



**Board of Directors Meeting
Réunion du conseil d'administration**

**April 16 avril 2025
5:30 – 8:00 p.m. / 17 h 30 – 20 h 30
Hybrid Meeting / Réunion hybride**

Approved Minutes / Procès-verbal approuvé

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| PRESENT: | Glen Barber – Board Chair; David Clements – Vice-Chair; Elizabeth Sanderson – Vice-Chair; Karen Capen – Board Secretary; Hubert Paulmer – Treasurer; Sonia Granzer, Noor Hameed, Nives Ilic, Gaya Jayaraman, Hélène Laperriere, Aynsley Morris, Stéphanie Pelletier, Chantal Rioux, Rodney Stehr – Board Directors |
| ABSENT WITH REGRETS: | Kyle Robinson; Swapna Stephen – Board Directors Banks Zero – Employee Representative |
| STAFF GUESTS: | Robin McAndrew – Executive Director Jessica Menard – Employee Representative Deborah Dew – Acting Team Lead for Intensive Case Management Team |
| OTHER GUESTS: | N/A |
| MINUTES: | Cristina Coiciu – Executive Assistant |

The meeting was held in person, in the Board Room, and virtually via TELUS Business Connect platform.

| | ITEM | ACTION |
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| 1. | Verification of Quorum / Vérification du quorum A quorum was achieved for this meeting. / Le quorum a été atteint pour cette reunion. | - Glen Barber |
| 2. | Declaration of Conflict / Déclaration du conflit d'intérêt No declaration of conflict was made. / Aucune déclaration de conflit n'a été faite. | - Glen Barber |
| 3. | Approval of Agenda / Adoption de l'ordre du jour <i>It was moved by Aynsley M. and seconded by Elizabeth S. to approve the agenda as presented. / Il a été proposé par Aynsley M. et appuyé par Elizabeth S. d'approuver l'ordre du jour tel que présentée.</i> ALL IN FAVOUR – CARRIED / TOUS EN FAVEUR ET LA MOTION EST ADOPTÉE | - Glen Barber |
| 4. | Internal Presentation of the Intensive Case Management Program / Présentation du programme de gestion intensive des cas Deborah Dew, Acting Team Lead of the Intensive Case Management (ICM) Program, offered an overview of the program. Here are the key points: 1. Opiate Case Manager | - Deborah Dew |

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| | <ul style="list-style-type: none"> - Two people work in this role, splitting their time between case management and clinic support. - They handle 15 clients, focusing on short-term case management (around six months). - Referrals come internally from Oasis, focusing on clients with identified needs. <p>2. Clinic Support Worker</p> <ul style="list-style-type: none"> - This position has been around for a few years, working closely with the Oasis Medical Team. - Services provided include practical support, navigating medication coverage, appointment reminders, housing applications, and tax assistance. - Immediate support offers same-day or next-day services, helping clients with urgent needs. <p>3. ICM Program</p> <ul style="list-style-type: none"> - The program has been running for 14 years, with Deborah involved for 13 years. - The program manages between 100 and 120 clients at a time. - Referrals come through the Mental Health Community Support Services (MHCS) and the Canadian Mental Health Association (CMHA). - Clients often have severe problematic substance use, homelessness, mental health challenges, involvement with the criminal justice system, and poverty. <p>4. Client Services</p> <ul style="list-style-type: none"> - Support provided includes housing referrals, harm reduction, community connections, daily living activities, goal setting, ID assistance, financial aid applications, and systems navigation. - Case managers work closely with clients, attending court, probation appointments, medical appointments, and providing problem-solving support. <p>5. Challenges and Trends</p> <ul style="list-style-type: none"> - Substance use: there has been a shift from alcohol and cocaine to more illicit substances like opioids and poly-substance use. - Referrals come from various sources, including probation officers, detention centers, pharmacies, and supportive housing programs. <p>6. Program Outcomes</p> <ul style="list-style-type: none"> - Graduation program: the ICM program has a graduation process for clients who achieve stability, tapering off support over 18 months. - There is positive feedback from clients who have graduated, highlighting improvements in confidence, independence, and quality of life. <p>The presentation was well received by the Board, and Deborah emphasized the importance of teamwork, regular meetings, supervision, and self-care to manage the emotional toll of the work.</p> |
| 5. | <p>Consent Agenda / Résolutions en bloc - Glen Barber</p> <p>The Consent Agenda included the following items:</p> <ul style="list-style-type: none"> - Item 5.1 Approval of Minutes of the Meeting on March 19, 2025 / Approbation du procès-verbal de la réunion du 19 mars 2025 : <i>To approve the draft minutes of the meeting on March 19, 2025, as presented. / Approuver le projet de procès-verbal de la réunion du 19 mars 2025, tel que présenté.</i> - Item 5.2 FY2024-2025 Surplus Recommendation / Recommandation concernant l'excédent pour l'exercice 2024-2025 – BRF25-016-M/B: <i>That the Board accept Management Team's recommendations concerning the accounting for any surplus for non-Ontario Health funded programs that have a fiscal year end of March 31, 2025. / Que le Conseil accepte les recommandations de l'équipe de direction concernant la comptabilisation de tout excédent pour les programmes non financés par Santé Ontario dont l'exercice financier se termine le 31 mars 2025.</i> - Item 5.3 FY2025-2026 Quality Improvement Plan Submission – Ratification / Soumission du plan d'amélioration de la qualité pour l'exercice 2025-2026 – Ratification : <i>That the Board of Directors ratify the Executive Committee's decision to submit the 2025/26 Quality Improvement Plan to Health Quality Ontario. / Que le conseil d'administration ratifie la décision du comité exécutif de soumettre le plan d'amélioration de la qualité 2025-2026 à Qualité des services de santé Ontario.</i> |

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| | <ul style="list-style-type: none"> - Item 5.4 Board Policies Review / Examen des politiques du conseil d'administration : <i>To approve the following revised policies and procedures, as recommended / Approuver les suivantes politiques et procédures révisées, telles que recommandées :</i> <ul style="list-style-type: none"> o <i>Harm Reduction Policy / Politique de réduction des méfaits</i> o <i>Media Relations Policy / Politique de relations avec les médias</i> o <i>Corporate Sponsorship Policy / Politique de parrainage d'entreprise</i> o <i>Voluntary Dissolution of the Corporation Policy / Politique de dissolution volontaire de la société</i> o <i>Code of Conduct / Code de conduite</i> o <i>In camera Policy / Politique de huis clos</i> <p><i>It was moved by Gaya J. and seconded by Stephanie P. to approve the Consent Agenda, as presented. / Il a été proposé par Gaya J. et appuyé par Stephanie P. d'approuver les résolutions en bloc, tel que présentées.</i></p> <p>ALL IN FAVOUR – CARRIED / TOUS EN FAVEUR ET LA MOTION EST ADOPTÉE</p> |
| 6. | <p>Board Committees Reports / Rapports des comités du conseil d'administration</p> <p>7.1 Nominations and Governance Committee (NGC) / Comité des nominations et de la gouvernance (CNG)</p> <p><u>Membership Application and Approval Process</u> - Karen Capen <u>Processus de demande d'adhésion et d'approbation</u></p> <p>The Board Secretary offered the following updates on the membership process:</p> <ul style="list-style-type: none"> - Current state: the membership application process was previously minimal and not well-documented. - Improvements: Cristina Coiciu and Glen Barber have worked on making the process richer and more informative for prospective members. - Membership criteria and process: <ul style="list-style-type: none"> o Members need to be broadly supportive of the organization's mission. o The NGC will conduct interviews with prospective members to ensure alignment with the organization's values. o A welcome package has been created to outline what membership entails. - Community engagement: <ul style="list-style-type: none"> o The organization is considering holding informal members' meetings to engage with the community more directly. o Historically, the Centre has not focused heavily on outreach for membership but is considering it as a potential opportunity. - Concerns and safeguards: <ul style="list-style-type: none"> o There is a concern about individuals with opposing views joining the organization to disrupt its operations. o The interview process and alignment with the organization's mission and values are intended to mitigate this risk. - Governance and decision-making: <ul style="list-style-type: none"> o The proposed changes to the membership process require the Board's approval. o The new process aims to be more transparent and open, providing clear guidelines from the beginning. <p><i>It was moved by Karen C. and seconded by Stephanie P. to adopt the new process for corporate membership application and approval. / Karen C. a proposé, avec l'appui de Stephanie P., d'adopter le nouveau processus d'approbation de la demande d'adhésion à la société.</i></p> <p>ALL IN FAVOUR – CARRIED / TOUS EN FAVEUR ET LA MOTION EST ADOPTÉE</p> |

Board Self-Evaluation Survey /**- Karen Capen****Sondage d'auto-évaluation du conseil d'administration**

The Board Secretary indicated that this was the second year under the policy for an informal Board self-assessment survey. The NGC has elected to use a short form survey with five questions and a blank box for comments. The survey aims to gather substantive feedback from Board Directors. The survey will be sent out tomorrow, with responses expected back as quickly as possible. Responses will be organized and reviewed at the committee meeting in May and then discussed at the May Board meeting.

Executive Officers Succession Planning**- Karen Capen****Planification de la relève des dirigeants et dirigeantes**

The Board Secretary mentioned that the Board Election and Nomination Policy was available on the Board Portal under the number BOD-04-F. The policy outlines how to approach the succession planning process, including self-nominations, nominations of others, and expressing interest in executive positions. The NGC will spend more time discussing succession planning next month. Board Directors are encouraged to think about their interests and the committees they might want to join or develop in the next Board year. Glen Barber and Dave Clements will not be returning to their positions, creating openings for others to step forward. Members are encouraged to apply for executive positions and to help each other with information and support.

Equity Diversity Inclusion (EDI) and Indigenous Cultural Safety Workplan /**- Robin McAndrew****Plan de travail sur l'équité, la diversité, l'inclusion (EDI) et la sécurité culturelle autochtone**

The Executive Director explained that the workplan originated from the NGC and began in December. The plan aims to address accreditation standards, identify gaps in current practices, and promote learning and growth within the agency. The NGC has focused on EDI and Indigenous Cultural Safety at the governance level, with parallel conversations at the organizational level.

1. Accreditation and intentionality:

- The plan was initially driven by the need to meet accreditation standards, but the goal is to adopt good practices and grow as an agency.
- The Centre aims to be more intentional in its approach to cultural safety, training, orientation of new Board Directors, and connecting with diversity in the local context.

2. Workplan details:

- A document outlining the purpose, drivers, and a potential workplan was circulated for discussion.
- While currently a standalone document, it may be integrated into the annual Board workplan.

3. Immediate actions:

- Developing a training plan and schedule is a priority.
- Creating a commitment statement to EDI and Indigenous Cultural Safety.
- Inviting guest speakers from diverse agencies or services in the local environment.

4. Timeline and approval:

- The work will be ongoing over the next year or two.
- The NGC seeks approval to proceed with the workplan and will continue to bring updates to the Board.

It was moved by Karen C. and seconded by Elizabeth S. to approve proceeding with the EDI workplan, as recommended. / Karen C. a proposé, avec l'appui d'Elizabeth S., d'approuver la mise en œuvre du plan de travail EDI, tel que recommandé.

ALL IN FAVOUR – CARRIED / TOUS EN FAVEUR ET LA MOTION EST ADOPTÉE

The Board Secretary thanked Robin, Jessica, Banks, Stephanie, and others for their progress on accreditation work.

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| | <p>7.2 Audit and Finance Committee (AFC) / Comité d'audit et des finances (CAF) - Hubert Paulmer</p> <p>The Board Treasurer reported that the AFC met with the Auditors on April 8 to discuss their approach to this year's audit. Other items covered during the meeting were related to the year-end surplus and budget updates.</p> <hr/> <p>7.3 Quality and Performance Committee (QPC) / Comité de la qualité et de la performance (CQP) - David Clements</p> <p>There was no report at this time.</p> <hr/> <p>7.4 Emerging Issues Committee (EIC) / Comité des questions émergentes (CIE) - Elizabeth Sanderson</p> <p>Vice-Chair Elizabeth S. offered the following updates from the EIC meeting on March 26, covering several important topics:</p> <ol style="list-style-type: none"> 1. Constitutional challenge <ul style="list-style-type: none"> - The constitutional challenge against the Community Care and Recovery Act is ongoing. Judge Callahan issued a 30-day injunction on March 26th, and his decision is expected by April 23rd. EIC members were able to attend the hearing online. - The judge was not very pleased by the press reports suggesting that CTS sites were closing due to lack of funding, which complicated the situation. 2. Policy reviews <ul style="list-style-type: none"> - The committee reviewed and approved the media relations policy 3. Next meeting <ul style="list-style-type: none"> - The next EIC meeting is scheduled for May 6th. - The committee will discuss the Alliance Board Resolutions and other relevant topics. <hr/> <p>7.5 Participation to the Alliance Conference 2025 / Participation à la Conférence de l'Alliance 2025 - Glen Barber</p> <p><i>It was moved by Elizabeth S. and seconded by Aynsley M. that the Board appoint Karen Capen to attend the Alliance Conference in June 2025. / Il a été proposé par Elizabeth S. et appuyé par Aynsley M. que le Conseil nomme Karen Capen pour assister à la Conférence de l'Alliance en juin 2025.</i></p> <p>ALL IN FAVOUR – CARRIED / TOUS EN FAVEUR ET LA MOTION EST ADOPTÉE</p> <p>The Board Chair indicated that there was one more spot available and asked everyone to consider this Board development opportunity and send their expressions of interest to the Executive Assistant. If no interest, the seat will be released to staff.</p> |
| 10. | <p>Executive Director's Report / Rapport de la directrice générale - Robin McAndrew</p> <p>The Executive Director offered updates on the Centre's activities for the past month. Here are the key points:</p> <ol style="list-style-type: none"> 1. Involuntary Treatment Act in Alberta <ul style="list-style-type: none"> - Ontario has a new associate minister of mental health and addictions replacing Minister Tibollo, who supported involuntary care. The stance of the new minister is yet to be seen. - The closures of CTS sites are being monitored, with daily reports on visits, clients, and overdose events. The impact on neighborhoods and communities is significant, especially in areas like Somerset West. 2. Outreach and Security <ul style="list-style-type: none"> - A new outreach program is being set up to address the summer surge in activity, with coordination among various partners including police, paramedics, and outreach programs. - A new security team is making a positive impact by greeting people and setting a welcoming tone |

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| | <p>outside the building.</p> <p>3. Interprofessional Primary Care Team Proposal</p> <ul style="list-style-type: none"> - A call for proposals was issued with a tight deadline (May 2nd), focusing on attaching people to primary care close to home. - The proposal targets high priority postal codes with large numbers of unattached individuals. K1N is one of the highest priority areas. - The proposal requires collaboration among different models of care, including Family Health Teams, private practice, and interprofessional care. <p>4. Catchment Area and Primary Care</p> <ul style="list-style-type: none"> - The concept of catchment area is being reconsidered in favor of organizing care by postal codes. This may lead to changes in how services are provided and who is served. - The goal is to attach everyone on the Health Care Connect waitlist, with a focus on complex clients. - The Board may need to consider aligning services to postal codes rather than the current catchment area definition. - The Board will be kept updated on the proposal and its implications for the organization. <p>5. Funding and Budget</p> <ul style="list-style-type: none"> - A 1.9% increase to the base budget has been confirmed as ongoing funding, which is welcome news. |
| 11. | <p>Information Items / Des points d'information</p> <p>There were no other information items.</p> |

Adjournment: 8:15 p.m.

NEXT MEETING – May 21, 2025