



MINUTES
BOARD OF DIRECTORS OF
CMHA WW
MARCH 22ND, 2018

Present: Janet Kaufman, President
Lynda Davenport, Board Member
Donnamarie Dunk, Board Member
Patrick Fradley-Davis, Board Member
David Pell, Board Member
Lyndsey Thomson, Professionals on Board
Fred Wagner, Executive Director
Heather Eddy, Senior Director People, Culture & Quality
Tim Lewis, Senior Director Finance & Organizational Performance
Alison DeMuy, Director of Strategy & Innovation

Mary Kriksic, Vice-President
Craig Dieterle, Board Member
Katharina Markowiak, Board Member
Jacqueline Marshall, Board Member

Absent: Krista Walford, Secretary-Treasurer (with prior notification); Peter Kastner, Board Member (with prior notification); Dian Shannon, Board Member; Helen Fishburn, Senior Director of Services & System Transformation (with prior notification)

Recorder: Minerva Sánchez Rudman, Senior Executive Assistant

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| Welcome and Introductions | |
| Call to Order | |
| Declarations of Conflict | None declared |
| Approval of Consent Agenda | It was MOVED BY: Lynda Davenport THAT the consent agenda be approved. SECONDED BY: Donnamarie Dunk. CARRIED. |
| PQRE Committee Report | <p>Donnamarie provided a verbal report.</p> <p>The next Accreditation Survey is scheduled for fall of 2019. During the last survey three governance standards were not met. Accreditation has released an updated set of Standards with an increased focus on client and family engagement as it relates to organizational planning and service delivery. The organization is aiming for accreditation with exemplary standing.</p> <p>Complaints to the Privacy Commissioner against CMHA have increased. These complaints have been made primarily by individuals currently on waitlist to access DBT services. Potential risks identified related to litigation and reputation risk. The committee will monitor these complaints on a monthly basis.</p> <p>CMHA has offered support to the University of Waterloo due to the recent deaths by suicide. Following the most recent death, Here 24/7 staff and leadership were present on campus to assist both students and University staff.</p> <p>It was MOVED BY: Donnamarie Dunk THAT the Board accept the report of the PQRE committee report. SECONDED BY: Patrick Fradley-Davis. CARRIED.</p> |
| Resources Committee Report | <p>Craig provided a verbal report.</p> <p>Highlights:</p> <ul style="list-style-type: none"> - A \$356,000 deficit is currently being forecasted, \$309,000 related to WWLHIN funded programs. - The change in the forecasted position from last month is due |

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| | <p>to the change in anticipated costs for the collective bargaining agreement.</p> <ul style="list-style-type: none"> - The holdback from MOHLTC on the 80 Waterloo Ave capital project has not yet been received. <p>It was MOVED BY: Craig Dieterle THAT the Board accept the Resources Committee Report. SECONDED BY: Katharina Markowiak. CARRIED.</p> |
| <p><u>Strategic/Generative Discussion</u></p> | |
| <p>WWLHIN MSAA and 18/19 Performance Improvement Plan</p> | <p>The Multi-sectoral Service Accountability Agreement (MSAA) submission is due March 31st. Although the term of the MSAA is typically for 3 years, the term for this agreement is for one year. The MSAA specifies the funding CMHA WW will receive from the WWLHIN in exchange for delivering on specified service targets.</p> <p>Overview of some key MSAA stipulations:</p> <ul style="list-style-type: none"> - Compliance with digital health strategy has been added to ensure alignment the WWLHIN's strategy. - There is a French language requirement that the provider must offer such services proactively. - The board must approve an attestation from the Executive Director confirming compliance with a number of conditions specified within the MSAA. This Declaration of Compliance will be brought to the board next month. - The agreement allows the WWLHIN to enter a health service provider's premises and access any documentation it chooses with 24hrs notice should an issue be identified - A CEO salary holdback continues to be part of the agreement. <p>CMHA WW has been on a performance factor with the WWLHIN for the past 2 years due to posting annual surpluses. As a consequence, the WWLHIN is requiring CMHA to increase its service volumes in the Targeted Walk In, Dialectical Behaviour Therapy, and Skills for Safer Living programs for a total expenditure of \$500,000 above our budget. The WWLHIN considers this as a hedge against us running a surplus next year. A Performance Improvement Plan has been submitted to the WWLHIN outlining the increase in service volumes, the risk that CMHA will incur a deficit as a result of the requirement to increase volumes, and mitigation strategies. The final plan will be shared with the Board once approval from the WWLHIN is received. Craig cautioned that in light of the performance factor, it will be a challenging next year to achieve a balanced budget.</p> <p>It was MOVED BY: Lynda Davenport THAT the Board approve the MSAA. SECONDED BY: Craig Dieterle. CARRIED.</p> |
| <p>Revenue Diversification Plan</p> | <p>Alison presented the draft Revenue Diversification Plan for Board approval. The plan outlines how fund development efforts will be utilized to achieve CMHA WW's intended impact. The plan includes a framework to guide fund development decisions. A significant need for non-government funding exists to support service initiatives as well as to support infrastructure and operational needs.</p> |

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| | <p>Discussion:</p> <ul style="list-style-type: none"> - Would the plans for year 2 and year 3 be adjusted after year 1? Yes, planning for year 2 and 3 will entail generating alternate revenue. - Would a team/department be needed to fully deliver on this plan? Funding a team is not included in the plan – Part of Alison’s role is dedicated to this work - Would a Trillium grant be needed to operationalize this plan? A grant would be welcomed but is not a requirement. - Given the recent funding announcement by the province, it will be important to focus alternate revenue generation activities on supporting initiatives that are not currently funded by government. - At what point do organizations set up foundations to manage revenue diversification? Hospital foundations are established to ensure that government funding is not used to support fund raising activities. - Is the framework based on fundraising to the exclusion of taking advantage of social impact investing? Social impact investing will be one of the strategies for revenue diversification. - Board members commented favourably on the plan. <p>It was MOVED BY: Jacqueline Marshall THAT the Board approve the Revenue Diversification Plan SECONDED BY: Mary Kriksic CARRIED.</p> |
| <p>Update on Strategic Planning Process</p> | <p>Alison provided an update on the strategic planning process.</p> <p>Highlights:</p> <ul style="list-style-type: none"> - Senior leadership team and leadership team continue to refine the strategic priorities. - Feedback from staff obtained at the All Staff meeting is being incorporated into the plan. - The final strategic plan will be brought to the Board next month for approval |
| <p>Facilities Plan</p> | <p>Tim provided an update on the organization’s space needs.</p> <p>Growth over the past 4 years has lead to a dearth of space for additional expansion. Of particular concern is housing the new FACT teams which are to be based in Guelph and Cambridge.</p> <p>Tim has submitted a report to the WWLHIN outlining our space needs and plans to address them. The most pressing need is in Guelph given that the lease for Silvercreek expires in 2020 and the space is not satisfactory. The goal is to secure a space that could consolidate 5 locations in Guelph into 2.</p> <p>A real estate agent has been engaged to explore available options and has identified a select pool of developers who are interested in constructing a building for lease.</p> <p>An invitational competitive RFP will be issued for the developers to submit their proposed plans. A selection committee will be established to review the proposals. Two board members are invited to participate on the committee.</p> <p>Funding to assist with lease hold improvements can be obtained from the MOHTC and MCYS but approval for such funding is never assured and the process is onerous and</p> |

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| | <p>prolonged. One option to address needed funding could be to undertake a capital campaign but our readiness to do so is significantly limited at this time.</p> <p>Given the importance of client and family engagement, Tim is planning to include clients and families on the selection committee.</p> <p>Lynda Davenport and David Pell expressed interest in participating on the selection committee. Recommendations will be brought back to the Board following review of the proposals.</p> |
| In Camera | It was MOVED BY: Craig Dieterle THAT we move in camera SECONDED BY: Jacqueline Marshall CARRIED. |
| Minutes of February 22 nd , 2018 and March 9 th , 2018 | |
| Collective Bargaining Update | |
| | It was MOVED BY: Lynda Davenport THAT we move out of camera. SECONDED BY: Katharina Markowiak. CARRIED. |
| Adjournment | It was MOVED BY: Lynda Davenport THAT the meeting be adjourned SECONDED BY: Jacqueline Marshall CARRIED. |

Janet Kaufman
 Janet Kaufman
 President

Krista Walford
 Krista Walford
 Secretary-Treasurer