SRCHC BOARD OF DIRECTORS' MEETING - MINUTES

Thursday, May 20, 2021

- **Present:** S. Darling, V. Emery-Zariffa, E. Hill, L. Janzen (Chair), A. Kajenthira, S. Little, M. Milward, K. Nakhuda, J. Quito, J. Rybak, M. Wilson, K. Yee
- Staff: J. Altenberg, E. Geller (recorder), J. Grgar (recorder), S. Wiens
- **Guests:** Staff K. Foley (Director, Quality Improvement & Evaluation)

Candidates - P. Gazaleh, R. Ho, S. Manchanda, S. Navaratnam, R. Pradhan, G. Wardle

Nominations Committee Community Member - Heidi Bigl

1.0 Welcome and Introductions, Confidentiality Reminder, and Conflict of Interest Declarations

The Chair welcomed all of the attendees and reminded participants to declare any conflicts of interest, and their responsibilities under the code of conduct and confidentiality agreements.

The Chair shared the Land Acknowledgement.

MOTION TO APPROVE THE AGENDA

- (1) M. WILSON (2) K. YEE CARRIED
- 1.1 Confirmation of Quorum and Approval of Agenda
- 1.2 Consent Agenda
- 1.3 Governance Policy Reviews Consent Agenda

MOTION TO APPROVE GOVERNANCE POLICIES 2.1 GOVERNING STYLE; 2.2 BOARD ROLES AND RESPONSIBILITIES; 2.3 OFFICERS' ROLES; 2.3.1 BOARD EXECUTIVE SUCCESSION; 2.4 SCREENING ISSUES FOR BOARD AGENDA; 2.10 IN CAMERA DISCUSSION; 4.4 COMMUNICATION AND COUNSEL TO THE BOARD; 4.6 OCCUPATIONAL HEALTH AND SAFETY; 4.10 FINANCIAL CONDITION; 4.12 ASSET PROTECTION; 4.13 SPECIAL PURPOSE FUND; 4.14 PROTECTION AGAINST RISK TO CLIENTS 4.15 COMPLIANCE WITH ACCOUNTABILITY AGREEMENTS

- (1) M. MILWARD (2) E. HILL CARRIED
- 1.4 Monitoring Reports Consent Agenda

MOTION TO APPROVE MONITORING REPORTS 1.2 STRATEGIC DIRECTIONS AND GOALS, 1.4 EQUITY AND RACISM, 3.1 DELEGATION TO THE CHIEF EXECUTIVE OFFICER, 3.1.1 COARD/CEO/STAFF RELATIONSHIP, 3.2 MONITORING EXECUTIVE PERFORMANCE, 3.4 CHIEF EXECUTIVE OFFICER JOB DESCRIPTION

- 1.5 Financials Funding Motion MOTION TO ACCEPT FUNDS FROM THE CITY OF TORONTO - POLLINATE TO FOR \$4,950 FOR APRIL 1, 2021 TO DECEMBER 31, 2022.
 - (1) M. MILWARD (2) E. HILL CARRIED
- **1.6** Membership Applications
- a) Affirmation of April 23, 2021 email motion to approve memberships

MOTION TO AFFIRM THE EMAIL SITED BELOW, SENT TO ALL BOARD MEMBERS ON APRIL 23, 2020 AT 5:17 PM VIA EMAIL.

MOTION THAT THE BOARD APPROVES SRCHC MEMBERSHIP FOR THE FOLLOWING INDIVIDUALS AND WITH THE TERM ENDING SEPTEMBER 30, 2022:

- 1. CHEONG, WAN CHIN
- 2. GARCIA, JAYE
- 3. NG, JANE
- 4. WONG, CHEUK FAN

(1) M. MILWARD (2) E. HILL CARRIED

b) Affirmation of April 30, 2021 email motion to approve memberships

MOTION TO AFFIRM THE EMAIL SITED BELOW, SENT TO ALL BOARD MEMBERS ON APRIL 30, 2020 AT 11:21 AM VIA EMAIL.

MOTION THAT THE BOARD APPROVES SRCHC MEMBERSHIP FOR THE FOLLOWING INDIVIDUALS RETROACTIVE TO APRIL 23, 2021, WITH THE TERM ENDING SEPTEMBER 30, 2022:

- 1. CHEONG, SUSAN
- 2. ZHOU, LI JIN

(1) M. MILWARD (2) E. HILL CARRIED

c) Affirmation of April 30, 2021 email motion to approve memberships

MOTION TO ACCEPT THE FOLLOWING MEMBERSHIPS FOR MAY 2021 WITH THE TERM ENDING SEPTEMBER 30, 2022:

1. BACZYNSKI, SAVANNA

(1) M. MILWARD (2) E. HILL CARRIED

1.7 Approve Minutes from the previous Board meeting

The minutes for 9 b) CEO Performance Appraisal will be amended to add the following wording in italics and red print below:

The Committee had a preparatory meeting, *"will have an in camera session to get feedback from the Board"* and will conduct the performance appraisal followed by an in camera session *to "report the result"* with the Board in June 2021.

MOTION TO APPROVE THE DRAFT MINUTES FROM THE APRIL 15, 2021 BOARD MEETING WITH AMENDMENTS TO THE MINUTES:

(1) M. MILWARD (2) E. HILL CARRIED

2.0 Consent Agenda

MOTION TO APPROVE CONSENT AGENDA WITH AMENDMENTS

	(1) M. MILWARD	(2) E. HILL	CARRIED
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3.0 SRCHC Catchment Demographics FY 2021

J. Altenberg and K. Foley presented the SRCHC Catchment Demographics for the 2020-2021 Fiscal Year.

They were asked what is SRCHC's accountability in reporting various data, including specifics about different communities across the catchment. SRCHC is required to report data back its funders, through agreements such as the M-SAA. Data is also captured on electronic records which require some reporting. There have been some issues with data collection. The data has been reported to the community through program planning, such as programming in the Taylor Massey neighborhood. Data has also been reported to the community. Specific data is also reported regarding harm reduction and there are ongoing community and client advisory committees.

It was mentioned that similar to the SRCHC program keepSIX, there is another non-profit, progressive organization using that name. The CEO advised that the program name was community-driven and keepSIX is street language that refers to guarding someone's back in a dangerous situation. It was named so to honour Raffi Balian, an advocate for substance users. He helped create the program and has passed away.

K. Foley continued with the presentation regarding complex clients, including a slide demonstrating data reported back to the Taylor-Massey Neighbourhood, as mentioned above.

The board was previously provided with engagement and satisfaction data collected from clients. Board demographic data is captured in the fall and has been for the past couple of years. SRCHC is currently considering options with respect to collecting demographic data about staff.

4.0 CEO Communication and Counsel

The CEO presented his report and expanded on some items for the benefit of the guests.

The CEO highlighted efforts in conjunction with Michael Garron Hospital to get clients and frontline health care workers vaccinated at Jimmie Simpson the past couple of weeks. He cited a record vaccination of 10,000+ people vaccinated in one day.

Efforts are being made by SRCHC to reach people in the community who have mobility issues and cannot get vaccinated. SRCHC has a small team that has been outreaching and has also been going to congregate settings and shelters. They have done amazing work at 34 sites for 15 various agencies to administer vaccinations. The CEO shared a letter regarding the Moss Park Supervised Injection Site and history of the location that was handed out to people who came to get vaccinated last Saturday. In addition to being offered a vaccine, people were shown how to administer Naloxone.

The CEO also shared a text from Bernadette Lettner:

"Just finished the 110^{th} dose at Moss Park. Great community engagement moments throughout; shelter residents, service users, local mosque, sex workers network, and people who make \$150,000+ and live or work in the neighbourhood. I'm really glad we get to do the things we do. – BL"

It has been particularly difficult year and a half, especially for staff who deal with both the pandemic and the opioid crisis who deal with an incredible amount of grief and loss. It is moments like this in recent weeks that have provided moments of joy and hope for our staff.

SRCHC is also working on an effort with MGH for substance use and health. It will be managed by our Manager, Leah Palmer, who will help to manage a women's detox centre. Leah reports to the Raj Sohi, who is a shared staff member of MGH and SRCHC. We hope to integrate it this withdrawal program with some of SRCHC's other womens' programs. Further, the midwifery team continues to evolve in its programming for substance use and pregnancy programs with the team at MGH.

SRCHC has secured additional space at 1245 Danforth Ave.

He advised that S. Wiens has been sitting at the vaccine table on behalf of SRCHC and strongly advocating for the SRCHC community and to ensure frontline workers are vaccinated. 91% of our staff have been vaccinated and about 85% have received their second dose of the vaccine.

The CEO continues to work on the alternative to police crisis response for the City. He had advised at a previous meeting that Ann Phillips, SRCHC's Manager, Community Health and Chronic Disease, has joined the City's anti-black racism advisory committee. Recently, there has also been a posting for an anti-black racism coordinator and that position should be hired in a week or two.

Michael Garron Hospital (MGH) has beds for women's detox, and the site will be operated under the supervision of the manager shared by SRCHC and MGH. It is an integrated initiative. There was a women's detox housed at University Health Network (UHN), but that has now been distributed to MGH and Unity Health. There were only about 22 to 24 beds at UHN and now there are 16 beds for the women's detox at MGH and another 16 at Unity Health, consequently, there are now more beds for this initiative.

5.0 Call-a-Service Nomination of Secretary-Treasurer

The Call-A-Service (CAS) is a shell company that was created when SRCHC and Harmony Hall merged. It was created, under the advice of SRCHC's lawyers, to capture any bequests made to Harmony Hall, as they would not automatically be transferred to SRCHC. Harmony Hall had many clients that made bequests to the organization without advising the organization in advance. CAS prevents those bequests from being lost to the organization. The CAS board must be comprised of SRCHC board members. Given that the L. Janzen will be leaving the SRCHC board in June, she will not be able to continue her position on CAS as the Treasurer. Currently, M. Wilson is the Chair and S. Little is the Vice Chair of the CAS board. It would be best if it was not someone up for re-election this year. It is a minimal time commitment of a couple of hours per year. E. Hill volunteered to become the Treasurer for CAS.

MOTION FOR EMILY HILL TO REPLACE LIZ JANZEN AS THE TREASURER ON THE CALL-A-SERVICE BOARD OF DIRECTORS

(1) M. WILSON (2) S. LITTLE CARRIED

ACTION ITEM: S. WIENS AND J. GRGAR TO PROVIDE E. HILL WITH INFORMATION REGARDING CAS AND THE UPCOMING AGM ON JUNE 14, 2021

6.0 Special Purpose Fund Application – Save Jimmie Simpson (SJS)

M. Wilson advised that he has done some volunteer work for the applicant.

The group met late yesterday and the letter was circulated to the board via email today.

There were two applicants last year who would be presenting at the AGM this year. This is the first applicant for this year. There can be up to 3 Special Purpose Fund recipients in each fiscal year for a total of \$4,500.

The board discussed the application and its purpose. The funds would help this grassroots organization pay for a consultant to organize a health impact assessment of the tracks going through the local neighbourhood. As they are a small organization, SRCHC will hold the funds in trust and pay them as there is proof of the money being spent.

MOTION TO APPROVE \$1,500 TO SAVE JIMMIE SIMPSON FROM THE SPECIAL PURPOSE FUND

(1) K. NAKHUDA (2) J. RYBAK CARRIED

7.0 Governance Policy Reviews not in Consent Agenda

There were none to report.

8.0 AGM – Time lines (Rehearsal times, Presentation and Video time lines)

For the purpose of avoiding any technical interruptions or difficulties at this year's AGM, all presentations and speeches will be pre-recorded on Zoom and we aim to have them completed around June 7, 2021. There will be a rehearsal for the CEO and the Chair about two weeks in advance of the AGM coordinated by the Executive Assistants with GetQuorum. The AGM package, including the second notice, will be sent out by mail and email on June 1st. The first notice was emailed and mailed on May 10, 2021. Zoom invitations will be sent out via email from GetQuorum on behalf of SRCHC. Please ensure you white list @getquorum.com on your emails. If that address changes, the Executive Assistants will advise the board.

The Chair thanked the guests for their attendance before they left the meeting.

9.0 Succession planning – Board Officer Roles

If re-elected, M. Wilson will stand for the position of Chair, and J. Quito will stand for the position of Vice Chair. S. Darling advised that she will stand for the position of Secretary, if there are no other interested parties. The position of Treasurer will be discussed again at the board meeting.

10.0 Board meeting process

K. Yee advised of a discussion that emerged from the Anti-Black Racism Work Group. Board members were asked to reflect on how to improve board practices and procedures from an anti-racism perspective for the fall board retreat.

The Chair advised that with the meetings on Zoom it is helpful for the Chair and to ensure full participation by board members to have another attendee look for raised hands and comments in the chat line. It was determined that role would be fulfilled during board meetings by the CEO and the VP, Strategy and Systems.

11.0 Honorarium Guideline Recommendation

S. Wiens presented the honorarium recommendations. The maximum that can be offered without the issuance of a T4 slip is \$500. She reviewed the engagement type and the recommendation for each:

ENGAGEMENT TYPE	RECOGNITION
Community Liaison	Group Members (2) - \$16/hr x 2 hrs = \$32 x 4 = \$128
(2-hour long meeting x 4 meetings per year	Total: \$256
2 Group Members	Transportation (2 tokens) per meeting/session
Board Nominations Committee	\$400 annual honorarium (to be offered as a cheque)
2 Group Members	
Board Committees & Work Groups	Short-term (less than 6 months) - \$50-100 to be offered per quarter. Long-term (more than 6 months) - \$50-100 to be offered per quarter (to be awarded annually or semi-annually depending on length of term)
One-time/time-limited engagements (i.e. focus groups, interviews, workshops)	\$16 per hour + transportation (2 tokens) per meeting/session

Additional Notes:

- o Total compensation for any individual should not exceed \$500/year
- o Guideline specifically for SRCHC Board
- Childcare can be provided as needed

Approved by Board of Directors May 20 2021

The board asked about offering child care. There is no current provision for child care for this item, but child minding has been offered in the past when the parent is also available on site and that is in our HR policy.

MOTION TO ACCEPT THE HONORARIUM RECOMMENDATIONS AS PRESENTED(1) A. KAJENTHIRA(2) K. NAKHUDACARRIED

ACTION ITEM: FOR THE HONORARIUM RECOMMENDATIONS TO BE ADDED TO THE FINANCIAL POLICY.

12.0 Standing Committees of the Board

b) CEO Performance Appraisal

This was conducted during the in camera session at the end of the meeting. Refer to item 18.

c) Nominations

K. Nakhuda reported that she was pleased with the quality of candidates standing for election and was looking forward to the AGM.

e) Strategic Planning Committee

M. Wilson advised that the strategic planning process is proceeding well. The engagement piece is now completed and will be offered to the board for review. The goal is for the consultants to have these to the board by late May for early June meetings.

J. Rybak apologized for an error in judgment he made during a strategic planning session.

13. Work Groups and AOHC Liaison

a) Alliance (G2G)

i) Health Equity Charter

The board discussed the Alliance Health Equity Charter that was distributed in the board package and was discussed at the last board retreat. The document will be reviewed again at the fall board retreat.

MOTION FOR SRCHC TO ENDORSE THE ALLIANCE HEALTH EQUITY CHARTER

(1) M. MILWARD (2) V. EMERY-ZARIFFA CARRIED

ii) Motions for June 5, 2021 AGM

V. Emery-Zariffa reviewed the proposed Alliance amendments to the bylaws with the board.

V. Emery-Zariffa, or in her stead J. Altenberg, or S. Wiens will have authority to support the Alliance motions at the June 15, 2021 AGM, and will use their discretion regarding friendly amendments from the floor.

MOTION TO APPROVE THAT SRCHC SUPPORT OF THE PROPOSED ALLIANCE MOTIONS AT THE JUNE 15, 2021 ONLINE AGM, WITH POTENTIAL FRIENDLY AMENDMENTS FROM THE FLOOR.

(1) S. LITTLE (2) K. YEE CARRIED

iii) SRCHC Board members attending

MOTION TO APPROVE V. EMERY-ZARIFFA AS THE REPRESENTATIVE FOR SRCHC AT THE AGM ALLIANCE, WITH JASON ALTENBERG, OR SHANNON WIENS ACTING IN HER STEAD IF NEEDED.

(1) M. WILSON (2) S.DARLING CARRIED

b) Anti-Black Racism

In addition to the earlier discusson about board process and inclusion, the work group discussed engagement and the group has draft terms of reference that may be ready for the June meeting and a draft work plan that will be put forward for the board's approval at a board meeting in the next board year.

The group will work on engagement for the next board year.

c) SCS Community Liaison

The Chair reported there was a meeting and some of the opioid crisis numbers were reviewed earlier during the presentation. There was an unfortunate incident with EMS and the police and SRCHC continues to develop those relationships. The relationship between the Supervised Consumption Site and local business has been positive at this time.

d) TRC Calls to Action – Policy Discussion

There was a meeting and will be another meeting next week. The working group hopes for the board to have generative discussions at board meetings in the future. There will also be a policy brought back to the board for discussion.

14. Membership Issues

There were no membership issues to report.

15. **Community Feedback**

Community feedback has been good and board members were asked to review the document in the board package, if they had not yet had a chance to do so.

16. Meeting feedback and evaluation

The meeting feedback was brief but positive. The nominations committee was thanked for their work this year and the CEO and K. Foley were thanked for their presentation.

17. Motion to approve the April 15, 2021 in camera minutes

The draft minutes were screen shared.

MOTION TO APPROVE THE DRAFT APRIL 15, 2021 IN CAMERA MINUTES

(1) E. HILL	(2) M. WILSON	CARRIED

18. In Camera Session

MOTION TO MOVE IN CAMERA AT 8:17 PM

(1) M. WILSON (2) J. RYBAK CARRIED

MOTION TO END IN CAMERA SESSION AT 8:51 PM

- (1) M. WILSON (2) J. RYBAK CARRIED
- 17. Adjournment

MOTION TO ADJOURN AT 8:51 PM

(1) M. WILSON (2) J. RYBAK CARRIED

Shelley Darling Shelley Darling, Secretary

Liz Janzen, Chair