

# COMMUNITY ADVISORY COUNCIL 2022/23 ANNUAL REPORT





## From the Co-Chairs

As co-chairs of the Community Advisory Council (CAC) for East Toronto Health Partners (ETHP), the Ontario Health Team (OHT) serving East Toronto, we are delighted to present the 2022/23 Annual Report on behalf of our dedicated council members. Comprised of 15 highly committed individuals, the CAC is dedicated to enhancing the health and well-being of our community. As CAC members, we recognize the importance of addressing health disparities and accept our responsibility as the voice of the community for promoting health equity for all members.

The 2022/23 year has been transformative for our CAC. In our second year of operation, we have progressed from an inaugural Council to a more mature Council with clear priorities, an annual work plan, and an evaluation framework for monitoring effectiveness. We have increased the skill development of CAC members by organizing several workshops, enhanced the effectiveness of CAC operations through the implementation of an evaluation framework, and increased engagement and partnership across ETHP by opening Council meetings to over 60 active advisors across the ETHP advisory network.

We extend our heartfelt gratitude to our CAC members for their unwavering dedication and hard work. We also thank Anne Wojtak, Lead at ETHP; Melissa Morey-Hollis, Vice President of Clinical Programs at Unity Health and the CAC's executive sponsor; and our indefatigable Nena Pendevska, Project Manager of OHT Initiatives, Engagement, for their collaboration and contribution to the success of the CAC.

Finally, we acknowledge the diversity of our community and remain committed to addressing the unique health needs of all members. We encourage everyone to participate in CAC activities and share their ideas and concerns with us. We value community input and collaboration and believe that together, we can create a healthier community.

Sincerely,

*Arun Bala  
Omar Khan  
Shirley Zhu*

Co-chairs, ETHP CAC



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## Summary

ETHP's CAC is pleased to present the 2022/23 Annual Report. The report summarizes the CAC's activities from April 2022 to March 2023. During the past year, the CAC implemented its first work plan. The work plan included action items related to three priorities:

- CAC skill development
- Improved effectiveness of CAC's operation
- Increased engagement and partnership across ETHP

In this past year, we further strengthened the CAC's role in promoting and providing engagement oversight at ETHP by opening up our CAC meetings to include advisors from other ETHP councils such as the Taylor-Massey Residents Wellness Council (TMRWC), the Thorncliffe Park Residents Council, and the Caregiver Advisory Group. Advisors across ETHP, involved in various initiatives, are now connected in one unified group with a shared goal. Attending the CAC meetings provides them with the opportunity to hear about the various ETHP initiatives in East Toronto, provide input to ETHP leadership about the different priorities, and bring forward issues for discussion relevant to the communities they represent.

During our second year of operation, the work of the council moved away from the foundational elements and focused on the enablers of growth such as developing and implementing our work plan, setting priorities for evaluation and improvement of our work, identifying training opportunities for staff and advisors, and networking with the other advisors who sit on the various Councils, committees and working groups at ETHP.

As our OHT evolves, so does our role and mandate. We participated in ETHP's Planning Session with partner organizations and jointly discussed the future of the OHT and what that may look like. We are also supporting the development of new portfolio engagement strategies. This work will continue to be a major area of focus for us in the year ahead.

The work wouldn't be possible without the dedication of our committed members who collectively contribute numerous volunteer hours of their time to the CAC, attend a multitude of meetings, and bring to the table the patient and caregiver voice.

The CAC is grateful for the support of ETHP's leadership and recognizes this as a key element of our success.



## Bringing the patient and caregiver perspective to EHP

### About the Community Advisory Council (CAC)

In 2019, when EHP was working with an interim Patient and Family Advisory Council (PFAC), most patient and caregiver advisors were recruited through the organizational partners' PFACs. As we sought to implement a broader community engagement approach supporting our integrated system of care, we shifted our recruitment focus to EHP's priority neighbourhoods and equity-deserving communities. Recruitment of new community advisors involved identifying gaps in representation and targeted recruitment utilizing a variety of approaches. The initial group of five advisors (on the interim PFAC) grew to become a 15-member CAC. The current CAC was critical in further growing EHP's advisory network to the current 60 active advisors, with diverse representation from East Toronto neighbourhoods and population groups.

The CAC and the wider EHP advisory network are increasingly recognized as a resource for EHP and its partner organizations. The streamlined engagement processes and the ease of access to this large and diverse network of advisors have enabled EHP to deliver more meaningful engagement opportunities. Community members have been involved in both strategic planning and program/service development. Moving away from a limited representation of advisors on committees to establishing dedicated community advisory bodies (such as the Taylor-Massey Residents Wellness Council, Caregiver Advisory Group, etc.) has resulted in various community-led initiatives.

The CAC meets once a month on a volunteer basis. The primary role of the CAC members is to share their experiences as patients, family members, caregivers, and community members and provide feedback on different health-related programs and services to help improve care for people in East Toronto. From April 2022 to March 2023, most of the CAC meetings were online. During the summer, we organized an in-person get-together for our members in a local East Toronto park. We hope this will become a tradition that will continue.

In addition to the patient, caregiver, family, and community advisors from the wider EHP advisory network, the CAC meetings are attended by senior EHP leaders: Anne Wojtak, Lead at EHP; Melissa Morey-Hollis, Vice President of Clinical Programs at Unity Health; and Nena Pendevska, Engagement Project Manager at EHP. The CAC is co-chaired by CAC members Shirley Zhu, Omar Khan, and Arun Bala, as well as Melissa Morey-Hollis. This model of joint leadership further underlines the importance of the partnership between EHP and its patient and caregiver advisors. It reaffirms EHP's recognition of the CAC as an important part of the EHP organizational structure.



ETHP's commitment to the inclusion of patient and caregiver advisors' views and recommendations in significant decisions is also demonstrated by the inclusion of CAC representatives in ETHP's leadership structures. Two CAC co-chairs are members of key decision-making bodies: the ETHP Leadership Team and the Operations Team.

The CAC's role at ETHP continues to evolve with a focus on supporting the development of engagement strategies prioritizing the inclusion of equity-deserving and under-represented groups. Our goal for the future is to continue ensuring there is community representation in all key ETHP decision-making bodies.



## ETHP Community Advisory Council Members

### **Patient, Caregiver, Family, and Community Advisors**

<i>Derrick An</i>	<i>Junell Kitchell</i>	<i>Pamela Stoikopoulos</i>
<i>Abdul Rashid Athar</i>	<i>Aspa Kostopoulos</i>	<i>Cindy Shum</i>
<i>Arun Bala (Co-chair)</i>	<i>Mursal Musawi</i>	<i>Sandra Tam</i>
<i>Vicky Beach</i>	<i>Ellen Pisani</i>	<i>Hannah Trumper</i>
<i>Omar Khan (Co-chair)</i>	<i>Jill Robinson</i>	<i>Shirley Zhu (Co-chair)</i>

### **ETHP Staff**

*Anne Wojtak, Lead at ETHP*

*Melissa Morey-Hollis, Vice President of Clinical Programs at Unity Health*

*Nena Pendevska, Project Manager, OHT Initiatives, Engagement*





## Our year in review

### Developing our work plan

Recognizing the need for a more organized and focused approach to our efforts, a small working group of CAC members worked to develop our first work plan. Building on the work of the CAC from the previous year (to identify our objectives and develop a logic model), the working group brainstormed ideas for initiatives that would support the set objectives. The working group was guided by what the CAC identified as the impact of our work: more community-led initiatives at ETHP. To bring us closer to that goal, the CAC work plan identified the following three priority areas:

- **CAC skill development**
- **Improved effectiveness of CAC's operation**
- **Increased engagement and partnership across ETHP**

For each topic, the working group identified actions to be implemented with clearly assigned accountability.

### CAC skill development

#### CAC team building



**Top row (left to right):** Junell Kitchell, Hannah Trumper, Melissa Morey Hollis, Pam Stoikopoulos, Nena Pendevska, Arun Bala. **Bottom row (left to right):** Anne Wojtak, Derrick An, Ellen Pisani, Vicky Beach, Omar Khan (and baby Zoya).

In the summer of 2022, with the ease of COVID-19 restrictions, CAC members met at a park in East Toronto.

It was wonderful to see everyone in person. Members enjoyed good food (an impromptu organized potluck) and had some great discussions. New and experienced CAC members had a chance to get to know each other and share their experiences of being patient and caregiver advisors.



## Storytelling workshop

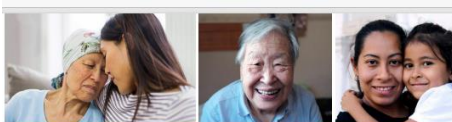
One of the training needs identified by the CAC was related to the desire to be better prepared to share their patient and caregiver stories. To support our advisors in preparation to share their stories, a storytelling guide was developed that covered the following topics:

- What are patient and caregiver stories and why do we need them?
- What should the story include?
- Consent to share the story
- Presenting your story (audience, choosing the presentation style, tips for answering questions from the audience)

In addition, we partnered with Sage Tyrle, an experienced writer and storyteller and East Toronto resident from Thorncliffe Park (one of our priority neighbourhoods), to organize a storytelling workshop for our advisors. It was great to have the opportunity to learn from Sage how to tell a story with an impact.

## Improved effectiveness of CAC's operation

### Recruitment and orientation



#### Share Your Experiences as a Patient or Unpaid Caregiver

Join our Community Advisory Council and be a part of East Toronto Health Partners' (ETHP) work

We are looking for patients and unpaid caregivers from diverse communities in East Toronto who are willing to help us improve healthcare by sharing their lived experiences.



Visit [ethp.ca/opportunity](https://ethp.ca/opportunity) to learn more and sign up



To learn more, or to get a printable version of the application form, contact Nena Pendevska at [NPendevska@woodgreen.org](mailto:NPendevska@woodgreen.org)



From April through May 2022, the CAC was involved in a second round of recruitment to replace a few outgoing members. We identified equity-deserving community groups that we wanted to have a voice at our table and focused our recruitment effort based on those findings. The recruitment of the new advisors was motivated by the desire to help ensure the perspectives of those who access and receive care in East Toronto continue to be reflected in ETHP's work. As a result of our recruitment efforts, five new members joined the CAC.

The recruitment process involved consulting ETHP's partner organizations, local community, and grassroots agencies, the existing network of ETHP advisors, and outreach to numerous Toronto-based organizations that work with patients and

Caregivers, such as the Ontario Caregiver Organization (OCO), Family Councils of Ontario, long-term care homes in East Toronto, and others. We leveraged our access to the East Toronto Community Health Ambassadors program to further spread the word



that we are recruiting. This approach to recruitment helped ensure the application and interview process were as low-barrier as possible.

ETHP continues to accept applications from patients, caregivers, family, and community advisors to support our broader network of advisors who can be matched to various ETHP initiatives based on their interests and experience.

### ETHP wider advisory network

One of the most important changes to our work was opening up our CAC meetings to the wider ETHP advisory network. This helped our advisors see the broader impact of their work, and how engagement looks like across ETHP, beyond the CAC or any individual council or committee.

Advisors from the other councils join our meetings and attend presentations from ETHP initiatives and actively participate in all discussions. Everyone is better informed about the work of ETHP. It has also resulted in more diverse representation from community members and our discussions benefit from the many different perspectives that the other advisors bring to our meetings.

Currently, our broader advisory network consists of 60 active engaged advisors.

### Evaluation

Our desire to improve our effectiveness requires that we evaluate our work. With the help of Sara Shearkhani, Evaluation Scientist at ETHP, we developed the CAC evaluation framework which included a logic model and the evaluation plan. We used the Public and Patient Engagement Evaluation Tool (PPEET) from McMaster University to survey our members and gather their feedback.

5. Please indicate your level of agreement with each of the statements below.

[More Details](#)







## Increased engagement and partnership across EHP

### ETHP Planning Session



**Photo: Members of the Taylor-Massey Residents Wellness Council at the EHP Planning Session on November 7, 2022**

**Left to right:** Mohammad Shabani, Razia Rashed, Amira Shoaibi, Farjana Yesmin, Nena Pendevska (WoodGreen), Karma Lhamo (TNO), Mary Eastwood (WoodGreen), Mansureen Al-Nur, Nizar Hooda

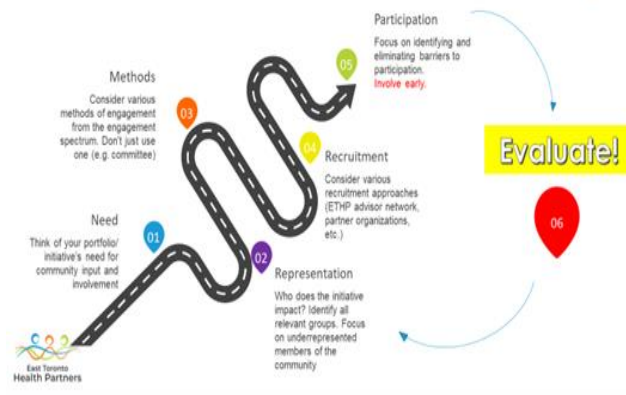
On November 7, 2022, patients, caregivers, and community health ambassadors were involved in EHP's Fall Planning Session and provided significant leadership in co-



planning, organizing, presenting, and in follow-up to the event. Over 30 community members attended the event and took part in the discussions and presentations.

### Staff training (Development of EHP portfolio engagement strategies)

#### Portfolio' Engagement Strategy



ETHP has been working on the roll-out of a new portfolio structure that would facilitate greater accountability for the delivery of projects and enhanced involvement of the patient, caregiver, and community advisors. ETHP has already made significant progress with patient and caregiver engagement and the roll-out of the new portfolio structure presents an opportunity to take our engagement efforts to the next level.

One of the first deliverables for each portfolio is to develop their engagement strategy.

With the help of CAC members, we co-designed training for project managers and portfolio leads in engagement strategy development. The training (jointly delivered with CAC members in January 2023) covered key aspects of meaningful engagement and set the expectations regarding the engagement of patients, caregivers, and community advisors.

Portfolio engagement strategies will help address issues such as engaging those directly impacted by the work of the portfolio, planning engagement from the beginning of each project/ initiative, considering various engagement methods at different stages of the project/ initiative, and accountability (reporting back on engagement efforts). The CAC will work closely with portfolio leads and project managers to support the development of their engagement strategies and their ongoing engagement efforts.



## Engagement initiatives from the other Councils

### Caregiver Advisory Council

#### Co-design of the Caregiver Navigation Guide



In 2022/23, EHP's Caregiver Advisory Group was busy with the development of the Caregiver Navigation Guide. This was a caregiver-led initiative from start to finish. The main focus of their work is to develop support for caregivers in East Toronto and to reach those from ethnocultural and diverse communities.

The group wanted to use their knowledge as experienced caregivers to help those who are just starting on the caregiver journey. They decided on a series of instructional, animated videos that provide information on navigating the healthcare system. The topics identified by the caregivers and covered in the videos include:

- The different healthcare roles that caregivers will likely interact with
- Emergency rooms and hospitals (admitting, staying, and being discharged)
- Legal issues such as advanced care planning, Power of Attorney, substitute decision makers, complaints, and patient rights)
- Home and Community Care including accessing and working with personal support workers
- Financial and community support
- Right place of care including, rehabilitation, and long-term care homes

The videos are on average four to five minutes. In addition to the animated videos, we recorded stories from our caregivers that included their own experiences navigating the healthcare system and offered their advice. All of the videos also direct caregivers to [EHP's Service Directory website](#).

The videos will be available in eight languages commonly spoken in East Toronto: Urdu, Traditional Chinese (Mandarin), Bengali, Tagalog, Greek, Tamil, Farsi, and Gujarati. The language barrier was one of the top challenges identified by our caregiver group. Therefore, making our resources available in multiple languages is a top priority for the Caregiver Advisory Group. The caregivers were also involved in reviewing the translations of the videos. The videos launched on April 4 which was National Caregiver



Day. The videos can be found online at [woodgreen.org/caregivers](https://woodgreen.org/caregivers) or on [WoodGreen's YouTube channel](#).

The Caregiver Advisory Group was also involved in the outreach and promotion of the videos. EHP was one of two OHTs invited by the OCO to share our approach involving and working with caregivers at the *Strategies to Engage, Include and Support Caregivers in OHT Planning and Service Delivery Models* webinar on March 22. You can [watch the recorded webinar on YouTube](#).

### **Taylor-Massey Residents Wellness Council (TMRWC)**

EHP's TMRWC supports the OHT's work in the Taylor-Massey priority neighbourhood. Twelve council members participate in steering committee meetings, various working groups, committees, and co-design sessions.

In November 2022, the TMRWC successfully partnered with EHP's Adult Mental Health Committee to organize a well-attended community engagement event in the Taylor-Massey neighbourhood. The event was used to share information on available programs and services (from EHP partners) and invite community members to identify critical needs in the community.

The survey data collected at the event, in addition to the Emergency Department (ED) usage data from Michael Garron Hospital (MGH), was reviewed at the January TMRWC meeting. Based on data showing a high number of ED visits by residents in some of the high-rise buildings, the council is actively recruiting new members from the Dawes Road area in the Taylor-Massey neighbourhood.

### **Taylor-Massey Community Wellness Day**

In the Fall of 2022, the TMRWC submitted a grant application to the City of Toronto to organize a Community Wellness Day in the Taylor-Massey neighbourhood in May 2023. This TMRWC-led initiative is being funded through the City of Toronto's Residents' Grants program. Envisioned as a fair type of event, Community Wellness Day will feature several stations focused on health and wellness issues affecting, youth, seniors, and adults.

In addition, in March 2023, TMRWC partnered with the YMCA's Youth Gambling Awareness Program to organize a series of workshops for parents to raise awareness around media impact, the connection between gaming and gambling, and the impact of COVID-19 on youth gaming and gambling. Youth mental health and wellness is one of the key priorities for the TMRWC.



## 2022/23 CAC presentations and consultations

### **Mental Health and Substance Use Working Group**

**Presented by: Tamar Meyer, EHP Mental Health and Addictions Project Manager and Yaakov Keilikhis, Director of Mental Health and Substance Use at MGH**

The presentation was an opportunity to learn more about the work of EHP's Mental Health and Substance Use Working Group and specifically about the Women's Withdrawal Management Services at MGH.

### **Michael Garron Hospital Strategic Plan**

**Presented by: Laurie Bourne, Director of Quality, Operational Excellence and Innovation at MGH**

In June 2022, the CAC was part of the MGH strategic planning process. During the meeting, EHP advisors worked in breakout rooms to provide input to MGH's new strategic plan.

EHP's advisors were asked to provide input to the following questions:

- Where do you think the hospital should focus over the next three to five years?
- What role do you expect/want the hospital to play in your community?
- What does service excellence mean to you for the hospital?

In October 2022, the MGH team met with the CAC again to provide an update on the development of the new strategic plan for the hospital and seek additional input from the advisors.

### **East Toronto Family Practice Network (EasT-FPN)**

**Presented by: Dr. Catherine Yu, Chair, Family Physician, and Board Member at EasT-FPN**

EHP is one of the few OHTs that has a formalized network of family physicians working in East Toronto. The CAC invited Dr. Catherine Yu to share an update on the work of EasT-FPN, including progress on the development of the physician network to date, as well as some of the significant challenges for access to primary care during the pandemic. The presentation was an opportunity for members to share what they have been hearing from their community networks.

Dr. Yu spoke about what EasT-FPN is doing to improve access to primary care in East Toronto (some of the initiatives and projects underway), and what are the main challenges. She provided the context on why there is a shortage of family doctors and what is being done to make East Toronto more attractive for doctors to start their





practice here. Advisors also had the opportunity to learn more about the primary care models that are best practices (e.g. teams approach).

### **Community Health Ambassadors Program**

**Presented by: Tharnya Sivanithy, Community Partnership, Outreach, and Engagement Specialist at EHP**

Another topic of high interest among CAC members was the work of the community health ambassadors. At the December CAC meeting, advisors had an opportunity to learn more about the EHP community health ambassadors program, and their work in health promotion and community outreach.

### **MGH2Home**

**Consultation with Chantel Marshall, Director of Integrated Health Systems and Partnerships at Spectrum Health Care**

EHP advisors with lived experience of staying at a hospital and/ or receiving home care services were invited to attend a consultation session with the team that supports the MGH2Home initiative. The program plans to put in place a dedicated team (one-team approach) that will support patients' transition from hospital to home and provide home care for up to 16 weeks.

At the March 2023 consultation, EHP advisors were asked to provide input on what they would need during hospital discharge (communication, education tools, specific staff) and once at home, how they expect the MGH2Home team to be interacting with patients and families (communication tools, care planning).

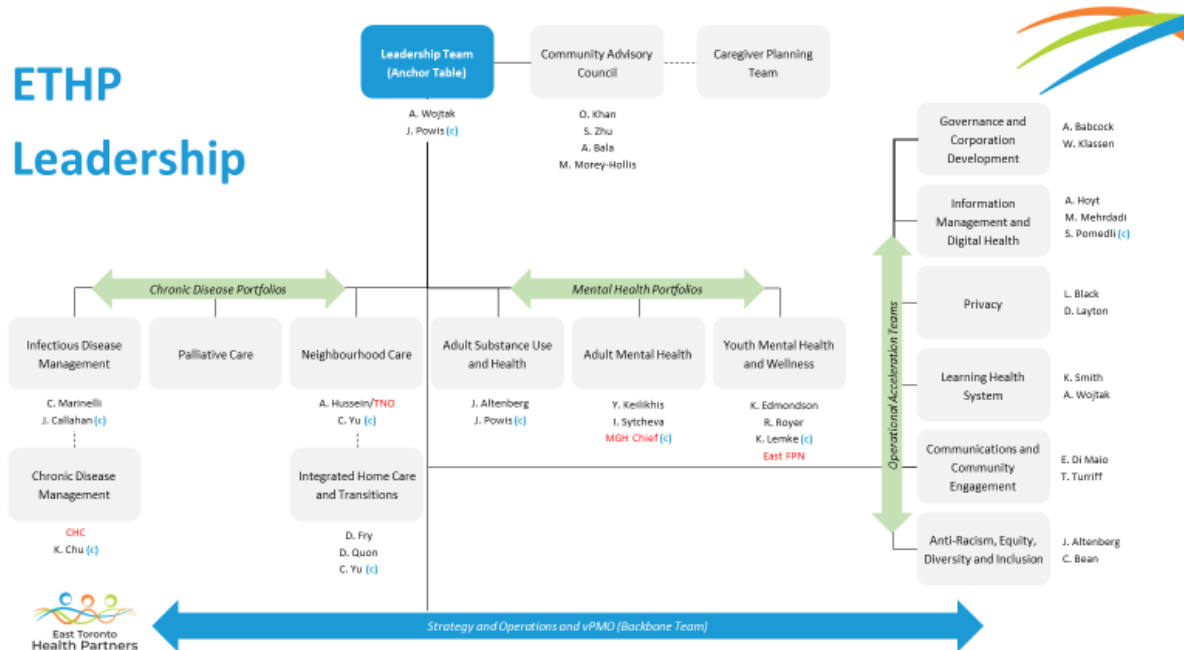
Advisors were invited to provide additional feedback once the draft resources were developed.

### **EHP New Portfolio Structure**

**Presented by: Dr. Jeff Powis, Medical Lead of Integrated Care at EHP, and Dr. Anne Wojtak, Lead at EHP**

In January 2023, the CAC had an opportunity to learn more about the new proposed EHP portfolio structure. Dr. Powis and Dr. Wojtak provided an overview of the new portfolios and discussed the role of the CAC and the broader EHP advisory network. Each portfolio would have to develop their engagement strategy, to further improve the engagement of patients, caregivers, and community advisors.

At the same meeting, the Adult Substance Use and Health portfolio presented their proposed approach to the engagement of people with lived and living experience and sought input from the CAC members.





## Challenges and opportunities

In the past year, we saw significant advancement in patient, caregiver, and community advisor engagement across EHP. However, we recognize there continue to be opportunities for improvement.

In the summer of 2022, we had our first in-person meeting at a local park in East Toronto. While most of our meetings continue to be online, we appreciate the opportunity to connect in-person with fellow CAC members. While we tested hybrid meetings, we realized we are limited by the technology and accessibility of the physical spaces available. After discussing the possibility of switching to in-person meetings, we agreed online meetings provide the much-needed flexibility that our advisors need while juggling work and family responsibilities in addition to their volunteer work.

We are much better at managing our meetings and our meeting agendas. There will always be competing priorities on what to bring to the CAC agendas. However, in the last year, we have started to prioritize opportunities to provide feedback over presentations that provide us with an update. Our agendas almost always account for time for discussion following a presentation.

Advisors are increasingly engaged at every level of EHP. With this increased work around engagement comes the challenge of finding a balance in the number of meetings and discussions advisors can participate in. This continues to be an issue for us, so we are now exploring an alternative approach to how we are engaged. While it is important that we are involved in key initiatives (e.g. those deemed as priorities by the EHP Leadership Team), we are moving away from having advisors attend all committee meetings. Rather, we would like each initiative to have an engagement strategy that plans for the early involvement of advisors, at key stages of the project/initiative.

These key stages are:

- At the beginning of the project to identify gaps in service and issues/needs in the community
- When developing the proposed solutions and designing the program/service
- Once implementation has started to identify barriers to access and corrective actions
- During the evaluation of a project/initiative



While community advisors are still welcome to join committees and working groups based on their interest and availability, we are now asking EHP projects/initiatives to work with our councils and engage groups of advisors (not only one to two individual advisors) in consultations and co-design. Advisors and staff need to work together on the common goal to ensure meaningful engagement across the OHT.

We expect the demand to engage CAC members will continue to grow as awareness of the value of the CAC increases. The new EHP portfolio structure presents us with an opportunity to take our engagement work to the next level. We would like to see more of our advisors in leadership roles at EHP and we need to plan how to support them in achieving this goal.

EHP has often been identified as a leader in patient and caregiver engagement. As we look forward, there are opportunities for EHP to continue to be a leader of this important work but we will need to be strategic in identifying the resources needed to prioritize and support the work of the CAC and other patient and caregiver advisors across EHP.

## Looking forward

### **In the forthcoming period, the CAC will work to achieve the following outcomes:**

1. Enhanced CAC capacity to deliver on its mandate
2. Improved CAC effectiveness
3. Increased engagement and community partnership across EHP

### **This will be achieved by focusing on:**

1. CAC skill development
  - Continue to identify opportunities for training and education of CAC members, especially in leadership/advocacy
  - Continuous learning about engagement best practices
2. Ongoing CAC operations
  - Increased engagement of equity-deserving communities
  - Networking with PFACs of other OHTs and EHP member organizations
  - Development of the broader EHP advisory network
3. Support of EHP initiatives
  - Support the development of EHP's portfolio engagement strategies
  - Support the work of the Communications and Community Engagement Portfolio
  - Consultations with EHP projects/initiatives
4. Engagement and co-design
5. Support community-led initiatives across EHP



## Get involved

Interested in learning more about the EHP Community Advisory Council or how you can become a patient or caregiver advisor?

Contact Nena Pendevska at [npendevska@woodgreen.org](mailto:npendevska@woodgreen.org)

We welcome your comments on key aspects of our annual reporting.

**[Share your feedback on the EHP Community Advisory Council  
2022/23 Annual Report!](#)**