

# AFS BOARD OF DIRECTORS' REGULAR PUBLIC MEETING – MINUTES

Wednesday, June 26, 2024

5:00 pm

Virtual – MS Teams & In-Person



## ATTENDANCE

<b>AFS BOARD MEMBERS:</b>	William Johnson, Chair Dan Swystun James Agnew	Jane Omollo Patricia R. Lofstrom Lucia O'Connor	Dania Kuzbari Jennifer Geenen Rick Hamilton
<b>REGRETS:</b>	David Petersson	Megan Bernard	Wes Lavergne
<b>STAFF/LEADERSHIP:</b>	Ali Juma Stephanie Fetherston Brian Kelly	Brenda Clarke Natalie Young Obianuju Fadijo	Nicole Sdao

## MINUTES

### 1.0 Quorum

Quorum established.

### 2.0 Constitute Meeting

#### 2.1 Call to Order

The Board Chair calls the meeting to order at 5:04pm.

#### 2.2 General Welcome

The Board Chair welcomes everyone to the meeting, both in-person and online.

#### 2.3 Land Acknowledgement

The Board Chair provides the land acknowledgement.

#### 2.4 Declaration of Conflict of Interest

No conflicts of interest declared.

### 3.0 Presentation – Youth Hub

Nicole provides a presentation on Anti-Human Trafficking and Community Wellness Bus

### 4.0 Agenda & Minutes

#### **4.1 Approval of Agenda**

##### **MOTION**

BIRT, the board approves the June 26, 2024, Public Board Meeting agenda as presented.

Moved by: Dania Kuzbari  
Seconded by: Lucia O'Connor All in favour. CARRIED.

#### **4.2 Approval of Minutes**

##### **MOTION**

BIRT, the board approves the May 22, 2024, Public Board Meeting Minutes as presented.

Moved by: Dan Swystun  
Seconded by: Lucia O'Connor All in favour. CARRIED.

#### **4.3 Business Arising from Previous Minutes**

No business arising.

#### **5.0 Consent Agenda**

##### **MOTION**

BIRT, the board approves the June 26, 2024, consent agenda as presented.

Moved by: Jane Omollo  
Seconded by: Dan Swystun All in favour. CARRIED.

#### **6.0 Items Removed from Consent**

No items removed from consent.

#### **7.0 New/Ongoing Business**

##### **7.1 Non-Residential Attendance Centre**

The transition from Queen Street to the Youth Hub was successful. The move was completed today, June 26<sup>th</sup>. The underground of the Hub is undergoing renovation for the installation of the elevator. The NRAC youths are able to utilize the various programming offered at the Youth Hub. The first part of renovations have begun at the Youth Hub and as such, the basement is off limits to the youth. The contractor is working on the office spaces at an efficient manner. The agency communicated to the community partners regarding the relocation to the Hub.

##### **7.2 Intimate Partner Violence – Update**

We received acknowledgement for our declaration of IPV as an epidemic. We offered additional contracts so that counsellors can complete their sessions with clients. We had risk assessment training provided by Pamela Ross. We have access to Violence Against Women Capacity Fund and asked for training with the grant. We hired contract positions to assist with the waitlist.

##### **7.3 Audit Report**

Dania presents the audit report on behalf of David Petersson to the board for approval. Alicia presented the audited financials to the Finance and Operations Committee on June 14th. There was no fraud, irregularities or internal controls found. The BDO opinion is a clean and unqualified opinion, which is the highest opinion that an auditor can give.

**MOTION** BIRT, the board approves the 2023-2024 audited financial statements presented by BDO to be brought forward to the membership at the AGM for approval.

Moved by: Rick Hamilton

Seconded by: Lucia O'Connor All in favour. CARRIED.

#### 7.4 Finance Policy – Signing, Spending, and Payment Authority

The recommended changes raised at the last board meeting have been captured. It will be further adopted at the AGM.

**MOTION** BIRT, the board approves AFS signing, spending and payment authority policy FA-0005.

Moved by: Dan Swystun  
Seconded by: Rick Hamilton All in favour. CARRIED.

#### 8.0 CEO Report

8.1 Ali Juma reviewed the CEO Report as provided in the board package. Highlights include:

- The teams are working on the operational and service plans as we roll out the new strategic plan
- Looking to launch the compressed work-week in September
- AFS held its first Pride Prom and it was successful

#### 9.0 Board Committee Updates

The board members were advised to review the Finance and Operations Committee minutes in the board package.

Patricia Lofstrom provides the Services and Advocacy Committee report.

#### 10.0 Adjourn to In-Camera

**MOTION** BIRT, the board moves to adjourn to the in-camera segment of the meeting at 6:43 pm.

Moved by: Dania Kuzbari  
Seconded by: Jane Omollo All in favour. CARRIED.

#### 11.0 Resume Regular Public Board Meeting

**MOTION** BIRT, the board moves to resume the regular public board meeting at 7:30 pm.

Moved by: Lucia O'Connor  
Seconded by: Patricia R. Lofstrom All in favour. CARRIED.

#### 12.0 Accept Motions Made In-Camera

**MOTION** BIRT, the board moves to accept the June 26, 2024 in-camera motion.

Moved by: Jane Omollo  
Seconded by: Dan Swystun All in favour. CARRIED.

#### 13.0 Adjournment

**MOTION** BIRT, the board moves to adjourn the regular public board meeting at 7:32 pm.

Moved by: Dan Swystun  
Seconded by: Rick Hamilton All in favour. CARRIED.

#### **14.0 NEXT MEETING**

- Next Regular Board Meeting      September 25, 2024 @ 5 PM

---

Submitted by: Obianuju Fadjo, Executive Assistant



## **CEO Report**

**June 26, 2024**

Happy Summer Solstice! June is such an exciting month with the official start of summer, graduations, and new beginnings for many families. We take this opportunity to congratulate all graduates and their families. The achievement of graduation reflects the love, care, determination, and sacrifice of many families and young people. It is a moment of great pride, and one that AFS acknowledges for all our staff with graduates and our clients. Congratulations!

In keeping with our efforts to recognize the diversity in our community, we acknowledge the following days of recognition:

- Portuguese Heritage Month
- Italian Heritage Month
- National Indigenous Heritage Month
- Filipino Heritage Month
- Pride Month
- Canadian Multiculturalism Day – June 27<sup>th</sup>

On that note, I have a great report for you following our new strategic priorities as headers.

### **Investing in Our Awesome Team**

On the HR front, our team has been quite active. We welcome the following staff:

- |                    |  |
|--------------------|--|
| • Amber Schmidt    | Wawa Administrative Assistant (Permanent, Pro-Rated Full-Time) |
| • Jordyn Shepley   | Care and Treatment Worker (Casual/Relief)                      |
| • Olivia Harrison  | Counsellor, FAST (Temporary, Full-Time)                        |
| • Mackenzie Abbott | Counsellor, Care and Treatment, (Permanent, Full-Time)         |
| • Jacob Mitchell   | Counsellor, Counselling and Therapy, (Temporary, Full-Time)    |

During this reporting period, there were three terminations and three resignations. Two of the resignations are Counsellors who are joining a private counselling company for economic and career advancement opportunities. With these vacancies, our capacity to make headway with our wait times and wait lists is unfortunately impacted. We continue our efforts with CMHO and FSO to advocate for wage enhancement funding.

On the recruitment front, we thank Dave Petersson for his assistance in an interview with a Director of Finance and Administration candidate. Unfortunately, the position remains vacant and viable candidates remain a challenge for us to find. We thank Natalie Young, Director of Business Analytics and Continuous Improvement for covering the Finance and Administration team, until we find a replacement.

On the training front, 11 staff participated in CPR and AED training on June 13 and 14, including Uju. We are in good hands in the event we need a first responder with Uju being trained.

## **Reconciling our Truth**

We recognized June 21<sup>st</sup>, as National Indigenous Peoples Day, with some of our staff participating in cultural events held that day.

## **Level Setting**

Two events of significance were held as part of our PRIDE month recognition. On June 7<sup>th</sup> our New Northern Mentality Youth Group held the first PRIDE Prom at the Youth Hub. It was an incredible success with over 40 young people enjoying a prom free to be themselves. We had three community partners join in the celebrations including PFLAG, HARP, and an Indigenous Two Spirited Organization.

On June 13<sup>th</sup> we held our sixth Family PRIDE event, with over six community partners joining us at our Chapple Hub. We had over 60 participants despite the rain. Participation was about half of what we had in previous years which we attribute to the rain. Nonetheless, the participants enjoyed fun activities, learned about community services, and also enjoyed pizza, popcorn, fruit, and beverages.

On June 24<sup>th</sup>, in collaboration with the 2Spirit Organising Committee, a Family Craft Night was held at the Youth Hub.

In July, we will dedicate a PRIDE Bench in Wawa. Unfortunately, a date in June did not work out. The committee is finalizing the dedication.

## **Finding a Better Way**

On June 21<sup>st</sup>, I attended a virtual Lead Agency Committee meeting. Of significance was the discussion on the Ontario Intensive Treatment Pathway. Find a slide deck prepared by the Ministry of Health with an overview of this initiative, also a Q&A document is included in the Board TEAMS folder. This initiative intends to create a coordinated approach to managing referrals and placements to live-in treatment, as well as establish standards of care.

I sit on the LAC steering committee on this initiative.

Speaking of Live-in Treatment, we will be undergoing our second licensing review this year. As you may recall, we received a conditional license in February, capping admissions to six residents. The team has done a great job of addressing compliance areas, and we hope to obtain a full license in July. The licensor will begin the licensing review on July 8<sup>th</sup>.

## **Connecting the Dots, Closing the Gaps**

On June 23<sup>rd</sup>, our Senior Director of Services and I attended a meeting with representatives from all four school boards and Nogdawindamin. The purpose of this meeting was to understand the mental health service landscape in each of the boards and Nogawindamin. With 11 million dollars invested in education for mental health services, we want to ensure we are maximizing our services and not duplicating services. A guiding document leading this work is entitled *Right Time, Right Care, Strengthening Ontario's Mental Health and Addictions System of Care for*

*Children and Young People.* You can find this document here [https://cmho.org/wp-content/uploads/Right-time-right-care\\_EN-Final-with-WCAG\\_2022-04-06.pdf](https://cmho.org/wp-content/uploads/Right-time-right-care_EN-Final-with-WCAG_2022-04-06.pdf)


On the budget front, we received a clean audit from BDO. Dania will be providing a report to the board on the audit. Given we are without a Director of Finance and Administration, our budget will be presented to the board in September. We still have not received all the budget templates from our funders, which is also contributing to the delay in having a budget for the board to review.

On the service front, see the Service Demand Report in the Board TEAMS folder. May held steady on all fronts with a decrease in referrals with Psychiatry, and a slight increase with nine referrals to our youth addictions counsellors. In June we anticipate demand to decrease slightly with the end of the school year and summer vacations. Over the summer we will run an adventure-based learning program, as well as, a condensed Rebound North Program. Our group programs will conclude this month and pick back up in the fall. We wish our Care and Treatment Program staff a great summer vacation,

On the Foundation Front, the Community Strong Run was held last weekend. With record participation numbers, we had strong participation in all events, despite the rain. Congratulations to Paige and the Foundation Team on a successful weekend. A special thank you to all the volunteers and AFS staff who volunteered.

In closing, as our clients and staff look forward to the summer, we wish them and you, our board, a safe and happy summer vacation.

Respectfully submitted,



Ali Juma,  
CEO

# AFS BOARD FINANCE AND OPERATIONS COMMITTEE MEETING – MINUTES

Friday, June 14, 2024  
Virtual via MS Teams  
12:00 pm



## ATTENDANCE

<b>AFS Board Members:</b>	David Petersson, Chair William Johnson	Dan Sywstun	Dania Kuzbari
<b>AFS Leadership:</b>	Ali Juma Obianuju Fadjo	Nancy Evans Arlene Smith	Natalie Young
<b>Guests:</b>	Alicia Burgoyne, BDO		
<b>Regrets:</b>	Rick Hamilton	James Agnew	

## MINUTES

### 1.0 Quorum

Quorum established.

### 2.0 Call to Order

Meeting Called to Order at 12:00 pm.

### 3.0 Review of Agenda

The Committee approves the agenda as presented.

### 4.0 Approval of Previous Minutes

The Committee approves the minutes as presented.

### 5.0 New Business

#### a. BDO Presentation

Alicia from BDO presents the draft audited financial statements to the Finance Committee for the year ended March 31<sup>st</sup>, 2024.

#### MOTION

BIRT, the committee moves to recommend the 2023-2024 audited financial statements to the June 26<sup>th</sup> Board Meeting for approval.

Moved by: Dania Kuzbari



**b. HR Director – Status Update**

Arlene provides the HR Report. Highlighting the following:

- Recruitment: there has been active recruitment to fill the following vacancies: Director of Finance, Systems Analyst and Clinical Manager. The ITS Counselor position in Elliot Lake is still proving to be a challenge to fill despite offering incentives.
- Grievances: We had three terminations, and all have grieved their terminations. None of the employees agreed to our counteroffer. In addition, two of the terminated employees have requested the case be moved to arbitration. We received a grievance from a staff regarding education reimbursement. The contention was that the full course reimbursement being requested by the employee does not qualify as a full credit course as classified by the institution.
- Health and Safety: The committee has undergone changes with new chairs. There will need to be training for the members to meet compliance. There will be a part 1 training next month and part 2 training in August. The districts' fire safety plans need to be updated. We are working on installing internal and external signage on all our locations as recommended by the Ministry of Labour.
- Short Term Disability: there was a slight increase as more employees applied for STDs. The agency has contacted the insurance representative to assist in reaching out to employees who have been on accommodation for an extended period in order to get them back to normal working hours.

**6.0 Next Meeting**

TBD

**7.0 Adjournment**

The meeting adjourns at 12:48 pm.

# AFS BOARD OF DIRECTORS – SERVICES AND ADVOCACY COMMITTEE MEETING MINUTES

Thursday, June 20th, 2024  
5:00 pm  
Microsoft Teams – Virtual



## ATTENDANCE

<b>AFS Board of Directors:</b>	<input checked="" type="checkbox"/> Patricia R. Lofstrom (Chair) <input checked="" type="checkbox"/> William Johnson	<input checked="" type="checkbox"/> Dania Kuzbari <input checked="" type="checkbox"/> Lucia O'Connor	<input checked="" type="checkbox"/> Rick Hamilton
<b>AFS Staff:</b>	<input checked="" type="checkbox"/> Brenda Clarke, Director of Community Services and Strategic Initiatives  <input checked="" type="checkbox"/> Stephanie Fetherston, Senior Director of Services	<input checked="" type="checkbox"/> Brian Kelly, Senior Director of Services	<input checked="" type="checkbox"/> Obianuju Fadijo, Executive Assistant
<b>Youth Representatives:</b>			
<b>Regrets:</b>	Jane Omollo	Ali Juma	

## MINUTES

### 1.0 Quorum Established.

### 2.0 Call to Order

Patricia R. Lofstrom calls the meeting to order at 5:03 pm.

### 3.0 Review of Agenda

MOTION      BIRT the Committee reviews and approves the June 20, 2024, agenda as presented.

Moved by:      Dania Kuzbari  
Seconded by:      Lucia O'Connor      All in favour.      CARRIED.

### 4.0 Review Previous Minutes

MOTION

BIRT the committee approves the May 16, 2024, meeting minutes, as presented.

Moved by: Dania Kuzbari

Seconded by: Lucia O'Connor

All in favour. CARRIED.

## 5.0 New Business

### a. Board Work Plan

The Committee will deliberate on items that could be added to the Board Work Plan, as it is the only Committee not currently listed on the Board Work Plan. This item will be added to the September agenda.

## 6.0 Standing Items

### a. Awesome Team

#### i. *Service Demand Report*

Stephanie provides the service demand report. Highlighting the following:

- Our referrals are slightly lower than the previous years, but is not concerning as it gives the agency the opportunity to catch up with the waitlist.
- The Single Therapy Session decreased this month than previous years.
- There have been internal movement of Counsellors, which has created vacancies that need to be filled.
- Care and Treatment – the kids will be taking a break from school tomorrow, Friday, June 21, 2024, but they have a team day scheduled for next week. We will be gearing up for the launch of the Grade 7/8 in September, which was one of our big gaps in service.
- In respect to Psychology, we received the next round of funding for the OAP grant, which is being conducted at Garden River.
- Male Survivors Program received two new referrals. The service is currently underutilized and as such, there needs to be more advertisement to increase awareness about our services.
- The Anti-Human Trafficking program has increased the age group being serviced to 11-25yrs.

#### ii. *Community Services Update*

- Brenda provides the community services update as contained in the report.

### b. Extraordinary Service

#### i. *Privacy/Incident/Serious Occurrence/Complaints*

##### a. *Incidents*

We have had incidents at the Youth Hub with some items being stolen by a youth and youth coming in under the influence.

##### b. *Serious Occurrence*

We had 12 incidences and majority are at the LIT. These occurrences are attributable to youths missing their medications.

### c. Busting Barriers

#### i. *New Funding and Initiatives/Partnership Updates*

- VRTA – this is a violence protocol to assess rapid planning for violent youth. The schools take the lead. It is like a Rapid Response Table where members come together to develop

a safety plan. The next steps involves some of the senior leadership of the member organizations will undergo training - there will be a two day training in September.

*li. French Language Service/Culture Linguistics*

Brenda has start working on a report due to the Ministry of Health and it will confirm that the agency is an undesignated agency working in a designated area. To make sure wew are offering what we can to improve or maintain our services to clients who may need French services.

**d. Inspiring Outreach**

*i. Lead Agency*

The Provincial Training Initiative makes training available to whereby lead agencies across Ontario pool funds together to provide extensive training to agencies in order to improve certain areas. We are among three agencies that will work together and choose which of the programs that will be selected for a training.

*ii. Accreditation*

The Canadian Centre for Accreditation stated that the new organizational standards will be rolled out in a couple of weeks. There will be a webinar in September that will be provide guidance on the changes.

*iii. Youth and Family Engagement*

The youth have been active and engaged in different activities such as the Pride Prom and family fun event that was held at Chapple.

The family engagement will need a reset as to how to move forward. The challenge is developing activities that will keep the parents engaged.

*iv. Ontario Health Team*

No update

**7.0 Ongoing Business**

**a. Review Terms of Reference**

**8.0 Adjournment**

The meeting adjourns at 5:50 pm.

MOTION

BIRT the Committee adjourns the meeting at 5:50 pm.

Moved by: Lucia O'Connor

Seconded by: Rick Hamilton

All in favour. CARRIED.