

Minutes

Agenda Item 2.1

Members: Brian Scott, Lori Ker, Sandy Kang-Gill, Tandra Acharjee, Jennifer Graham, Justyn Mahanger, Arun Navaratnasingam, Buruzoth Balasubramaniam, Lawrence D'Souza, Michael Finch. Keith Ward

Staff: Lesley Nagoda, Sharon Fernandes, Thomas DiCarlo

Regrets: Jennifer Graham

1.0 OPENING ITEMS

1.1 Call to Order and Welcoming Remarks

- The Chair welcomed board members and staff and called the meeting to order at 6:10 pm. Sharon Fernandes was Recording Secretary

1.2 Disclosure of Conflict of Interest

- No changes

1.3 Land acknowledgement

- The land acknowledgement was provided by Arun.

1.4 Approval of agenda

- Item 3.2 was moved to the top of the business portion of the meeting – Director of Clinical Health and Wellness began with the client story.
- The agenda was approved as modified above. No remarks

MOTION: Justyn moved to approve the meeting agenda and all the items listed under 2.0 the consent agenda including the motions contained therein. Seconded by Arun. CARRIED

1.5 Chairs remarks

- No remarks.

1.6 Board Action Log

- n/a

1.7 CEO Compliance Statement: Statutory Reporting

- The CEO stated that during this period there are no identifiable risks or claims for the organization at this time. All submissions have been reported to the Ministry promptly and we comply with legislation, insurance coverage, rules and regulations as set down by our funders.

2.0 CONSENT AGENDA

The Chair presented the Consent Agenda containing the following matters:

- 2.1 Approval of minutes from the Pre-AGM Board Meeting minutes held on Sept 16, 2024
- 2.2 Approval of the Post-AGM Board Meeting minutes held on Sept 17, 2024
- 2.3 Received Governance Committee Meeting minutes held on Oct 8, 2024
- 2.4 Received Governance Committee Meeting minutes held on Nov 12, 2024
- 2.5 Received Finance and Risk Committee Meeting minutes held on Oct 9, 2024
- 2.6 Received Finance and Risk Committee Meeting minutes held on Nov 13, 2024
- 2.7 Received Quality Committee Meeting minutes held on Oct 11, 2024
- 2.8 Received HST Committee Meeting minutes held on October 28, 2024
- 2.9 Committee Terms of Reference. MOTION: to approve the Committee Terms of Reference as presented

Minutes

Agenda Item 2.1

-
- 2.10 Approval of Insurance Renewal. MOTION: to approve the insurance renewal with Co-operators at same coverages as the prior year at the rates quoted
 - 2.11 Q2 Finance Report. MOTION: to approve the Q2 financial results for the fiscal year ended March 31, 2025
 - 2.12 Semi-Annual Investment Report. MOTION: to approve the investment asset mix as presented and that an additional \$2 million in funds be contributed into the investment account with \$750,000 going to sustainable funds and \$1.25 million to existing funds and GICs
 - 2.13 Signing Authority Policy. MOTION: to approve the updated signing authority as presented in Appendix B and that the CEO and CFO provide a letter of direction to CIBC to remove Board members who are not in the positions listed
 - 2.14 Budget Planning Process. MOTION: to approve the 2025 2026 budget work plan

3.0 BUSINESS OF THE MEETING

3.2 Client Story

- This client story was submitted by the Director of of Clinical Mental Health and Wellness
- SHIP staff worked together to help a senior male client who had lost all his clothing after a fall, exemplifying SHIP's "ONE team" approach.
- The Central Intake Manager quickly provided a Walmart gift card for essentials, and SHIP staff reached out to the Community Development team for additional support.
- The team connected with an agency that donated a large bag of new clothes, greatly improving the client's situation.
- The client was extremely thankful, and staff expressed deep appreciation for the team's support in restoring the client's dignity.
- This story aligns with SHIP's values of employee connection, creating a great workplace, and improving client experiences.
- Future hiring could focus on candidates who embrace SHIP's "One Team" philosophy.

3.1 Growth Strategy Update

- The CEO provided an update on the Growth Strategy
- SHIP is developing a 10-year growth strategy to guide sustainable operations, focusing on impact, cost reduction, and efficiency.
- The growth strategy included a detailed roadmap, outlining objectives, required resources, and infrastructure to support growth.
- Key findings included the need for SHIP to narrow its focus on housing and wraparound supports for people with mental health and addiction issues.
 - 4 overarching findings:
 - Mandate – narrower focus as a provider of housing with supports for persons with mental health
 - Housing continuum - developing more mental health and addiction supportive housing through new capital purchases
 - People and Culture - focus on organizational culture, health and wellbeing Senior leadership is lean to support growth
 - Infrastructure – needs to be sustainable and replicable in multiple locations
- Recommendations suggested dealing with clients 16 years and older, acquiring new properties for supportive housing, focusing on integrated services, and expanding into new regions while divesting from Toronto.
 - Priority A – Grow the size of the housing portfolio
 - Priority B – Programs and services
 - Priority C – growth strategy enablers: Resource development, Public Relations and brand propositions & organizational capacity

- Staff support the focus on current regions, the divestment in Toronto, and expanding into a new region once existing areas are fully developed.
- Identified risks include potential strain on culture, costs, and governance, with mitigation requiring Board support and careful planning.
- ACTION: A further discussion will be held at the December Board meeting – if there are any questions, please send them in advance of the December meeting

3.3 CEO Report

- This report covered the reporting period: September 11 to November 7, 2024. The CEO highlighted the following:
 - SHIP received a \$300,000 grant from the Region of Peel for a leadership and mentorship program, with a Leadership Development Specialist now on board.
 - Mental Health & Addiction Roundtable: Over 30 community leaders attended a roundtable on September 17th to address gaps in mental health and addiction services in Dufferin. A follow-up meeting is planned for November.
 - AMO Panel: CEO Lesley Nagoda participated in a panel on October 2nd at the AMO Knowledge Exchange on Community and Supportive Housing, discussing barriers to expanding supportive housing in Ontario.
 - Engagement Meetings: The CEO met with several community leaders, including the CEOs of Reconnect Community Health Service, Salvation Army Dufferin, and Armagh House.

3.4 Q2 Report

- The CEO walked through highlights of the Q2 Operations report. This included an update on organizational highlights, professional services, client services, housing, partnerships and communications.
- It was noted that this quarter, SHIP made significant progress in expanding partnerships with local providers and landlords, enhancing our ability to offer safe, supportive housing for individuals with mental health and addiction challenges. SHIP also focused on strengthening organizational culture, improving staff engagement, retention, and empowerment to ensure a supportive and inclusive workplace.
- Moving into Q3 and Q4, SHIP is committed to building on this momentum, deepening partnerships, and delivering our mission with purpose and compassion.

3.5 EDI Progress Report

- SHIP's EDI Action Plan Progress:
 - SHIP's 2024/2025 EDI Action Plan includes 25 activities, with some completed and others in progress across each quarter.
 - In Q1, 5 of 8 planned activities were completed. In Q2, 6 of 14 activities were completed.
 - Progress includes rolling out the Inclusive Recruitment Process and Diverse Interview Panel Program (DIPP), developing the Anti-Black Racism (ABR) Action Plan, and conducting an inclusion survey.
 - SHIP is also reviewing HR policies and integrating health equity assessments into the organization's practices.
- Anti-Black Racism (ABR) Plan:
 - SHIP used results from a 2022 survey to create an ABR Action Plan, aimed at reducing racism and improving health equity by 2025.
 - The plan focuses on staff, client, and organizational actions with 33 activities to address Anti-Black Racism.

Minutes

Agenda Item 2.1

-
- It is managed by SHIP's BIPOC Caucus and aligned with SHIP's broader EDI efforts.
 - Progress will be reported as part of SHIP's overall EDI updates.

3.6 Strategic Plan update

- SHIP's Strategic Plan (2022-2026) guides our goals, with Annual Business Plans providing clear steps for each year. Progress is tracked and adjusted quarterly.
- As of November 2024, 89% of the 2024/2025 goals are on track or complete, with minor delays in donor strategy, building assessments, transitions in care, and job fairs.
- No major risks, but some minor adjustments were made due to funding changes. Plans are in place to complete all goals by the end of the year.

3.7 Governance Committee Update

- Governance Committee Terms of Reference and Annual Board Work Plan were included in the consent agenda.
- The committee reviewed yearly tasks; mostly unchanged from last year, but added the People and Culture Strategic Enabling Plan.
- The committee meeting time was adjusted to 5:00–6:30 p.m. on these dates: October 9, November 12, February 11, May 13, June 10, 2025.
- SHIP's 2024/2025 EDI Action Plan progress was discussed.
- Reviewed Annual Strategic Business Plan Mid-Year Report.
- Reviewed Mid-Year CEO Scorecard.

3.8 Finance and Risk Committee Update

- The committee approved committee terms, insurance renewal, and budget plans for 2025/26.
- Set meeting schedule for October 9, November 13, February 12, March 9, May 14, and June 11 (no meetings in July or August).
- Risk Updates
 - Cybersecurity: Progress made, but staff training on phishing is needed. Risk is high.
 - Funding Gap: Inflation causing shortfalls; working on donations, cost savings, and new revenue. Risk is high.
 - Capital Assets: Maintenance plans, rent system updates, and team redesign in progress. Risk is high.
 - AI Usage: Policies being created; staff using AI without guidelines. Risk is high.
- Community Bond Study
 - SHIP is exploring community bonds for the 273 Main Street project in Brampton. The property was purchased using reserve funds and we want to redevelop it.
 - SHIP struggles to get traditional loans for projects.
 - Community bonds are loans that earn interest and support local projects.
 - They attract local investors and are backed by real assets (like property).
 - SHIP has connected with Tapestry who will help with the bond campaign process.
 - They received funding from the Canada Mortgage and Housing Corporation (CMHC) to assist with the feasibility study.
 - SHIP aims to raise \$4 million through bonds for the project and has already invested \$2.2 million from reserves.
 - Bonds will help reduce pressure on SHIP's finances.
 - SHIP can repay bonds using income from their properties.
 - Many investors prefer to reinvest their returns, improving cash flow.
 - SHIP has identified potential investors, including local businesses and donors.
 - They have created materials to attract investors.
 - The next steps include consultations with potential investors planned for early December. If successful, the Board will proceed with the bond campaign.

Minutes
Agenda Item 2.1

-
- The next phase will cost \$49,000 but is discounted due to CMHC funding. Overall costs for the bond campaign over six years are estimated at \$160,000, which is manageable for SHIP.

Motion: Keith moved that the Board of Directors recommend that SHIP continue to engage with Tapestry Community Capital on a Community Bond feasibility campaign with an estimated cost of \$49,000.00 with a follow-up in December meeting. Seconded by Tandra. CARRIED

3.9 Quality Committee Update

- On October 11, 2024, the Quality Committee discussed its terms of reference.
- A client story was shared on how teamwork at SHIP helped a senior client who lost his clothes; staff provided a gift card and clothing donations.
- The Quality Committee decided to keep the same work plan as last year.
- Meeting times were changed to 6:00 p.m. to 7:30 p.m. on the second Thursday of each month, with no meetings in July and August.
- A mid-year update showed good progress on most Quality Improvement Plan (QIP) initiatives, but one area on documentation quality is delayed and aims for improvement by March 31, 2025.
- Steps to complete the QIP include redesigning the client record system and developing dashboards for tracking.
- Incident reports showed that reported incidents have stabilized.
- There were 12 client complaints in Q2, mainly about service identification and maintenance issues.
- Key Performance Indicators showed overall positive progress, though waiting times for services are still too long.
- There was an increase in staff absences in Q2, often due to seasonal factors, and staff will be encouraged to manage their time off.

3.10 HST Update

- On October 28, 2024, the Health System Transformation Committee met and reviewed its terms of reference.
- The committee accepted its 2024-2025 Annual Work Plan and added two new activities related to research and government relations.
- Meetings will occur on October 28, January 6, April 7, and June 2, from 5:00 p.m. to 6:00 p.m. via TEAMS, with no meetings in July and August.
- The committee discussed a proposed pilot program for “compassionate intervention” to address rising overdose concerns, including funding for treatment and naloxone access.
- Homelessness in Peel Region is increasing due to rising housing costs, while Waterloo Region has about 1,000 homeless individuals.
- This increase in homelessness is straining SHIP’s resources and causing longer wait times; staff are working with service managers to address this.
- SHIP is exploring funding to increase housing capacity, including a \$5.6 million proposal from Peel Region and a \$44 million plan in Mississauga for affordable housing.
- The Ontario Government is investing \$378 million to create 19 Homelessness and Addiction Recovery Treatment (HART) Hubs, with each hub receiving \$6.3 million annually.
- SHIP has applied for funding for HART Hubs in Peel and Dufferin, with high competition expected.
- Discussions on Ontario Health Teams (OHTs) focused on hospital preparedness, with updates on SHIP’s involvement in three teams, and no risks identified in OHT activities.

4.0 OTHER BUSINESS

- No additional business was discussed



Board of Directors Meeting
Tuesday November 19, 2024 (6:00 to 8:00 pm)
In- Person Meeting – 60 Courtneypark Drive West, Unit 2

Minutes
Agenda Item 2.1

5.0 INFORMATION ITEMS

5.1 Next Town Hall: November 25, 2024

5.2 Next Meeting:

- December 17, 2024 – In Person – Culinaria Restaurant - 5732 Kennedy Rd, Mississauga, ON L4Z 1T1

6.0 IN CAMERA

6.1 Bargaining

6.2 CEO Mid-term Review

MOTION TO ENTER IN CAMERA SESSION: Sandy moved to enter into the in-camera portion of the meeting. Seconded by Arun. CARRIED

In-Camera Discussion/Decision:

- n/a

MOTION TO EXIT IN CAMERA SESSION: Sandy moved to close the in-camera portion of the meeting. Seconded by Arun. CARRIED

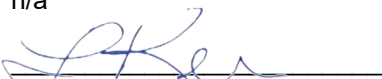
7.0 ADJOURNMENT

There being no further business brought before the Board, the meeting was adjourned at 8:00 pm.

MOTION: moved to adjourn the meeting. CARRIED

8.0 MEETING WITHOUT MANAGEMENT

n/a

 _____ and / or _____
Lori Ker Board Chair Lesley Nagoda Board Secretary