

**Date:** March 17, 2021

**Place:** 466 George St.-Multi-purpose Room  
via Zoom

| <b>BOARD MINUTES</b>  |   |
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| <b>Present:</b> Valdis Cuvaldin, Roger Hardy, Mary Reader, John Lyons, via Zoom: Drew Merrett, Paul Forget, Sandra Hamilton, Jim Shipley, Keely Jacox, Krystina Cunningham, Jessica Drover, Heather Temple, Caroline Monsell, Matthew Wilkins |   |
| <b>Staff Participants:</b> Mark Graham, Linda Saunders, CJ Pudsey, Karen Wolff  |   |
| <b>Regrets:</b>   |   |
| <b>Guest(s):</b> Liz DeCarlo, Program Manager Human Resources   |   |
| <b>Chair:</b> Valdis Cuvaldin<br><b>Co-Chair:</b>   | <b>Recorder:</b> Karen Wolff, Executive Administrative Assistant  |
| <b>Item / Topic</b>   | <b>Discussion / Decision / Action / Motion</b>  |
| <b>Welcome and Introductions</b>  | <ul style="list-style-type: none"> <li>John Lyons will be Chair for the April 21, 2021 board meeting as Valdis is unable to attend.</li> <li>Valdis warmly welcomed newest board member, Matthew Wilkins, to the CMHA HKPR Board of Directors. A round table of introductions was conducted.</li> </ul>   |
| <b>1. Call to Order</b>   | <ul style="list-style-type: none"> <li>Call to order at 5:11pm. Quorum met.</li> </ul>  |
| <b>2. Declaration of Conflict</b>   | <ul style="list-style-type: none"> <li>None expressed.</li> </ul>   |
| <b>3. Approval of March 17, 2021 Agenda</b>   | <p><b>Motion: To approve the March 17, 2021 agenda as presented.</b><br/> <b>Moved: John Lyons</b><br/> <b>Seconded: Drew Merrett</b><br/> <b>Carried</b></p>   |
| <b>4. Board Volunteer Hours</b>   | <ul style="list-style-type: none"> <li>Board volunteer hours collected.</li> <li>Caroline Monsell (9.75), Drew Merrett (3), Heather Temple (5), Jessica Drover (22), Jim Shipley (6), John Lyons (9), Keely Jacox (4), Krystina Cunningham (4), Mary Reader (5), Matthew Wilkins (10), Paul Forget (4), Roger Hardy (6.25), Sandra Hamilton (4), Valdis Cuvaldin (25)</li> </ul>  |
| <b>Quality Improvement- Program Presentation</b>  |   |
| <b>5. Human Resources</b>   | <ul style="list-style-type: none"> <li>Liz DeCarlo, Interim Program Manager of Human Resources, presented a Quality Improvement (Q.I.) PowerPoint presentation on Human Resources to the board of directors identifying:</li> <li>The overall coordination and general management of the Human Resources program throughout CMHA HKPR ensuring that services are provided using best practice approaches.</li> <li>Identified functional areas: recruitment, orientation, labour/employee relations, compensation, benefits administration, payroll review, training and development, performance management, job evaluation, the development and maintenance of H.R. policies, procedures and processes, employee recognition, Human Resources Information System management, collective agreement administration</li> </ul> |



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|  | <p>and labour relations procedures.</p> <ul style="list-style-type: none"> <li>• Provided the Human Resources program organizational chart.</li> <li>• Various provincial funders provide funding for the Human Resources program.</li> <li>• Identified the Annual 2020 Performance Targets (i.e. average sick days per employee, per medical leave, approved Long-term Disability claims, retention rate and staff grievances).</li> <li>• Average sick days are up for 2020 at 69.4. Target is 45. This could be due to the pandemic.</li> <li>• Retention rate for 2020 is good at 85.5%. Target 91%</li> <li>• Looking to include Cognitive Demands Analysis (CDA), which is a detailed evaluation of the cognitive requirements of a job, along with our already implemented Physical Demands Analysis for a position.</li> <li>• Identified Program Successes as follows: <ul style="list-style-type: none"> <li>- Moved the entire recruitment process on-line during COVID-19 pandemic and still completed 72 competitions in 2020</li> <li>- Decreased time to fill a vacancy from 50 days to on average of 30 days</li> <li>- Performance reviews now based on shared 'Agency Competencies'</li> </ul> </li> <li>• The HR program's continuous quality improvement is to co-create a diverse, healthy, safe and positive workplace culture that values and engages employees, students and volunteers to achieve operational excellence by ensuring all front line staff receive an Annual Performance Review.</li> <li>• Identified that inconsistent review schedules posed to be a challenge. Not all managers reviewed employees on the same schedule, particularly the review schedule for full and part-time vs. relief staff. There was no reminder system in place to alert managers of when a review was due.</li> <li>• The solution: Standard review periods and the implementation of an annual Goals and Objectives form and a Performance Review form every three years for every employee.</li> <li>• HR is working to develop a function where they can send out monthly reminders of upcoming reviews. Until then, HR is using an Excel sheet to track monthly reviews.</li> <li>• The submission and collection of performance review documents became a challenge as multiple forms were being saved in multiple locations. There was no way to track completion or advise managers when the next review was due.</li> <li>• It has now been identified who is responsible for their part of the process for completion of performance review documents, and a central repository was created for completed forms.</li> <li>• Identified a main challenge in the amount of management time involved to complete this requirement from start to finish. Current reporting and tracking tool is not easily updated.</li> <li>• Staff want this feedback on a regular basis as they find it useful and important. Human Resources is required to find a way to assist managers in completing these reviews.</li> <li>• A Question and Answer period followed.</li> </ul> |
| <p><b>6. Board Discussion on Q.I. Program Presentation</b></p> | <ul style="list-style-type: none"> <li>• Comments from Board members on Liz DeCarlo's presentation as follows: <ul style="list-style-type: none"> <li>- Great/Excellent presentation</li> </ul> </li> </ul>   |



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|   | <ul style="list-style-type: none"> <li>- Liz is a go-getter, Kudos</li> <li>- Nice perspective on fostering a healthy retention rate/environment</li> <li>- Incredible target ratios</li> <li>- Impressed with CMHA HKPR HR model</li> <li>- Good direction regarding Performance reviews</li> <li>- Good idea to create a Cognitive Demands Analysis for each position</li> <li>- Sick ratios in good standing</li> <li>- Good idea and direction regarding talent management</li> </ul>   |
| <p><b>7. Consent Agenda Acceptance</b><br/> <b>a) Board Minutes from February 17, 2021</b></p> <p><b>b) CEO Report</b></p>                              | <p><b>Motion: To accept the February 17, 2021 board minutes as presented in the Consent Agenda.</b><br/> <b>Moved: Paul Forget</b><br/> <b>Seconded: Mary Reader</b><br/> <b>Carried</b></p> <ul style="list-style-type: none"> <li>• Mark provided the board a brief overview surrounding the 2021 Virtual All Staff Meeting survey results.</li> <li>• The virtual meeting lasted one hour, though scheduled for two hours. Went faster than we thought per Mark.</li> <li>• 81.25% of staff responded that meeting was a good use of their time.</li> <li>• 77% said topics were relevant to them.</li> <li>• Some experienced connectivity issues.</li> <li>• Mark provided the board a brief overview of the Staff Vaccination survey <ul style="list-style-type: none"> <li>- Significant uptake taking vaccine</li> <li>- All staff names have been submitted to PRHC</li> <li>- 88% responded yes to taking the vaccine</li> </ul> </li> </ul> <p><b>Action: Mark will provide updates in numbers of staff receiving vaccine within 4 weeks to the board.</b></p> <p><b>Motion: To accept the March 17, 2021 CEO Report as presented.</b><br/> <b>Moved: Jessica Drover</b><br/> <b>Seconded: Jim Shipley</b></p> |
| <p><b>8. Item(s) Extracted from the Consent Agenda:</b></p>   | <ul style="list-style-type: none"> <li>• None</li> </ul>  |
| <p><b>9. Monthly Financial Report</b><br/> <b>a) Statement of Revenue &amp; Expense – Ministry Funded</b><br/> <b>b) Statement of Revenue &amp;</b></p> | <ul style="list-style-type: none"> <li>• Heather Temple reviewed the following financial statements with board members:</li> <li>• Statement of Revenue &amp; Expense – Ministry Funded</li> <li>• Statement of Revenue &amp; Expense – Other Funded</li> <li>• Statement of Revenue &amp; Expense – Community Engagement</li> <li>• Financial Report – (Narrative) – <b>April 1, 2020 to February 28, 2021</b></li> </ul>  |

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| <p><b>Expense – Other Funded</b></p> <p><b>c) Statement of Revenue &amp; Expense – Community Engagement</b></p> <p><b>d) Financial Report (Narrative) April 1, 2020 to February 28, 2021</b></p> | <ul style="list-style-type: none"> <li>Linda advised that there will be no finance report at the April 21, 2021 board meeting due to year-end preparation. The Audited Financial statements will be presented in June, 2021.</li> <li>Significant surpluses in February, 2021 due to reallocation of approved funding for I.T. Processes to be followed up.</li> <li>Received COVID-19 related funding which inflates surpluses p/Linda. Surpluses will reduce upon receiving expenses from community partners.</li> </ul> <p><b>Motion: To accept the above-noted Statements of Revenue &amp; Expense and Financial Report for month ending February 28, 2021.</b></p> <p><b>Moved: Sandra Hamilton</b></p> <p><b>Seconded: Drew Merrett</b></p> <p><b>Carried</b></p>  |
| <p><b>10. Urgent Matter</b></p>  | <ul style="list-style-type: none"> <li>None</li> </ul>   |
| <p><b>Business Arising</b></p>   |  |
| <p><b>11. a) Power Noodle Update re: CEO Job Description, Form A &amp; B</b></p>   | <ul style="list-style-type: none"> <li>On behalf of CJ, Karen advised that CMHA HKPR would need to renew licensing with Power Noodle for \$7,000 p/year in order to post the CEO's Form A and Form B. CMHA HKPR will not be pursuing the Power Noodle platform.</li> <li>CJ indicated that we can look at Survey Monkey to achieve outcomes for the use and completion of the CEO's Form A and Form B.</li> </ul> <p><b>Action: Valdis has asked for CJ to follow-up with the board as to how this will be demonstrated on Survey Monkey.</b></p>  |
| <p><b>New Business</b></p>   |  |
| <p><b>12. a) Mortgage Renewal for: 60 McDonnel St. / 564 Sherbrooke St. / 548 Barker Ave. 524 Charlotte St. (Peterborough)</b></p>   | <ul style="list-style-type: none"> <li>Linda presented and reviewed the Ministry of Municipal Affairs and Housing Mortgage renewal process for: 60 McDonnel St., 564 Sherbrooke St., 548 Barker Ave., and 524 Charlotte St. in Peterborough, ON.</li> <li>The Ministry of Municipal Affairs and Housing has agreed to arrange our Mortgage refinancing through its mortgage renewal system.</li> <li>The mortgage financing for the above-noted properties is due for renewal on May 1, 2021.</li> </ul> <p><b>Motion: For the Ministry of Municipal Affairs and Housing to arrange on CMHA HKPR's behalf a refinancing of the existing charge/mortgage of land for its project municipally known as 60 McDonnel St., 564 Sherbrooke St., 548 Barker Ave., 524 Charlotte St., Peterborough maturing on May 1, 2021 in the approximate amount of \$288,949.23.</b></p> <p><b>Moved: Roger Hardy</b></p> |



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|   | <p><b>Seconded: Paul Forget<br/>Carried</b></p>  |
| <p><b>12. b) Board Evaluations – Survey Results:</b><br/> <b>- Board Meeting Evaluation</b><br/> <b>- Director Self Evaluation</b><br/> <b>- Board President Performance Evaluation</b></p> | <ul style="list-style-type: none"> <li>• Results of the following Board surveys were distributed to board members for review:             <ul style="list-style-type: none"> <li>- Board Meeting Evaluation</li> <li>- Director Self Evaluation</li> <li>- Board President Performance Evaluation</li> </ul> </li> <li>• Valdis reviewed the Board Evaluation Survey results for 2021 with board members.</li> <li>• CEO Succession planning is still in progress.</li> <li>• Valdis reassured board members that training opportunities for board members will be present once COVID is over or under control.</li> <li>• Valdis strongly recommended for board members to attend the upcoming CMHA Ontario’s Governance Workshops starting in April for 8-10 sessions until July, 2021 to gain a greater understanding of board governance.</li> <li>• For future surveys, Valdis has recommended that there be a comment field for each question.</li> </ul>  |
| <p><b>12. c) New CMHA Ontario Board Charter/Agreement</b><br/> <b>ci) New CMHA Branch/Division PowerPoint</b><br/> <b>cii) Notes Branch/Division</b></p>                                    | <ul style="list-style-type: none"> <li>• Mark reviewed the speaking notes to the new CMHA Ontario Branch Charter/Agreement with board members.</li> <li>• Mark delivered CMHA Ontario’s message to all CMHA boards across Ontario that we have a federated model and the legal agreement protects our obligations around the use of our 102 year old CMHA name and brand.</li> <li>• Proposed changes includes the following:             <ul style="list-style-type: none"> <li>- A desire to work together as one, not separately (Ontario Division/individual branches) in order to protect the brand and ensure the integrity of the name.</li> <li>- A new dispute resolution process is embedded that is transparent and fair to all parties to mitigate risk and liability.</li> <li>- New definitions added with language changes as well.</li> <li>- Insurance requirements demanded some attention. The proposed new division/branch agreement recognizes that each branch is now responsible for acquiring insurance from a reputable insurance carrier to meet its insurance needs.</li> </ul> </li> <li>• The new legal agreement has been worked on for the last six months with lawyers per Mark.</li> <li>• Mark participated in language modifications within the agreement.</li> <li>• The new agreement will be valid for three years at which time a review must be undertaken. This is also new.</li> <li>• The Collaboration Agreement is intended to be a companion of the Charter. Ongoing discussions will be held at the ED Network about the contents of the agreement.</li> <li>• CMHA Ontario is hoping for full sign off from branches in April.</li> <li>• Jim Shipley: “What are the next steps?”</li> </ul> |

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|   | <ul style="list-style-type: none"> <li>• Mark: Have CMHA HKPR lawyer review with our Executive Committee. Mark recommended for the Executive Committee to meet (i.e. Drew, Sandra, John and Valdis).</li> </ul> <p><b>Action: Mark will schedule with lawyer and advise the Executive Committee.</b></p>  |
| <p><b>12 d) Justice Supportive Housing Program (Transfer Payment Agreement Revised Schedules &amp; Additional 2020-21 Funding Allocation) – C. Elliott</b></p> <p><b>di) Justice Supportive Housing – M. Kohn</b></p> <p><b>dii) Justice Supportive Housing – Revised Schedules A &amp; B</b></p> | <ul style="list-style-type: none"> <li>• CMHA HKPR received confirmation from the MOH Deputy Premier, Christine Elliott, and the Assistant Deputy Minister, Melanie Kohn, that the Ministry of Health will be providing CMHA HKPR with additional base funding in the amount of \$556,500 to be used to develop 45 new rent supplement housing units to support people with mental disorders/illness that have current involvement with the criminal justice system.</li> <li>• Per Mark, working with municipalities across the four counties: Northumberland, Haliburton, Kawartha Lakes and Peterborough.</li> <li>• Roger suggested a co-venture proposal (i.e. TVM as an example).</li> <li>• Mark ideally recommended that the units need to be smaller to be contained in avoiding hostile takeovers (i.e. HUTS).</li> </ul> |
| <p><b>12. e) Health &amp; Safety Policy Statement (Review/Approve)</b></p>  | <ul style="list-style-type: none"> <li>• Mark reviewed the annual Health &amp; Safety Policy Statement for approval with board members.</li> </ul> <p><b>Motion: To receive and approve the annual Health &amp; Safety Policy Statement as presented.</b></p> <p><b>Moved: John Lyons</b></p> <p><b>Seconded: Matt Wilkins</b></p> <p><b>Carried</b></p>  |
| <p><b>12. f) Workplace Harassment &amp; Violence Protection Policy (Review/Approve)</b></p>   | <ul style="list-style-type: none"> <li>• Mark reviewed the annual Workplace Harassment &amp; Violence Protection Policy for approval with board members.</li> </ul> <p><b>Motion: To receive and approve the annual Workplace Harassment &amp; Violence Protection Policy as presented.</b></p> <p><b>Moved: Matt Wilkins</b></p> <p><b>Seconded: Paul Forget</b></p> <p><b>Carried</b></p>   |
| <p><b>12. g) Ethics Committee Update</b></p>  | <ul style="list-style-type: none"> <li>• Jim Shipley provided an Ethics Committee update to board members.</li> <li>• The Ethics Framework has been created/drafted and will be reviewed at tomorrow’s Ethics Committee meeting.</li> </ul>   |
| <b>Correspondence</b>   |   |
| <p><b>13. a) CMHA HKPR – Advocates for Increase in Social Assistance Rates</b></p>  | <ul style="list-style-type: none"> <li>• CMHA HKPR has provided a supporting letter to MPP Laurie Scott advocating for an increase in Social Assistance rates in the March 31, 2021 budget.</li> <li>• Current monthly assistance rate is challenging at \$700 p/month. Not even half of a living wage.</li> <li>• Looking to increase these rates in line with the federal government’s response to the pandemic, which</li> </ul>   |



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|   | <p>identified \$2,000 as a basic income.</p> <ul style="list-style-type: none"> <li>• Board members supported this recommendation.</li> </ul>  |
| <b>13. b) CE LHIN 2020-21 Mental Health &amp; Addictions Investments</b>                          | <ul style="list-style-type: none"> <li>• Mark advised board members that as of April 1, 2021 the CE LHIN will be providing annualized dollars for 2021-22 in support of the following two programs: <ul style="list-style-type: none"> <li>- Mobile Crisis Intervention Team (MCIT) - \$250,000</li> <li>- Mental Health and Justice Supportive Housing - \$533,100</li> </ul> </li> </ul>   |
| <b>13. c) CE LHIN Multi-Sector Service Accountability Agreement (MSAA) &amp; Extending Letter</b> | <ul style="list-style-type: none"> <li>• Mark advised board members that the CE LHIN has provided CMHA HKPR notice of the LHIN’s proposal to amend each and every multi-sector service accountability agreement extending Schedules from March 31, 2021 through to March 31, 2022, or until such time as may be agreed to in writing by the LHIN and the Health Service Provider.</li> </ul>   |
| <b>13. d) CKL – United Way – Local Love Initiative</b>  | <ul style="list-style-type: none"> <li>• Mark advised board members that CMHA HKPR has received a cheque from the United Way City of Kawartha Lakes Local Love Initiative in the amount of \$938.33.</li> </ul> <p><b>Motion: To receive and approve all Correspondence items as presented.</b><br/> <b>Moved: Mary Reader</b><br/> <b>Seconded: Jim Shipley</b><br/> <b>Carried</b></p>   |
| <b>In Camera Session</b>  |  |
| <b>14. a) IN Camera Agenda (under separate cover)</b>   | <p><b>Motion: To move ‘In Camera’</b><br/> <b>Moved: Paul Forget</b><br/> <b>Seconded: Drew Merrett</b><br/> <b>Carried</b></p> <p><b>Motion: To move ‘Out of Camera’</b><br/> <b>Moved: Paul Forget</b><br/> <b>Seconded: Drew Merrett</b><br/> <b>Carried</b></p> <p><b>Rise &amp; Report: To support the Human Resources Report as presented.</b><br/> <b>Moved: Paul Forget</b><br/> <b>Seconded: Drew Merrett</b><br/> <b>Carried</b></p> |
| <b>Anything Else:</b>   |  |
| <b>15. Round Table Discussions</b>  | <ul style="list-style-type: none"> <li>• Roger Hardy commended Valdis’s work as the board chair.</li> <li>• Board members extended their farewells and congratulations to Linda Saunders, Director of Corporate</li> </ul>   |



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|                        | <p>Services, for her years of service at CMHA HKPR.</p> <ul style="list-style-type: none"><li>• Some board members expressed that the Round Table is important and would like more board members to share.</li><li>• Sandra was impressed with today's HR QI presentation and the 30 days to fill a vacancy.</li><li>• Sandra advised that PRHC is looking for Mental Health Quality members.</li></ul> |
| <b>16. Adjournment</b> | <b>Motion: To adjourn at 8:20pm</b><br><b>Moved: Roger Hardy</b><br><b>Seconded: Jim Shipley</b>  |