs. Elliot & Kay), and a study to **Develop a Competency Framework for Dementia Care**. This study will address the gap in systematic approaches that link educational content to core knowledge, skills, attitudes, judgements or actions – in other words competencies – specific to the identified wishes and needs of people living with dementia and their care providers. The Competency Framework for Dementia Care has implications for vocational standards for PSW training and other health disciplines, can support updates to Accessibility for Ontarians with Disabilities Act (AODA) related initiatives and support curriculum development for dementia related training across training providers.



# Capacity Planning Resources



The PGLO team designed and continues to maintain the **Specialized and Focused Geriatric Services Asset Inventory**, an annual census of nearly 270 interprofessional team-based geriatric and seniors' mental health services. The Asset Inventory includes data about the supply and utilization of services across approximately 26 clinical models. Data also include team composition and geographic locations (e.g. asset map). Data is contributed by and available to program managers and others to aid local and regional service planning for an aging population. This data is not available in any other provincial dataset.

Data was collected in the 2023/24 year for the prior fiscal year (2022-2023) and reflects care provided by expert interprofessional teams to more than 100,000 unique patients through over 500,000 visits .

Most Specialized and Focused Geriatric Services continue to report high demand for service, reflected in wait times of up to one year in some programs. Across the province, outpatient and outreach teams experience the longest waits, reflecting growing demand from community dwelling older adults, the need for support for primary care, and an absence of growth in team complements. Many SGS interprofessional team compliments (e.g. number of full-time equivalents) have not changed since their creation in 2010, despite growth of the older adult population, which is anticipated to further increase to more than 20% of the Ontario population by 2046\*.

PGLO has estimated, through its **Frailty Estimates** work, that there are approximately 640,000 older adults living in Ontario who may be experiencing some degree of frailty, necessitating additional clinical support.

Image illustrating the Specialized and Focused Geriatrics Services Dashboard (see full report at the link on this page)

\*<https://www.ontario.ca/page/ontario-population-projections>



## Regional and Local SGS Development

PGLO's mandate includes strengthening the regional infrastructure for specialized geriatric services. In 2023/24, PGLO actively supported regional efforts to enhance governance and accountability structures in Waterloo Wellington, Southwestern Ontario, Ontario Health Central (South Central) region and North Eastern Ontario. PGLO staff also supported three regional geriatric programs in Ontario Health East to formalize the Specialized Geriatrics Services (SGS) East regional table.

In 2023/24 PGLO's also launched a project to form a seniors' mental health provincial infrastructure, co-designed with relevant program leaders from across Ontario. Already consultations are underway, and will continue in 2024/25, culminating in a "what we heard" report by June 2024 and planned Fall 2024 forum. PGLO provides updates to the Ontario Health Centre of Excellence for Mental Health and Addictions on progress in this area.

Across the province, SGS partners continue to work to conceptualize local and regional infrastructure in ways that can inform macro, meso and micro development. This work demonstrates important readiness for a future Aging Care Continuum and provincial aging care plan, referenced in the Ontario Health Annual Business Plan (2023/24).

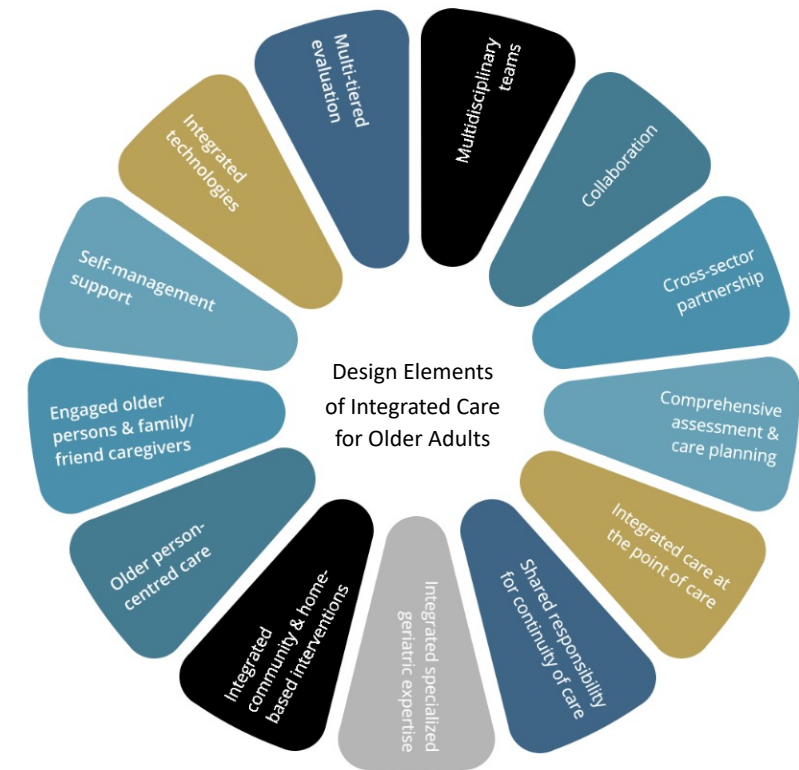
Work is underway to create a Joint Governance Working Group to define a future state for the governance and accountability of specialized geriatric services in Ontario.

## Design Support for Evidence-Informed Integrated Care

Previously, the PGLO team collaborated with researchers to complete [a scoping review](#), articulating design elements of integrated care for older adults living with complex and chronic health conditions. This work has included the creation of several tools that can support **program and service design**, including a rubric and a conceptual planning model, which have since been taken up by several Ontario Health Teams.

In 2023/24, the PGLO team and partners also published “Integrated care for older persons who live with complex health and social care requirements: a core set of indicators” (Prorock, Kay, Morrison & Horgan, 2023). This article describes **indicators** that can aid in assessing the quality and impact of integrated care for older adults. Our indicators work has been shared with Ontario Health and the Ministry of Long-Term Care and was used to inform the creation of frailty related indicators and reports for Ontario Health Teams.

PGLO continues to convene the [Ontario Collaborative for Aging Well](#), a grass-roots group of more than 25 local, regional and provincial partners, formed to answer practical questions for Ontario Health Teams and Primary Care Networks who are prioritizing care for older adults living with physical, cognitive, social and mental health related frailty. In 2023/24, this collaborative produced several resource guides and tools to support frailty screening in primary care and community agencies.



Horgan, Kay & Morrison (2021)

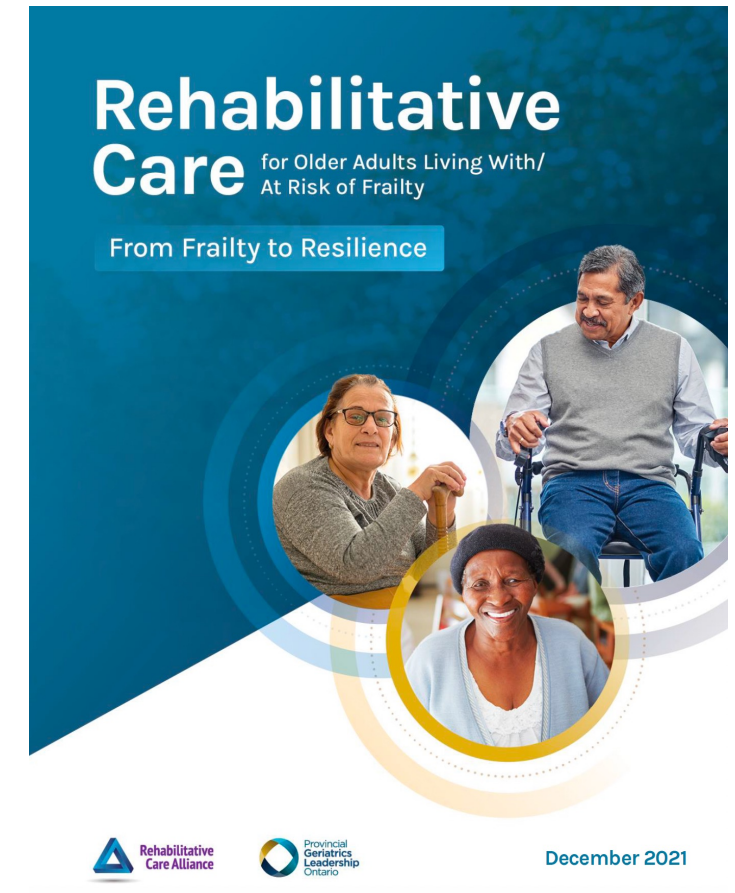


## Development and Implementation of Clinical Guidance

PGLO has continued to collaborate with the Rehabilitative Care Alliance to disseminate and support the implementation of the PGLO/RCA best practice **framework for rehabilitative care for older adults living with/at risk of frailty**. This work has included facilitating an implementation series with three participating organizations. Working in collaboration with Regional Geriatric Programs (i.e. North East Specialized Geriatric Centre, Regional Geriatric Program of Eastern Ontario), the team collectively supported current state analysis and implementation planning.

Throughout the year, PGLO also worked with regional partners to support the implementation of **Alternate Level of Care (ALC) Leading Practices**. Support has included convening partners, conducting data analysis, providing **subject matter expertise** to Ontario Health regions, providing space in the Provincial Common Orientation for regions identifying significant training needs, and holding a workshop, in collaboration with The Centre for Implementation, on March 7, 2024, for 80 staff members from Ontario Health and Regional Geriatric Programs to explore implementation science and its application to ALC Leading Practices.

PGLO is also supporting Ontario Health to launch the **Delirium Aware Safer Healthcare (DASH) Campaign**, building on the prior successful collaboration between the two organizations in creating the Provincial Delirium Quality Standard.



# Issues Identification, Policy Appraisal and Action

PGLO has continued to identify issues of relevance to older adults, care partners and clinicians and articulate policy and clinical implications. In 2023-2024, PGLO conducted analysis that highlighted the dearth of respite beds in Ontario and prepared a **briefing note** for Ontario Health, highlighting the link between the lack of publicly funded respite and ALC rates.

In collaboration with members of the Ontario Collaborative for Aging Well (OCAW), PGLO launched a task group to review Ontario Health's **integrated care pathways** initiatives. Arising from concern that creating separate pathways for single diseases may impact older adults living with multiple complex conditions, leading to potential clinical problems, the OCAW group intends to create a standardized pathway overlay to help OHTs incorporate key considerations for older adults with complex comorbidities on any clinical pathway.

In February 2024, in collaboration with the Provincial Coordinating Office of Behavioural Supports Ontario, PGLO co-hosted a Summit on Aging Care in Ontario. This event convened more than 100 clinical and policy leaders from across the aging care spectrum to identify opportunities for integrated health and social care for older adults. Participants provided advice to inform an aging care continuum plan to support improved health outcomes, experience, value, staff well-being, and equity in aging care within the dimension of health care services. PGLO has committed to co-hosting a provincial secretariate to aid in actioning the recommendations.

# Looking Ahead to 2024-2025

In 2024-2025, PGLO will continue its existing programming and address emerging areas of high priority to older adults. Some of our planned activity areas are highlighted below.

Strategic Directions	Key Activity Areas
<b>1.0 Build Capacity Across the System</b>	Enable effective population based planning
	Support care partners of older adults living with frailty
	Support provider practice with best evidence
	Participate in the development of leadership training (tier 4) in geriatrics and seniors' mental health
	Support dementia care workforce training and education
<b>2.0 Drive Clinical Excellence</b>	Facilitate guideline implementation of ALC and rehabilitative care leading practices
	Provide coordination for provincial SGS programs
	Regional and local specialized geriatric services and seniors' mental health program development
	Quality standards
	Design support for evidence informed models
<b>3.0 Advancing Performance Measurement in Older Adult Health Services</b>	Develop relevant older adult specific indicators and outcome measures
<b>4.0 Advance Seniors Health Policy</b>	Identify emerging seniors' health policy issues
	Support the implementation of the provincial aging care plan

## With Gratitude

PGLO gratefully acknowledges the many Regional Geriatric Programs and Regional Specialized Geriatric Services partners whose experience and collaboration has informed the development of PGLO and its programs. Where possible we have referenced existing work and identified our Network's many already-developed, excellent resources for learners and health system leaders alike to explore. PGLO also acknowledges the significant contribution of its **Steering Committee, Older Adult and Care Partner Advisory Council** and its many other committees and working groups who provide leadership, thoughtful guidance and champion an aspirational vision for the future of aging care in Ontario.

PGLO gratefully acknowledges the Ontario Ministry of Health, who provides funding for its operations.



## PGLO Steering Committee 2023-2024

Mona Lancaster Older Adult/Care Partner Representative	Dr. Sid Feldman (Baycrest) Care of the Elderly/Primary Care Representative	Dr. Sophiya Benjamin (GeriMedRisk) Geriatric Psychiatry Representative
Marie Murphy Foran Older Adult/Care Partner Representative	Dr. Chris Frank (Providence - Kingston) Care of the Elderly/Primary Care Representative	Dr. Jonathan Crowson (St. Joseph's Healthcare - Hamilton) Geriatric Psychiatry Representative
Anne-Marie Yarakavitch Older Adult/Care Partner Representative	Dr. Sheri-Lynn Kane (St. Joseph's Healthcare - London) Geriatric Medicine Representative (Chair)	Laura Wilding (RGP of Eastern Ontario) Regional Geriatric Program Administrative Representative
Ashnoor Rahim (KW4 OHT) Primary Care/OHT Representative	Dr. Jo-Anne Clarke (North East Specialized Geriatric Centre) Geriatric Medicine Representative	Julia Baxter (St. Joseph's Healthcare - Hamilton) Seniors' Mental Health Administrative Representative
Marlene Awad/Pam Chan (RGP Toronto) Host Organization Representative	Dr. Barbara Liu (RGP Toronto) Host Organization Representative	

## PGLO Older Adult and Care Partner Advisory Council 2023-2024

Desiree Ball, Toronto Region	Cathy Berges, East Region (Central East)	Kathy Borthwick, West Region (Erie St Clair)
Lynda Davenport, West Region (Waterloo Wellington)	Joan Duke, North West	Marie Murphy Foran, North East Region (Co-chair)
Catherine Ingram, East Region (Central East)	Mona Lancaster, Central Region (Co-chair)	Liz MacLennan, West Region (Waterloo Wellington)
Shuman Miller, West Region (South West)	Anne Newman, East Region (South East)	Shoshana Pellman, Toronto Region
Grace Welch, East Region (Champlain)	Anne-Marie Yarakavitch, East Region (Central East) (Co-chair)	