

**Via email**

September 17, 2019

Dear clients, alumni, community, and stakeholders:

**Re: Brentwood Recovery Home Joint Operational Review**

As the Ontario Health Care system enters an exciting time of modernization, it is important that the Addictions Sector is ready and able to take on the new opportunities under health system transformation. In the new world of increased provider partnerships, it is critical that health service providers are supported to optimize their operations and deliver first-rate, integrated care for clients.

Jointly with the Erie St. Clair Local Health Integration Network (LHIN) and with the support of the alumni, Brentwood Recovery Home will be undergoing an operational review under the leadership of Mr. Ken Deane. Mr. Deane will be examining at the areas of governance, leadership, and culture. This operational review was taken on voluntarily by the Brentwood organization and will be overseen by a steering committee consisting of Brentwood board members and leadership staff, alumni, and the Erie St. Clair LHIN. The need to assess and align governance oversight, management discipline, and innovation will be keys to the future sustainability of Brentwood and will help the organization continue their long history of service to the community of Windsor/Essex and the province.

We are very fortunate to have Mr. Deane as the Reviewer, as he has extensive experience working with health care organizations both across the province and locally here in Windsor/Essex. The review is expected to be completed by October 31, 2019 and a report will be created containing opportunities for improvement. Please know that during this time Brentwood will continue to support clients as usual; day-to-day operations will not be affected.

For more information regarding the Operational Review, please see the Frequently Asked Questions page at [www.brentwoodrecovery.com](http://www.brentwoodrecovery.com).

Sincerely,



Cheryl Chaney  
Board Chair, Brentwood



Ralph Ganter  
Chief Executive Officer, Erie St. Clair LHIN





Updated as of: September 13, 2019

## Brentwood Recovery Home Operational Review Frequently Asked Questions (FAQ)

### **What is an Operational Review?**

- An Operational Review is a review conducted by an independent third party. The goal is to better understand organizations' operations and look for ways to strengthen and improve. This review will ensure that Brentwood is well positioned to fulfill its mission providing addictions recovery services based on the fundamentals of good governance and management.

### **Why is the Review happening?**

- The Review will prepare Brentwood for a sustainable future given the changing context for mental health and addictions in the region and given the development of the Mental Health and Addiction Centre of Excellence initiative by the province. The need to assess and align Brentwood to modern governance oversight, management discipline, and innovation will be keys to their future. Through this review, the objective is to establish a collaborative approach for improvement that will be of assistance to the organization both now and in the future.

### **Did Brentwood willingly agree to the Operational Review?**

- Yes. The review was willingly undertaken as a way to learn and grow as an organization in order to be ready for what will be asked from us in the future health care system. It is a chance to strengthen our operations and improve upon what is already working.

### **How long will it take?**

- The review is expected to be completed by October 31, 2019

### **Does the review cost Brentwood money?**

- No. The review was funded entirely by the Erie St. Clair LHIN.

### **Does it mean Brentwood did something wrong?**

- No. The purpose of the Operational Review is to identify opportunities for improvement and continue to build on what is working. As the Ontario health care system enters an exciting time of modernization, it is important that the addictions sector is ready and able to take on the new opportunities that will come our way under health system

transformation. In the new world of increased provider partnerships, it is critical that Brentwood Recovery Centre is operating at our best in order to deliver first-rate integrated care that local and provincial clients need and deserve

**Will Brentwood's programs and services be affected during the review?**

- No. The support provided by Brentwood will not be affected by the Review and clients should not notice any changes during this process.

**Should I continue to donate to Brentwood?**

- Please continue to donate. Brentwood, like many health care organizations, rely on the generous support of the community to enhance their provincial funding that is needed to run its programs and services. Brentwood relies on donations and fundraising to keep its programs going strongly. Additionally, our community continues to struggle with presence of addictions and needs the support of the community at large.

**Is Brentwood at risk of closing?**

- Absolutely not. There is no intention to close Brentwood. Brentwood is a critical service provider in Windsor/Essex and the province. With the growing demand for addiction treatment, Brentwood will continue to provide care and can use this opportunity to become leaders in this field.

**Who is conducting the review?**

- The Erie St Clair LHIN engaged Ken Deane to conduct the review. Ken is a well-respected executive health care leader who has extensive experience working with organizations through operational reviews, supervisory assignments, and in health care transformation. He also has an extensive knowledge of the Windsor/Essex area, its people, and local health care services.

**What will he do?**

- Conduct interviews and review documentation with the goal of understanding how the board and management are functioning and discharging their specific and mandated responsibilities, and how the board and management work together
- Conduct interviews and review documentation to understand organizational culture and the degree of values and cultural alignment, and to understand client experience and satisfaction
- The second phase of the review will be a strategic assessment that focuses on forward looking issues that could include role study, facilities review, financial sustainability assessment, etc.

**Does Brentwood still have a board and leadership team?**

- Yes. The board and leadership of Brentwood continue to govern and manage as per usual.

**Why is the LHIN involved?**

- The Erie St. Clair LHIN is responsible for the planning, funding, and integration of the local health care system. In discharging its responsibilities, the LHIN works with agencies and organizations to ensure optimal performance consistent with their accountability agreements. It is important that the addictions sector is ready and able to take on the new opportunities that will come our way under health system transformation. In the new world of increased provider partnerships, it is critical that Brentwood Recovery Centre is operating at its best in order to deliver first-rate integrated care that local and provincial clients need and deserve.

**What is the role of the alumni?**

- The alumni play an important role in the culture, sustainability, fundraising, and programs of Brentwood. Some members of the alumni will be interviewed by the Reviewer for their thoughts and experiences as they are key stakeholders in the past success and future state of Brentwood.

**I would like to share my thoughts or experience. How can I do that?**

- The Reviewer will be conducting interviews of the board, leadership team, staff, alumni, and stakeholders. If you would like to contribute your thoughts or experience, you can do so in the following ways:
  - Online through a confidential Survey Monkey link at <https://www.surveymonkey.com/r/3G6LHS8>
  - In the event that you would like to request a meeting with Mr. Deane, you can email Jean Fletcher in the LHIN office ([jean.fletcher@lhins.on.ca](mailto:jean.fletcher@lhins.on.ca)). The opportunity for additional interviews over and above scheduled interviews will depend on his availability.

**Will the final report be made public?**

- Yes. Once the LHIN, Brentwood, and the Steering Committee have reviewed and considered the findings of the report it will be made public. The Steering Committee includes board members, management, alumni, LHIN staff, and the Reviewer.