

Present: David Pell, President
 Anthony DiCaita, Secretary-Treasurer
 Lynda Davenport, Board Member
 Dana Hardy, Board Member
 Stacey Rous, Board Member
 Katharina Markowiak, Vice-President
 Andrew Best, Board Member
 Donnamarie Dunk, Board Member
 Julie Nicholls, Board Member
 Irene Thompson, Board Member
 Helen Fishburn, Executive Director
 Barbara Farrell, Director of Finance
 Heather Eddy, Director People & Culture
 Alison DeMuy, Director Strategy & Innovation

Regrets:
Recorder: Heather Snider, Senior Executive Assistant

Guest: Cyndy Forsyth, Director Integrated Youth Services Network

Agenda Item	Discussion and Actions
Board Education Session	<p>Cyndy Forsyth, Director Integrated Youth Services Network, presented on the IYSN.</p> <p>The IYSN is a centralized evidence-based model where multiple service providers are centralized in one Youth Hub. The target audience is youth age 12 -26 years, which covers the transitional span when individuals are ageing out of children’s services and begin accessing adult services. Creating a space that youth help co-design enables trust among the youth and service providers and allows for early intervention. The model increases service availability, accessibility and a sense of belonging and connection for youth.</p> <p>The governance model includes all partner organizations along with Rotary and the Guelph YMCA, and uses CMHA WW infrastructure. IYSN currently partners with post-secondary academic institutions, Big Brothers and Sisters (Centre Wellington), East Wellington Youth Services and Minto Mental Health. The four working groups include Service Providers, Campaign Cabinet, Youth Engagement, and Social Media & Communications. David Pell sits on the Campaign Cabinet.</p> <p>There are four IYSN sites in Guelph (YMCA, Shelldale, University of Guelph and the CMHA WW Woolwich site) and three microsities in Fergus, East Wellington and Erin. A virtual platform has been developed to complement the on site services and to connect the microsities in Wellington County.</p> <p>CMHA WW’s role will facilitate easier access to CMHA WW services, as well as allow for non-traditional methods of support via the Youth Hub (vs. in-office appts). CMHA WW infrastructure support also includes a booking system and privacy supports.</p> <p>Support and interest in the IYSN are growing. The IYSN is currently at 43% of a \$10M campaign target, and the campaign will hopefully go public by the spring. This model aligns nicely with the province’s Roadmap to Wellness; lobbying for funding is ongoing, and MP Longfield brought this initiative to the federal level. As well, United Way funding was recently received and a letter and email campaign is underway. Individuals can make a contribution through the Guelph Community Foundation or can write a cheque. On behalf of the Board, Helen thanked Cyndy for sharing this information.</p>

Agenda Item	Discussion and Actions
Welcome & Call to Order	During his welcome, David noted that CMHA ON is revising Branch Agreements. A draft should be ready for review at the November Board meeting.
Declarations of Conflict	None declared.
1.0 Approval of Consent Agenda	<p>Add 5.0 Collective Bargaining Update. Moving forward, a quarterly Financial Report will be pulled out as a separate item.</p> <p>It was duly MOVED and SECONDED that the consent agenda be approved (Andrew Best, Donnamarie Dunk). CARRIED.</p>
2.0 Governance Committee Report	<p>Irene presented a verbal report.</p> <p>Board Recruitment</p> <p>We had a very robust Board Member application and interview process. Irene provided some background on the three candidates put forward for membership. The Board discussed increasing the number of members to 12 (from 11).</p> <p>It was duly MOVED and SECONDED to expand the CMHA WW Board of Directors to 12 members (Lynda Davenport, Irene Thompson). CARRIED.</p> <p>It was duly MOVED and SECONDED to approve Laura McNeilly and Jibrán Khokhar for full appointment as members of the Board of Directors for CMHA WW for a term running from November 1, 2020 to June 22, 2023 (Irene Thompson, Lynda Davenport). CARRIED.</p> <p>It was duly MOVED and SECONDED to create a non-voting position on the Board of Directors (New Professional on Board) to allow for a young professional to gain experience and insight into the workings of the CMHA WW Board. The position would be for a period of one year (Irene Thompson, Andrew Best). CARRIED.</p> <p>It was duly MOVED and SECONDED to appoint Somkene Igboanugo as our New Professional on Board (Irene Thompson, Lynda Davenport). CARRIED.</p> <p>Irene outlined next steps for Board orientation. Each applicant will be invited to sit on a Board Committee. As well, we would like to assign a mentor to each new candidate.</p> <p>ACTION: Please let Irene and David know if you are interested in being a mentor.</p> <p>Committee Membership</p> <p>The Board discussed ensuring that gaps in committee membership are considered during the Board recruitment process. As well, at times the overall Board perspective may result in us losing sight of committee membership needs. Committees may have short-term needs for additional members with specific skill sets and experience.</p> <p>We do not currently have a formalized process or criteria for putting forward suggestions for non-Board members to fill gaps on committees.</p>

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	<p>Suggested plan to address this</p> <ul style="list-style-type: none"> • At the beginning of each calendar year, the Governance Committee will assess gaps in Board Members skill sets and bring this information to the Board for consideration. The Committee will then develop a framework and process to address the gaps. • Committees can also share feedback with the Governance Committee re: gaps in skill sets for consideration during the recruitment process. • All Board members are encouraged to bring names forward for consideration. • It could be valuable to revisit Committee Terms of Reference and ensure they align with CMHA WW’s strategic direction. We will also keep this in mind when reviewing the Strategic Plan in 2021. <p>Additional Notes</p> <ul style="list-style-type: none"> • There is no policy that addresses non-members attending Board meetings. Historically, guests have been invited to present at Board meetings. Ex-officio members have not attended Board meetings on a regular basis to date. • A potential candidate for appointment to the Fund Development Committee was brought forward. It was suggested that the name be brought forward to the Fund Development Committee first for consideration, then brought forward to the Board. <p>Board Commitment Form</p> <p>This letter will be provided to Board members on an annual basis as a reminder of their commitment to CMHA WW, and as a reminder of Board member responsibilities and the responsibilities of CMHA WW towards Board members.</p> <p>The topic of personal financial contributions was discussed. Board members feel this should be at a level commensurate with an individual’s means or availability, recognizing that not every Board member may have financial means.</p> <ul style="list-style-type: none"> • We can aim for 100% Board participation, acknowledging that even a very small donation is valuable. • Board members suggested expanding this section to include giving of personal time in support of fund development (e.g., attending events, volunteering). This sets an example and builds a culture of philanthropy within staff. • The Board agreed to the document, in principle. We will consolidate this document with the Board Declaration & Consent form and the Privacy Pledge, and distribute to Board members. <p>ACTION: Heather Snider will finalize the document and distribute to the Board.</p>
<p>3.0 PQRE Committee Report</p>	<p>Julie Nicholls provide a verbal report.</p> <p>Julie highlighted three reportable privacy breaches that were outlined in the October PQRE minutes.</p> <p>The Board discussed an Integrated Enterprise Quality/Risk Framework, including using CMHA WW’s risk reporting system to record Governance-related risks.</p>

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	<p>ACTION: The Governance Committee will consider including an overview of risk reporting in the Board Education Plan.</p> <p>The Board discussed the role of Directors in relation to any physician risks that may come forward. Physicians are agents of the agency (not staff) and report to Helen.</p> <p>ACTION: Julie will ask Anna Tersigni-Phelan, Director Quality & Risk and Chief Privacy Officer for clarification.</p>
<p>4.0 COVID-19 Update</p>	<p>Helen highlighted the following issues from her Executive Director Report.</p> <p>Cyber Threats</p> <p>We experience hundreds of cyber attacks attempts each day. We are fortunate to have a very strong IT Team and have implemented cyber security training; the Board will be included in this training. The aim is to change mindsets, and practice, and build staff skills around cyber security.</p> <p>Virtual Care</p> <p>We are focusing on safe, quality virtual care and will continue to offer virtual care as part of our service delivery. Staff skills in digital health literacy are being prioritized.</p> <p>Ontario Health Teams (OHT)</p> <p>OHT work is ramping up; many staff and Board members are sitting on committees and working groups. We are managing how to best allocate staff time to this.</p> <p>KW4 OHT is now officially designated as an OHT. CND is forming co-design groups and we remain very engaged with this group. Rural Wellington was informed by the Ministry that they will not be forming as an independent OHT; the options are to join KW4 or G&A OHTs.</p> <p>Staff Wellness</p> <p>Referrals continue to be extremely high. We are monitoring staff pressures around workload and compassion fatigue. As with other areas of the healthcare sector, recruitment and retention challenges are placing demands on staff time and result in vacancies.</p> <p>We are concerned about stress on our middle managers. We conducted a facilitated exercise with the Leadership Team this week to acknowledge this stress and consider how we can work together to address the pressures. We continue to receive valuable support from Leadership Coach Karen Fitzpatrick. As well, are providing TEND Compassion Fatigue training for all staff and Leadership.</p> <p>The Board discussed opportunities to provide support for the community and for our client’s caregivers. Our Mental Health Promotion & Education Team are running numerous webinars that are available to the community. Helen will be participating in another community webinar with Dr. Anne Marie Zajdlik and Dr. Doug Friars, Head of Guelph COVID Assessment Clinic, on November 9.</p>

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	<p>Leadership Implications</p> <p>Helen referred to “planting a new garden vs. weeding the garden.” For example, we are seeing significant gains in community fund development, have many obligations related to OHT work and have received new funding for Adult Services (IMPACT, Mental Health & Justice); however, our infrastructure is not necessarily able to support this. Impacting this is the fact that COVID continues to dominate day-to-day operations.</p> <p>As well, our system transformation work is not coordinated. For example, although CMHA WW is integrated, OHTs, Adult Services and Children’s Services are coordinated separately throughout the system. This presents challenges from a resources and consistency perspective.</p> <p>Demands on Leadership are very high, both internally and from the community and clients. For all these reasons, we need to look at our Leadership structure.</p> <p>ACTION: Helen and Senior Leadership will be reviewing Leadership structure over the coming weeks and months.</p> <p>David recognized how challenging and overwhelming the environment is. Helen thanked the Board for the ongoing support during these challenging times.</p> <p>Q&A with Helen</p> <p>Fundraising</p> <p>The Board discussed use of unallocated donor funds. While we always prioritize donor wishes, a portion of annual donations are unallocated. The Executive Director has the authority to dedicate up to 10% of these funds at her discretion. The Board discussed putting forward a percentage of these funds into a reserve, understanding we will have significant ongoing fund development capacity needs.</p> <p>ACTION: We will add this to the November 11 Fund Development Committee agenda.</p> <p>The Fund Development Committee is in very early discussions about a foundation being considered as a strategic development for CMHA WW.</p> <p>ACTION: The Fund Development Committee will continue to discuss this issue and will bring more information forward to the Board at a later date.</p>
<p>5.0 Collective Bargaining Update</p>	<p>Heather Eddy provided an update on collective bargaining. This continues to take place virtually as the union considers the most recent proposal.</p> <p>We are currently implementing a new payroll and Human Resources information system. We budgeted for a 1% cost of living increase for non-union staff (including Leadership and the Executive Director) since April 1, 2019 but have not implemented this due to our continuing engagement in the collective bargaining process. These increases are aligned with Bill 124 (Compensation Moderation) legislative parameters.</p> <p>It was duly MOVED and SECONDED that the Board approve a budgeted salary increase for all non-union staff of 1% effective April 1, 2019 (retroactive), 1% effective April 1, 2020 (retroactive), and 1% to be effective April 1, 2021. (Irene Thompson, Katharina Markowiak). CARRIED.</p>

Agenda Item	Discussion and Actions
6.0 In Camera Session	It was duly MOVED and SECONDED that the Board move in camera (Irene Thompson, Andrew Best). CARRIED. It was duly MOVED and SECONDED that the Board move out of camera (Lynda Davenport, Katharina Markowiak). CARRIED.
7.0 Closing and Debrief	



David Pell
President



Anthony DiCaita
Secretary-Treasurer