

Board Orientation

Andy Kroeker, Executive Director

October 3, 2023



AGENDA

- **Centre Overview**
- **Board's Role**
- **Accountability and System Change**
- **External Partners and Resources**

Centre Overview

History

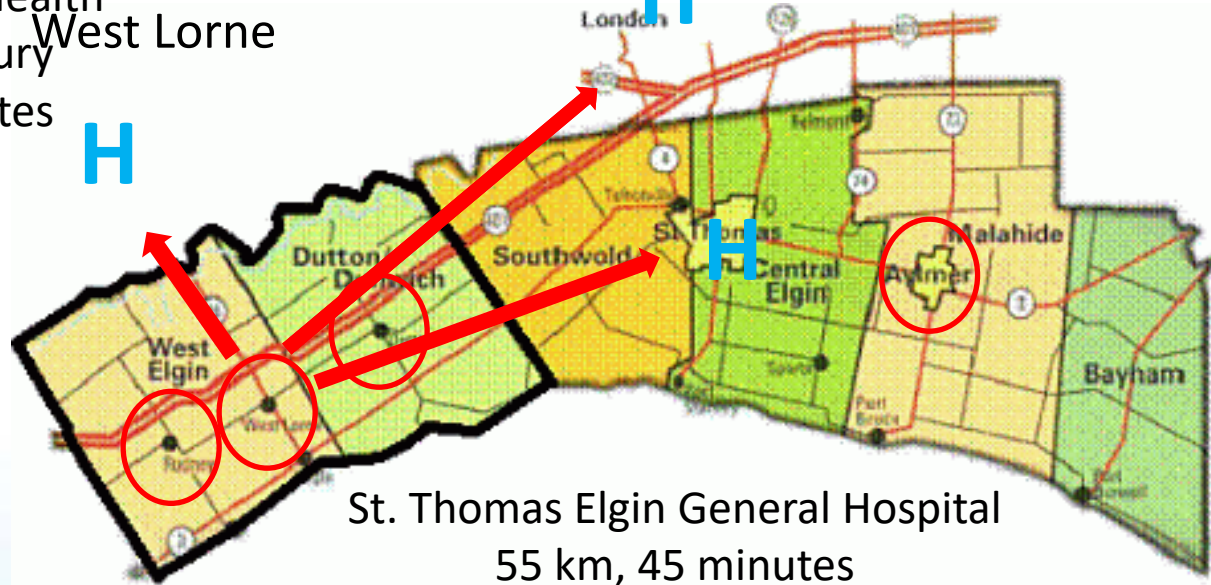
- **December 2, 1992 Letters Patent**
- **July 1994, First services delivered**
- **June 19, 1995 Official Opening**
- **January 2004 Move to current location at 153 Main Street**
- **May 2004 Official Opening**
- **August 27, 2008 Heritage Homes Official Opening**
- **February 3, 2012, Hub Official Opening**
- **July 2024 will celebrate 30th anniversary**

Catchment Area

London Health Sciences Centre (Victoria)

55 km, 45 minutes **H**

Four Counties Health
Services, Newbury
West Lorne
22 km, 25 minutes **H**



St. Thomas Elgin General Hospital
55 km, 45 minutes

West Elgin: Population 4,995 (-3.1%), 2,102 households, 322 km²
Dutton-Dunwich: Population 3,866 (-0.3%), 1,481 households, 295 km²
(Approx 9,000 people, 3,500 households, 600 km²)

West Elgin CHC

- \$6.5 million
- 50 FTE
- 100+ Volunteers
- ~7,500 clients (2,900 primary care and 4,600 other programs and services)

CHC	Average Age	% Clients Age 1-18	% Clients Age 19-34	% Clients Age 35-49	% Clients Age 50-64	% Clients Age 65+	% Clients in Income Quintile 1	% Clients in Income Quintile 2	% Clients in Income Quintile 3	% Clients in Income Quintile 4	% Clients in Income Quintile 5	% Newcomer Clients
West Elgin	44.4	17.9	17.5	18.0	24.3	22.3	29.2	20.2	29.5	18.4	D/C	1.9
Ontario	42.6	17.6	21.6	19.5	21.3	20.0	34.5	22.1	18.1	13.7	11.3	13.6

Hours of Service

- **Centre Hours:**
Monday, Wednesday, Friday 8:30am – 4:30pm
Tuesday and Thursday
8:30am – 8:30pm
- **Centre closes over lunch 12-1**
- **Assisted Living Program:**
7 days per week, 6:00am – 10:00pm plus overnight coverage
- **Clinical Team:**
24/7 on call phone coverage

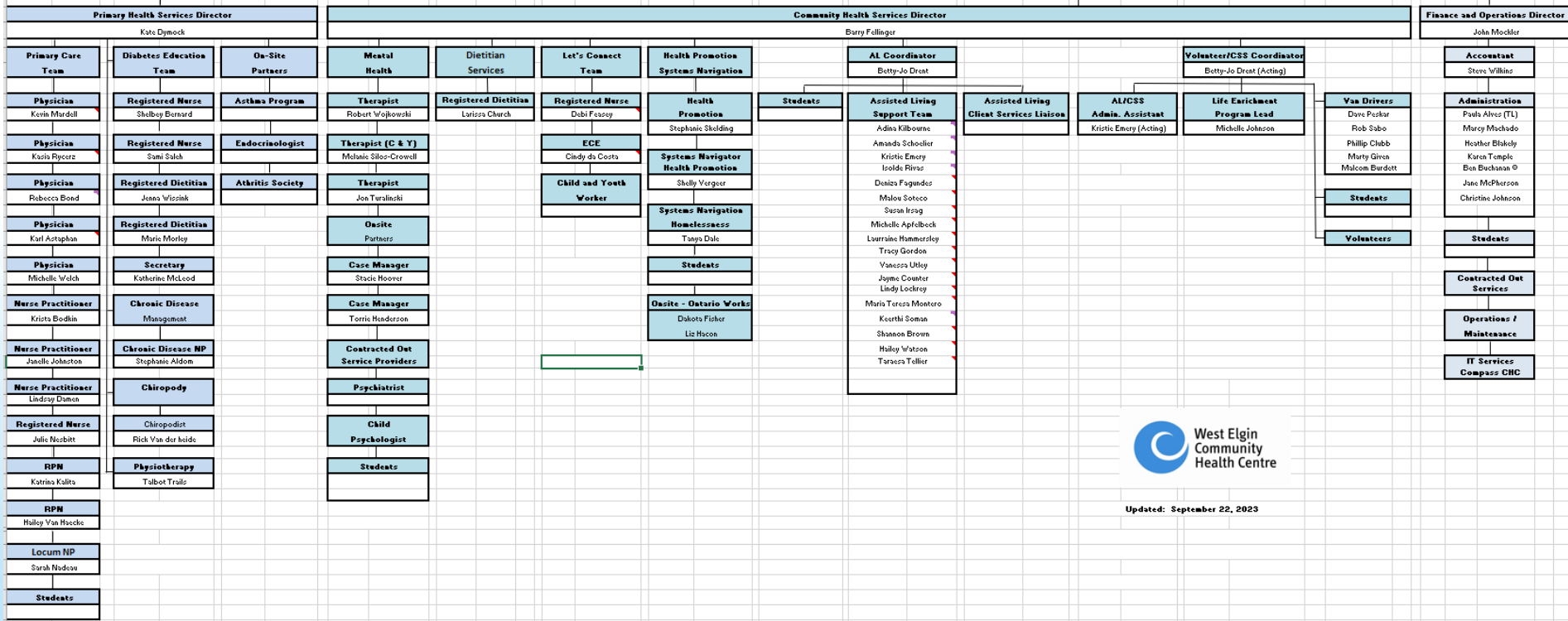
Are We a Rural Health Hub?

- Primary Health Care
- Chiropody
- Diabetes Education (2)
- Mental Health
- Dietitian
- Health Promotion
- Homelessness & Systems Navigation
- Children/Youth Programs
- Physiotherapy
- Chronic Disease Management
- Transportation
- Accessible Van
- Meals on Wheels
- Congregate Dining
- Friendly Visiting
- Caregiver Support
- Assisted Living
- Harm Reduction

Partners

- **Gamma Dynacare Lab Services**
- **Talbot Trails Physiotherapy**
- **Canadian Mental Health Association Thames Valley Addiction and Mental Health Services**
- **St Thomas-Elgin EarlyON**
- **Southwestern Public Health**
- **VON Middlesex-Elgin**
- **Alzheimer Society Southwest Partners**
- **Community Living Elgin**
- **West Elgin and Dutton Dunwich Municipalities**
- **Central CHC, East Elgin and Thames Valley Family Health Teams**
- **St. Thomas Elgin General**
- **Four Counties Health Srv**
- **Home and Community Care Support Services**

Organizational Chart



Updated: September 22, 2023

Challenges – Recruitment and Retention

- **Historically staff turnover due to lower salaries compared with hospitals combined with challenges of commuting.**
- **Tended to attract recent graduates who worked here for a few years before leaving for higher paying roles.**
- **Younger female work force means that maternity leave replacements are part of our reality.**
- **Causes client and staff concerns with continuity of care and challenges with increasing number of clients seen.**
- **For five years received Recruitment and Retention funding increase for staff salaries. Last one in 20/21. Brought non-leadership staff to 101% of 2017 rate.**
- **Assisted Living/ Community Support Services budgets have received smaller recent increases.**

Challenges 2 – Base Funding

- 85% of budget is for salaries and benefits
- 15% is for everything else

CAPS Budget Historical Base Funding Increases

	Base	Physician	Recruitment and Retention	Mental Health	Diabetes	Chronic Disease NP	Physiotherapy	Transportation	CSS	PSW	Assisted Living	Total	Comments
2009/10	\$46,400	\$178,300							\$2,451		\$14,691	\$4,569,999	Oct 12 10 2% base
2010/11	\$35,488	\$36,500							\$1,945		\$11,181	\$4,655,113	Aug 5 11 1.5% base Estimates
2011/12		\$53,800										\$4,708,913	
2012/13		-\$18,285		\$41,666								\$4,732,294	
2013/14												\$4,732,294	
2014/15					-\$5,500			\$5,000		\$47,331		\$4,779,125	
2015/16						\$125,000	\$97,000					\$5,001,125	
2016/17	\$40,450	-\$25,651								\$35,872		\$5,051,796	1% Base Oct 1 15 funding letter
2017/18			\$104,000							\$19,942		\$5,175,738	
2018/19			\$146,000					\$25,460				\$5,347,198	
2019/20			\$95,300						\$3,138		\$125,845	\$5,571,481	CSS/AL 2% Aug 10 18
2020/21		\$30,491	\$97,200									\$5,699,172	
2021/22		\$101,600	\$89,800								\$80,000	\$5,970,572	
2022/23												\$5,970,572	1% base assumption rescinded
2023/24									\$3,236	\$71,378	\$21,551	\$6,066,737	CSS/AL 2% base June 3 22: PSW Jun 21 22
2024/25		\$26,741							\$9,997		\$35,115	\$6,138,590	MD May 15 23 MD Aug 18 23 CSS AL 3% one time (Jul 17 23)
Total	\$122,338	\$383,496	\$532,300	\$41,666	-\$5,500	\$125,000	\$97,000	\$30,460	\$20,767	\$174,523	\$288,383	\$1,810,433	\$1,426,937
% Total	6.8%	21.2%	29.4%	2.3%	-0.3%	6.9%	5.4%	1.7%	1.1%	9.6%	15.9%		

Board's Role

By-Laws

WEST ELGIN COMMUNITY HEALTH CENTRE BY-LAW NUMBER 2

A BY-LAW TO PROVIDE FOR THE ORGANIZATIONAL STRUCTURE AND GENERAL ADMINISTRATIVE AND OPERATIONAL PROCEDURES OF WEST ELGIN COMMUNITY HEALTH CENTRE.

- Updated at Sep 20 23 AGM
- General, Membership, The Board, Officers of the Corporation, Protection of Directors, Officers and Others, Meeting of Members, Books and Records, Auditors, Execution of Instruments, Notices, Interpretation, Identification and Repeal of Former By-Laws

Board Policy Manual

- **Online as part of Board Portal**
wechc.on.ca/resources/board-portal/protected
- **Four Sections**
 - **Organizational Ends**
 - **Board Governance**
 - **Staff Limitations**
 - **Board Staff Relationships**
- **Additional Operational and Departmental Policy Manuals**

GOV 208 Directors Responsibilities and Declaration

Each Director shall:

- **at all times comply with the Centre's Code of Ethics and Conduct;**
- **at all times comply with the Centre's Privacy Policies;**
- **represent the interests of all of the Centre's stakeholders in a fair and unbiased manner, and not favour any particular individual or special interest group inside or outside of the Centre;**
- **exercise care and diligence when making any decisions regarding the Centre;**
- **not use their position as a director or their service to the Board for their own personal advantage or for the advantage of their friends or supporters;**
- **approach all issues being considered by the Board with an open mind and to carefully consider all such issues and to base their decisions on what is in the best interests of the Centre in both the long and short term.**

Healthcare Insurance Reciprocal of Canada (HIROC)

- **A** Bodily Injury (incl. Personal Injury)
- **A1** Advertising Injury Liability
- **B** Third Party Property Damage
- **B1** Tenant's Legal Liability
- **C** Healthcare Professional Liability
- **C1** Blood Transfusion Legal Liability
- **D** Contingent Employer's Liability
- **E** Employee Benefits Liability
- **F** Errors and Omissions/Directors' & Officers' Liability
- **G** Environment Impairment Liability
- **H** Non-owned Automobile Liability
- **I** Crime Insurance
- **J** Property Insurance (optional)

Directors' and Officers' Liability

- **Covers Directors, Officers, Trustees, Members of Boards and Committees, Officers/Board Members of volunteer and auxiliary associations, and employees.**
- **Insurance covers judgments, settlements arising from allegations as well as costs of defending such allegations, whether groundless or not.**

Directors and Officers Responsibilities

Directors and Officers have a fiduciary responsibility to act in the best interests of the organization

Responsibilities include:

- **Duty of Loyalty**
- **Duty to Act Honestly and in Good Faith**
- **Duty to Act Prudently**
- **Duty to Act in Timely Manner**

Board Executive

- **Chair**
- **Vice-Chair**
- **Secretary-Treasurer**

Board Committees

- **Committee of the Whole**
- **Finance**
- **Governance**
- **Client and Family Advisory Council**

Strategic Plan

Strategic Plan 2023-2026

VISION

Vibrant and Caring
Communities, People,
and Workplace

MISSION

Partnering with our
communities to
achieve the best
health and wellbeing
for all

VALUES

Compassion
Excellence
Collaboration
Accountability
Respect
Equity



West Elgin
Community
Health Centre

Strategic Directions

REIMAGINE



Reimagine how our care and
services improve equitable
health and well-being
outcomes

- Enhancing accessible primary healthcare
- Supporting the mental health of youth and young families
- Meeting the changing needs of those aging and their caregivers
- Addressing the housing and food security challenges faced by those living in poverty
- Advancing social justice through Reconciliation and by taking care of our environment
- Telling Our Story by engaging with our communities

RECONNECT



Reconnect with our team
to co-create a
meaningful, healthy, and
compassionate
workplace

- Focusing on innovative recruitment, engagement, and succession planning strategies
- Co-creating joy and kindness in the workplace
- Equipping staff with the resources they need to do their work
- Pursuing funding to strengthen total compensation for staff
- Providing meaningful experiences for more volunteers
- Leading with courage using open, respectful and timely communication

REDESIGN



Redesign a stronger
healthcare system in
collaboration with our
partners

- Engaging in and influencing the outcomes of the Elgin Ontario Health Team
- Implementing shared opportunities with our primary care partners
- Leveraging partnerships and community connections to support our clients
- Creating a resilient, responsive organizational structure

Vision

- **Vibrant and Caring Communities, People and Workplace**



Mission

- Partnering with our communities to achieve the best health and wellbeing for all



Values

- **Compassion**
- **Excellence**
- **Collaboration**
- **Accountability**
- **Respect**
- **Equity**

Strategic Directions

- **Reimagine how our care and services improve equitable health and well-being outcomes**
- **Reconnect with our team to co-create a meaningful, healthy, and compassionate workplace**
- **Redesign a stronger healthcare system in collaboration with our partners**

Operational Plan



2023-24 Operational Plan for West Elgin Community Health Centre

Year 1:

Strategic Direction 1 - Reimagine how our care and services improve equitable health and well-being outcomes						
Priority	3 Year Outcomes	1 Year SMART Objectives	Lead	Timeline (Q 1/2/3/4)	Status (R/Y/G)	Progress Update
Enhancing accessible primary healthcare	Increase panel <u>size</u> Working with the OHT, resources to accommodate community primary care retirements are secured in West Elgin Increase # of people receiving primary care in the area	1. Review and pilot recommendations Client Intake Process from Centre-wide perspective 2. Complete 300 intakes of Primary Care Clients	Kate	Q2 Q4		
Supporting the mental health of youth and young families	Improved mental health outcomes for youth and young families that we are <u>servng</u> Increase in # of <u>programs</u> Increase # of youth and young families <u>served</u> Working with the OHT: One more child & youth mental health therapist working with <u>us</u> Welkin has onsite staff at <u>WECHC</u> Child & youth system navigator in place Crisis mental health expertise on the team	1. Ensure that Green Space Health software is being used systematically, creating a baseline related to outcomes and communicate results	Barry	Q2		
Meeting the changing needs of those aging and their caregivers	Increase in # of caregivers <u>supported</u> Increase in # of older adults <u>supported</u> Increase in staff expertise in working with older adults and <u>caregivers</u>	1. Provide information to staff and clients on Caregiver Support Ontario and other resources 2. Assisted Living undertakes Quality Improvement Review with Partnering for Quality	Barry/ Kate Barry	Q2 Q4		

Accountability and Systems Change

Ontario Health



Cancer Care Ontario

14



Trillium
Gift of Life
Network

HealthForceOntario

LHIN
RLISS

eHealth Ontario

Health Quality
Ontario



Ontario

Health Shared Services
Ontario

Health Centre

www.wehc.on.ca

very
One
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Multi-Sectoral Accountability Agreement (M-SAA)

WEHC M-SAA Indicator Tracking 2022/23

Indicator	Q4 YTD (%)	Q4 Proposed Target YTD 22/23	Q4 Proposed Perf Stand LOW	Q4 Proposed Perf Stand HIGH
Schedule E1: Core Indicators				
Balanced Budget - Fund Type 2	1.8%	\$0	\$0	\$0
Proportion of Budget Spent on Admin	18.9%	20.0%	16.0%	24.0%
Schedule E2a: Clinical Activity-Detail				
General Clinic Individuals Served	2,496	2,280	2,052	2,508
General Clinic Service Provider Interactions	13,429	14,139	13,432	14,846
Foot Care Individuals Served	469	480	384	576
Foot Care Service Provider Interactions	1,817	1,800	1,620	1,980
Nutrition Individuals Served	245	200	160	240
Nutrition Group Sessions	35	35	28	42
Nutrition Group Participant Attendance	489	425	340	510
Nutrition Service Provider Interactions	451	360	288	432
Physiotherapy Individuals Served	367	350	280	420
Physiotherapy Group Sessions	14	60	48	72
Physiotherapy Group Participant Attendance	133	150	120	180
Physiotherapy Service Provider Interactions	1,954	1,800	1,620	1,980
Counselling Individuals Served	311	322	258	386
Counselling Group Sessions	21	36	29	43
Counselling Group Participant Attendance	285	430	344	516
Counselling Service Provider Interactions	1,816	1,872	1,685	2,059
Chronic Disease Individuals Served	305	225	180	270
Chronic Disease Group Sessions	28	60	48	72
Chronic Disease Group Participant Attendance	181	300	240	360

WEHC M-SAA Indicator Tracking 2022/23

Indicator	Q4 YTD (%)	Q4 Proposed Target YTD 22/23	Q4 Proposed Perf Stand LOW	Q4 Proposed Perf Stand HIGH
Chronic Disease Service Provider Interactions	1,232	1,000	900	1,100
Diabetes Individuals Served	801	950	808	1,093
Diabetes Group Sessions	4	20	16	24
Diabetes Group Participant Attendance	69	175	140	210
Diabetes Service Provider Interactions	3,585	3,075	2,768	3,383
Health Promotion Individuals Served	267	100	80	120
Health Promotion Group Sessions	56	50	40	60
Health Promotion Group Participant Attend	676	500	400	600
Health Promotion Service Provider Interact	697	350	280	420
Healthy Child Individuals Served	431	125	100	150
Healthy Child Group Sessions	171	150	120	180
Healthy Child Group Participant Attendance	1,825	1,700	1,530	1,870
Healthy Child Service Provider Interactions	332	450	360	540
Meals Delivery Individuals Served	114	65	52	78
Meals Delivered Combined	3,848	3,800	3,420	4,180
Congregate Dining Individuals Served	500	470	376	564
Congregate Dining Attendance Days	6,512	5,000	4,750	5,250
Transportation Visits	2,980	4,500	4,050	4,950
Transportation Individuals Served	130	150	120	180
Assisted Living Resident Days	8,974	9,125	8,669	9,581
Assisted Living Individuals Served	38	28	22	34
Caregiver Support Visits	471	2,000	1,800	2,200
Caregiver Support Individuals Served	94	330	264	396

Quality Improvement Plan (QIP)

Theme I: Timely and Efficient Transitions

Measure Dimension: Timely

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Client perception of timely access to care	C	% / Clients	In-house survey / Apr 23 - Mar 24	CB	85.00	Last asked in 2018-19 and 76% responded "yes". Survey will determine % who answered yes to "The last time you were sick or were concerned you had a health problem, did you get an appointment on the date you wanted?" Alliance recommends target of 85%.	

Change Ideas

Change Idea #1 Conduct client satisfaction survey to monitor performance on this indicator

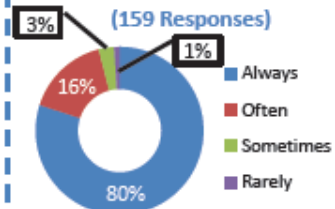
Methods	Process measures	Target for process measure	Comments
Ensure consistent wording of question on client satisfaction survey	# of surveys completed	4% of client population complete surveys	

Overall Satisfaction with the Centre in 2018/19

96% of WECHC's clients were satisfied with their services and programs in 2018/19!

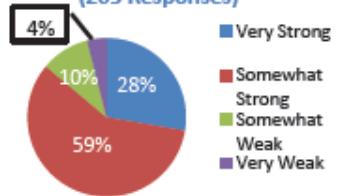
"They have many programs and the staff is awesome" – Client

Does the provider spend enough time with you?

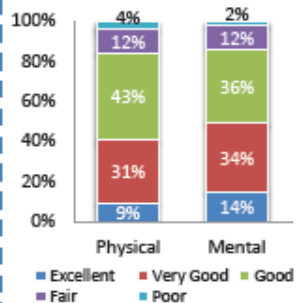


"Booking appointments can sometimes be a barrier to seeing Doctors/Nurse Practitioners" – Client

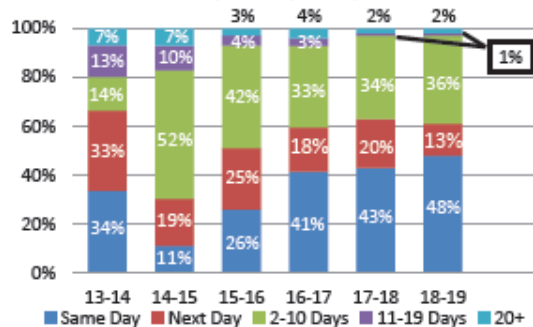
Sense of Belonging to Their Communities



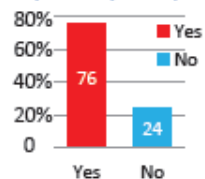
Overall Client Health



How many days it took to get an appointment



Appointment on wanted date



97%

were satisfied with the services they received (207 clients)

94%

would recommend the Health Centre to friends and family (211 clients)

Best Parts of the Health Centre:

- (171 Responses)
1. Diversity of Services and programs
 2. Friendly and caring staff
 3. Access to appointments
 4. Location and convenience

How to Improve the Health Centre:

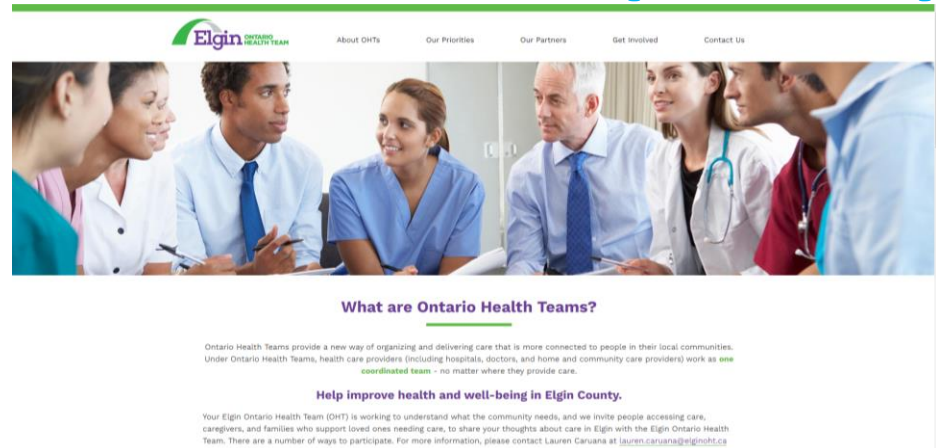
- (111 Responses)
1. Improve scheduling process
 2. No improvements needed
 3. Increase hours, staff, and amount of programs
 4. Opportunities to improve care

Thank You To the 222 clients who took part in our survey!

Accreditation

- Centre has undergone voluntary accreditation every three to four years with the Canadian Centre for Accreditation
- Staff and Board review policies and practices
- On site review team for multiple days
- Last site visit December 2021
- Currently accredited through to March 1 2025
- Have given notice that we will no longer participate in the future due to the amount of work involved

Elgin Ontario Health Team (EOHT)



- www.elginoht.ca
- January 2019 Three sponsoring agencies Central (CCHC) and West Elgin Community Health Centres (WECHC) and St. Thomas Elgin General Hospital (STEGH)
- Fall 2020 Vision, Guiding Principles and Values
- Summer 2021 signed Collaborative Decision Making Agreement
- September 2021 formally approved as Cohort 3 OHT
- Deanna Huggett ED hired in March 2022
- Initial target population Seniors Respiratory Health including Chronic Obstructive Pulmonary Disease (COPD)

Shared Vision, Guiding Principles and Values for designing and planning the Elgin Ontario Health Team

Guiding Principles

How we will work together

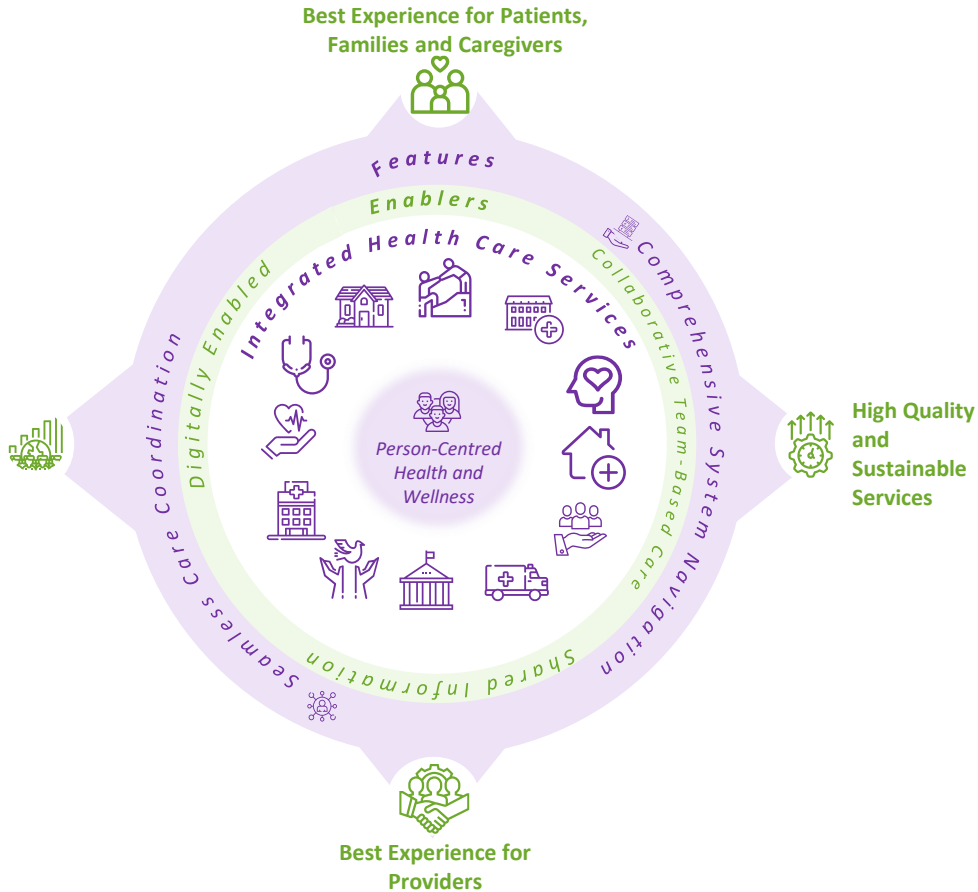
- Person-Centric and Holistic
- Innovation and Courage
- Collaboration and Meaningful Engagement

Values

Our shared beliefs that guide our actions

- Respect and Trust
- Accountability and Integrity
- Diversity and Inclusion

The Healthiest Community with Equitable Access to Care for All



OHT Ecosystem

OHT Services

Emergency Services	Primary Care
Acute Care	Mental Health and Addictions
Home Care	Community Support Services
Long Term Care and Supportive Residences	End-of-life services

Connected Services

Housing	Social Services
Public Health	Specialist Services

Coordinating Council Membership

- Alzheimer's Society Southwest Partners
- Canadian Mental Health Association Thames Valley Addiction and Mental Health Services
- Caressant Care Nursing and Retirement Homes
- Central Community Health Centre
- Cheshire Independent Living Services
- City of St. Thomas
- Closing the Gap Healthcare
- Community Member (3)
- County of Elgin
- Dale Brain Injury Services
- East Elgin Family Health Team
- Elgin Physician Association (2)
- Home and Community Care Support Services South West
- Hospice of Elgin St. Thomas
- PHSS (Participation House)
- Southwest Ontario Aboriginal Health Access Centre
- Southwestern Public Health
- St. Thomas Elgin General Hospital
- Thames Valley Family Health Team
- Victorian Order of Nurses
- West Elgin Community Health Centre

Challenges

- **Involvement of people and Boards**
- **Engaging primary care**
- **Involvement of Home Care**
- **Need to build trust between people and organizations**
- **Funding support**
- **Identifying scope – Health Equity, Social Determinants of Health (SDOH), Wellness, Health Promotion and Prevention to keep people out of hospital**

Ministry OHT Update Nov 2022

Ontario Health Teams: The Path Forward

Building OHTs to Last

-  **Common Structure to Progress to Full Implementation**
Establishing a New Not-for-Profit Corporation
-  **Consistent Collaboration in Decision-Making**
Standardizing Groups That Must Be Involved in Decision-making
-  **Sustainable Operational Capacity**
Identifying an Operational Support Provider for Back-Office Functions
-  **Consistency in OHT-Led Public Communications**
Setting a Consistent and Recognizable Approach to Communications

Delivering Better Care

-  **Clinical Pathways to Improve Patient Care**
Implementing Common Integrated Clinical Pathways for OHTs

Ontario 

External Partners and Resources

Alliance for Healthier Communities (formerly Association of Ontario Health Centres (AOHC))

The screenshot shows the website's header with the logo and navigation menu. The main content area features a featured article titled "Cultivating Connections: Pathways to Wellbeing" for the Social Prescribing Virtual Conference on October 19, 2023. Below the article are three image thumbnails with captions: "Need primary health care?", "Looking for work?", and "Looking for a resource?".

Alliance for Healthier Communities
Alliance pour des communautés en santé

Member portal | CI Tool | Q Search | Français

About Us • Membership • Learning Health System • Policy and Advocacy • Events and Training •

Social Prescribing Conference 2023 | Cultivating Connections: Pathways to Wellbeing

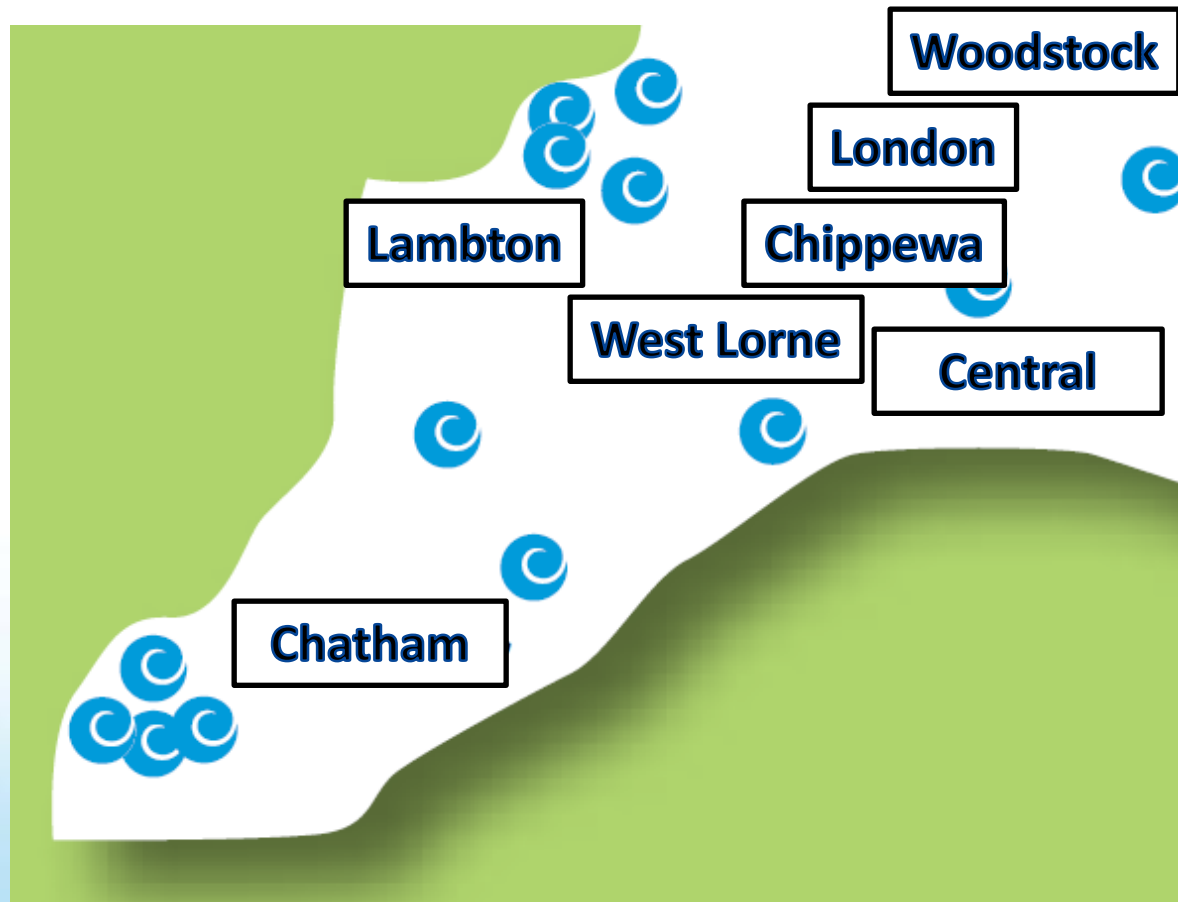
Mark your calendars for October 19, and get ready as we gather healthcare trailblazers and community champions from across Ontario, Canada and around the globe. This year, we're taking the conference to new heights as we delve into the heart of the social prescribing movement: Connection.

Cultivating Connections: Pathways to Wellbeing

SOCIAL PRESCRIBING VIRTUAL CONFERENCE
19 OCTOBER 2023

Need primary health care? | Looking for work? | Looking for a resource?

Neighbouring CHCs



Ontario Community Support Association (OCSA)

HOME | CONTACT US Find Services Near You

OCSA
Ontario Community Support Association

ABOUT ▾ MEMBERSHIP ▾ ADVOCACY ▾ COMMUNICATIONS CONFERENCE 2023 ▾ PROJECTS

COMMUNITY RECONNECT 2023 OCTOBER 18 & 19 OCSA CONFERENCE

EXCITING NEW FORMAT

Celebrating the in-person return of OCSA's annual conference. Join us for Community ReConnect 2023!

[Register now](#)

Latest Statements & Media Releases

Community Support Month: Celebrating Our Resilient Heroes

(Toronto, ON, October 1, 2023.) In honor of Community Support Month this October, the Ontario Community Support Association acknowledges the unwavering commitment

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share resources. exchange knowledge. create meaningful connections.



CONNECTING FOR COMMUNITY IMPACT



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Every
One
Matters.

Website wechc.on.ca



About Us ▾

Programs and Services ▾

Join Us ▾

Accountability ▾

Resources ▾

What's New

Contact Us ▾

HEALTH CENTRE HOURS

Monday - Friday 8:30 a.m. - 4:30 p.m.

Closed at lunch 12 - 1 p.m.

[Note to Primary Care Clients](#)

for Provider contact after 4:30 Board Portal and weekends
please call 519-675-3716

WHAT'S NEW

We recognize that the work of the West Elgin Community Health Centre takes place across what is now called southwestern Ontario on traditional territories of the Indigenous people who have lived here since time immemorial and have deep connections to these lands. We also acknowledge the local communities which include Chippewas of the Thames First Nation, Oneida Nation of the Thames, Munsee Delaware Nation and Delaware Nation of Moraviantown. We further acknowledge that the area is covered by treaties, agreements and land purchases.

We are grateful for the opportunity to live, meet and work on this territory. We commit to building allyship relationships with First Nation peoples in order to enhance our knowledge and appreciation of their ways, histories and values. We also commit to shared and individual responsibility to all who now live on these lands, the land itself and the resources that make our lives possible.



www.wechc.on.ca

Every
One
Matters.

Board Portal



About Us ▾

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What's New

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Information

Resources

- Resources Library
- Partners and Links
- Employee Intranet
- Board Portal

Protected: Board Portal

Password:



www.wehc.on.ca

Every
One
Matters.

Questions?

