



**Date:** August 18, 2021

**Place:** Zoom at 415 Water St. - Boardroom

<b>BOARD MINUTES</b>	
<b>Present:</b> Valdis Cuvaldin, John Lyons, Mary Reader, Jessica Drover, Sandra Hamilton, Jim Shipley, Heather Temple, Krystina Cunnington, Keely Jacox, Drew Merrett, Caroline Monsell, Matthew Wilkins	
<b>Staff Participants:</b> Mark Graham, Ellen Watkins, Karen Wolff	
<b>Regrets:</b> Roger Hardy, Paul Forget	
<b>Guest(s):</b> Jonathan Hewitt, Manager of Justice Services	
<b>Chair:</b> Valdis Cuvaldin <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>Valdis Cuvaldin welcomed everyone to the board meeting</li> <li>There was no meeting in July</li> </ul>
<b>1. Call to Order</b>	<ul style="list-style-type: none"> <li>Call to order at 5:03pm. 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 August 18, 2021 Agenda</b>	<p><b>Motion: To approve the August 18, 2021 agenda as presented.</b>  <b>Moved: Jim Shipley</b>  <b>Seconded: Matthew Wilkins</b>  <b>Carried</b></p>
<b>4. Board Volunteer Hours</b>	<ul style="list-style-type: none"> <li>Board volunteer hours collected. (A) - Absent</li> <li>Caroline Monsell (7), Drew Merrett (4), Heather Temple (5), Jessica Drover (3), Jim Shipley (6), John Lyons (6), Keely Jacox (4), Krystina Cunnington (3), Mary Reader (4), Matthew Wilkins (15), Paul Forget (A), Roger Hardy (A), Sandra Hamilton (4), Valdis Cuvaldin (25)</li> </ul>
<b>Quality Improvement- Program Presentation</b>	
<b>5. Justice Services</b>	<ul style="list-style-type: none"> <li>Jonathan Hewitt, Manager of Justice Services, presented a Quality Improvement (Q.I.) PowerPoint presentation to the board of directors identifying/highlighting:</li> <li>Justice Services is funded by the Ministry of Health and Ministry of Community and Youth Services (MCYS).</li> <li>Annual Performance Targets are met and exceed in some areas.</li> <li>Justice Services provides support for consumers who are involved with the Justice system within the four counties.</li> <li>Though staff specialize in unique aspects of supports, the Justice Service Workers work as a team across the different programs.</li> <li>Justice Services includes: Court Support and Diversion, Release from Custody, Youth Mental Health</li> </ul>



#### Court Worker and Justice Supportive Housing.

- Reviewed the Justice Services program organizational chart. With recent funding, Justice Services has a staff complement of 15 full-time equivalent (FTE) across the four counties.
- The Release from Custody program connects the individual to services, which results in reduced recidivism and mitigated sentencing. Program works with individuals for up to a year.
- The Youth Mental Health Court Worker connects individuals to services. Works with community partners.
- There is a lot of needed support from the Justice Supportive Housing program in Northumberland. CMHA HKPR now has a dedicated Release from Custody Worker as well as a Justice Supportive Housing program in the area.
- Justice Supportive Housing was launched at the end of 2019. Initial funding provided housing for 19. Justice Services successfully filled these units in 2019-2020 with no clients returning to custody.
- Based on the success of the Justice Supportive Housing program, a proposal was presented to expand the program to support the hardest to serve with a 24/7 model. The model was approved in principle, however, funding was issued to add 45 new units to Justice Supportive Housing. This required pivoting from a 24/7 model to enhance Justice Supportive Housing to support an additional 45 units.
- The Justice Supportive Housing housed (64) individuals with only one individual returning to custody in 2021. CMHA was able to keep his home to return to, resulting in reduction in reoffending.
- Court Support saw 1387 individuals face to face and served 367 individuals in one year.
- Release from Custody saw 3028 individuals face to face and served 650 individuals in one year.
- Other successes include:
  - the launch of an Equine Therapy Group with The Mane Intent, which provides equine therapy in an interactive way to learn boundaries, and develop confidence. Therapy reduces trauma response.
  - the launch of Justice Services transitional housing at 604 Stewart St. This program was developed to support individuals that require support in developing skills for independent housing. The first three clients in the program have all transitioned out to their own housing.
- Part of a Quality Improvement project within the Justice Service portfolio, is the integration of a new program. The program will hire and train four new FTE Justice Service Workers to provide case management supports to Justice Supportive Housing, and to create a new Community Support Worker position and hire 3 new full-time equivalents.
- To date, all four of the Case Management positions have been hired and two of the three Community Support Workers have been hired and trained resulting in:
  - Provision of intensive case management in housing in Peterborough, Northumberland Kawartha Lakes.
  - Client flow through has improved with a reduction in recidivism for those housed in the program.
  - Individuals are being connected to primary health care.

	<ul style="list-style-type: none"> <li>- Significant reduction of ER visits for clients.</li> <li>- Individuals that are marginalized and stigmatized now have access to safe, secure housing and can now exit the shelter system.</li> <li>- Program is cost effective as it reduces the strain on the hospital and prison system.</li> <li>• Jonathan identified overall challenges and lessons learned: <ul style="list-style-type: none"> <li>- The speed at which this program was developed and then greatly expanded within a year was challenging.</li> <li>- Finding safe, secure and appropriate housing was very challenging.</li> <li>- Rapid hiring and onboarding of staff in order to meet the support requirements was a challenge.</li> <li>- Although a high number of hardest to house in each catchment area was successful, they learned that the high intensity of supports required, made it unmanageable to target that high level of acuity for all clients. Need to balance out acuity levels to help staff.</li> </ul> </li> <li>• A Question and Answer period followed.</li> <li>• Presentation was well regarded by board members.</li> </ul>
<p><b>6. Board Discussion on Q.I. Program Presentation</b></p>	<ul style="list-style-type: none"> <li>• No further discussions were held.</li> </ul>
<p><b>7. Consent Agenda Acceptance</b>  <b>a) Board Minutes from June 16, 2021</b></p> <p><b>b) CEO Report</b></p> <p><b>c) Governance Standards Summary</b></p>	<p><b>Motion: To accept the <b>June 16, 2021</b> board minutes as presented in the Consent Agenda.</b></p> <p><b>Moved: Heather Temple</b></p> <p><b>Seconded: Drew Merrett</b></p> <p><b>Carried</b></p> <ul style="list-style-type: none"> <li>• In follow up to the CEO Report, Mark advised that funding for the 24/7 model for 219 Park Place has been denied.</li> <li>• Unable to fill the building to capacity at this time as a result, but will house 3-4 individuals with lighter supports in place.</li> <li>• Ontario Health East did not accept CMHA HKPR and PRHC’s Community Treatment Orders – Step Downs Supports Proposal.</li> <li>• Mark reviewed Accreditation Canada’s Governance Standards Summary with board members in regards to the following: <ul style="list-style-type: none"> <li>- Functioning as an effective governing body</li> <li>- Developing a clear direction for the organization</li> <li>- Supporting the organization to achieve its mandate</li> <li>- Being accountable and achieving results</li> </ul> </li> <li>• Date of Accreditation – November 22 – 24, 2021</li> <li>• Surveyors will meet with board member(s) on 2<sup>nd</sup> day for 30 minutes.</li> </ul>



	<ul style="list-style-type: none"> <li>• Board is in good standing in regards to Governance per Mark.</li> </ul> <p><b>Motion: To accept the CEO Report as presented.</b>  <b>Moved: Heather Temple</b>  <b>Seconded: Drew Merrett</b>  <b>Carried</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>  <b>a) Statement of Revenue &amp; Expense – Ministry Funded</b>   <b>b) Statement of Revenue &amp; Expense – Other Funded</b>   <b>c) Statement of Revenue &amp; Expense – Community Engagement</b>   <b>d) Financial Report (Narrative) April 1, 2021 to July 31, 2021</b>   <b>e) Fundraising Spend Trial – one pager</b></p>	<ul style="list-style-type: none"> <li>• Ellen Watkins 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, 2021 to July 31, 2021</b></li> <li>• Ellen recognized Finance Analyst and former Finance Manager, Shelby Hewkin and Marnie Sicker respectively, for their commitment to automating the financial reporting process.</li> <li>• This new process will provide improved transparency for CMHA HKPR’s business units to support decision making and results communications.</li> <li>• The new process was trialed to produce the July 2021 board financial statement.</li> <li>• This system change will expedite report generation, allowing more time for analysis prior to board meetings.</li> <li>• Heather reviewed the one-pager of the ‘Fundraising Spend Trial’ with board members.</li> <li>• Heather identified that there is \$220,000 in the Peterborough Bingo account (fundraised dollars).</li> <li>• There is currently no defined mechanism to approve and allocate use of fundraising dollars.</li> <li>• There is no defined process to request dollars for pilots to support annualized funding requests.</li> <li>• Fundraising committee is not connected with spend of fundraising dollars.</li> <li>• Recommendation: to utilize fundraising dollars for special program projects that are approved at quarterly fundraising meetings in collaboration with the Finance Committee.</li> <li>• Communicate the outcomes to the community and use outcome data to support annualized funding requests. The final report goes to the board with outcomes.</li> <li>• This recommendation is very beneficial to programs. There is also a Kawartha Lakes bingo account that is separate. Per Mark, Kawartha Lakes draws on KL bingo funds and Peterborough draws on Peterborough funds.</li> <li>• Mark advised to look at the set-up of both bingo accounts.</li> <li>• Mark identified that bingo funds will not support salaries, but will support contractual purchases.</li> </ul>



	<ul style="list-style-type: none"> <li>• Heather advised that the bingo accounts will not be overdrawn.</li> <li>• Keep bingo reserve(s) at 10%.</li> <li>• Other board members echoed the benefits surrounding the above-noted recommendations.</li> </ul> <p><b>Motion: To authorize release of \$65,000 from the Peterborough Bingo account for program(s) projects upon review and approval.</b>  <b>Moved: John Lyons</b>  <b>Seconded: Mary Reader</b>  <b>Carried</b></p> <p><b>Motion: To accept the above-noted Statements of Revenue &amp; Expense and Financial Report for one month ending July 31, 2021.</b>  <b>Moved: Drew Merrett</b>  <b>Seconded: Sandra Hamilton</b>  <b>Carried</b></p>
<b>10. Urgent Matter</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Business Arising</b>	
<b>11. a)</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>New Business</b>	
<b>12. a) Strategic Plan - Update</b>	<ul style="list-style-type: none"> <li>• Mark and Karen met with Strategic Planning consultant from Laridae Inc., on August 17, regarding preparation and set-up for the following occurring in September: <ul style="list-style-type: none"> <li>- (6) 90-minute focus groups (face-to-face)</li> <li>- (7) Key Informant interviews</li> <li>- (1) Online Survey on September 13 that will be on our website, facebook for external partners, staff and board.</li> <li>- Two of the face-to-face group sessions are for front-line staff.</li> </ul> </li> <li>• Mark reviewed dates and times and type of focus group with board members.</li> <li>• Client sessions/family members are also offered to the board, if interested.</li> <li>• The Healthcare/EMS/Justice and Community Partners’ focus groups will be conducted via Zoom with Laridae – (2) separate groups.</li> <li>• The (7) Key Informant groups will be interviewed with Laridae by phone.</li> <li>• Mark, the Senior Leadership team and Karen met and gathered information for the development of the environmental scan template that Laridae provided. This environmental scan is in preparation for the October board pre-retreat.</li> </ul>



<p><b>12. b) Land Acknowledgement Update</b></p>	<ul style="list-style-type: none"> <li>• Valdis provided the board with an update on CMHA HKPR’s Land Acknowledgement.</li> <li>• The Land Acknowledgement Committee (Mary/Jim/Sandra/John with assistance from Mark and Karen), are working towards September/October to present CMHA HKPR’s Land Acknowledgement.</li> <li>• Board members commented it would be nice to have a draft acknowledgment ready to read at CMHA HKPR’s AGM.</li> <li>• Jim identified that the committee has a working model now and recommended releasing current draft to the board for review.</li> <li>• Valdis identified that the committee met with Curve Lake elder, Anne Taylor, for guidance in the development of a Land Acknowledgement.</li> <li>• At the end of CMHA HKPR’s Land Acknowledgement, a personal reflection will be presented by the reader (speak from the heart).</li> <li>• Valdis is awaiting to hear back from Alderville First Nations for a date to meet/speak regarding their position on a Land Acknowledgement. Will review our current Land Acknowledgement after hearing from all three (Curve Lake/Hiawatha).</li> <li>• Valdis identified the vacant board position and would like to hold this vacancy as an indigenous honorarium.</li> <li>• Chief Mowat of Alderville is on holiday until August 31, 2021, Valdis hoping to hear from him regarding potential recruitment for board position p/Valdis.</li> <li>• Valdis is also waiting to hear back from Hiawatha First Nations. Hoping to have two candidates from Hiawatha and Alderville.</li> </ul>
<p><b>12. c) Balanced Scorecard – Q1</b></p>	<ul style="list-style-type: none"> <li>• Ellen reviewed Q1 Balanced Scorecard from April 1 to June 30, 2021</li> <li>• Ellen advised that CMHA will be expanding on key performance indicators in general.</li> <li>• Adopting a new methodology. The new model will be presented at the next quarter.</li> <li>• Retention rate trends are changing with the Pandemic – mindful of numbers.</li> <li>• No questions were raised upon presentation of the Q1 Balanced Scorecard.</li> </ul>
<p><b>12. d) Governance Functioning Tool</b></p>	<ul style="list-style-type: none"> <li>• Per Ellen, no information at this time.</li> </ul>
<p><b>12. e) CMHA HKPR Management Letter</b></p>	<ul style="list-style-type: none"> <li>• Mark reviewed Tim J. F. Nicholls, Chartered Accountant for CMHA HKPR, Management letter with board members.</li> </ul> <p><b>Motion: To receive Tim J. F. Nicholls, Chartered Accountant for CMHA HKPR, Management letter as presented.</b>  <b>Moved: Caroline Monsell</b>  <b>Seconded: Matthew Wilkins</b>  <b>Carried</b></p>



<p><b>12. f) CMHA HKPR – Board Membership (to complete)</b></p>	<ul style="list-style-type: none"> <li>• A kind reminder to the board to please submit annual renewal of their CMHA HKPR board membership prior to the September 22, 2021 AGM in order to vote at the AGM.</li> </ul>
<p><b>12. g) CMHA HKPR By-Law Updates (for 2021 AGM) – 5<sup>th</sup> Amendment Recommendations</b></p>	<ul style="list-style-type: none"> <li>• 5<sup>th</sup> Amendment recommendations to the CMHA HKPR By-Laws are as follows: <ul style="list-style-type: none"> <li><u>Current:</u> Section 14(b): <p><b>Term Limit:</b> A Director shall not be entitled to remain a Director for a period of longer than nine (9) years without having a break in at least one (1) year in continuous service before such person may be re-elected or re-appointed as a Director.</p> </li> <li><u>Amended to:</u> Section 14(b): <p><b>Term Limit:</b> A Director shall not be entitled to remain a Director for a period of longer than twelve (12) years without having a break in at least one (1) year in continuous service before such person may be re-elected or re-appointed as a Director.</p> </li> <li><u>Current:</u> Section 16: <p><b>Term:</b> The term of the Board of Directors shall be a term of three (3) years. From the initial Directors, one-third (1/3) rounded up to the nearest whole number shall serve for a term of three (3) years, one-third (1/3) rounded up to the nearest whole number shall serve for an initial term of two (2) years and one-third (1/3) rounded down to the nearest whole number shall serve for a term of one (1) year. The initial Directors to be elected at the first annual general meeting following the date of amalgamation of the Corporation and passing of this By-law shall be elected for specific terms as set out above. Thereafter, each Director shall be elected for a three (3) year term unless filling a vacancy.</p> </li> <li><u>Amended to:</u> Section 16: <p><b>Term:</b> The term of the Board of Directors shall be a term of four (4), three (3) year terms, for a total of twelve (12) years. From the initial Directors, one-third (1/3) rounded up to the nearest whole number shall serve for a term of three (3) years, one-third (1/3) rounded up to the nearest whole number shall serve for an initial term of two (2) years and one-third (1/3) rounded down to the nearest whole number shall serve for a term of one (1) year. The initial Directors to be elected at the first annual general meeting following the date of amalgamation of the Corporation and passing of this By-law shall be elected for specific</p> </li> </ul> </li> </ul>



terms as set out above. Thereafter, each Director shall be elected for a three (3) year term unless filling a vacancy.

Current: Section 37:

**Election and Appointment:** The President, the Vice President, Secretary and the Treasurer shall be elected by the Board from amongst their number at the first meeting of the Board after the annual meeting, provided that in default of such Board election that then incumbents, being members of the Board, shall also hold office until their successors are elected. No executive officer position shall be held for more than a two (2) year term with the exception of Secretary and Treasurer who can be re-elected for a 2<sup>nd</sup> term.

Acceptance of the position of President, Vice-President by a Director indicates each of these officers has agreed in principle to progress through each of the executive positions to Past President and will not remain in any of the positions beyond a two (2) year term.

The Past President shall hold office until a successor (President) is appointed and this term shall exist up to a maximum of two (2) years.

Amended to: Section 37:

**Election and Appointment:** The President, the Vice President, Secretary and the Treasurer shall be elected by the Board from amongst their number at the first meeting of the Board after the annual meeting, provided that in default of such Board election that then incumbents, being members of the Board, shall also hold office until their successors are elected. The President and Vice-President position is a (3) year term with a one (1) year extension upon board approval, based on (4) three-year terms (12 years in total). The Secretary and Treasurer can be re-elected for a 2<sup>nd</sup> term.

Acceptance of the position of President, Vice-President by a Director indicates each of these officers has agreed in principle to progress through each of the executive positions to Past President and will not remain in any of the positions beyond a three (3) year term with a one (1) year extension upon board approval.

The Past President shall hold office until a successor (President) is appointed and this term shall exist up to a maximum of three (3) years with a one (1) year extension upon board





	<p>approval.</p> <p>Except as set forth in this Fifth Amendment, the CMHA HKPR By-Laws is unaffected and shall continue in full force and effect in accordance with its terms. If there is conflict between this Fifth Amendment and the By-Law or any earlier amendment, the terms of this Fifth Amendment will prevail.</p> <p><b>Motion: To receive and approve CMHA HKPR's 5<sup>TH</sup> Amendment By-law recommendations for ratification at the September 22, 2021 AGM, as presented.</b> <b>Moved: Krystina Cunnington</b> <b>Seconded: Keely Jacox</b> <b>Carried</b></p>
<b>12. h) Slate of Directors 2021-22</b>	<ul style="list-style-type: none"><li>• The 2021-22 Slate of Directors was presented to the board of directors inclusive of all existing board members to date.</li><li>• Calculations of membership terms are based on the new by-law recommendation of four (4), three (3) years terms for a total of (12) years.</li></ul> <p><b>Motion: To receive and approve the 2021-22 Slate of Directors as presented.</b> <b>Moved: Jessica Drover</b> <b>Seconded: John Lyons</b> <b>Carried</b></p>
<b>12. i) (5) Board Motions</b>	<ul style="list-style-type: none"><li>• To assist in conducting the virtual AGM as smoothly as possible, CMHA HKPR will move and second the following (5) motions at the August 18, 2021 board meeting. However, the voting/acceptance of these motions will be done in real time during the AGM by the entire membership.</li><li>• Only those that have renewed their membership for 2021-22 will be able to vote. The voting for these motions, will take place during the AGM.</li></ul> <p>Motions as follows:</p> <p>#1: Motion: To approve the 2020 Annual General Meeting minutes from September 23, 2020. Moved: Sandra Hamilton Seconded: John Lyons</p> <p>#2: Motion: That the audited financial statements for the year ending March 31, 2021 be approved as presented. Moved: Heather Temple Seconded: Caroline Monsell</p>



	<p>#3: Motion: That CMHA HKPR approve the accounting services of Tim J. F. Nicholls, Chartered Accountant, as Auditor, for the fiscal year 2021-2022.  Moved: Heather Temple  Seconded: Krystina Cunnington</p> <p>#4: Motion: To approve the Slate of Directors for 2021-2022 as presented.  Moved: Jessica Drover  Seconded: John Lyons</p> <p>#5: Motion: That the Annual General Meeting of September 22, 2021 is adjourned.  Moved: Drew Merrett  Seconded: Jessica Drover</p>
<b>Correspondence</b>	
<b>13. a) None</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>In Camera Session</b>	
<b>14. a) IN Camera Agenda (under separate cover)</b>	<p><b>Motion: To move 'In Camera'</b>  <b>Moved: Matthew Wilkins</b>  <b>Seconded: Caroline Monsell</b>  <b>Carried</b></p> <p><b>Motion: To move 'Out of Camera'</b>  <b>Moved: Caroline Monsell</b>  <b>Seconded: Krystina Cunnington</b>  <b>Carried</b></p> <p><b>Rise &amp; Report: To accept HR Report as presented.</b>  <b>Moved: Jim Shipley</b>  <b>Seconded: Heather Temple</b>  <b>Carried</b></p>
<b>Anything Else:</b>	
<b>15. Round Table Discussions</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>16. Adjournment</b>	<p><b>Motion: Adjourned</b>  <b>Moved: Caroline Monsell</b>  <b>Seconded: Krystina Cunnington</b></p>