

**SRCHC BOARD OF DIRECTORS' MEETING – MINUTES**

**Thursday, September 16, 2021**

**Present:** S. Darling, V. Emery-Zariffa, E. Hill, R. Ho, A. Kajenthira, S. Little, M. Milward, K. Nakhuda, J. Quito, M. Wilson (Chair), K. Yee

**Staff:** J. Altenberg, E. Geller (recorder), J. Grgar (recorder), S. Wiens

**Guests:** Jolene Eeuwes, Emmet O'Reilly, L. Palmer,

**Regrets:** S. Navaratnam

**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 Land Acknowledgement video was played.

**MOTION TO APPROVE THE AGENDA**

**(1) S. DARLING (2) R. HO 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 1.6 ADVOCACY; 1.6.1 ADVOCACY DECISION-MAKING TOOL; 4.12 ASSET PROTECTION**

**(1) S. DARLING (2) R. HO CARRIED**

**1.4 Monitoring Reports – Consent Agenda**

**MOTION TO APPROVE MONITORING REPORT 4.11 OPERATING RESERVE FUND**

**(1) S. DARLING (2) R. HO CARRIED**

**1.5 Financials**

**MOTION TO APPROVE FUNDS FROM:**

- **ECHO FOUNDATION FOR \$100,000 TO SUPPORT THE WORK OF THE HARMONY HALL COMMUNITY FOOD CENTRE**



**1.8 Accept Draft Minutes from June 23 2021 AGM**

**MOTION TO ACCEPT THE DRAFT MINUTES FROM THE JUNE 23, 2021 AGM.**

**(1) S. DARLING (2) R. HO CARRIED**

**1.9 Approve Minutes from the June 23, 2021 Post AGM meeting.**

**MOTION TO APPROVE THE DRAFT MINUTES FROM THE JUNE 23, 2021 Post AGM MEETING.**

**(1) S. DARLING (2) R. HO CARRIED**

**2.0 Consent Agenda**

**MOTION TO APPROVE CONSENT AGENDA WITH AMENDMENT TO THE MINUTES.**

**(1) S. DARLING (2) R. HO CARRIED**

**3.0 Safer Opioid Supply (SOS) Staff Presentation**

The CEO introduced the presentation. SRCHC has been bringing in staff to present to the Board on topics of interest regularly since the pandemic started, as virtual meetings have helped to facilitate staff presentations. This also allows SRCHC to highlight key pieces of work that are important from a strategic perspective and initiatives that the board should be informed about. Safer Opioid Supply (SOS) is one such program. Funding for this program is provided through short term federal grants from Health Canada, through a funding stream called Substance Use and Addictions Program (SUAP). There is now a national network of Safer Opioid Supply programs largely facilitated through these federal funding streams. For context on this topic, the CEO Communication and Counsel Report for September 2021 includes information about a grant SRCHC submitted along with the Toronto Academic Health Science Network (TASN) and Toronto Public Health (TPH) for funding from Ontario Health. Within that larger request for funding, a portion asked for monies for safer opioid supply and for Injectable Opioid Agonist Treatment (iOAT), and both of those monies were not granted. Funding for safer opioid supply at the provincial level continues to be rejected. The province of Ontario has continued to fund harm reduction programs that were in existence with minor improvements in funding; however there is not any support from the province for safer opioid supply, nor for the type and amount of funding required to address the opioid crisis.

Leah Palmer, Manager Substance Use and Mental Health, expressed the gratitude of staff to be able to present on this topic to the board on behalf of the organization. She acknowledged the incredible and trailblazing work that this SRCHC team accomplishes on a regular basis and the deep commitment and compassion that they bring to harm reduction work.

Emmet O'Reilly and Jolene Euewes presented the Safer Opioid Supply presentation included in the September Board package. The presentation described the program, its goals, the related

challenges, and successes. The main goal of the program is to offer substance users an alternative from the very unsafe street opioids to safer opioid supply. The program is provided in partnership with Street Health, Regent Park CHC, Parkdale-Queen West CHC.

This was entirely new programming with no guidelines when the program started. It is moving ahead of the research and the providers are in many ways shaping the care being provided as the program evolves. The board asked about the volume of clients at the other locations compared to SRCHC. SRCHC has a greater volume of clients than the other east-end collaborators. The VP, Strategy and Systems also advised that Parkdale-Queen West CHC's numbers are slightly lower than SRCHC's numbers over the course of the two-year funding.

The program is vigorously evaluated by the Dalla Lana School of Public Health and the Centre for Drug Policy is also doing some quantitative analysis of the program. There are some really good publications expected to be released in the next couple of months. One publication is from the Western University in London from Dr. Andrea Serada of Western University in London, Ontario that will include the first four years of her program. Another publication is from Gillian Kolla expected out next week.

In relation to the importance of trust mentioned in the presentation, the Board asked if the presenters could comment on how clients have come to SRCHC for this program. Originally, the program was first being set up as a test; it wasn't really publicized to potential clients and was just offered to a few clients so as not to be overwhelmed with potential participants. Now it is a more robust structure for screening through the nurse, who receives the referrals. The vast majority of clients are not accepted into the program. Those who are accepted are people who are most likely to be rejected for care elsewhere and the most likely to be injured by the toxic drug supply. Unfortunately, the program is ramping up yet again, as the program had to stop taking clients for some time due to interruption issues with the supply, particularly the Kaidian. There have been a number of external challenges that are limiting the program to a certain extent. Primarily clients were coming in to the program through SRCHC and closely allied partners, partly due to the existing relationship the client would have with the contact person. We are now reaching out to new partners that SRCHC may be able to support.

The Chair thanked Leah, Emmet, and Jolene. The CEO also thanked the team and acknowledged the challenges in launching such an important program. He called them early champions of safer supply who have not often been welcomed or have been poorly treated by some of their medical colleagues. The community continues to be decimated by overdose and death due to the opioid crisis. They cannot be thanked strongly enough by their colleagues for their maturity, bravery and professionalism. The reaction they received is much like the reaction to harm reduction when it was first introduced to main stream health systems, because of its threat to established practices.

#### **4.0 Fiduciary Responsibilities – Board Orientation**

M. Wilson reviewed the Board of Director Duties and Liabilities supplied in the Board package and responded to any Board Member questions.

#### **5.0 CEO Communication & Counsel**

The CEO presented the report submitted to the Board for September 2021.

Additions were made to the September Board package for CEO Communication & Counsel while the September board meeting was in progress.

#### **6.0 Monitoring Reports not in Consent Agenda**

##### **a) 1.3 Planning: Strategic, Operating and Quality Improvement (Operational Monitoring Report)**

The CEO presented 1.3 Planning: Strategic, Operating and Quality Improvement (Operational Monitoring Report) provided in the September board package.

Explanations are provided for any variance greater than 5% to funders.

COVID 19 explains some of the variations and deviations in numbers from the original targets in the report. SRCHC, along with its OHT partners, is now attempting to make adjustments where needed. The pandemic will continue to have an impact, but it will not require adjustment in targets at this point in time. There have also been significant increases in service levels during COVID-19, such as with translation services.

##### **MOTION TO APPROVE MONITORING REPORT 1.3 PLANNING: STRATEGIC, OPERATING AND QUALITY IMPROVEMENT (OPERATIONAL MONITORING REPORT);**

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

##### **b) 4.3 Compliance with Legislation**

The VP, Strategy and Systems discussed the 4.3 Compliance with Legislation monitoring report supplied in the September 2021 Board Package.

##### **MOTION TO APPROVE MONITORING REPORT 4.3 COMPLIANCE WITH LEGISLATION**

**(1) R. HO                              (2) A. KAJENTHIRA                      CARRIED**

#### **7.0 Financial Monitoring Reports not in Consent Agenda**

The VP, Strategy and Systems presented the monitoring report 4.10 Financial Condition. She also explained some financial strategies employed by SRCHC to ensure that funds are spent and monies are allocated in full for the fiscal year.

**MOTION TO APPROVE FINANCIAL MONITORING REPORT 4.10 FINANCIAL CONDITION**

**(1) K. NAKHUDA            (2) M. MILWARD            CARRIED**

The VP explained the need to use the Operating Reserve Fund for amounts over \$100,000 to renovate new space that will be leased by SRCHC due to funding limitations. The SRCHC board had already passed a motion approving a lesser amount from the Fund for these same renovations based on an earlier estimate to renovate the space. However, material costs have gone up exponentially due to the pandemic. The rental unit must be renovated for SRCHC use. Leadership is asking the Board to approve up to \$236,000 from the Operating Reserve fund for these renovations. SRCHC requires more space for staff to operate. This request from Leadership falls within the required guidelines for the Operating Reserve Fund.

The original email motion requesting funds for the same renovation was sent on June 22, 2021 at 2:40 PM and carried on June 23, 2021 at 12:00 PM. The following motion will override that motion.

**MOTION TO APPROVE THE USE OF UPTO \$236,000 FROM THE OPERATING RESERVE FUND FOR THE PURPOSE OF RENOVATIONS OF THE NEWLY LEASED SPACE AT 1245 DANFORTH.**

**(1) R. HO                            (2) K. NAKHUDA            CARRIED**

**8.0 Governance Policy Reviews not in Consent Agenda**

There were no Governance Policies outside of the consent agenda.

**9.0 AGM Debrief – Survey Summary**

The CEO summarized the AGM participant survey results. There were some challenges reported by members for the virtual AGM. Overall, members provided improved and positive feedback regarding the AGM.

It was suggested that the business portion of the AGM with Get Quorum could be followed with a more interactive Zoom portion, or ideally that the AGM not have to be on Zoom again. Other members cautioned against the move away from GetQuorum as they had participated in AGMs that were problematic, because they were not as restrictive as the voting etc. with GetQuorum.

**10. Review Committees, Work Groups and Alliance**

The previous year's committee and work group chairs shared their past experience and required time commitments for Board groups and committees.

**ACTION ITEM: THE EXECUTIVE ASSISTANT WILL SEND AN EMAIL REQUESTING THE TOP THREE CHOICES FROM EACH BOARD MEMBER FOR COMMITTEES AND WORK GROUPS, INCLUDING THE ALLIANCE/G2G LIAISON POSITION.**

**11. Standing Committees of the Board**

There were no reports.

**12. Work Groups and AOHC Alliance**

There were no reports.

**13. Membership Issues**

There were no membership issues to report.

**14. Community Feedback**

The CEO reported that typically, at the end of summer, harm reduction services can be a magnet for issues. This year was quieter than previous years. SRCHC has continued a dialogue with a number of neighbours that started early in the summer. Leah Palmer, who was in attendance at this meeting, has been the point person for those discussions.

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

The draft minutes were screen shared.

**MOTION TO APPROVE THE DRAFT JUNE 17, 2021 IN CAMERA MINUTES**

**(1) E. HILL                      (2) A. KAJENTHIRA                      CARRIED**

**16. Meeting Feedback**

Attendees generally reported that it was a great meeting. They enjoyed presentation and welcomed new board members. There was a good variety of core board business discussed along with other updates. The new Chair was congratulated on his skills in managing the meeting.

It was suggested that there could be a ten (10) minute break around the middle of the meeting, when possible, as the meetings are quite long.

**17. Adjournment**

**MOTION TO ADJOURN AT 8:35 PM**

**(1) S. DARLING                      (2) M. MILWARD                      CARRIED**

  
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**Mike Wilson, Chair**

  
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**Shelley Darling, Secretary**