



CENTRE DE SANTÉ COMMUNAUTAIRE  
**PINECREST-QUEENSWAY**  
COMMUNITY HEALTH CENTRE

BOARD OF DIRECTORS 2019  
FINAL MEETING MINUTES

# Pinecrest-Queensway Community Health Centre

## BOARD OF DIRECTORS Minutes of Meeting Held January 15, 2019

<b>PRESENT:</b>	Emily Comor, President Gerry Harrington, Vice-President Delia Lewis Kathi Subramaniam	Katherine Cole Cathy Doolan Paramjit Bahniwal (by teleconference) Meté Pamir
<b>STAFF:</b>	Christopher McIntosh (Ex-officio) Scott Miller (Staff) Fatuma Ahmed (Staff Rep) Leigh Couture (Staff)	Katherine Doucette (Staff) Stephanie Chiasson (Staff) Waffa El Haddad (Staff Rep) Robynn Collins (Staff)
<b>REGRETS:</b>	Jill Skinner, Treasurer Trish Ferguson, Secretary Nick Ramdass	Wayne Ng Adrienne Coddett

### ITEM

#### WELCOME

Emily Comor, President, called the meeting to order at 6:00pm with quorum being established.

There were no conflicts of interest declared.

#### 1. APPROVAL OF AGENDA

**Motion:** That the agenda be approved as presented.

**Moved by:** Gerry Harrington      **Seconded by:** Kathi Subramaniam  
CARRIED

#### 2. APPROVAL OF MINUTES

The meeting minutes of the October meeting were deferred for approval due to minor edits and modifications. These final minutes will be brought forward at the February meeting for approval.

#### 3.

#### BOARD ORIENTATION & DEVELOPMENT

Robynn Collins, Health Promoter, presented on the demographics and pressing issues faced by communities served by the Community Health Team. Robynn underscored how the Community Health Team is seeing an increase in the amount of residents they serve who have complex needs. Clients may attend a program for one purpose, but end up being served for multiple complex reasons due to mental health, the over-use of drugs, and issues related to food security, transportation and living at or below the poverty line. She also addressed how the CHT assesses needs of the community and measures impact.

Robynn provided an overview of the residents that PQ serve and work with which included highlights for the following programs;

1. Safe People Program: This program runs as a 12-week Leadership training program that teaches advocacy, conflict resolution, building trust and positive relationships with partners who work with PQ. This program has been running as a project-funded program for the last 21 years and we are currently working on implementing this as a core service.
2. Youth/Student Program: One of the many programs run within the Youth and Student programs is the United Sisters program. This program teaches young girls to develop the skills for gaining confidence, independence and active learning to become active members and leaders in their communities. This program has successfully been running for 22 years. The Somali Youth Support Program was also highlighted.
3. Seniors Program: This program provides free support to vulnerable seniors still remaining in their own home. This program provides seniors with services and programming to access community resources, health promotion and illness prevention services.

#### 4. BUSINESS

##### a) Child Care and Community-Based Early Years Capital Funding

The Board was presented with an update on the Child Care and Community based Early Years Capital Funding which was awarded to expand toddler child care spaces. An additional 30 spaces will be created at our existing service location at Dr. FJ McDonald Catholic School.

##### b) Q3 Financial Statements

Scott, Director of Corporate Services, presented the 3<sup>rd</sup> Quarter financial statements for review and approval. All major funding streams are on target for this quarter. Program and Admin Salaries are currently running around 1.7% favorable to the end of December. Program expenditures historically run favorably during the first three quarters. This year is exceptionally favorable to December 31st as a result of outstanding amounts owing for purchase of service contracts. Admin expenditures are 2.3% favorable after Q3, with slight savings in the areas of janitorial services and telephone expenses. Overall, we see a 3.8% favorable variance after Q3.

**Motion:** That the 3<sup>rd</sup> Quarter Financial Statements be approved as presented.

**Moved by:** Delia Lewis

**Seconded by:** Kathi Subramaniam

**CARRIED**

**c) Emergency Preparedness Plan**

Management provided The Board with an Emergency Preparedness Plan for approval.

The Board was presented with the framework as part of the risk mitigation practice which reviews the Emergency Preparedness Plan on an annual basis.

The plan was circulated to management for input and a slight modification was made to better reflect the ways in which managers can contact their direct reports in the event of an emergency using the Human Resources Information System.

**Motion:** That the Emergency Preparedness Plan be approved as presented.

**Moved by:** Katherine Cole      **Seconded by:** Gerry Harrington  
CARRIED

**5. COMMITTEE REPORTS**

**a) Strategic Planning Updates**

Strategic Direction # 3: Strategically Review our Infrastructure to Enhance Integration our Capacity to be Responsive.

At the last meeting a discussion ensued based on a gradual implementation of the four internal focuses for the PQ Strategic plan. It was agreed that the first focus area should be engaging in a strategic review of organizational infrastructure to enhance integration and the capacity to be responsive and how programmatic decisions are made. It was agreed upon by the Committee that Christopher would bring a revised presentation with new language and a graduated implementation process of the PQ-specific direction to the January 2019 meeting for review.

**Motion:** That the Board approve Strategic Planning Committee Specific Direction as presented based on the following:

By the end of 2020 we will;

- a) Clarify the scope of services and initiatives and how programmatic choices are made.
- b) Develop a human resources strategy.
- c) Develop mechanisms that will support internal collaboration.
- d) Identify/develop meaningful data and reporting mechanisms.

**Moved by:** Katherine Cole      **Seconded by:** Delia Lewis  
CARRIED

**b) Board Governance Report**

## ITEM

Emily, Board President, provided a verbal update on the Board Governance Committee meeting of January 10<sup>th</sup>, 2019. A discussion ensued related to the planning and logistics of the Board Social event happening in February. An update will be provided to the Committee once details have been confirmed.

Board education: The Board engaged in a discussion related to reviewing Board policies in a creative and enjoyable way. It was suggested that each member review a policy and provide a cross check which would include looking for errors and modifications and convey them back to the Board Development Committee. It was also suggested that the Board members highlight something in the policy that serves purpose for the policy. An update will be provided to the Board at the next meeting in February.

The President noted to the members that the Board survey results were very positive for the last meeting.

## 6. CHIEF EXECUTIVE OFFICER'S REPORT

### a) Program Report: Updates

Christopher provided the program report highlights from the timeframe October – December 31<sup>st</sup>, 2018.

- The Assertive Community Treatment Team (ACCT) and the new tool that was implemented, Ontario Perception of Care Tool (OPOC). A client satisfaction survey was implemented with clients and outcomes indicated areas for improvement and areas of strength.
- Launching a new women's group called "Standing up for me." It is a partnership with Amethyst Women's Services.
- The Families First program had a significant increase in the number of referrals from both city family shelters and the family off-site services. As a result of the Forward Shelter due to close at the end of January 2019, there has been some pressure on the program to continue providing quality support while managing the increase in workloads. The program has developed strategies to manage the heavy workload.
- Michele Heights held numerous successful events in the 3rd quarter. The community house provided emergency food distribution and conducted wellness checks in collaboration with Ottawa Community Housing and the Ottawa Food Bank in response to the tornado in September. Michele Heights also had a very successful annual holiday party in December with approximately 120 families. In attendance were Ottawa Mayor, Jim Watson and MP, Anita Vandenberg.
- Community Development and Health Promotion/ Bayshore: Secured funding from Community Development Framework for 2019 to continue activities with Bayshore Oven and the addition of Safe People Training in Bayshore.
- Specialized pre-school programs:
  - First words: The service delivery model was launched in September 2018 with the goal of reducing assessment wait times. From July to November

## ITEM

2018, we had our best 5-month period in history of monthly assessments completed.

- Blind-low vision program: Audit results indicate continued overall need for improvements related to documentation, professional conduct and meeting Ministry deliverables. Management met with CHEO-CTC leadership to review results and requested a written response to how they plan to fix longstanding issues with program performance in the new year.

### b) **Multi-Sector Accountability Agreement (MSAA)**

The Board was presented with information and heard about the process to finalize the funding agreement with the LHIN for approval.

**Motion:** That the Multi-Sector Accountability Agreement (MSAA) be approved as presented.

**Moved by:** Katherine Cole

**Seconded by:** Cathy Doolan

**CARRIED**

## 7. **ADVOCACY**

There is no report for Advocacy this month. An update will be provided at the next meeting in February.

It was suggested by the Board members to allocate 5 minutes at the end of each meeting to speak about anything that its members may want to highlight. This will be added to the next agenda.

## 8. **PRESIDENT'S REPORT**

### a) **Inter-Board Governance Meeting**

The President provided the Committee with an update on the joint session for CHC Board members and Executive Leads which was held on December 4th at Sandy Hill CHC. The meeting highlights included an overview of the strategic planning framework, development of sample strategic questions and implications for governance.

Participants indicated it was a valuable meeting with Board members feeling more informed and comfortable about next steps. A meeting of Executive Leads took place on January 8<sup>th</sup> to initiate the process to define what is required to support greater collaboration. An update will be provided going forward.

### b) **Alliance Board Elections**

The Board reviewed an information package for the election of Board Members for the Alliance for Healthier Community (formally AOHC) as well as a Call for Nominations for

**ITEM**

Approval. One Board member is asked to vote for the slate of candidates at an upcoming Special Membership Meeting hosted via webinar on January 31<sup>st</sup> 5:30-6:30 pm.

Alternatively, a proxy may be arranged to allow a designate to vote on behalf of the organization.

**Motion:** That the Board approve the Alliance Board of Elections process and agree to appoint CEO, Christopher McIntosh as Board of Directors Proxy.

**Moved by:** Katherine Cole      **Seconded by:** Gerry Harrington  
**CARRIED**

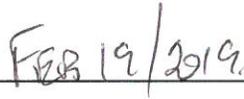
**ADJOURNMENT**

**Motion:** The meeting was adjourned at 7:59pm.

**Moved by:** Cathy Doolan      **Seconded by:** Gerry Harrington  
**CARRIED**

The next Board of Director's meeting is scheduled for 19 February at 6:00pm.

Approved:  
  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Date

# Pinecrest-Queensway Community Health Centre

## **BOARD OF DIRECTORS** **Minutes of Meeting Held February 19, 2019**

**PRESENT:** Gerry Harrington, Vice-President  
Delia Lewis  
Jill Skinner, Treasurer  
Trish Ferguson, Secretary  
Wayne Ng

Katherine Cole  
Cathy Doolan  
Paramjit Bahniwal  
Metem Pamir  
Adrienne Coddett

**STAFF:** Christopher McIntosh (Ex-officio)  
Janice McFarlane Director, Mental  
Health Services

Katherine Doucette (Staff)  
Waffa El Haddad (Staff Rep)  
Tracy Bellamy (Staff)

**REGRETS:** Emily Comor, President  
Kathi Subramaniam  
Scott Miller

### ITEM

#### **WELCOME**

Gerry Harrington, Vice-President, called the meeting to order at 6:00pm with quorum being established.

There were no conflicts of interest declared.

#### **1. APPROVAL OF AGENDA**

**Motion:** That the agenda be approved as presented.

**Moved by:** Trish Ferguson      **Seconded by:** Cathy Doolan  
CARRIED

#### **2. APPROVAL OF MINUTES**

**Motion:** The meeting minutes from November 2018 were approved as presented.

**Moved by:** Jill Skinner      **Seconded by:** Wayne Ng  
CARRIED

**Motion:** The meeting minutes from January 2019 were approved as presented.

**Moved by:** Katherine Cole      **Seconded by:** Cathy Doolan  
CARRIED

### 3. BOARD ORIENTATION & DEVELOPMENT

Janice introduced Tracy Bellamy, Mental Health Worker specializing in addictions & Team Lead, who presented a review of the Assertive Community Treatment Team (ACTT) Transition Readiness Tool (ATR) to the Board.

The Board was briefed on ACTT services. ACTT provides 24/7, 365 days a year, high intensity services to persons with severe and persistent mental illness, in the Ottawa and North Lanark catchment area.

Tracy provided background information related to the history of ATR and how it began as part of a research project in 2012. The ATR Tool assists with assessing client's readiness for transition to a less intensive service.

Tracy shared that ACTT presented on their experience with the tool at the ACTT conference. They also underwent an in depth team reflection on their current transition practices, and changes that they wanted to make.

ACTT is currently collaborating with other ACT teams in Canada & the US to develop a structured transition process, and are also incorporating feedback from the client satisfaction survey (OPOC). The team's peer-support specialist is assisting with incorporating recovery model concepts to facilitate client transition to less intensive services. All of these practices are also helping to reduce wait times for ACTT services, which can be up to a year.

### 4. BUSINESS

#### a) Website Development & Preparations for 40th Anniversary of PQ

Christopher addressed the outdated PQ website from both a communication and a technical perspective. A working group has been spearheaded along with an external consultant acting as the project lead to assist with the development of the website. Conversations are well underway with this group and an update will be provided at the next meeting.

A discussion ensued based on the opportunity for the scope of the project related to new changes for the website and how it can be linked with the upcoming 40th anniversary. There is potential at this time to define the scope of any potential rebranding efforts and incorporate it around the 40<sup>th</sup> anniversary celebrations.

### 5. COMMITTEE REPORTS

There are no Committee reports for this period.

### 6. CHIEF EXECUTIVE OFFICER'S REPORT

a) **Program Report: Updates**

Christopher provided the program report highlights related to current and emerging issues for the month of January and February inclusive. There was no update this month for Primary Health Care.

7. **GENERATIVE DISCUSSION**

a) **Current Issue: Health System Re-Structuring**

At each meeting of the Board, time is allotted in the agenda to discuss current issues influencing our community or the operations of the organization. Media reports and communications from the Alliance on health system restructuring was discussed.

Christopher walked the Board through the highlights and Key issues from the Alliance for Healthier Communities' communications touching on topics such as;

- The new Super Agency
- 30-50 MyCare Groups
- Guiding Principles
- Digital First
- Supply Chain Management
- Timelines

8. **PRESIDENT'S REPORT**

a) **BOARD SOCIAL UPDATE**

Due to inclement weather, the Board Social event that was scheduled for February 13<sup>th</sup> was cancelled. Administration canvassed the Board for new availability and a new date will be sent out shortly.

b) **NOMINATING COMMITTEE**

Each year at this time the Board looks ahead to the next cycle of Board recruitment and fosters a Nominations Committee to oversee the selection of new members.

Management asked Board members to provide names for nominations of possible candidates if they had someone they thought would be a good fit for the organization.

Planning for recruitment is underway with upcoming vacancies being reviewed and posted by April-May timeframe. Applications will be reviewed in June and interviews will take place over the summer for fall term.

**ITEM**

**c) GOVERNANCE COMMITTEE**

Planning for the incremental review of the Governance policies was discussed with agreement for each member to take one policy at a time to review and report back with findings, edits or modifications.

Management will send out the various policies to each Board for review before the next meeting in March.

Christopher advised that a Governance training session will be hosted at Sandy Hill on February 25th. Two spots are still open per CHC for in-person attendance but attending via webinar is also available.

Christopher provided an overview of the Special membership meeting of the Alliance for Healthier Communities that was held on January 31st.

**d) HEALTH SYSTEMS TRANSFORMATION WEBINAR**

A Health Systems Transformation Webinar will be held on February 20th for any Board members who wish to attend. Details for this webinar were sent out on February 14<sup>th</sup> to all Board members.

**ADJOURNMENT**

**Motion:** The meeting was adjourned at 7:36pm.

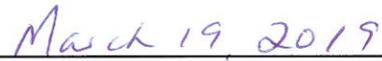
**Moved by:** Katherine Cole

**Moved by:** Jill Skinner  
**CARRIED**

The next Board of Director's meeting is scheduled for 19 March at 6:00pm.

Approved:

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Date

# Pinecrest-Queensway Community Health Centre

## BOARD OF DIRECTORS Minutes of Meeting Held March 19, 2019

<b>PRESENT:</b>	Emily Comor, President Gerry Harrington, Vice-President Trish Ferguson, Secretary Delia Lewis	Katherine Cole Cathy Doolan Wayne Ng Adrienne Coddett
<b>STAFF:</b>	Christopher McIntosh (Ex-officio) Scott Miller Caroline Desrochers	Katherine Doucette Waffa El Haddad (Staff Rep) Fatuma Ahmed (Staff Rep)
<b>REGRETS:</b>	Kathi Subramaniam Jill Skinner, Treasurer	Mete Pamir Paramjit Bahniwal
<b>GUESTS:</b>	David Glick-Stal, Dominic Dostie, CBRE Real Estate	

### ITEM

#### WELCOME

Emily Comor, President, called the meeting to order at 6:00pm with quorum being established.

There were no conflicts of interest declared.

#### 1. APPROVAL OF AGENDA

**Motion:** The agenda was approved unanimously as presented with slight adjustment to the order of items for the evening.

**Moved by:** Wayne Ng

**Seconded by:** Trish Ferguson

CARRIED

#### 2. APPROVAL OF MINUTES

The meeting minutes from February 19, 2019 were deferred to the next meeting in April.

#### 3. BOARD ORIENTATION & DEVELOPMENT

##### a) 2019-2020 Quality Improvement Plan

Caroline Desrochers, Director, Primary Health Care Services, presented the draft annual progress on the 2018-19 QIP and the draft 2019-20 Quality Improvement Plan for submission based on approval by the Board. The QIP provides an outline of key quality indicators and targets for the coming year.

The organization's Operating Plan further compliments this QIP and includes other quality targets and indicators outside of the scope of primary health care. PQ's Quality and Safety working group meets regularly and continues to consider ways to broaden the plan to make it more reflective of the work of the organization as a

## ITEM

whole. At this time, Management would like to ask Board to approve the 2018-19 and 2019-2020 Quality Improvement Plan as presented.

**Motion:** That the Board approve the 2018-19 and the draft 2019-2020 Quality Improvement Plan as presented.

**Moved by:** Cathy Doolan

**Seconded by:** Wayne Ng

CARRIED

## 4. BUSINESS

### a) Leasing and Space Planning

David Glick-Stal and Dominic Dostie, from CBRE Realty presented an overview of the current real estate strategy to the Committee.

The presentation provided high level timelines, situation assessments and needs analysis with recommendation for the current approach. A discussion ensued based on Lincoln Fields space planning and the long term solution with the implementation of the LRT in 2025.

An overview of space planning for PQ headquarters was presented and discussed highlighting the various options assessed. CBRE are recommending at this time that PQ finalize a 5-year renewal with Paradigm Properties to align timing and to secure a more adequate solution for the future.

**Motion:** To approve the April 2020-March 2025 Lease agreement for 1365 Richmond Road, with Paradigm Properties as presented.

**Moved by:** Gerry Harrington

**Seconded by:** Trish Ferguson

CARRIED

## 5. COMMITTEE REPORTS

There are no Committee reports for this period.

## 6. CHIEF EXECUTIVE OFFICER'S REPORT

### a) Lean Training:

Lean training has been completed with final exam accumulative average of 96%.

### b) Bill 74: (The People's Health Care Act)

Christopher provided an overview of Bill 74 to the Committee highlighting the most current information to date related to the disbandment of the LHINs and the new Super Agency.

## 7. GENERATIVE DISCUSSION

### a) Community & Social Justice Issues:

At each meeting of the Board, time is allotted in the agenda to discuss current issues influencing our community or the operations of the organization. Board members are

**ITEM**

invited to bring forward topics of interest. Due to time restraints this agenda item did not get discussed but will be revisited at the next meeting in April.

**8. PRESIDENT'S REPORT**

**a) Annual General Meeting Date**

The Annual General meeting is normally set for the 2<sup>nd</sup> Tuesday in September. Management is requesting that the Board consider the following motion;

**Motion:** To approve the Annual General Meeting date of September 10, 2019.

**Moved by:** Wayne Ng

**Seconded by:** Delia Lewis

CARRIED

**b) Governance Committee**

At the last meeting of the Board, an incremental planning review of the Governance policies was discussed with agreement for each member to take one policy at a time to review and report back with findings, edits or modifications.

Each Board member was tasked a policy for review and will report back at the next meeting in April on findings or modifications, if any.

**c) Alliance Conference**

The Board were reminded that they are welcome to register for the upcoming Community Health Connections Conference taking place in Ottawa on June 12-13, 2019.

Reminder: Christopher reminded the Committee that nominations for the new term are now being accepted and if any member would like to nominate someone to please present the name(s) to Emily, Christopher or Katherine.

**d) BOARD SOCIAL UPDATE**

Due to inclement weather, the Board Social event that was scheduled for February 13<sup>th</sup> was cancelled. Administration canvassed the Board for new availability and a new date of April 9<sup>th</sup> was established and approved unanimously.

**ADJOURNMENT**

**Motion:** The meeting was adjourned at 7:36pm.

**Moved by:** Gerry Harrington

**Moved by:** Wayne Ng

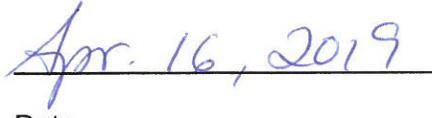
CARRIED

The next Board of Director's meeting is scheduled for 16 April at 6:00pm.

Approved:



President



Date

# Pinecrest-Queensway Community Health Centre

## **BOARD OF DIRECTORS** **Minutes of Meeting Held April 16, 2019**

**PRESENT:** Emily Comor, President  
Gerry Harrington, Vice-President  
Jill Skinner, Treasurer  
Trish Ferguson, Secretary  
Katherine Cole  
Cathy Doolan  
Wayne Ng  
Adrienne Coddett  
Kathi Subramaniam

**STAFF:** Scott Miller, Director, Corporate  
Leigh Couture, Director, CHS  
Matthew Teghtmeyer, Program  
Manager, Pathways to Education  
James Thibeault, Project Manager,  
Education Equity  
Katherine Doucette, Minute taker  
Waffa El Haddad (Staff Rep)  
Fatuma Ahmed (Staff Rep)

**REGRETS:** Christopher McIntosh, CEO  
Mete Pamir  
Delia Lewis  
Paramjit Bahniwal

**GUESTS:**

### **ITEM**

#### **WELCOME**

Emily Comor, President, called the meeting to order at 6:00pm with quorum being established.

There were no conflicts of interest declared.

#### **1. APPROVAL OF AGENDA**

**Motion:** The agenda was approved unanimously as presented.

**Moved by:** Jill Skinner

**Seconded by:** Wayne Ng

CARRIED

#### **2. APPROVAL OF MINUTES**

The meeting minutes from February 19 were deferred for approval until the next meeting in May. March 26, 2019 were approved as presented.

#### **3. BOARD ORIENTATION & DEVELOPMENT**

##### **a) Pathways to Education**

Matt Teghtmeyer, Program Manager, provided an overview of Pathways to Education to the Board highlighting the background and history of the program.

## ITEM

Matt also advised that the Canadian funder provided a drastic change in the timeline to meet the mandated 40:1 front-line staff to student ratio from the original 3-year plan to one year. Rather than increase numbers to meet this new ratio they have reduced the budget and asked to us to meet these ratios within the current fiscal year, which means that Matt will have to reduce Pathways' frontline staffing by 1.5 FTEs, from 12 FTEs down to 10.5 FTEs. The plan is to meet this reduction through attrition. Since the announcement one staff has resigned and will not be replaced. Matt anticipates the additional 0.5 FTE will also be resolved through attrition. Work will be done with the Pathways team to restructure the staffing and program design to continue to meet the needs of students with this reduced staff capacity.

Pathways Canada has also mandated that student registration for the next school year reach 420 students, which is about 60 more students than is expected within our current OCH neighbourhood catchment area. Student numbers are lower as a result of smaller cohort sizes and smaller cohort sizes are projected to continue for the next few years. In response Matt has reached out to CAS, YSB, The City and others to try to identify other students living in low-income households in our catchment area who are currently not eligible for Pathways because they do not live in one of the OCH neighbourhoods. Once Matt has gathered all this data he will propose expanding the Pathways eligibility list and selection process to include these other students in need.

A discussion ensued based on the collaboration with Carleton University and the Enriched Support Program (ESP) which is a one-year transition program for students seeking entry to university. The program provides opportunities for prospective students who don't quite meet the entrance requirements to access university through the ESP's supportive structure and environment.

Adrienne shared her experiences with Pathway's to Education and her involvement with the ESP Program at Woodroffe high-school. Adrienne has been a part of Pathways to Education since the initial implementation stages and have seen many variations of the program to date.

### b) **Equity & Education**

James Thibeault, Project Manager, provided an overview of the Equity in Education Initiative. Equity in Education is a project that is aiming to increase graduation rates in communities across the city by using the conditions of Collective Impact. This is in direct response to the success of the Pathways to Education program and other communities'/organization's desire to replicate the model.

James provided an update on the three pilots that Equity in Education is coordinating. These pilots are based on the Student Parent Support Worker position of the Pathways model. These pilots and their research/evaluation are currently being funded by the Local Poverty Reduction Fund administered through the Ontario Trillium Foundation.

1. The first pilot is being hosted by the Banff Avenue and Confederation Court community houses in the south of Ottawa. This pilot is evaluating the impact of this support on the critical first year of high school. This pilot is also evaluating

## ITEM

the process, benefits and challenges of embedding this support directly in the communities in which the students and their families live. This is a continuation of a pilot that was funded in 2017 through the McConnell Foundation's Innoweave stream. Equity in Education wrote a report through funding from the Higher Education Quality Council of Ontario on the first year of this pilot and its impact on the collective impact process. The report was recently published and copies were provided to the board for review.

2. The second pilot is in partnership with the Carlington Community Health Centre's Students Will All Graduate (SWAG) program. This pilot is working with grade 11 and 12 students to support students in senior years of high school and in their transition to postsecondary education or meaningful employment. This pilot works with students that have accessed the SWAG program in grades 9 and 10. This pilot is evaluating the impact of this support during this latter phase of the student's academic careers and their transition to life after high school.
3. The third pilot is working in partnership with St. Paul High School. This pilot was initially intended to provide 1 on 1 support to youth identified through a school wide survey called The Upstream Project. The inability of the partnering agency to secure ethics approval necessitated a change in plans. The pilot is now focussing on working with youth from the Bayshore neighbourhood that attend this school. This pilot is evaluating a school based approach to service delivery and the process of outreach to students/families living in low income that are not defined by clear geographical boundaries.

James also provided a quick overview of how these projects fit into exploring how Pathways to Education/PQCHC could help support the conditions of Collective Impact to address the inequities in academic achievement in low income communities and the evaluation plans for the project.

#### 4. **GENERATIVE DISCUSSION**

##### a) **Community Issues:**

At each meeting of the Board, time is allotted in the agenda to discuss current issues influencing our community or the operations of the organization.

Matt brought forward an advocacy letter with recommendation for approval related to the proposed changes to Ontario's public education by the Ford Government. A discussion ensued with recommendation to modify the advocacy letter to capture the child and youth program work facilitated at PQ. It was suggested that the letter include the impact to the communities with targeted examples and shared success. It was also recommended to increase the impact of the letter, using social media and/or cc'ing like-minded partners who could then follow up with their own letters might encourage a response. Matt will follow up with a copy of the letter to Board for their review and approval.

#### 5. **BUSINESS**

##### a) **Space Planning/Employment Services**

Scott provided an update on the current lease agreement for Employment Services at Lincoln Heights with RioCan. We will continue to negotiate with RioCan with the hope that we will have Ministry support for a 15-year lease in the next two months.

## ITEM

b) **External Audit**

Scott provided the Board with an update on the annual financial audit with Welch LLP. The field audit will commence May 13<sup>th</sup> as we work towards providing audited statements to funders and external parties. The final statements will be presented for approval at the June meeting.

6. **COMMITTEE REPORTS**

There are no Committee reports for this period.

7. **CHIEF EXECUTIVE OFFICER'S REPORT**

a) **Current Emerging Issues/Opportunities by Department**

The members reviewed the current programming updates as provided with highlights and activities from the timeframe of January – April 2019.

b) **OHT Update**

A memo was distributed to the Board related to the Development of Ontario Health Teams and the on-going planning and collaborations taking place. A request for proposals for early adopters to the new, Ontario Health Team (OHT) model of care was published on April 9<sup>th</sup>. PQCHC is in exploratory discussions with hospitals to ensure our clients can benefit. We are also in discussion with community organizations to determine interest in developing a community-led OHT.

8. **PRESIDENT'S REPORT**

a) **Governance Policy Review**

At the Board meeting in February, an incremental planning review of the Governance policies was discussed with agreement for each member to take one policy at a time to review and report back with findings, edits or modifications.

The Committee reviewed the recommendations and modifications for these policies which will be evaluated at the Governance Committee meeting in May. An update pertaining to these changes will be shared with the Board in June.

b) **Board Social Update**

Due to inclement weather, the April Board Social was postponed. The Board unanimously agreed to a year-end social which will be scheduled at DiVino's Wine Studio in June. We will canvass the Committee for best available date.

c) **Nominating Committee**

The next meeting of the Nominating Committee has been scheduled for May 14<sup>th</sup>. Katherine will send out the calendar invite.

**ADJOURNMENT**

**ITEM**

**Motion:** The meeting was adjourned at 8:00PM

**Moved by: Katherine Cole**

**Moved by: Wayne Ng**  
CARRIED

The next Board of Director's meeting is scheduled for 21 May at 6:00pm.

Approved:



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President

May 21, 2019

Date

# Pinecrest-Queensway Community Health Centre

## **BOARD OF DIRECTORS** **Minutes of Meeting Held May 21, 2019**

- PRESENT:** Emily Comor, President  
Jill Skinner, Treasurer  
Trish Ferguson, Secretary  
Delia Lewis
- Katherine Cole  
Cathy Doolan  
Adrienne Coddett  
Kathi Subramaniam  
Paramjit Bahniwal
- STAFF:** Christopher McIntosh, CEO  
Scott Miller, Director, Corporate  
Michele Hynes, Director, Children and Family Services  
Marika Holmes, Manager, Specialized Preschool Programs
- Katherine Doucette, Minute taker  
Fatuma Ahmed (Staff Rep)
- REGRETS:** Wayne Ng, Gerry Harrington
- GUESTS:**

### **ITEM**

#### **WELCOME**

Emily Comor, President, called the meeting to order at 6:00pm with quorum being established.

There were no conflicts of interest declared.

#### **1. APPROVAL OF AGENDA**

The agenda was approved unanimously as presented.

#### **2. APPROVAL OF MINUTES**

The meeting minutes from February 19<sup>th</sup> and April 16<sup>th</sup> were approved unanimously as presented.

#### **3. BOARD ORIENTATION & DEVELOPMENT**

Marika Holmes, Manager, provided an overview of PQ's specialized preschool programs.

Marika provided information related to three programs within the Department of Children and Family Services, for which PQ is the Lead Agency.

1. Preschool speech and language (Ottawa and Renfrew County)

## ITEM

2. Infant Hearing Program (Eastern Ontario)
3. Blind Low Vision (Eastern Ontario)

These three programs are funded by the Ministry of Children, Community and Social Services with agreements in place with CHEO, Arnprior Hospital, Renfrew Victoria Hospital, Family and Children Services of Renfrew County, and LHIN that includes funding for speech-language pathologists, Communicative Disorders Assistants, Audiologists and Early Childhood Vision Consultant positions.

**Preschool Speech and Language Program (First Words):** In April 2018, Pinecrest Queensway became lead agency from the LHIN for the Renfrew County Preschool Speech and Language Program. This created an opportunity to form a steering committee and build partnerships. To ensure all service providers were aligned with MCCSS mandates there were some changes that were required to meet program needs.

Projects are currently underway to rebrand the Renfrew County PSL as First Words and update their intake system to Ottawa's online screening tool ([www.firstwords.ca](http://www.firstwords.ca)). This will allow families to screen their preschoolers from home and get immediate results pertaining to requirements for speech and language or developmental assessment. From here they will be able to refer their child for an assessment.

First Words receives about 1500 referrals per year across Ottawa and Renfrew County. There are 6 sites across Ottawa and 7 sites across Renfrew County. In that geographical area, First Words also serves Petawawa, which has about 5000 Canadian Forces personnel and their families and the Pikwàkanagàn Reserve with a population of around 500.

With no increases in funding since 2015, it has been a significant challenge to keep wait times down. A quality improvement project was launched in January 2018 and wait times have decreased by over 70 days to date.

**Infant Hearing Program:** IHP has undergone some significant changes over the past year. In addition to the two new screenings, now there are screens being assessed through the heel prick test that happens shortly after birth. This blood test displays if the child presents with the cytomegalovirus (CMV) - a virus that is often asymptomatic but can result in progressive permanent hearing loss and genetic markers for permanent hearing loss. If the child tests positive for CMV and it is caught early enough, there is a treatment that can be given to the baby that can stop the permanent hearing loss from progressing or, in some cases, even developing.

A quality improvement project to improve screener adherence to protocol, decrease wait time and improve outcomes required a full restructure of the program in February 2019. Already, we are seeing improvements even though the full changeover to the new structure won't be fully operational until July 2019.

**Blind Low Vision program:** This program underwent a significant audit in fall of 2018 to measure how the program was performing. The audit took four months and provided a long list of recommendations that management shared with PQ's CHEO partners who oversee the delivery of these services. CHEO provided a recommended improvement plan which we hope will bring about the necessary

## ITEM

improvements. We will be re-auditing the program in fall 2019 to ensure that the program needs are being met.

### 4. GENERATIVE DISCUSSION

#### a) **Community Issues:**

At each meeting of the Board, time is allotted in the agenda to discuss current issues influencing our community or the operations of the organization.

A discussion ensued based on the OHT progress to date. Christopher provided an update on the key highlights and current state of the process through exploratory discussions. The information shared included the current endorsements from partners such as; The Ottawa Hospital, CHCs, long-term/home-care, Community Resource Centres, addictions and mental health organizations, and Ottawa Public Health, resulting in moving forward with a community sector-led proposal. This result came from the strong relationships across sectors. We are prepared a collective readiness assessment proposal that was due May 15<sup>th</sup>. We are currently waiting for assessment of these proposals from the Ministry of Health. This information should be announced in June. An update will be provided to the Board at the next meeting.

Christopher shared information on the system changes in the Employment Ontario service delivery model across the province.

The Ministry of Training, Colleges and Universities are moving from providing individual transfer payment agreements to service delivery agents to a System Service Manager model who will then oversee service delivery agents. The Ministry hosted a Market Day in Toronto on May 15<sup>th</sup> for interested organizations to engage in an open dialogue and bring their perspectives to its early thinking for a future system for employment and training, which Christopher and Leigh Couture attended. PQCHC is submitting a proposal to continue offering current services while also recommending we become a regional site service manager. An update will be provided at the next meeting of the Board in June.

### 5. BUSINESS

#### a) **2019-20 Budget** (Approval)

Scott presented the draft 2019/20 budget with an overview of key highlights related to revenue, funding decreases and program expenditures.

The Board unanimously approved the 2019-20 budget as presented.

#### b) **Space Planning/Employment Services**

Scott provided an update on the current lease negotiations for Employment Services at Lincoln Heights. An understanding has been reached with the Ministry supporting the 15-year lease agreement along with funding of \$250,000 towards fit-up costs for the new space.

We anticipate moving into the new space in January 2021 and RioCan has assured us we can operate in our existing space right up until move date. There will be no risk for any interruption of services.

## ITEM

PQ is currently waiting to receive RioCan's final version of the 15-year lease. Once this is received and reviewed it will be brought to the Board for approval. An update will be provided at the next meeting in June.

### 6. COMMITTEE REPORTS

Emily provided updates related to the Nominating and Governance Committee meetings that took place on May 14th.

The Nominating Committee reviewed the Board composition and determined there are three open vacancies required for the fall session. The Volunteer Board member ad will be posted this week for applicants to apply by June 7th. The Committee will review all resumes the week of June 10th with aim to interview candidates before the end of June. An update will be provided at the next meeting.

The Governance Committee reviewed the annual board self-assessment survey which will be launched in June for Board members to complete. The Committee also reviewed the necessity of the monthly meeting evaluation.

A discussion ensued based on the requirements for Boards to record motions and voting in the minutes. In terms of the motions and seconded, there is nothing in the accreditation expectations that would hold us to this; the fact that minutes are posted as is the agenda/documents and approvals are captured by unanimous vote by the Board for decision making, this is considered compliant.

PostScript: *"There is no legal requirement to do so and the practice has arisen as a matter of convention and culture in many organizations. The most important function of board minutes is to have a record of decisions made, generally in the form of resolutions, and to have a record of the exercise of due diligence by the board. For example, there should be a record of regular inquiries into staff safety issues and evidence of follow up by the Board. This will help prove that any accident occurred in spite of proper Board oversight."*

The Committee also brought forth the possibility of commencing a Finance and Audit Committee. This item will be added to the agenda for next meeting.

### 7. CHIEF EXECUTIVE OFFICER'S REPORT

#### a) **Operating Plan reporting Nov 2018-March 2019 (information)**

Christopher provided an update on the PQCHC-specific strategic direction focusing primarily on the development and implementation of a Human Resources Strategy.

#### b) **OHT Update**

This item was discussed in 4a.

#### c) **Employment Ontario Service Delivery (discussion)**

## ITEM

This item was discussed in 4a.

### d) **Website Development/Logo Refresh**

Christopher provided an update on the on-going development of the new website and focus groups that have been implemented to discuss ideas for refreshing PQ's current logo. Kate Cartwright, the designer engaged to work on the refresh will attend the next meeting to survey the Board on their views and feelings when asked "*What does Pinecrest-Queensway Community Health Centre mean to you?*"

## 8. **PRESIDENT'S REPORT**

### a) **Governance Policy Review**

At the last meeting of the Board, each member presented on their assigned policy to review and reported back with findings, edits or modifications. The Board concluded this review and made note of all suggested amendments. These modifications will be revised in the current policies and brought back to the Governance Committee in September for final read through.

### b) **Annual Board Evaluation**

As per the work plan, the Board performance review is scheduled for May of each year. A survey will be circulated to the Committee for their evaluation and review in June. A discussion arose questioning whether we want to continue with the monthly board evaluation in paper form or add extra time at the end of each meeting for an oral evaluation.

When reviewing the governance section of the accreditation manual in terms of surveys, requirements state that the board is to be evaluated on an annual basis at minimum.

The policy regulatory states the following;

#### **BD-310: BOARD EVALUATION**

*The Board will regularly evaluate its functioning and ability to meet its role as defined in the policies that govern the Board.*

*1. The meeting process and content will be evaluated at the end of each meeting and the results noted in the minutes. An hour will be added to the agenda for the next meeting of the Board determine course of action for the new term in September.*

### c) **AOHC Conference & AGM**

Information on the Association of Ontario Health Centre's annual conference and AGM was shared with the Board. We would welcome participation from two board members, however, in the event that no Board members are able to be present the Board can vote by proxy.

The Board approved unanimously that CEO, Christopher McIntosh, act as proxy for voting purposes at the AGM.

The Board approved Resolutions #1-5 but will abstain from voting for the decriminalization of illicit drug, Resolution #6.

**ITEM**

**d) Board Social**

Due to inclement weather for spring 2019 and member availability, the Board Social date has been rescheduled for June 4th at Highlander Pub @ 115 Rideau Street.

**ADJOURNMENT**

**Motion:** The meeting was adjourned at 8:20PM

The next Board of Director's meeting is scheduled for 18 June at 5:30pm.

Approved:



\_\_\_\_\_  
Emily Comor, President

June 18, 2019

\_\_\_\_\_  
Date

# Pinecrest-Queensway Community Health Centre

## **BOARD OF DIRECTORS** **Minutes of Meeting Held September 17, 2019**

- PRESENT:** Gerry Harrington President  
Jill Skinner, Vice President  
Paramjit Bahniwal, Secretary  
Adrienne Coddett  
Emily Comor  
Janet Bowes
- Katherine Cole  
Kathi Subramaniam  
Meng Jin  
Nayaelah Siddiqui  
Sapna Mahajan  
Wayne Ng
- STAFF:** Christopher McIntosh, CEO  
Scott Miller, Director, Corporate  
Janice McFarlane, Director, Mental Health Services
- Katherine Doucette, Minute taker  
Melanie McCool (Staff Rep)  
Leigh Presseau, System Navigator  
Rosetta Foti, System Navigator
- REGRETS:** Mete Pamir, Cathy Doolan,  
Katherine Cole
- GUESTS:**

### **ITEM**

#### **Welcome**

Gerry Harrington, President, called the meeting to order at 6:00pm with quorum established. Gerry introduced the new Board members and thanked past president, Emily for her contributions and support. There were no conflicts of interest declared. Scott, Janice and Melanie provided a short introduction to the Board of their position and role at PQ.

#### **1. APPROVAL OF AGENDA**

**Motion:** That the agenda be approved as presented.

**Moved by:** Wayne Ng                      **Seconded by:** Kathi Subramaniam  
**CARRIED**

#### **2. APPROVAL OF MINUTES**

**Motion:** That the minutes of June 18, 2019 & September 10th be approved as presented. With slight modifications.

**Moved by:** Jill Skinner                      **Seconded by:** Wayne Ng  
**CARRIED**

#### **3. BOARD ORIENTATION**

- a) Christopher McIntosh and Scott Miller presented the Board Orientation to the new and existing Board members.
- b) Leigh and Rosetta, Systems Navigators from Primary Health Care and Community Health Services departments presented an overview on System

## ITEM

Navigation within PQCHC to the Board.

- c) The Board reviewed a Briefing note prepared by Janice McFarlane for Families First Program which is applying to renew funding for the next 4 years through a proposal in response to a Request for Offers (RFO) by the City of Ottawa.

Management is seeking the Board to approve the RFO application in principle.

**Motion:** To approve the RFO application in principle.

**Moved by:** Jill Skinner

**Seconded by:** Sapna Majahan

CARRIED

## 4. BUSINESS

### a) Centre Committees

The Terms of Reference were attached for each of the centre committees. Board members volunteered to sit on select committees. Although Gerry was not in attendance members expressed that he would possibly be interested in sitting on the Strategic Planning committee and the Communications committee. *Katherine will confirm his participation on these committees.*

**Motion:** That Board representation on centre committees be approved as listed.

1. *Staff Relations Committee:* Jill Skinner
2. *Nominating Committee:* Janet Bowes
3. *French Language Services Committee –* Janet Bowes
4. *Executive Committee –* Gerry Harrington, Jill Skinner, Parm Bahniwal
5. *Strategic Planning Committee:*
6. *Board Development /Governance Committee:* Parm, Emily

### b) Insurance Coverage Overview

Scott presented an overview of the insurance coverage for the organization which was included in the Board package. No changes were made to PQ coverage and the new contract was agreed upon for the April 1, 2019 to April 1, 2020 period. There was new coverage added for cyber insurance. During the past year, high-risk activities for children and youth are no longer covered under this policy. Management is currently reviewing a plan that would still support these programs. We are also looking at insurance outside the current policy provider for this type of coverage.

### c) First Quarter Financial Statements

Scott reviewed the financials with the Board. He reminded the Board that the revenue dollars can fluctuate due to a variety of reasons, one being funds that come in with new programming. All major funding streams are on target such as LHIN, City of Ottawa, MCYS and MAESD. Program expenditures historically run favorably during the first quarter of the fiscal year. This year is exceptionally favorable to June 30th as a result of outstanding amounts owing for purchase of service contracts with CHEO

## ITEM

for Preschool Speech and Language programs, Incentive and Training contributions for our Employment Services group and program expenses for our Falls Prevention program. Overall, we see a favorable variance after Q1. Monthly statements are circulated to Program Leads and Directors and are reviewed at the Finance level continuously to ensure they are in line with funding agreements and yearend expectations.

**Motion:** That the Board approve the 1<sup>st</sup> quarter financial report for 2019-2020 as presented.

**Moved by:** Kathi Subramaniam

**Seconded by:** Wayne Ng

CARRIED

### **d) Auditor's Letter**

The auditing firm provides a letter to Management outlining any recommendations. Following this year's audit there were no recommendations for PQ, it was a clean audit and went smoothly with the support of staff in Finance. This letter is often requested by funders.

### **e) Confidentiality and Board Code of Conduct Sign-off**

Board members present signed and submitted both forms. Board members absent will sign-off on the forms at the October meeting.

### **f) Board Workplan**

The Board work plan provides highlights of each upcoming meeting and ensures that accountability and other requirements are met throughout the Board term.

### **g) Board Manual**

The Board manual is currently being modified to update some of the documentation We will notify members when this becomes available on the Board Portal.

### **h) Tips for Directors**

A summary of tips was provided to assist Board members in their role.

### **i) Electronic Signatures**

The Board reviewed the policy and procedures for electronic signatures. New Board members were asked for their permission to use an electronic signatures for circumstances outlined in the policy and procedures.

## **5. COMMITTEE REPORTS**

No items this month.

## **6. CHIEF EXECUTIVE OFFICER'S REPORT**

### **a) Program Report: Program Updates**

The Board received the program report highlights update from the timeframe June-

**ITEM**

August.

**b) OHT Update:**

Christopher gave an update to the Board for the Ontario Health Team. Later this month the Board of Directors from partner organizations will be asked to sign-on to formal applications due to the Ministry by October 9th. Briefing notes are expected from both the Ottawa OHT and the To Be Named By Kids OHT. The Board can consider voting to continue PQCHC's active involvement in the work of application development either at this meeting or entrust the Executive to review and consider the two motions coming from the two OHT applications later this month.

**Motion:** That the Board approve PQCHC's ongoing involvement in the development of the Ottawa OHT and To Be Named Kids (Youth and Children-focsued) OHT submissions due by October 9<sup>th</sup>.

**Moved by:** Jill Skinner

**Seconded by:** Emily Comor

CARRIED

**7. COMMITTEE REPORTS**

No items to report this month.

**8. PRESIDENT'S REPORT**

Gerry addressed the Board on the workplan and schedules. He would like to see the OHT updates as a standing item on the agenda moving forward.

The Board appreciated the briefing notes that have been provided with summaries and key highlights for agenda items.

The Board expressed that they would like to be invited to PQ events and to participate in community activities or celebrations throughout the year. Management will forward invitation and flyers to Board members going forward for optional attendance.

A discussion ensued based on key messaging for Board members pertaining to OHT and PQ's activities. Management will provide some key messaging with highlights for Board members. PQ's policy is that we have a spoke's person for the organization and then requests are sent to the CEO to address.

**Motion:** The meeting was adjourned at 8:10pm.

**Moved by:** Emily Comor

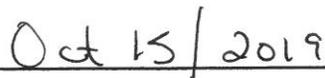
**Seconded by:** Jill Skinner Skinner

CARRIED

Approved:



Vice President



Date

# Pinecrest-Queensway Community Health Centre

## BOARD OF DIRECTORS

### Minutes of Meeting Held October 15, 2019

**PRESENT:** Jill Skinner, Vice President  
Janet Bowes  
Mete Pamir  
Katherine Cole

Meng Jin  
Nayaelah Siddiqui  
Sapna Mahajan  
Wayne Ng  
Cathy Doolan

**STAFF:** Christopher McIntosh, CEO  
Scott Miller, Director, Corporate  
Magda Osman, Community Health Team

Katherine Doucette, (Minute taker)  
Melanie McCool (Staff Rep)  
Fatuma Ahmed (Staff Rep)

**REGRETS:** Gerry Harrington, President  
Paramjit Bahniwal, Secretary  
Adrienne Coddett

Kathi Subramaniam  
Emily Comor, Past President

#### GUESTS:

#### ITEM

##### Welcome

Jill Skinner, Vice President, called the meeting to order at 6:00pm with quorum established. There were no conflicts of interest declared.

#### 1. APPROVAL OF AGENDA

**Motion:** That the Board approve the agenda as presented.

**Moved by:** Wayne Ng                      **Seconded by:** Katherine Cole

CARRIED

#### 2. APPROVAL OF MINUTES

**Motion:** That the minutes of September 17th meeting were approved as presented.

**Moved by:** Sapna Mahajan                      **Seconded by:** Katherine Cole

CARRIED

#### 3. BOARD ORIENTATION

Magda Osman, from the Community Health team presented the Youth Mentorship program, 'Together We Can' (TWC) to the Board. Magda shared that the TWC program was established at the PQ centre in 2018. This program provides an increased sense of belonging for Black youth living in low-income or social housing. The program helps to build a strong cultural identity for Black youth by matching them with Black mentors.

#### 4. BUSINESS

a) Q2 Financials with the Board

Scott shared the monthly financials with the Board highlighting that Q2 revenues were \$13.3M compared to Q2 Board approved budget of \$12.9M. Included in these revenue figures were deferred revenues related to the expansion of our Nursery School space at FJ McDonald Catholic School from the City of Ottawa. This funding will be spent by the end of December 2020 when renovations are complete. Also included in the Q2 figures is a credit for the Employer Health Tax (EHT) Rebate that was accrued for as at March 31, 2019. The amount remains outstanding at the end of Q2 as PQ is pursuing its collection in Q3.

Program and Admin Salaries are currently running favourable to the end of September. Program expenditures historically run favourably during the two quarters of the fiscal year. This year is exceptionally favourable to September 30th as a result of outstanding amounts owing for purchase of service contracts with CHEO, for Preschool Speech and Language programs, Incentive and Training contributions for Employment Services group and program expenses for Falls Prevention program.

Overall, there is a favourable variance after Q2 which is highly typical of previous years and we continue to monitor all programs for both favourable and unfavourable trends that could require intervention.

**Motion:** That the Board approve the Q2 Financials as presented.

**Moved by:** Nayaelah Siddiqui      **Seconded by:** Wayne Ng

CARRIED

b) Risk Management Report

Scott reviewed the Risk Management framework which is brought forward bi-annually for Board review. The Framework highlighted the three main categories; (Operations, External Environment and Resources) with each of these having several sub categories to capture risks that may impact the organization. The current framework does not identify any risks as “*high priority*” at this time. There are several risks that have been classified as “*moderate priority*” and planning for resolution and or mitigation of these items have been updated in the status column. As this is still work in progress, management will continue to develop the framework and come back to the committee with a refreshed plan including level of risk with impact and likelihood, risk scores and priority rankings.

c) New PQ Website/Board Portal

The new website was successfully launched on September 25<sup>th</sup> and post-launch feedback is being collected and submitted to reflect needed changes. During the transition, the Board portal will not be available until November using a new SharePoint format. Administration will reach out to all members in advance and provide a link for the new portal and answer any questions in advance of the next meeting. It was suggested that PQ conduct a read through of the languages on the

## ITEM

website to ensure the conversion tool collaborates effectively with each of the 5 language option.

### 5. COMMITTEE REPORTS

No items this month.

### 6. CHIEF EXECUTIVE OFFICER'S REPORT

#### a) Updated by-laws report

A review of the bylaws was initiated to ensure PQ is on track ensuing the channel of the Ontario Non-Profit Corporations Act and best practices. The review is expected to be completed by the November at which time we will discuss how the Board wishes to receive and review the recommendations. Lise Patry, Principal Lawyer with Patry Law firm will attend the November meeting to provide a presentation on findings.

#### b) OHT Update:

Christopher provided an update to the Board for the Ontario Health Team. The formal application was submitted to the Ministry on October 9th. (Applications for both the CHC-facilitated OHT application and the 'To Be Named By Kids' children and youth-focused.) These proposals reflect our desire to build upon existing client care pathways and develop new and better ways to transition clients between points of care. The convening partners met today, October 15<sup>th</sup>, to decide what are the next steps. An update will be provided at the next meeting in November.

#### c) Social Infrastructure Campaign:

The Board reviewed briefing notes provided by the Alliance of Healthier Communities and the Coalition of Community Health and Resource Centres related to the Social Infrastructure (SI) Campaign. This campaign will engage the public and City Council to increase support for services and activities that help residents and communities to meet their social needs, to maximise their potential, and to enhance community resilience and wellbeing. A discussion ensued with a motion for approval.

**Motion:** For the Board to approve the advocacy campaign as per the information provided based on scheduling a Board to Board discussion next year related to the campaign.

**Moved by:** Katherine Cole

**Seconded by:** Wayne Ng

CARRIED

### 7. COMMITTEE REPORTS

No items to report this month.

### 8. PRESIDENT'S REPORT

The Vice-President shared that the AOHC, Health Equity Charter defines Health Equity as one that addresses discrimination and oppression with the determination of

**ITEM**

eradicating social inequality in our society. The Health Equity Committee at PQ works with management to ensure that Health Equity practices are implemented across the organization and the shared responsibility for everyone connected within the organization.

The Board were given pronoun buttons to choose from and wear in support of integrating health equity within the community.

**Motion:** The meeting was adjourned at 8:00pm.

**Moved by:** Meng Jin

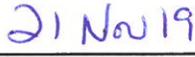
**Seconded by:** Wayne Ng

CARRIED

Approved:

  
\_\_\_\_\_

Vice President on behalf of President

  
\_\_\_\_\_

Date



## ITEM

As per the last meeting, it was discussed that the Executive Committee would schedule a meeting with Lise Patry, Principal Lawyer with Patry Law to have a fulsome discussion with the Executive Board members. The Committee met with Lise on November 12th.

Lise touched on three key by-laws that she felt needed to be amended and clarified;

### 1) Membership

Lise expressed her understanding of membership by defining that PQCHC memberships are normally limited in term to the period between AGMs, which is something that is not specified in the by-law.

The Board reviewed the current by-law related to voting members and non-voting members and what this encompasses for membership. The Board confirmed that there is no typical communication between the centre and its members after the AGM. Communication with members should be more strident throughout the year. The Board feels that there is a need to follow up with ongoing engagement with members to make them feel that they are involved. The Governance Committee will look at a process to add value for Board members and provide more community engagement throughout the year.

**Motion:** To approve that the Governance/Executive Committee explore the issues of member engagement and bring back a process to the Board for review in January.

**Moved by:** Nayaelah

**Seconded by:** Wayne  
CARRIED

### 2) Non-voting Directors

Lise discussed that the by-law referring to non-voting directors is unclear. The question arose whether the non-voting members are acting as directors or advisors to the Board.

Once clarified, Lise made recommendations that the Board should decide whether to remove the reference to the four non-voting members and amend the Board policy referring to the appointment of these members and their roles.

The Governance/Executive Committee will schedule a meeting to review the by-laws and modify the wording based on the Board's discussions and recommendations.

**Motion:** To remove the reference of the four non-voting members of the Board and substitute this with: (a) a Board authority in the updated by-laws to appoint advisors to participate in Board meetings.

**Moved by:** Emily

**Seconded by:** Meng  
CARRIED

### 3) CEO as Officer/Employee

A discussion ensued based on the positioning of the CEO in the by-laws which may warrant clarification, if only to ensure the status of CEO as employee vs

## ITEM

officer is clear in the minds of Board, CEO, staff and outsiders. Clarity on this point will help avoid any future misunderstandings or confusion on this issue.

**Motion:** That the Board recognize the CEO as an officer of the corporation.

**Moved by:** Emily

**Seconded by:** Meng  
CARRIED

Lise Provided a briefing note to the Board which provided recommendations based on the Committee structure. Lise suggested that the Board should consider revising the current committee mandates so that the Board can leverage the existing committees when the time comes to consider new issues or areas of focus.

The Board discussed recommendations based on good governing practices and a review of the Board Subcommittee's terms of reference.

**Motion:** That the Governance Committee will review the TORs for the subcommittees and provide feedback to the Board at the next meeting in January.

**Moved by:** Janet

**Seconded by:** Jill  
CARRIED

## 4. BUSINESS

### b) Q2 QIP Report

Caroline Desrochers, Director of Primary Care presented the 2019/20 Q2 Quality Improvement Plan update for Ontario Primary Care.

The QIP provides an outline of key quality indicators and targets for the coming year. PQ's Quality and Safety working group meets regularly and continues to consider ways to broaden the plan to make it more reflective of the work of the organization as a whole.

## 5. COMMITTEE REPORTS

### a) Executive Committee:

Gerry provided the Board with an update of the Executive Committee meeting that took place on November 12<sup>th</sup> with Lise Patry.

## 6. CHIEF EXECUTIVE OFFICER'S REPORT

### a) OHT Update:

Christopher advised the Board that the Ministry of Health, along with the Convening Partners met on November 14<sup>th</sup> at PQ headquarters. This meeting consisted of a presentation by the OHT Convening partners, along with a site tour and meaningful discussion related to the Oct 9<sup>th</sup> application submission. The next stage of this process is that the Ministry will revert back in the next few weeks with updates. In the meantime, the OHT Convening partners will move ahead to do the work and continue the momentum for clients and patients as partners.

**ITEM**

- b) Operational Planning Update:  
Christopher provided the operational plan update to the Board for review. The update provided key indicators that align with the Operational objectives.

**8. PRESIDENT’S REPORT**

The President addressed the Committee regarding planning the annual Board social. Administration will send out a survey on dates starting in January.

The Board approved the AGM date as presented which will be held on September 9<sup>th</sup>, 2020.

Note: The September Board meeting will be moved to September 22<sup>nd</sup>, 2020 to accommodate capacity for operations and AGM planning.

**Motion:** The meeting was adjourned at 8:00pm.

**Moved by:** Jill

**Seconded by:** Emily

CARRIED

Approved: 

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January 21, 2020

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President

Date