



Minutes
Meeting of the SHIP Board of Directors
Tuesday October 22, 2019
SHIP Main Office
109 – 969 Derry Road E. Mississauga ON L5T 2J7

In Attendance:	John Williamson Robert Simeon Geoff Topping Peter Beck	Randy Beyers Keith Ward Moyra Vande Vooren
Guests	Terry Neilsen	
Via Teleconference:	Keith Ward	Brian E. Scott
Regrets:	Laurie Ridler Cory O’Handley	Louise Kindree
Staff:	Janice Peters Lesley Nagoda Thomas DiCarlo David Marcy	Sharon Fernandes Shirley Hannigan Leslie Barnes

Call to Order and Welcoming Remarks:

John Williamson who welcomed new board members and guests called the meeting to order at 6:30 p.m. Sharon Fernandes was Recording Secretary.

Declaration of Conflict of Interest:

No conflict of interest was declared with the exception of Janice and Louise who are part of the Headwaters Board where they agree to abide by the confidentiality of the Board.

Statutory Reporting:

Janice Peters confirmed that to the best of her knowledge that SHIP is financially and operationally compliant with expectations from legislation and all their guidelines.

Motion to Approve Consent Agenda:

Summary of items on the Consent Agenda include:

- Recommend to approve regular agenda
- Recommend to approve the draft minutes from September 18, 2019
- Recommend to receive Action Item updates from the minutes of September 18, 2019
- Recommend to approve Board Calendar

Secretary and / or  Chairman

The board approves the items on the consent agenda for Tuesday October 22, 2019 as circulated.

Moved by Randy Beyers
Seconded by Robert Simeon
Carried

Presentation by Shirley Hannigan – Client and Family Engagement and the Client and Family Program Advisory.

The purpose of the CFPAC (Client and Family Program Advisory Committee) is to develop and maintain good communication with the community, and provide opportunities for community representatives to have input into planning local mental health engagement.

Member work to promote partnerships, community awareness and understanding of mental health and review and make recommendations on the organization's strategic plan

- The Staff Program Advisory/Client Program Advisory was formed in 2007-2008
- It gradually transitioned to the Client Program Advisory in 2010
- And then included the Client & Family Program Advisory in 2018

The committee members provide:

- Lived or Living experience
- Informed contribution
- Housing experience
- Support experience
- Insight to the Tenant, family and client lens

Client & Family Program Advisory Committee members represent various programs and demographics:

- Residential Multi-Service Team
- Seniors
- Housing In Place (HIP)
- Social Purpose Enterprise
- Peace Ranch/Dufferin
- Partners
- Integrated Seniors Team

The committee is looking to include Youth representation.

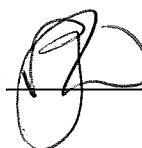
A PowerPoint deck was share will the entire Board and Executive Team with additional information

Randy enquired how many sit on the committee; Shirley said there are 8 members of which 5 to 6 regularly attend all meetings.

CFO Report – 2019/20 Budget Update

In May 2019, the board approved a total SHIP budget for 2019/2020 of \$36,824,881. During the first half of the year, SHIP has received new funding and adjustments bringing the revised total SHIP budget for 2019/2020 to \$39,397,169.

Secretary and / or



Chairman

These are the funding sources for the extra \$'s:

The LHIN – \$1.28 Million – on going funding

MOHLTC – \$931,000 – on going funding for rent supplement

Region of Peel – \$34,000 to upgrade IT equipment

Trillium – \$75,000 toward the hoarding program

The revised budgets attached with report by Thomas show the amount as originally approved by the board, the adjustments to the budget and the revised budget.

CFO Report – Q2 Financial Results

As of September 30th there is an overall organization wide surplus of approximately \$466,000. The surplus does not include any of the new funding received during the first half of the year from the LHIN and Ministry of Health and Long-Term Care (MOHLTC). The surplus consists of the following:

- \$341,000 surplus for the Ministry of Health and Long-Term Care rent supplement programs
- \$7,000 surplus for the LHIN funded services
- \$30,000 surplus for the Region of Peel Homes for Good programs
- \$28,000 surplus for the Region of Peel Angela's Place program
- \$60,000 surplus for other smaller programs and donations

The organization faced a number of financial challenges over the first half of the year that will continue into the second half. Management has identified these challenges and has mitigation strategies in place. Some of the issues include the following:

- Increases in benefit and pension costs which have gone up 15% (this was unaccounted for)
- Increases in salaries due to limited staff vacancies and bargaining unit settlements. This has resulted in a cost of \$45,000 in salaries
- One time costs due to accreditation process.
- Challenging rental market resulting in the inability to pick up new units to spend all rent supplement dollars.
- Significant new funding from the LHIN and MOHLTC that will have to be repaid if not spent.

Balance Sheet Financial Position

- As of the end of September, SHIP is in a strong position on its balance sheet.
- There is \$3,990,000 in the bank accounts and \$793,000 in a cashable GIC.
- Over \$1.5 million in receivables, which a significant portion relates to amounts due from the Region of Peel for PYV.
- There is over \$420,000 in HST receivable & expected to be received on filing of the HST return in October.
- Total cash, investments and receivables totals approximately \$6.7 million as of September 30th.
- Current liabilities as of October include \$780,000 in accounts payable and accrued liabilities.
- Payroll deductions and employee related costs total approximately \$310,000.
- Amounts due to the LHIN for prior year surpluses is \$1.56 million.
- Total liabilities currently due are \$2.65 million.

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Management will continue to monitor the items identified above and continue to work to ensure expenses are within budget for the year.

John enquired on how many units we need to fulfill the rent supplement dollars. Lesley informed John the reason we have the rent supplement dollars is that presently there are no rental units available. We would need an additional 70 units to be available to use up the rent supplement.

ACTION: Lesley said that a letter of advocacy to Landlords could help with this circumstance. Lesley will draft a letter for the Board to sign

Peter Beck enquired what is a negative transfer payment on the financial statement was – Thomas informed Peter that this is a paymaster function where money is flowed to other partner agencies.

ACTION: SHARON to send out the Finance Committee minutes to the rest of the Board.

Q1 – Q2 Board Report

Human Resources Highlights:

- Launch of a paired comparison method tool for recruitment Managers
- New process for managing policies and procedures through Microsoft Teams
- Organizational chart developed and available for Managers with all staff identified
- Joint Internal Pay Equity Committee (JIPEC) created/launched and first meetings held

Information Systems Highlights:

- Intranet webpage launched with quick links and shortcuts on homepage.
- <https://shipshey.sharepoint.com>
- Digitization of forms in SharePoint with the auto flow process.
- Hired new staff as Database Analyst/CRMS Administrator.
- Hired a temporary staff for PYV Equipment replacement project, contract ended September 26/2019.
- Server event tracker and file audit monitoring tool implemented in IT Infrastructure as part of Cyber Security Framework.
- Initiated the Office 365's Microsoft Teams/Yammer and Office online services within the organization.

Client Service and Program Operations Highlights:

- The ACT teams participated in a two-day Housing First training in August.
- Clinical Supervision and consultation has been provided through an external facilitator.
- Effective August 1st , the North Peel ACT Nursing staff have provided nursing support in the client's home.
- Early Intervention (EI) has partnered with CMHA to develop a Family Support Group Family, which will be implemented in the next quarter.
- EI received funding for an Occupational Therapist and Registered Nurse to build a Multi-Disciplinary Team in partnership with CMHA Peel Dufferin, Punjabi Community Health Services and William Osler Health System.
- The Integrated Seniors Team revised the Falls Screener to include an algorithm to support identification of risk levels.
- A Residential Multi Service Team (RMST) client was awarded a \$350 scholarship from the Schizophrenia Society of Ontario for his current studies in Project Management.
- Six RMST clients are engaged in employment opportunities and one client has been accepted into the Culinary program at George Brown.

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- The RMST program assistant and summer administrative student transferred 230 paper files to digital files in SHIP's database.
- The Behavior Support Ontario (BSO) Crisis Nurse and Program Manager attended hospital rounds with the Geriatric Mental Health team at William Osler Health System to share information about the BSO service and how the teams can enhance collaboration.
- The Integrated Seniors Team created a Falls Tracking Form which has been uploaded to SHIP's database CRMS.

Program Operations & Development Highlights:

Central Intake:

- Annual Wait List Review to increase the number of live calls to wait list applicants to offer a personalized response and information/referrals in real time.
- Continued collaboration with Headwaters Health Centre and Home & Community Care to improve referral pathways and increase referrals from hospital to In-STED.
- Mental Health Consult role now attending rounds at Headwaters to help increase mental health awareness

Dufferin Services Team:

- Wait lists being reviewed to determine prioritization and increase response time.
- Overdose Awareness event led by SHIP and Family Transition Place held in August

Short Stay Crisis Support Program (SSCSP)

- The demand for the program remains high (355 turn-aways for Q1-2 up from 219 same time last year). To address this barrier SHIP has submitted a proposal to the CWLHIN for additional beds

Housing In Place (HIP)

- A SEED grant proposal was submitted for a research project to evaluate the needs in Peel for people with a Hoarding Disorder
- Received approval for the OTF grant to complete research on Hoarding In Peel
- Selected researcher: Canadian Observatory on Homelessness
- Engaged in a partnership with Waste Management Peel to assist with larger hoarding situations. Waste Management has agreed to supply 4 bins per year at no cost to assist individuals in Peel who hoard.


Community Development

- End of summer celebration at PYV and Angela's Place, SummerFest in Acorn and thanksgiving celebrations
- The Hansen Tenant Committee held their first official meeting. Members reviewed the committee's Terms of Reference, work plan, agreements, roles/responsibilities, etc.
- SHIP attended the UTM Volunteer and Job Fair at the Mississauga

Tenant Relations

- The team worked with HSC to train on InSite, new software program for rent.
- The team has been working on arrears and assisted with creating a new process
- Along with completing N4's (Notice to evict based on non-payment of rent) ADR staff has taken on the task of completing all 1st N5's (Notice to end tenancy For Interfering with Others, Damage or Overcrowding) This has reduced the cost of paralegals and created efficiency in getting these notices out to tenants sooner.

Peel Youth Village

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- The breakfast program serves 60+ children with a hot nutritional breakfast Monday to Thursday
- PYV offered several day trips and in-house programming during the Summer holidays Break

Angela's Place

- The Region of Peel met with SHIP to inform us that they will be changing their mandate with regards to homelessness and families and as such they will be closing Angela's Place
- Backed by research and evidence-based practice, the Region will be moving away from providing transitional, time limited housing to homeless families to a Housing First Model (permanent housing)
- The contract will end December 2020
- The next regional council meeting is scheduled in October; we are hoping to be provided with more information regarding next steps in the process of the program closure
- A transition plan has been developed and we are working with the Region to provide messaging to the community

Health Promotion Highlights:

Information and Development:

Provincial Mental Health and Addictions Collaborative Table (ongoing)

- SHIP was invited to participate a provincial table in the attempts to develop provincial collaborative to assist and enhance the current development of Ontario Health Teams as it relates to Mental Health and Addictions.
- The table is currently interviewing a third party facilitator to assist in developing a framework
- The collaborative currently consists of the following organizations: Schizophrenia Society of Ontario, Mood Disorders Association of Ontario, Ontario Peer Development Initiative, Chinese Family Services of Ontario, Ontario Brain Injury Association of Ontario, Ontario Addiction Treatment Centres, John Howard Society of Ontario, Council of Elizabeth Fry Societies of Ontario and the Lived Experience and Recovery Network.

United Way GTA – Homelessness Solutions Lab

- SHIP was invited to participate in a Solutions Lab Table where they gathered housing experiences from the GTA (Peel, Toronto and York)
- The intent is to explore homelessness solutions within the GTA
- At this stage we are identifying a limited set of the most promising practices that need to be built out across the sector & lead to their spread.
- Explore practices across four populations: Youth, Refugees, Seniors and General population

Evidence Exchange Network

- SHIP was asked to be involved in a provincial webinar that speaks to the creation on innovative housing models.
- The webinar title: Innovative ways to create affordable housing.
- It will be held on November 26, 2019 - 1:00 PM - 2:30 PM
- Link: <https://www.eenet.ca/article/innovative-ways-create-affordable-housing>

University of Guelph – Research opportunity - Digital Story Book of an individual's life (documentary film)

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- Dr. Pin and SHIP to partner on a research project that would consist of developing a digital story of an individual's journey around housing and poverty.
- Dr. Pin to draft grant application due October 25

Other Tables

- SHIP continues to co-chair the Peel Alliance to End Homelessness (PAEH). The PAEH is actively working alongside the Region of Peel in developing their Coordinated Access System and continues to advocate on homelessness issues that are impacting the community.
- SHIP is active within Ontario Alliance To End Homelessness <http://www.oaeh.ca/> which continues to support housing and homelessness advocacy positions within the province.
- SHIP participates as a member of the Toronto Alliance to End Homelessness <https://taeh.ca/> and is active within TAEH's Supportive Housing Development Group.

Events / Forums/ Projects / Conferences

Conference

- SHIP attend AMHO (Addiction Mental Health Ontario)- Communities of Practice (Supportive Housing) on May 29, 2019. .

The Dufferin Poverty Reduction Research project

- The project ended July 2019.
- Research Highlights:
 - The evidence reaffirmed that housing and homelessness is a major issue in Dufferin County.
 - The community flex fund (CFF) was predominantly used to directly address housing insecurity and homelessness.
 - In 95 unique housing situations, the fund was used in an effort to stabilize housing through assistance with first and/or last month's rent (54), the resolution of rental arrears (22), and the provision of emergency housing most commonly at local motels (19).
 - Of those CFF recipients who responded to the evaluation survey, 64% reported that they had used the assistance for monthly rent, first or last month's rent deposit, or other housing-related expenses.
 - Among those who put the CFF towards housing needs, nearly 94% of those who completed follow-up surveys shared that their housing situation changed as a result of the CFF assistance.

Tiny Home Project Update

- Project in progress with some minor modifications as SHIP's partnership has evolved with the introduction of Dr. Charach a psychiatrist (St. Joseph's in Toronto), he is interested in being part of the project from an earth home sustainability perspective.
- The Toronto Regional Conservation Authority and Building Up continue to be invested partners.
- We are in the process of developing a clear concept model and have been in consultation with modular builders.

COO Report Highlights:

Peace Ranch

- Peace Ranch was the recipient of the 2019 Orange Door Spring Campaign, receiving \$2,110.00 from the Bolton Store.
- The TRCA Run off Project: is complete.

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- Open House: Peace Ranch held its annual Open House on Sept 29th
- Peace Ranch held its 2nd annual plant sale. Proceeds will help with spring preparation next spring.
- Peace Ranch participated in the annual Fall Fair, bringing our petting zoo animals and entries from our bountiful gardens. Many entries won first prize ribbons!

Privacy

Personal Health Information Breach

- One breach this quarter.
- The breach was a misdirected letter to a doctor's office.

Security Breach

- One security breach this quarter.
- The security breach involved staff picking up another staff's access pass in the parking lot and then using it to enter the building multiple times before turning the access pass to the Office Coordinator.
- The staff received corrective action.

Quality Assurance

Client / Tenant Surveys

- Delivery of Ontario Perception of Care (OPOC) surveys in September 2019.
- Healthy Housing Tenant surveys were delivered with the OPOC questionnaires in September..
- In keeping with our paperless initiative the primary method of distribution of the surveys was electronic.
- Tabulation and compilation of the client/tenant responses is underway and results will be shared widely later in the fall.

Quality Improvement Plan

- The results from the OPOC and Healthy Housing tenant survey will help in the development of the QIP for the next Fiscal Year.
- The current 2018 – 2020 Quality Improvement Plan contains 19 initiatives focusing on 6 core quality dimensions (safe, effective, timely, equitable, client-centred, and efficient).
- 17 of the 19 initiatives we achieved in the fiscal year and 13 of the 17 will continue into the current year

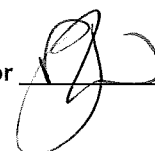
Enterprise Risk Management

- In consultation with the Board, Clients/Families and Staff, the executive team identified 16 priority risks that need to be monitored during the Fiscal Year 2019/2020.
- The executive continues to meet once a month to review the current status of the register and to ensure mitigation plans in place.
- The goal is to develop a dashboard for the Board by the end of the Quarter 3 2019.

Client Safety Plan 2019-2023

- SHIP has implemented a Client Safety Plan: 2019-2023 with the aim to improve client safety and involve everyone in client care in creating a safer healthcare environment.
- The Client Safety Plan is a roadmap for safe Client care that designates specific mitigation strategies to address high priority Client risks. For this safety cycle we have identified the following six priority needs.
 1. Minimize the occurrence of and injuries from Client falls across all areas of SHIP

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2. Minimize suicide events for Clients
3. Minimize Client harm resulting from medication discrepancies at the time of care transition at SHIP
4. Develop a coordinated reporting structure to support leader review of Client safety incidents
5. Establish Client safety education and training strategy
6. Information relevant to the care of the client is communicated effectively during care transitions

Client Incidents

- 8 client related incidents since July 1, 2019
- none of the incidents have been deemed critical.

Staff Incidents

- 12 staff incidents since April 1, 2019
- none have been deemed critical by Ministry of labour definitions.
- This is the first year Quality Assurance is tracking staff incidents so there are no comparable data from previous years. Please see chart below.

Records Management

- Digitizing client records and staff records is ongoing.
- Client records are about 60% complete with the hope to have all client files electronic by the end of Q4.

Housing

Damages/Maintenance Repairs:

- Q1 & Q2 total cost for Maintenance repair/unit turnover was \$45,824.30 this amount includes general repairs. This is down from \$57,020.00 in Q4 of last fiscal year.
- Preventative Maintenance/includes monthly contracts (HVAC/Landscaping/elevator)
- For the first and second quarter the total cost was \$11,518.92.
- Please note the cost to retrofit Henderson Lift as per TSSA was \$7062.13

Cleaning/RR Residences:

- \$9,946.19 this is slight decrease from Q4 of last fiscal year
- Pest Control/Bedbugs: For the first and second quarter total cost including Heat Treatments and monthly treatment costs was \$ 16,602.63 (higher than Q4 of last fiscal year)

Fire Prevention/Life Safety was \$6,564.87

In-Site Maintenance Update

There were 986 work orders completed.

Hansen:

- Preventative Maintenance/includes monthly contracts (HVAC/Landscaping/elevator,)
- For the first and second quarter the total cost was \$21,058.68
- Damages/Maintenance Repairs: \$4,000 (due to willful damage of windows)
- Fire Prevention/Life Safety was \$4,305.40
- Pest Control \$1,424.96 (lower than Q4 of last fiscal year)

Note all turnover/repairs were completed by Property Service staff at only cost of materials

PROPOSAL APPROVALS SUBMISSIONS

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Property Taxes exemption

- Negotiations continue.

Peace Ranch Capital Improvements

- JD Strachan Construction Ltd. removed and replaced the old barn boards.
- JD Strachan will also be replacing windows of the barn. Windows to be replicated and slider function retained again to maintain the heritage quality and appearance.
- The farmhouse roof has been replaced.

Ontario Health Teams

- SHIP staff participated in the development of 3 Ontario Health Team applications (Mississauga, William Osler, Dufferin/Caledon) and if approved will continue as affiliate members to the teams.

Ontario Trillium Foundation

- Received \$75, 000 for a one year research project on Hoarding.

CW and MH LHIN Funding

- 4 Business Cases submitted which resulted in additional funding to expand services and housing (outlined in CFO report) in Mississauga, Brampton and Dufferin/Caledon.

CLIENT & FAMILY ENGAGEMENT

Client & Family Program Advisory Committee

- Monthly meetings
- Introduction of co-chair role (Staff and Client/Family member)
- Members provided feedback regarding:
- SHIPs Tenant Handbook
- Bill of Rights shared/reviewed
- Client & Family BBQ review
- CQI membership discussion
- Mock Accreditation Survey – prep/mock site surveyor meeting

Guest Speakers:

- CEO & Quality Assurance Manager
- Peel Alliance to End Homelessness presentation/consultation

Client Activity Committee

- Hosted SHIPs Annual Client & Family BBQ.
- More than 100 guests attending the event, which included food, and awareness campaign re IPAC and SHIPs new branding.
- Dufferin held their BBQ in Orangeville with more than 30 guests.

Lesley Nagoda informed the Board about the termination of Angelas place. SHIP will not be taking on any new tenants. The existing tenants will just live out the length of the occupancy.

Leslie Barnes addressed the ACT Teams and their challenges to maintain targets. These teams are know as a hospital without walls and work with a very complex client base.

Strategies put in place to meet with program goals:

- Meet clients in the home
- Psychiatrist will meet with clients in their home
- Trauma specialists will meet with clients in the community

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- More nursing supports are being provided to the clients in the community.

One of the ACT teams has already hit their target by Q1 of this year and the other team is expected to meet their target by Q4

Moyra wanted to know how long the psychiatrist spends with clients – Leslie informed Moyra that our psychiatrist is here 30 hours a week on Monday, Tuesday and Thursday.

Accreditation Report

Accreditation is an ongoing process of evaluating and recognizing a service/program as meeting established standards. It is a powerful tool for quality improvement.

- The survey will take place November 25th – 29th 2019.
- Governance Focus Group to take place November 25th at 415 to 515 at SHIP
- There will be 2 accreditors on site to conduct the survey.

Our goal is to achieve Accreditation with Commendation

Boards Role in Accreditation

- To assess Board against the governance standard and develop a plan that identifies areas for
- improvement
- To administer the Governance Function Survey and create an Action Plan
- To meet for one hour with the Accreditation Surveyors during the on site survey

The Governance Standard has:

- 4 sections
- 13 sub standards
- 87 criteria
- 1 required organizational practice
- 1 performance measure (Governance Functioning Tool)

Board Governance Standards

The standards are grouped into four sections based on these functions.

1. Functioning as an effective governing body
2. Developing a clear direction for the organization
3. Supporting the organization to achieve its mandate
4. Being accountable and achieving sustainable results

Page and 3 & 4 talks about the simulated Board Survey, which was also shared with the Board.

Robert enquired on how many Board Members need to attend. The surveyors said that it would be nice if some of the new Board Members could attend.

Geoff and Randy said they would do their best to attend.

ACTION: John said that he would be make sure the orientation and onboarding manual is sent out to the new Board Members. John to follow up with Louise.

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Strategic Plan Update:

Lesley emphasized Page 3 – high-level report to the Board on the 3 goal areas and its objectives.

Provincial Leadership:

OHT's – the 3 OHT's we are working with all applications as affiliates went in Oct 9.

William Osler was the first to receive communication from the Ministry that they want to conduct site visit with them.

ACTION: Janice to send the 1st OHT report as well as the update out to the new Board Members

Enhance Housing and Service Capacity:

Robert reported that at the Quality meeting today with MNP who is doing a refresh on the SHIP Resilience Document and the Emergency Program.

A quick reference guide is being developed to identify the different levels of crisis

Risk dashboard – Anthony is working on a document that should be ready for the January Board Meeting making risk review easier for the Board.

Crisis management, enterprise risk and business continuity will all be under one report.

ACTION: Robert will share these slides with the rest of the Board.

Maximize Engagement:

Governance Update

Ask Louise if she would like the Risk register to be maintained by the Finance Committee and then address any issues that allude to quality.

If this is the case then it needs to be reflected in the committee mandate.

ACTION: SHARON to send out the risk register to the Board

Client Success/Challenge Story


Lesley reported on a 38 year old young mother with 2 children dealing with several issues due to the loss of her partner from 5 years ago.

She had a severe pest infestation and hoarding issue. CAS determined that the apartment was not habitable and deemed unsafe for the children.

We were able to work with the client to clean up and restore her unit to being habitable and safe for her family.

Update Amalgamation – Friends & Advocates Peel and Surrounding Areas

We are moving forward with the Amalgamation. A letter has come from the LHIN with a couple of questions and Laurie is taking a lead on this.

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The process is going very slowly as it should because we want to do our due diligence on this.

John has said from a Board Perspective if F&A is turning out to be more problematic than a benefit to SHIP then we should let the LHIN know that we are not interested in pursuing this opportunity.

Education

Nothing new was discussed

New Business:

No new business was discussed

Meeting Feedback:

John requested the group to send him any feedback or changes.

Next Meeting:

The date of the next Board Meeting is Wednesday November 20, 2019 at SHIP.

Adjournment

There being no further business brought before the Board, the meeting was declared adjourned at 8:45 p.m.

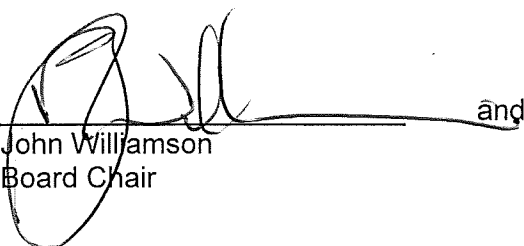
Moved by Robert Simeon
Seconded by Randy Beyers
Carried

In camera Meeting

Moved by Robert Simeon
Seconded by Randy Beyers
Carried

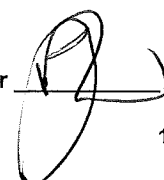
Resumption of Public Meeting

Moved by Robert Simeon
Seconded by Randy Beyers
Carried



John Williamson
Board Chair

and / or _____
Board Secretary

Secretary and / or  Chairman