

**Present:** Irene Thompson, Board Chair  
 Mariah Blake, New Professional on Board  
 Neil Dunsmore, Board Member  
 Lisa Hood, Board Member  
 Deanne Metzloff, Board Member  
 Dana Hardy, Board Member at Large  
 Sean Bradley, Board Member  
 Julia Goyal, Board Member  
 Somkene Igboanugo, Board Member  
 Pia Williams, Board Member  
 Helen Fishburn, CEO  
 Michael Buchert, Director of Finance  
 Alison DeMuy, Director Strategy & Community Engagement

**Recorder:** Heather Snider, Team Lead Administration

**Regrets:** Brooke Billings, Board Member  
 Katharina Markowiak, Treasurer  
 Julia Borges, Board Member

Agenda Item	Discussion and Actions
<b>Special Meeting of the Board</b> 6:00 – 6:06 pm	Irene called the Special Meeting of the Board to order. We currently have a vacancy on our Board, and on the Executive in the role of Vice-Chair. As per the CMHA WW Bylaws, we will fill the Vice-Chair role on an interim basis until our next Annual General Meeting. It was duly <b>MOVED</b> and <b>SECONDED</b> to appoint Neil Dunsmore as interim Vice-Chair for the remainder of the Board year, until the Annual General Meeting on June 24, 2025 (Deanne Metzloff, Julia Goyal). <b>CARRIED</b> . Irene also noted that we are currently recruiting to fill the vacant Board seat. Katharina Markowiak has agreed to chair the Resources Committee in the interim.
<b>1.0 Welcome; Call to Order</b>	Irene welcomed everyone and called the meeting to order.
<b>2.0 Territorial Acknowledgement</b>	Neil Dunsmore shared a reflection.
<b>3.0 Declaration of Conflict of Interest</b>	No conflicts were declared.
<b>4.0 Approval of Consent Agenda</b>	It was duly <b>MOVED</b> and <b>SECONDED</b> to approve the November 28, 2024 CMHA WW Board minutes (Lisa Hood, Neil Dunsmore). <b>CARRIED</b> . It was duly <b>MOVED</b> and <b>SECONDED</b> to approve the December 19, 2024 CMHA WW agenda (Deanne Metzloff, Pia Williams). <b>CARRIED</b> . It was duly <b>MOVED</b> and <b>SECONDED</b> that the consent agenda be approved (Pia Williams, Lisa Hood). <b>CARRIED</b> .
<b>5.0 In Camera Meeting</b> 6:11 pm – 7:00 pm	It was duly <b>MOVED</b> and <b>SECONDED</b> to move in camera for the Resources Committee Report and a Woolwich Building Update (Neil Dunsmore, Deanne Metzloff). <b>CARRIED</b> . It was duly <b>MOVED</b> and <b>SECONDED</b> to close the in camera meeting (Neil Dunsmore, Pia Williams). <b>CARRIED</b> .

Agenda Item	Discussion and Actions
<p><b>6.0 Strategic Planning Update &amp; Next Steps</b></p>	<p>Alison shared an updated draft 2025-28 Strategic Plan for the Board to review.</p> <p><b>Discussion highlights:</b></p> <p><b>Our “core business”</b></p> <p>Our core services support individuals with complex needs who often require intensive and specialized services, which fall under Tiers 3 and 4 of the <i>Waterloo Wellington Tiered Framework for Mental Health and Addictions System Planning</i>.</p> <p>By formally stating “this is our space,” we have strategic direction around what we do, but also what we don’t do. We have a responsibility to focus on this population, and also consider whether we are able to sustain complementary services that may be better delivered by other service or community partners. Some of our funded programs fall under lower Tiers.</p> <p><b>ACTION:</b> We will map out how our funding fits with each Tier, in order to help tell this story in data.</p> <p><b>Reducing pressures on other parts of the healthcare system</b></p> <p>Improving services in order to reduce hospital visits and admissions is strongly embedded in the strategic plan, while recognizing that in some cases hospital services are necessary. To support this work, we will use current data on hospital visits, e.g., repeat ED visits (four or more). The new provincial dataset will provide additional information.</p> <p>Investment in community mental health also prevents individuals from accessing highly-specialized intensive services (Tier 5), which are very costly.</p> <p><b>Linking strategic vision with the annual operating plan</b></p> <p>Board members discussed the importance of ensuring our strategic plan can be realized within our financial means. The annual operating plan will align with the strategic plan, and the operating plan is dependent on our budget. Alison and Michael noted that the proposed strategic plan will guide our 2025/26 operating plan, and we will ensure this plan fits within our budget constraints.</p> <p>The annual operating plan will embed Equity, Inclusion, Diversity, and Anti-racism (EIDAR) into everything we do. This doesn’t live as a standalone; it is embedded into our daily work and organizational culture.</p> <p><b>Next Steps</b></p> <p><b>January Board Meeting</b> – We will ask for Board approval of the 2025-28 Strategic Plan.</p> <p><b>February Board Meeting</b> – SLT will present the details of our agency redesign, and how this fits with our strategic plan.</p> <p><b>Values Work</b> – We are committed to doing this with our staff and will be doing this in early 2025.</p>



Agenda Item	Discussion and Actions
<b>7.0 Additional Updates</b>	<b>Director People &amp; Culture</b> Sarah Bumbaco, Acting Director People & Culture is leaving CMHA WW on January 3, 2025. We are pleased to share that Jennifer Prior will be joining CMHA WW in the role of Director, People & Culture on January 20, 2025.
<b>8.0 Wrap Up and Closing Remarks</b>	Irene extended thanks to all Board members and management for their hard work over 2024. The meeting was adjourned at 8:06 pm.