



PROVINCIAL COUNCIL FOR MATERNAL AND CHILD HEALTH

ANNUAL REPORT 2022/23



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ABOUT US

Our Vision

Healthy pregnancies, babies, children and families for lifelong health in Ontario.

Our Mandate

To provide evidence-based and strategic leadership for perinatal, newborn, child and youth health services in Ontario.

Our Values

Individual and Family-centred
Collaborative
Inclusive
Equitable
Evidence-informed
Innovative
Systems and Results-focused
Transparent

We achieve our mandate through collaboration with provincial government agencies and organizations, regional perinatal and child health networks, care providers, and patients and families.

PCMCH is funded by the Government of Ontario.

ACKNOWLEDGEMENT OF THE LAND AND FIRST PEOPLES

PCMCH acknowledges the territory of the Haudenosaunee, Wendat and Anishnaabe people on which it operates. This land is governed by the Dish with One Spoon Treaty, which is a nation-to-nation agreement committing these nations to share the territory in peace, friendship and respect. All newcomers are symbolically included in this treaty and in the spirit of these obligations. Today, Toronto is home to Indigenous Peoples from across Turtle Island.

PCMCH recognizes that Indigenous practices of health and well-being have been in place in this territory since time began and are maintained to this day. PCMCH's members, and the many organizations we partner with in our work, are located on traditional Indigenous territories across Ontario. PCMCH is grateful for the opportunity to work and live on this land. We encourage all to reflect on, and acknowledge, the harms and mistakes of the past and to consider how we can each, in our own way, move forward in a spirit of reconciliation and collaboration.

PCMCH remains committed to, and acknowledges responsibility for, building and improving relationships with First Nations, Inuit, and Métis peoples.

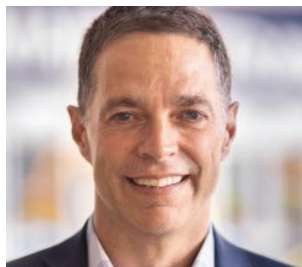
LETTER FROM THE CHAIR AND EXECUTIVE DIRECTOR

On behalf of PCMCH, we are proud to share our 2022/23 annual report with you. In this report, you'll read about our most significant achievements of the past year. You will come to realize how wide-ranging PCMCH's work is, from the design of system planning tools such as levels of care criteria and the emergency department paediatric readiness checklist to the generation of resources and webinars to support healthcare providers in offering evidence-based care of the highest quality.

As an organization that focuses on the health and wellbeing of pregnant people, newborns, children, youth and families, PCMCH is dedicated to developing a healthcare system that is not just effective but also one that supports equitable access and health outcomes throughout the province. Ontario is home to diverse populations with wide-ranging healthcare needs. We recognize the imperative to consider issues of equity and diversity, how healthcare inequities have shaped healthcare in the past, and how our work can contribute to a more inclusive system going forward, one in which individuals feel heard, safe and accepted. This year, we made progress in

our journey towards becoming a more inclusive organization and one that supports the provision of equitable healthcare by engaging advisors with lived experience who brought invaluable insights to our work, conducting health equity impact assessments, and releasing resources catered to address the unique needs of equity-deserving communities.

PCMCH could not succeed in its work without the dedication of our team and partners. We thank the PCMCH Secretariat staff for their assured leadership of PCMCH's initiatives throughout the past year. Over 300 people from across the province shared their expertise and passion generously with us on PCMCH's Governing Council, committees and working groups. Their engagement during a very busy time in our healthcare system ensures that the initiatives, resources and information we produce are responsive to the needs of the system and advance PCMCH's vision of *healthy pregnancies, babies, children and families for lifelong health in Ontario*. We look forward to furthering this vision in the year to come.



A handwritten signature in blue ink, reading "Bruce Squires".

Bruce Squires
Chair



A handwritten signature in blue ink, reading "Sanobar Diaz".

Sanobar Diaz
Executive Director



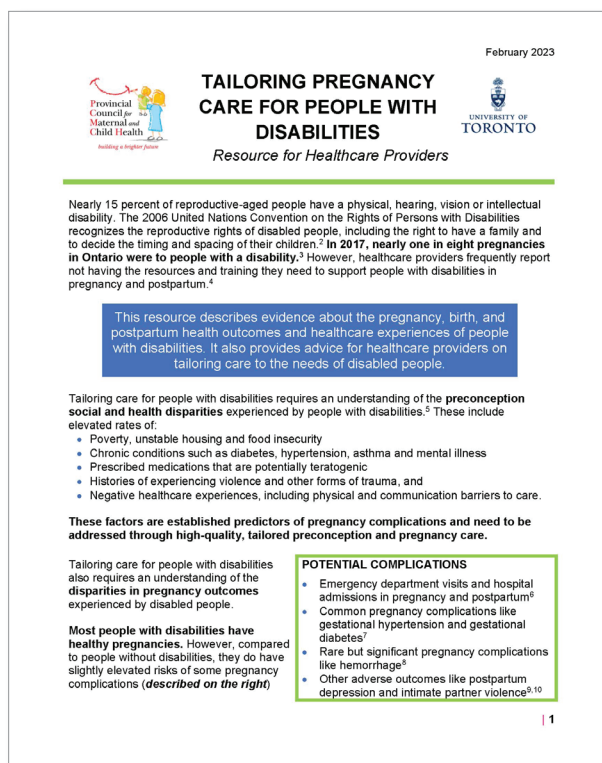
INCLUSIVE AND AFFIRMING CARE FOR DIVERSE POPULATIONS

Promoting diversity and inclusion to advance a safer and more equitable perinatal, newborn, child and youth health system in Ontario is an important aspect of the work we do at PCMCH. Throughout 2022/23, we sought out diverse perspectives when developing new resources for perinatal, child and youth healthcare providers, individuals and families. Each Ontarian has unique needs, experiences and perceptions of the healthcare system that require tailored and person-centred approaches to care. These diverse experiences are influenced by several factors, such as race, health condition, past trauma, sexual orientation, gender identity, as well as the intersecting of these factors.

This past year, PCMCH's work to advance health equity resulted in evidence-based resources that aim to improve perinatal care for people with disabilities and members of the 2SLGBTQIA+ community.

Supporting Accessibility for People with Disabilities

Developed in collaboration with Dr. Hilary Brown, Dr. Yona Lunskey, Dr. Leslie Tarasoff and their team from the University of Toronto, and an Advisory Committee that included people with lived experience of disability and pregnancy, three Disability and Pregnancy resources were released. Aimed at healthcare administrators, healthcare providers and people with disabilities who are planning a pregnancy, pregnant or recently postpartum, each resource addresses potential challenges to pregnancy care that people with disabilities may face, including ableism or physically inaccessible healthcare spaces. They also provide recommendations and a list of other resources to help address such challenges and increase access to care. This information is supported by direct statements from parents with disabilities and healthcare practitioners who have shared their personal experiences of, and aspirations for, perinatal healthcare for people with disabilities.



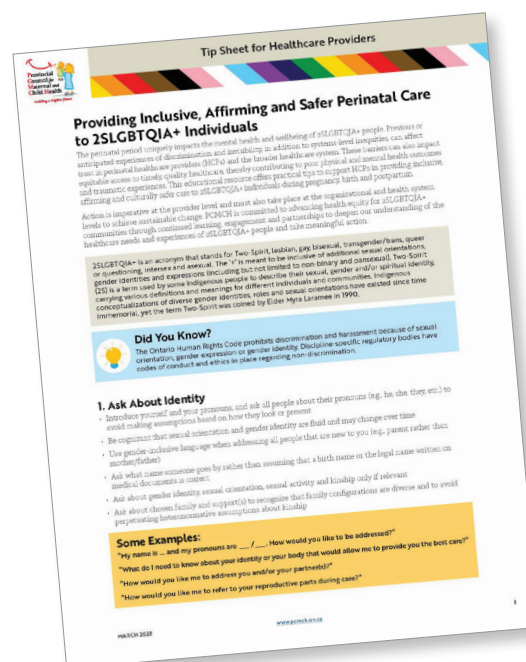
Involving people with disabilities in the collection of data, interpretation of findings and creation of these [Disability and Pregnancy] resources is critical as it is in keeping with the disability community's call for "nothing about us without us".

– Dr. Hilary Brown, study co-author; Assistant Professor and Tier 2 Canada Research Chair in Disability and Reproductive Health, University of Toronto

Improving 2SLGBTQIA+ Care Experiences

The perinatal period can uniquely impact the mental health and wellbeing of 2SLGBTQIA+ people. Previous or anticipated experiences of discrimination and invisibility, as well as system-level inequities, can also impact the quality and safety of perinatal care received by 2SLGBTQIA+ people, potentially undermining their trust in healthcare providers and the health system.

Developed in collaboration with people with lived perinatal care experience, as well as individuals and organizations with clinical and research expertise, PCMCH's *Providing Inclusive, Affirming and Safer Perinatal Care to 2SLGBTQIA+ Individuals* tip sheet provides evidence-based information, practical examples and a list of continuing education opportunities to promote ongoing learning and training by healthcare providers. PCMCH is developing complementary video resources that will be released later this year that aim to provide insight on the perinatal healthcare experiences of 2SLGBTQIA+ care recipients and providers who have lived experience accessing or working in perinatal healthcare spaces.



Complex Care for Kids Ontario

In 2022/23, over 1,100 children with medical complexity (CMC) were enrolled in Complex Care for Kids Ontario (CCKO) programs at four paediatric hospital lead sites and 16 affiliated community-based clinics across the province. PCMCH launched CCKO, a provincial program, in 2015 with the goal of providing integrated and coordinated care across health and social support services and strengthening community services, which improves access and enables care closer to home. The model of care involves a nurse practitioner-paediatrician dyad partnering with families to provide intensive care coordination and comprehensive plans of care.

The CCKO Leadership Table initiated a number of process improvement and collaboration initiatives in 2022/23, such as standardizing transfer protocols between sites and optimizing the relationship with home and community care coordinators. In addition, a clinical trial published in the *Journal of the American Medical Association – Pediatrics*, in March 2023 compared the effectiveness of CCKO with usual care for children with medical complexity who have chronic conditions and high healthcare needs. Drawing on patient data from 12 clinics across Ontario, CMC engaged with the intervention experienced better care planning and, in the second year, lower total health service costs.

ADVANCING QUALITY AND PATIENT SAFETY

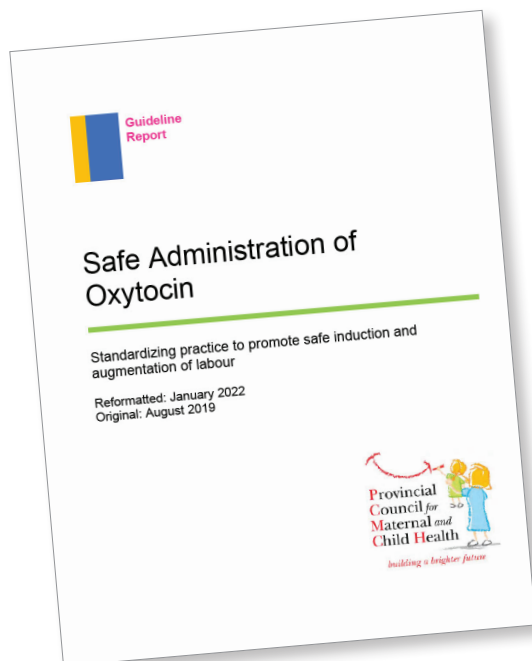
Developing evidence-based recommendations that enhance the quality and safety of care is a key focus for PCMCH. With the engagement of diverse individuals with content expertise and by partnering with other organizations, PCMCH develops and disseminates recommendations, standards, and guidelines to improve outcomes of care in the perinatal, newborn, child and youth health system. Evaluation of our initiatives occurs in a multitude of ways, including through engagement with regional networks and researchers, surveying clinical and administrative leaders and via utilization of a range of health system databases. In 2022-2023, PCMCH continued to pursue areas for quality improvement and monitor how we move the needle on health outcomes.

Oxytocin Administration, Implementation and Evaluation

Oxytocin is a high-alert medication used to induce or augment labour and, as such, it is important to maintain a culture of safety around its use. In 2019, PCMCH developed the *Safe Administration of Oxytocin* guideline report, which outlines 11 best practice recommendations for the management of pregnant patients who have been given oxytocin. Several related tools were included in the report to support hospitals in the implementation of the recommendations.

A survey to evaluate the degree of uptake, effectiveness and utility of the *Safe Administration of Oxytocin* recommendations and tools was sent to all Ontario birthing hospitals in October 2022. The survey also requested information about enablers and barriers experienced by facilities in implementing the recommendations. Data collected by Better Outcomes Registry and Network (BORN) Ontario, which provided comparative information on the implementation of the recommendations at a regional level, was also analyzed.

PCMCH's findings demonstrated that hospitals found value in the recommendations and tools in supporting safe drug administration, providing positive feedback regarding the implementation of the recommendations and tools. Clinical outcome data from BORN Ontario also suggested that the COVID-19 pandemic may have influenced outcome data. PCMCH will continue to monitor this data as the health system recovers from the pandemic. PCMCH also continues to engage with Regional Networks Operational Forum (RNOF) leaders and hospitals in implementing the recommendations.



Fostering Regional Collaboration and Equitable Care

Established by PCMCH in May 2021, the Regional Networks Operational Forum (RNOF) functions as a community of practice with representatives from the six maternal, newborn and child health regional networks across Ontario, Ontario Health, the Ministry of Health, BORN and PCMCH. As project areas and indicators for perinatal and newborn outcomes are identified, regional networks will use BORN data to implement quality improvement across their regions.

Together, the members of RNOF aim to support local planning, coordination among healthcare providers and facilities, and promote the implementation and dissemination of evidence-based guidelines that will enhance the quality of reproductive, newborn and child healthcare in Ontario.

Over the past year, the regional networks progressed in their work to adopt the four provincial priorities set for them by the Ministry of Health: Local Gap Analysis and Planning; Executing Improvements to Care; Connecting/Coordinating Providers; and Informing/Providing Input to Provincial Entities.

As the healthcare system evolves, regional networks continue to adapt and maintain strong working relationships with their partners to address gaps in coordination within their regions and support the provision of equitable care.



STRENGTHENING THE SYSTEM

Many of PCMCH's initiatives aim at strengthening the design and delivery of healthcare across the province by offering planning tools and data. These initiatives aim to better support healthcare providers in their practices and to enhance the quality of care in different settings. Importantly, these initiatives positively impact pregnant people, newborns, children, youth and families in receiving care from the most appropriate care providers, with the appropriate resources, in a coordinated, safe and timely fashion.

Defining Levels of Care Criteria

The Perinatal, Birthing and Newborn levels of care (LOC) definitions and criteria provide guidance on the scope of services, admission criteria and accountabilities of hospitals to ensure that all pregnant people and newborns in Ontario receive high-quality care at the appropriate level. In 2022, PCMCH completed work on updating the Perinatal, Birthing and Newborn LOC

definitions and criteria to reflect current practice and services. With the support of two LOC Task Forces, PCMCH developed a guidance document, which outlines the minimum standard criteria for each LOC for planned births and newborn care, and foundational criteria including informed consent and shared decision-making, Indigenous health and cultural safety, and considerations for transfer and care for those in rural and remote areas. PCMCH also surveyed all hospitals in Ontario that provide perinatal, birthing and newborn care to assess the level(s) of care they can provide with existing resources.

Perinatal, birthing and newborn levels of care designations were assigned to hospitals based on the assessment of existing criteria as declared within hospital survey responses and follow-up discussions between PCMCH and hospitals. The *Perinatal, Birthing and Newborn Levels of Care Guidance Document* and Ontario hospitals' Level of Care Designations are available on our website.

Enhancing ED Readiness

It is critical that paediatric patients receive safe and high-quality care regardless of their presenting issue or the geographic location of the Emergency Department (ED). To this end, PCMCH, in partnership with Translating Emergency Knowledge for Kids (TREKK), began work on the Emergency Department Paediatric Readiness (EDPR) initiative in 2017. The EDPR initiative is based on the Emergency Medical Services for Children (EMSC) Program and the National Pediatric Readiness Project (NPRP), which are federal initiatives in the United States. A core component of the NPRP includes the administration of a paediatric readiness checklist to EDs across the United States. PCMCH and TREKK adapted the American checklist and, with the support of an expert panel, incorporated additional questions around mental health and substance use. The EDPR checklist consists of seven domains that cover a broad range of questions, including ED demographics and infrastructure, coordination of patient care, ED staffing and training, quality improvement and patient safety, policies and procedures, paediatric equipment or supplies, and challenges and enablers.

The checklist is not prescriptive, nor does it instruct hospitals about what must be in place to see paediatric patients within their ED. Instead, it is a mechanism for identifying and driving improvements within organizations and the larger healthcare system. After two pilot phases, PCMCH distributed the EDPR checklist to Ontario hospitals in 2022.

The checklist was completed by 66 Ontario hospitals, which in turn provided the facilities with a customized report containing a score based on the information they submitted. This report allows hospital sites to see any areas

for improvement and provided benchmarks against other hospitals with similar volumes that participated in the initiative. In March 2023, PCMCH established an ED Paediatric Readiness Advisory Group to review the findings and identify opportunities for improvement. Following its deliberations, the Advisory Group will offer recommendations for improving ED paediatric readiness in Ontario.

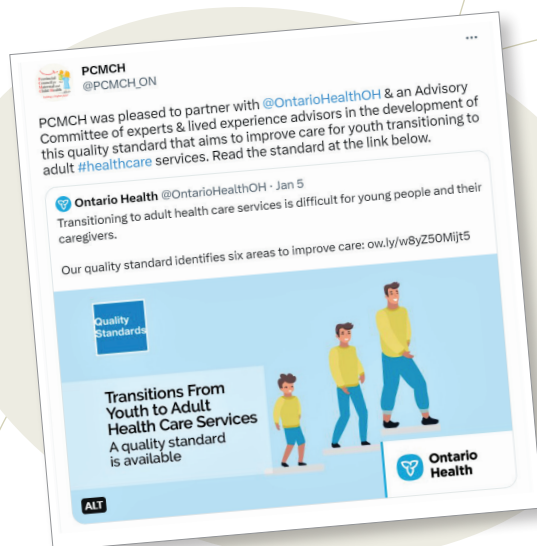
Guiding Urgent and Emergent Transport Decision-Making

In 2022, PCMCH led work in collaboration with provincial system partners, including CritiCall Ontario, Ornge and specialized transport teams, to develop a standard set of definitions and clinical criteria to guide decision-making for the interfacility transport of critically ill newborns and children. The development of an efficient streamlined process was required to ensure that the most qualified and appropriate transport service is dispatched in a timely manner, with the goal to improve neonatal and paediatric patient outcomes. A Provincial Specialized Triage and Dispatch Work Group developed clinical criteria as well as criteria for the selection of the most appropriate transport service. A guidance document was released, which applies to neonatal and paediatric patients with an acute condition where consultation, advice, transfer and/or transport is required because medical, surgical and/or diagnostic care is not available locally.

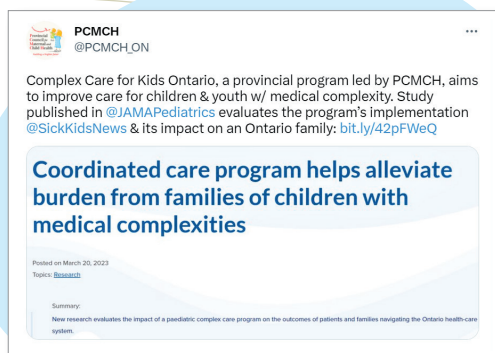
Through PCMCH's Transport Committee, the Work Group's final report was submitted to the Ministry of Health, with the recommendation that the criteria be implemented to facilitate timely access to acute care services to improve patient outcomes.

A YEAR OF ENGAGEMENT

Our most popular social media posts



Transition from Youth to Adult Health Care Services Quality Standard release



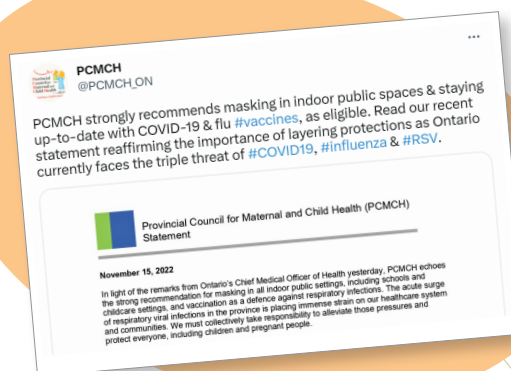
JAMA Pediatrics: Effectiveness of Structured Care Coordination for Children With Medical Complexity: The Complex Care for Kids Ontario (CCKO) Randomized Clinical Trial



Providing Inclusive, Affirming and Safer Perinatal Care to 2SLGBTQIA+ Individuals tip sheet release



Disability and Pregnancy resources release



PCMCH Statement: CMOH's recommendation for masking in indoor public spaces

Our website is accessed from all parts of Ontario and around the world – from as far away as the Philippines, Finland and Argentina.

10

Resources newly released
or updated



30%

increase in social
media followers



**2022/23
BY THE
NUMBERS**



300+

people who shared their
expertise on PCMCH
Governing Council,
committees and
working groups



40,000+

website users



New Publication Launched

Milestones, our quarterly e-newsletter for health-care professionals, policy makers, system planners and anyone interested in building and supporting high-quality perinatal, newborn, child and youth healthcare, was launched in October 2022. The first two issues provided information on new PCMCH resources, interviews with researchers and lived experience advisors who partnered with us, and other developments at PCMCH. Over 2,000 people receive *Milestones*. Subscribe at: pcmch.on.ca/about-us/newsletter.

Sharing Professional Knowledge

PCMCH's four-part webinar series focusing on Paediatric Diabetes and Paediatric Obesity Management featured respected speakers from across Canada and the U.S. The series covered diverse topics related to current practices and approaches for care of children and youth with diabetes and those who are overweight or obese. Topics included "Evaluation of a Province-Wide Type 1 Diabetes Care Plan for Children in the School Setting" and "Traditional Knowledge-based Lifestyle Interventions in the Prevention of Obesity and Type 2 Diabetes in Indigenous Children in Canada". Over 140 people attended the webinars, which are now available on our website.



PCMCH Webinar Series: Paediatric Diabetes & Paediatric Obesity Management

UPCOMING WEBINAR

March 22, 2023 | 12:00 – 1:00 pm (EST)

The Role of Wearable Devices in Supporting Family-based Pediatric Obesity Interventions at a Federally Qualified Health Center

Speaker: Dr. Juan Espinoza
Chief Research Informatics Officer, Lurie Children's Hospital; Associate Director, Center for Biomedical Informatics and Data Science, Northwestern University

Registration now open. Information on previous presentations in the series available through the links in our Linktree or at www.pcmch.on.ca



GOVERNING COUNCIL AND COMMITTEES 2022-23

Governing Council

Bruce Squires (*Chair*)
 Jennifer Churchill
 Jane Cleve
 Eyal Cohen
 Ronald Cohn
 Marilyn Crabtree
 Shelley Dougan
 Crystal Edwards
 Remi Ejiwunmi
 Kelly Falzon
 Anna Greenberg
 Astrid Guttmann
 Julia Hanigsberg
 Jackie Hubbert
 Bernard Lawless
 Judy Linton
 Cynthia Maxwell
 Alex Munter
 Sean Murray
 Stephanie Redpath
 Paul Roumeliotis
 Prakesh Shah
 Jackie Schleifer-Taylor (*Chair*)
 Alicia St. Hill
 Nash Syed
 Ru Taggar
 Kristin Taylor
 Ziyaad Vahed

Child & Youth Committee

Eyal Cohen (*Co-chair*)
 Crystal Edwards (*Co-chair*)
 Irene Andress
 Teresa Bruni
 Michael Casas
 Sue Chanko
 Darcia Curtis
 Bonnie Fleming-Carroll
 Michelle Gordon

Anna Gunz
 Kerri Hannon
 Mona Jabbour
 Kimberley McClean
 Angelo Mikrogianakis
 Caryn Nero
 Julia Orkin
 Suzanne Powell
 Jennifer Proulx
 Adam Rapoport
 Shannon Reaume
 Rhea Taplan
 Natalie Sherritt
 Brenda Weitzner
 Ian Zenlea

Maternal-Newborn Committee

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 Ru Taggar (*Co-Chair*)
 Ellen Blais
 Tali Bogler
 Elizabeth Brandeis
 Lynne-Marie Culliton
 Shelley Dougan
 Marion DeLand
 Crystal Edwards
 Susan Ellis
 Kelly Falzon
 Kerri Hannon
 JoAnn Harrold
 Wendy Katherine
 Kate Miller
 Christine Moon
 Darlene Rose
 Alicia St. Hill
 Kristin Taylor
 Nisha Walibhai
 Mark Walker

Transport Committee

Jackie Hubbert (*Co-Chair*)
 Stephanie Redpath (*Co-Chair*)
 Teresa Bruni
 Cynthia Cupido
 Jessica Davis
 Marion DeLand
 Sonny Dhanani
 Julie Gordon
 Anna Gunz
 Linda Lalani
 Kyong-Soon Lee
 Indrakshi Narula
 Caryn Nero
 Melissa Roney
 Michael Sanderson
 Bruce Sawadsky
 Danielle Trigatti
 Nisha Walibhai
 Wendy Whittle
 Hilary Whyte

Cleft Lip & Palate/ Craniofacial Dental Program – Centralized Budget Work Group

Rahil Begg
 Tonia Bryans
 Michael Casas
 Bala Kumbakonam
 Stephanie Lauziere
 Jeannie Panagiotopoulos

Cleft Lip & Palate – Dental Directors Sub-Committee

Robert Carmichael
 Michael Casas
 Gabriella Garisto
 Stephanie Lauziere
 Becky Olacke
 Thomas Oper
 Peter Pannozzo
 Gordon Payne
 Olaf Plotzke

Cleft Lip & Palate/ Craniofacial Dental Program – Operational Advisory Committee

Mazen Almaoui
 Rahil Begg
 Sonia Blanchet
 Tonia Bryans
 Rob Carmichael
 Stephanie Carter
 Michael Casas
 Lillian Ciona
 Donovan Cooper
 Enza Dininio
 Kerry Fahey
 Gabriella Garisto
 Karen Kinnear
 Bala Kumbakonam
 Stephanie Lauziere
 Karen Margallo
 Christina Mellies
 Becky Olacke
 Thomas Oper
 Jeannie Panagiotopoulos
 Peter Pannozzo
 Gordon Payne
 Olaf Plotzke
 Sharon Samaan
 Kimberly Taylor
 Trish Wilson

Complex Care for Kids Ontario (CCKO) Leadership Table

Irene Andress
Teresa Bruni
Jennifer Churchill
Eyal Cohen
Paula Crotteau
Michelle Gordon
Lara Keable-John
Chantal Krantz
Sophia Lawson
Audrey Lim
Karyn Lumsden
Nathalie Major
Lynanne Mason
Siobhan McEwen
Sean Murray
Rahul Ojha
Julia Orkin
Tanja Patry
Diane Paradis
Shannon Reaume
Joanna Soscia
Rajwant Sousa
Leah Tattum

Complex Care for Kids (CCKO) Transfer Working Group

Katy Eager
Joanna Soscia
Leah Tattum
Sonya Altena
Frances Mahon

Emergency Department Paediatric Readiness Advisory Group

Mona Jabbour (*Co-chair*)
Rebecca Liebau (*Co-chair*)
Kashif Ahmed

Kylie Booth
Andrea Boysen
Amy Burton
Hillary Hewes
Megan Hill
Marion Knutson
Rodrick Lim
Jennifer McTaggart
Julia Orkin
Kristen Raiskums
Amit Shah
Michele Sloss

Maternal Levels of Care (MLOC) Task Force

Nicole Blackman
Katie Forbes
Philip Hough
Lorena Jenks
Kate Miller
Julie Pace
Lauren Rivard
Nisha Walibhai
Monica Weber
Arthur Zaltz

Newborn Levels of Care (NLOC) Task Force

Nicole Blackman
Shâdé Chatrath
Cheryl Clayton
Marion DeLand
Yenge Diambomba
Jackie Girard
Lorena Jenks
Kate Miller
Monica Nicholson
Gillian Yeates

Ontario Paediatric Bariatric Network (OPBN) Performance Measurement and Evaluation Working Group

Katherine Morrison (*Co-chair*)
Ian Zenlea (*Co-chair*)
Janice Austin
Erin Brown
Annick Buchholz
Alessandro Gabriele
Alice Haasdyk
Jill Hamilton
Iain Jamieson
Audra Jesso
Anne MacDiarmid
Gina Maloney
Bushra Masoom
Charmaine Mohipp
Haley Nyboer
Constance Oates
Sinthu Panchadcharadevan
Kelly Proulx
Andrea Regina
Jane Rutherford
Michela Savoia
Alene Toulany
Tara West
Jennifer Yu

Ontario Paediatric Bariatric Network (OPBN) Advisory Committee

Jane Rutherford (*Co-chair*)
Ian Zenlea (*Co-chair*)
Janice Austin
Sarah Barker
Tara Baron
Teresa Bruni

Annick Buchholz
Becky Burton
Craig Campbell
Mary Dyck
Alessandro Gabriele
Stasia Hadjiyannakis
Audra Jesso
Allison Loughheed
Gina Maloney
Gordon McSheffrey
Charmaine Mohipp
Katherine Morrison
Rebecca Noseworthy
Haley Nyboer
Constance Oates
Kyna Patterson
Sarah Patterson
Kelly Proulx
Andrea Regina
Michela Savoia
Tara West
Angelina Wiwczor
Marina Ybarra
Jennifer Yu
Clare Zasowski

Paediatric Levels of Care Clinical Leads

Teresa Bruni
Peter Fitzgerald

**Provincial Specialized
Transport: Triage and
Centralized Dispatch
Work Group**

Julie Gordon (*Co-chair*)
Hilary Whyte (*Co-chair*)
Fuad Alnaji
Cheryl Aubertin
Deborah Barnard
Karyn Calwell
Cynthia Cupido
Jessica Davis
Nicole Greaves
Anna Gunz
Andrew Helmers
Tina Janicas
Fabiano Medugno
Todd Mortimer
Kristie Newton
Mike Peddle
Stephanie Redpath
Shirley Roddick
Lisa Webster

**Regional Networks
Operational Forum
(RNOF)**

Natalie Kennedy (*Co-chair*)
Darlene Rose (*Co-chair*)
Jessie Alsop
Tihana Antic
Jon Barrett
Wendy Carew
Rose Cook
Angèle Desbiens
Kerri Hannon
Michelle Healey
Lisa Hunter
Crystal Lawrence
Marnie Lightfoot
Kasia Luebke
Caryn Nero
Julia Orkin
Jennifer Proulx
Nicole Roberts
Tina Sakr

**Transport Operations
Group**

Cynthia Cupido (*Co-chair*)
Kristie Newton (*Co-chair*)
Jill Allan
Melissa Brett
Deborah Barnard
Dan Countryman
Russell Crocker
Jessica Davis
Kelly Finlayson
Julie Gordon
Nicole Greaves
Salima Jaffer
Lynanne Mason
Todd Mortimer
Yvonne Morelli
Justin Pyke
Stephanie Redpath
Shirley Roddick
Melissa Roney
Michael Sanderson
Alison Stevenson
Danielle Trigatti
Brent Winchcombe
Madeline White

PCMCH Secretariat

Sanober Diaz
Bill Clarke
Bhakti Dattani
Brittany Groom
Beverly Guttman
Allison Hall
Raisa Ladha
Alison McPhedran
Sidra Nadeem
Lisa Osqui
Alanna Sadri
Jennifer Tin
Alexandra Thorp
Laura Zahreddine



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