



**MINUTES**  
**BOARD OF DIRECTORS OF**  
**CMHA WW**  
**NOVEMBER 30<sup>TH</sup>, 2017**

- Present:** Janet Kaufman, President  
 Krista Walford, Secretary-Treasurer  
 Craig Dieterle, Board Member *(via teleconference)*  
 Patrick Fradley-Davis, Board Member  
 Katharina Markowiak, Board Member  
 David Pell, Board Member  
 Fred Wagner, Executive Director  
 Helen Fishburn, Senior Director of Services & System Transformation  
 Heather Eddy, Senior Director People, Culture & Quality  
 Tim Lewis, Senior Director Finance & Organizational Performance  
 Alison DeMuy, Director of Strategy & Innovation
- Mary Kriksic, Vice-President  
 Lynda Davenport, Board Member  
 Donna Marie Dunk, Board Member  
 Peter Kastner, Board Member  
 Jacqueline Marshall, Board Member *(departed at 8pm)*  
 Dian Shannon, Board Member
- Absent:** Lyndsey Thomson, Professionals on Board (with prior notification)
- Recorder:** Minerva Sánchez Rudman, Senior Executive Assistant

<b>Welcome and Introductions</b>	
<b>Call to Order</b>	
<b>Declarations of Conflict</b>	None declared
<b>Approval of Consent Agenda</b>	It was <b>MOVED BY:</b> Lynda Davenport <b>THAT</b> the consent agenda be approved. <b>SECONDED BY:</b> Patrick Fradley-Davis. <b>CARRIED.</b>
<b>Governance Committee Report</b>	<p>Mary provided a verbal report.</p> <p>Highlights of the report:</p> <ul style="list-style-type: none"> <li>- Committee reviewed governance related policies. Changes and updates will be brought forward for Board approval in January.</li> <li>- Board goals were revised.</li> <li>- A decision framework will be brought to the board for approval in January.</li> <li>- Board orientation process was reviewed. Any changes will be brought for approval to the next board meeting.</li> </ul> <p>It was <b>MOVED BY:</b> Mary Kriksic <b>THAT</b> the Governance Committee report be accepted. <b>SECONDED BY:</b> Dian Shannon. <b>CARRIED.</b></p>
<b>Resources Committee Report</b>	<p>Krista provided a verbal update.</p> <p>Highlights of the report:</p> <ul style="list-style-type: none"> <li>- Committee reviewed TORs. No material changes were identified.</li> <li>- The HR indicators were reviewed and included in the board agenda package.</li> <li>- The capital plan was reviewed.</li> <li>- Updates to the list of authorized staff to request CRA updates for source deduction is still underway.</li> </ul> <p>Tim provided an overview of the financial statements with the</p>

	<p>following items of note:</p> <ul style="list-style-type: none"> <li>- A change of \$190,000 from last month's statements in the areas of compensation, program spending and flex budget. This is a similar pattern for YTD from prior months.</li> <li>- Currently expecting a surplus due to new funding from the WWLHIN for new programs. Any delays in implementing these programs will impact the forecast.</li> <li>- Ongoing contract negotiations with the Union are expected to impact the budget.</li> <li>- WWLHIN has been made aware of the areas where a surplus is anticipated as well as the rationale for it.</li> </ul> <p>Comments/Concerns:</p> <ul style="list-style-type: none"> <li>- Is there flexibility with the WWLHIN regarding any identified surplus if declared at this point in time? Conversations to identify options available for funding re-assignment will take place.</li> <li>- Is the variance reporting process more collaborative? Yes, teams have been working in a collaborative manner as has the WWLHIN and CMHA.</li> <li>- As the new funding is being disbursed this late in the year, what is the WWLHIN expectation that funding will be utilized by the deadline? Conversations with WWLHIN continue to identify areas where underspending is expected.</li> <li>- Could some of the planning have taken place in advance of the funding being issued? The design of the service has been underway for some time but recruitment could not begin until funding was approved.</li> </ul> <p>Tim added that November 18<sup>th</sup> was the deadline to submit the draft 18/19 budget to the WWLHIN. The submission was reviewed by the Resources committee. Board approval for the budget will be sought in January as per WWLHIN requirements.</p> <p>It was <b>MOVED BY:</b> Krista Walford <b>THAT</b> the Resources Committee report be accepted. <b>SECONDED BY:</b> Katharina Markowiak. <b>CARRIED.</b></p>
<p><b><u>Strategic/Generative Discussion</u></b></p>	
<p><b>Board Goals</b></p>	<p>Mary presented the updated draft board goals. The intent is to have all goals accomplished by April/May.</p> <p>Goals were amended as follows:</p> <ol style="list-style-type: none"> <li>1. Goal # 1 <del>Endorse</del> "Approve" a comprehensive fund development plan with revenue targets</li> <li>2. Goal #4 Review last year's board evaluation results and <del>review if</del> "identify" any opportunities for improvement <del>can be identified</del> <b>identified</b></li> </ol> <p>Comments/concerns:</p> <p>The ensuing discussion identified questions and concerns that will need to be addressed with regard to fulfilling Goal #1</p> <ul style="list-style-type: none"> <li>- What are funds being raised for?</li> <li>- If funds raised are for core programming how does that affect government funding?</li> <li>- The comprehensive fund development plan will need to include a detailed plan outlining the specific details</li> </ul>

	<p>of the purpose of the fundraising</p> <p>It was <b>MOVED BY:</b> Mary Kriksic <b>THAT</b> the Board Goals be approved. <b>SECONDED BY:</b> Jacqueline Marshall. <b>CARRIED.</b></p>
<p><b>Impact Statement</b></p>	<p>Alison provided an update on the progress that the strategic planning steering committee has made on the Intended Impact Statement.</p> <p>An updated statement was presented: “Within 3 years CMHA WW will help Waterloo Wellington’s individuals and families with complex mental health, addiction and developmental needs succeed in achieving and maintaining a 20% improvement in their overall health and wellbeing.”</p> <p>Discussion/Comments:</p> <ul style="list-style-type: none"> <li>- Can we make a direct connection between the individual’s improvement and the intervention CMHA is delivering? This will be part of the service re-design. Each service will be asked have to identify 2 service outcomes and a service experience survey.</li> <li>- If the statement is approved, will a subset of clients be enrolled into a trial to evaluate outcomes? All clients would be enrolled and monitored and evaluated within 3 yrs.</li> <li>- Will the LOCUS tool be utilized to monitor progress for individuals and track progress over multiple years? Yes, the measurement tool will be used to report on success and demonstrate effectiveness</li> <li>- How would economic and social changes affect our ability to achieve this goal? Broader social and economic changes cannot be predicted or controlled and will need to be factored into the analysis of performance.</li> <li>- Would we ever cease to deliver a service if it does not align with this statement? This remains to be determined.</li> </ul> <p>It was <b>MOVED BY:</b> Donnamarie Dunk <b>THAT</b> the Impact Statement be approved. <b>SECONDED BY:</b> Katharina Markowiak. <b>CARRIED.</b></p>
<p>8:05pm <b>Update on Moving on Mental Health – MCYS Lead Agency</b></p>	<p>Fred provided an update on the Moving on Mental Health initiative. MCYS Lead Agency Consortium is comprised of EDs of 31 Lead Agencies. Lead Agencies will not be responsible for funding and sub-contracting and will instead focus on community planning. Lead agencies will have an advisory role and make recommendation to MCYS who will hold ultimate decision making power.</p> <p>There is a likelihood that Board approval will be needed prior to December 31<sup>st</sup> on a high level community plan. An Executive Committee Meeting will be called if necessary.</p>
<p><b>Advocacy</b></p>	<p>A request has been received from CMHO to participate in the Kid’s Can’t Wait Advocacy Campaign.</p> <p>Highlights of discussion:</p> <ul style="list-style-type: none"> <li>- Endorsement that CMHA actively advocate.</li> <li>- Advocating can assist with the fund development strategy.</li> <li>- We need to advocate so we can innovate.</li> <li>- A coordinated strategy with CMHA Ontario for advocacy is needed. CMHA Ontario is currently working on an advocacy campaign.</li> <li>- CRA guidelines on advocacy exist and should be considered.</li> <li>- Focusing on advocacy pre-campaign presents a variety of challenges, the impact could be limited.</li> <li>- Regular advocacy with current politicians can be helpful to</li> </ul>

	<p>advance community needs, with or without a request.</p> <ul style="list-style-type: none"> <li>- How can advocacy be done in a fair and organized manner to address the needs of the entire population that we serve?</li> <li>- Advocating at the local level is beneficial and can have greater impact.</li> </ul> <p>Janet will invite interested board members to form a committee on developing an advocacy framework for CMHA WW.</p>
<b>SVP Update</b>	An update was provided via the Executive Director's report.
<b>In Camera</b>	It was <b>MOVED BY:</b> Krista Walford <b>THAT</b> we move in camera <b>SECONDED BY:</b> Patrick Fradley-Davis <b>CARRIED.</b>
Minutes of October 26 <sup>th</sup> , 2017	
Collective Bargaining and Pay Equity Update	
	It was <b>MOVED BY:</b> Patrick Fradley-Davis <b>THAT</b> we move out of camera. <b>SECONDED BY:</b> Lynda Davenport. <b>CARRIED.</b>
<b>Adjournment</b>	It was <b>MOVED BY:</b> Krista Walford <b>THAT</b> the meeting be adjourned <b>SECONDED BY:</b> Donnamarie Dunk <b>CARRIED.</b>

*Janet Kaufman*  
 Janet Kaufman  
 President

*Krista Walford*  
 Krista Walford  
 Secretary-Treasurer