

# AFS BOARD OF DIRECTORS' REGULAR PUBLIC MEETING – MINUTES

Wednesday, November 27, 2024  
5:00 pm  
Virtual – MS Teams & In-Person



## ATTENDANCE

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

## MINUTES

### 1.0 Quorum

Quorum established.

### 2.0 Constitute Meeting

#### 2.1 Call to Order

The Board Chair calls the meeting to order at 5:02 pm.

#### 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

The New Northern Mentality representatives: Arwen, Sarah and Kat presented the TNNM 2024 updates to the Board as contained in the Board package.

#### **4.0 Agenda & Minutes**

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

###### **MOTION**

BIRT, the board approves the November 27, 2024, Public Board Meeting agenda as presented.

Moved by: Patricia R. Lofstrom

Seconded by: Dan Swystun

All in favour.

CARRIED.

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

###### **MOTION**

BIRT, the board approves the October 23, 2024, Public Board Meeting Minutes as presented.

Moved by: Dania Kuzbari

Seconded by: James Agnew

All in favour.

CARRIED.

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

No business arising.

#### **5.0 Consent Agenda**

###### **MOTION**

BIRT, the board approves the November 27, 2024, consent agenda as presented.

Moved by: David Petersson

Seconded by: Dania Kuzbari

All in favour.

CARRIED.

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

No items removed from consent.

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

##### **7.1 Intimate Partner Violence – Update**

Stephanie provides an update highlighting the following:

##### **7.2 MESH/EDI Update**

The results of the survey was shared with staff. There were two major areas that were presented to leadership to focus on for more development. The results of the survey are included in the board package.

##### **7.3 Policy Review for Accreditation**

Bill received the binder with accreditation standards. We are not looking at a full review because we had an extensive review at the last accreditation. Bill will review the standards with Natalie and Brenda but if the review requires more changes, Bill will bring it forward to the Board for a sub-group to be formed. However, if minimal changes are required, Bill will make the changes and present it to the board for review.

##### **7.4 District Board Meetings**

In the past, board meetings had been held at the different districts such as Elliot Lake and Wawa. The board meeting would be held in one of the districts (North Algoma or East Algoma) once every year and alternated between the North and East districts. It would entail staying overnight and holding a wine and cheese meet and greet with the Board and hearing from agency staff. The board meeting will be held the next day and then return to Sault Ste. Marie in the afternoon.

Another option would be to travel to the district and tour the various satellite offices. Thereafter, meet with the community prior to holding the board meeting. Bill suggested that the board travel to the district during the June meetings because of the longer days in order to take advantage of the longer daylight and thereby provide an opportunity to return the same day.

This will be discussed further at the January 2025 board meeting and a poll will be sent out after the meeting.

#### **7.5 50/30 Challenge**

It is a federal initiative that requests organizations to sign up for the program and then chart their progress over time. It is a composition of fifty percent women and thirty percent diversity. The board members were encouraged to review the YouTube video in order to gain a better understanding of the initiative. The Board will review the challenge and decide to move a motion to adopt it as an agency at the next board meeting in January 2025.

#### **7.6 Committee Quorum – TOR Amendments**

The Governance Committee proposes to amend its terms of reference so that the quorum for meetings will be reduced to two instead of four as they currently have only three members. This will help in conducting meetings effectively and consistently. Wes suggested creating a chart based on membership numbers and have a quorum sign with suggested wording listed below:

- If there are six (6) members, quorum will be four (4)
- If there are five (5) members, quorum is three (3)
- If there are four (4) members, quorum is two (2)

The governance committee will draft the terms of reference with the wording to reflect the quorum chart for the board to review at the January 2025 meeting.

#### **7.7 Election of AFS Board for 2024-25 AFS Board Calendar Year**

##### **MOTION**

BIRT, the board moves to approve the officer of AFS for year 2024-25 by acclamation:

- i. President and Chair: William Johnson
- ii. Vice President: Patricia R. Lofstrom
- iii. Secretary: Dania Kuzbari
- iv. Treasurer: David Petersson

Moved by: Wes Lavergne

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

#### **7.8 Operational Plan – Deferred to January Meeting**

#### **7.9 CMHO Report**

Bill and Ali provides a summary of the CMHO Conference held in November 2024.

- The next CMHO Conference will be held in April 2026

## 8.0 Other Business

### 8.1 Board Budget

Bill stated that he reviewed the Board budget with Leadership and it is necessary to review areas that pertain to the Board. Bill will meet with Uju to assess the board expenses and draft a board budget for the 2025/26 fiscal year.

## 9.0 CEO Report

9.1 Ali Juma provides the CEO Report as provided in the board package. Highlighting the following:

- The festive lunch will be held on December 18<sup>th</sup>
- The Holiday Social will be on December 6<sup>th</sup> at the
- There was an indigenous ceremony at the Live-in Treatment on November 16 by an Elder located in Minnesota through the Indian Friendship Center to address some panoramic activities.

## 10.0 Board Committee Updates

No update

## 11.0 Adjourn to In-Camera

### MOTION

BIRT, the board moves to adjourn to the in-camera segment of the meeting at 7:13 pm.

Moved by: Patricia R. Lofstrom

Seconded by: Dania Kuzbari All in favour. CARRIED.

## 12.0 Resume Regular Public Board Meeting

### MOTION

BIRT, the board moves to resume the regular public board meeting at 7:37 pm.

Moved by: James Agnew

Seconded by: Dan Swystun All in favour. CARRIED.

## 13.0 Accept Motions Made In-Camera

No in-camera motions

## 14.0 Adjournment

### MOTION

BIRT, the board moves to adjourn the regular public board meeting at 7:45 pm.

Moved by: David Petersson

Seconded by: Dan Swystun All in favour. CARRIED.

## 15.0 NEXT MEETING

- Next Regular Board Meeting January 22, 2025 @ 5 PM

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Submitted by: Obianuju Fadijo, Executive Assistant

# 2024 Recap

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TNNM Year End Report



# Improvements and Overview

- 5 active members
  - Aided with the new youth hub with the Youth Hub Action Committee
  - Restructured group
  - Decided on fundamental changes happening in 2025.
-

# Highlights

- Had the privilege to meet and have a conversation with the Minister of Mental Health and Addictions, Ya'ara Saks about topics that are important to us and our community.
- Won the Public health champion award - The awards are given annually to an individual or organization that has helped to promote community health and advance health equity in the Algoma District.
- A great DTL experience, we brought home a lot of new ideas and information from the workshops at DTL this year. We are very excited to execute our plans of bring the ideas to life in 2025.

# Moving spaces (January)

- Moving space (lost some steam)
- Lost some members after meetings were switched to the youth hub.



# CMHW - Espresso Cafe (May)

**Espresso Cafe**  
May 10, 5:30 - 7:30 pm  
124 Dennis Street  
Ages 12-25



- Free snacks/drinks!
- Art station!
- Self-Care!
- Music!
- Activities

Bring a friend or make a new one!



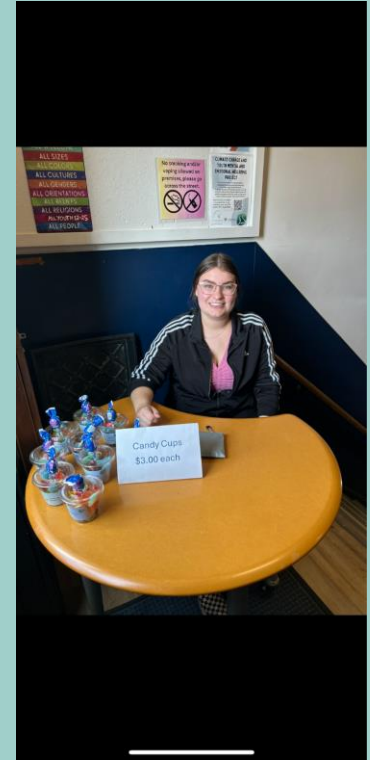
# Pride Prom (June)

- Pride prom was held by TNNM.
- Very successful first pride prom held at the hub
- 40 tickets sold at \$5 per person
- \$200 made from pride prom
- DJ and Security onsite
- Local pride resource had information booths (Pflag, Klub, etc)
- Drag performances throughout the night
- Chicken dance with Ally.



# Spreading Positivity Candy Jars

- Sold candy jars with uplifting / positive quotes
- Made \$60 from the candy jars
- Started creating needs assessment (still a working progress)



# Pasta Dinner (August)

- Sold tickets at \$10 each and support tickets of \$5 each
- 80 dinners sold
- Made \$1000 in sales
- Expected donations
- Donated extra dinners to Pauline's Place and the youth hub



# Paint night partnered with SSM Museum

- Got 50% funds for 25 people at \$50 per ticket
- Made \$625





# Disable The Label (September)

Arwen, Abby, Kat, Sarah attended.

... ( to defeat the huns....)



# Needs Assessment

- Started creating in July
- Needs assessment focus in November
- Planning to have it completed and ready to send out by January 2025

# Our December work in progress

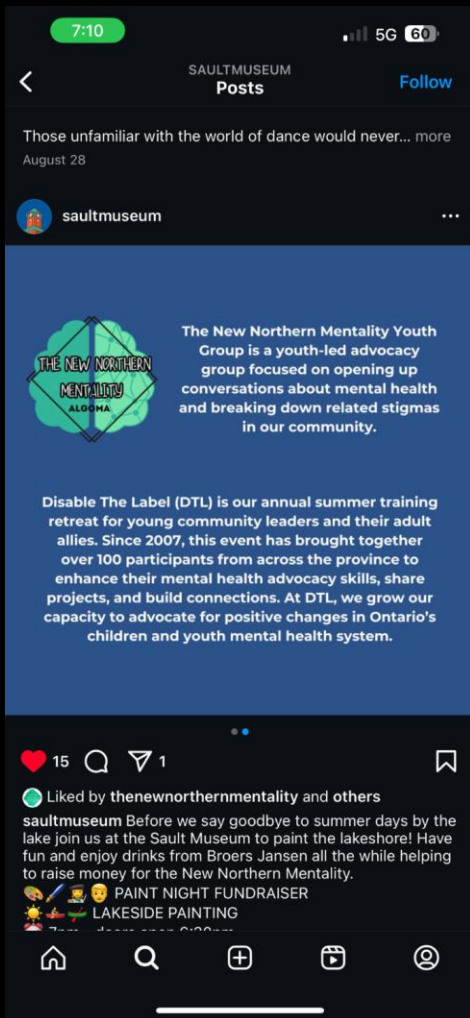
- Needs assessment finalization
- New year, new mentality – revising structure and layout of goals and our new mission statement



# Coming soon in 2025

- Rewrite our mission statement
  - Clear group goals and guidelines
  - Set up new table layout to attend more events with.
  - Membership drive
  - Fundraising mindset
  - Social media reboot
-







## CEO Report

**November 27, 2024**

Happy November, a month of remembrance and anticipation for the holiday season. It is not lost on us at AFS, despite our recognition of those men and women who have made the ultimate sacrifice to protect our freedoms; and the scores of survivors who have been impacted by war, that peace in our world alludes us. May we learn from the lessons of the past, and find a way to peace. We owe this to all who have and are serving to preserve our way of life. Our gratitude to Board President Bill Johnson for accompanying me to lay a wreath at the Remembrance Day ceremony held at the GFL on behalf of AFS. Lest we forget.

We have been blessed with a warmer-than-usual November and interestingly this seems to have had the impact of a delayed response in getting into the festive mode. Perhaps it's the snow that does this for us in Algoma! With that being said as we wrap up the month, it is done with the anticipation of all the festivities that make the holidays bright. We hope you will join us in these festivities, including our **Festive Lunch on December 18th** and the **AFS Staff Holiday party on December 6th**. Please contact Uju for the details and advise if you will be attending. It is always great to have you at these events.

On that note, congratulations on our AGM and the reveal of our new strategic plan. It was impactful to have the board introduce yourself and the strategic plan. It conveyed ownership, investment, and expectation for AFS to deliver on this plan, inspiring confidence in all that heard and will hear your words, that a community is with us on this journey!

In keeping with our efforts to recognize the diversity in our community, in the Board Teams folder, you will find the new **DEI Newsletter** created by our EDI Committee. This newsletter contains information on the days of recognition this month and other information on our activities. We welcome your feedback!

### **Reconciling our Truth**

On November 16<sup>th</sup>, members of the **Indigenous Friendship Centre** including the Executive Director Cathy Syrette attended our Live-in Treatment Program to perform a ceremony at my request. This beautiful **ceremony** which included a fire, drumming, song, teachings, smudging and a feast was held to bring peace and good energy to the LIT. The knowledge keeper that led the ceremony gave the LIT a new name that expands on Endaayaan, and bestowed an Otter Pelt to the youth at the LIT. To demonstrate the power of this ceremony, we had one youth who has challenges with her attention span, stay for the entire 2.5 hour ceremony plus the feast. Truly incredible!

### **Level Setting**

On December 18<sup>th</sup>, you are invited to join us for the annual **AFS Festive Lunch** being sponsored in part by the Equity, Diversity, and Inclusion Committee. Participants are invited to wear **festive**



**cultural attire.** Prizes will be awarded for the most interesting attire. The lunch will be held at our McNabb office at 12 PM. Please let Uju know if you will be attending.

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

In late October and early November, I had the opportunity to bring some of the new members of the **Senior Leadership Team** to our North Algoma office and also the East Algoma office as part of their **orientation**. A shout-out to our District teams for your hospitality. Our new leaders now have a better sense of the geographic vastness we cover, our offices in these areas, and our awesome teams that service the district.

#### **North Algoma Team and Office Front**



#### **East Algoma Team and Office Front**



On November 17<sup>th</sup>, 18<sup>th</sup>, and 19<sup>th</sup> we had the largest AFS contingent attend the **Children's Mental Health Ontario Conference** in Toronto. A shout-out to Board President Bill Johnson and Board Director Rick Hamilton for joining us. Both will share their impressions and experience of the conference at the board meeting. A highlight of the conference was the workshop presented by Dr. Stephanie Hayes, Psychologist, Carly Bumbacco, Psychotherapist, Kim Kavanagh,

Psychotherapist, and members of the Garden River First Nation team on their Ontario Autism Project, **Maamwimadibiwag – They Sit Together**. This project funded through an innovation grant introduces a new way of conducting autism assessments that brings traditional Indigenous approaches to well-being with western scientific approaches to treatment. Sounds a bit familiar! Last year Dr. Hayes and Carly provided a poster presentation on this project. This year was the first time for AFS to provide an in-person workshop, definitely a proud AFS moment. We are making history.



At the conference, a special meeting was held for the **Northern Agencies** to dialogue with the team at CMHO. One of the challenges I raised is our **HHR crisis**, and the need to close the wage gap. Unfortunately, another Counsellor has resigned from AFS to take a position with the Group Health Centre for a more senior position with a higher wage. Of note, is this Counsellor just recently completed his MSW. Until the wage gap is addressed we can expect to lose more of our top talent for higher-paying jobs, which compromises significantly our ability provide timely service.

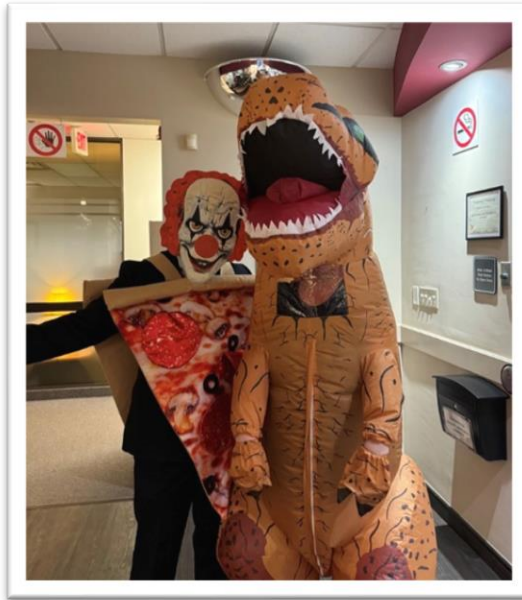
The **Compressed Work Week pilot** now in its second month is having some mixed results at the leadership level. With two on the leadership team reverting back to regular hours from the compressed work week. We anticipated some staff would want to revert back to regular hours instead of waiting until the end of the pilot.

### **Finding a Better Way**

On October 31<sup>st</sup>, not only did we celebrate Halloween, but we also had our **Ministry of Health Program Supervisor, Diane Rusnak** from Thunder Bay join in on all the fun! Diane met with the Leadership Team, had lunch with the team, and toured the Youth Hub. It was an important meeting to not only share our service accomplishments but also our needs. Diane left feeling very impressed by our work.







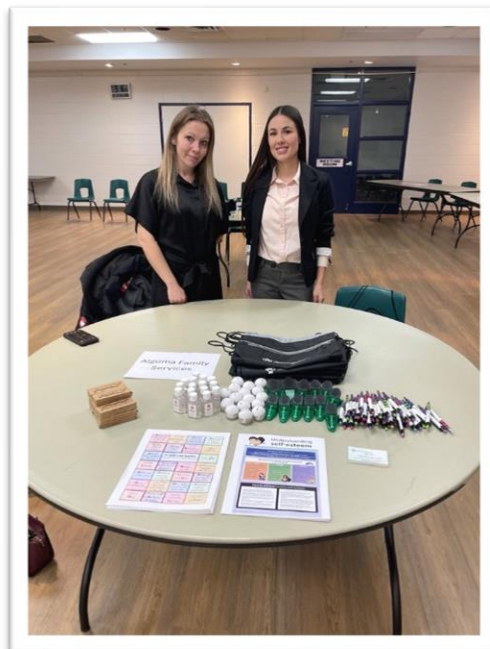
At the CMHO conference, our Board President, Bill Johnson and Board Member, Rick Hamilton, and I, had the opportunity to discuss the success of the Algoma Youth Wellness Hub and also our HARTS Hub proposal with the **Associate Minister of Mental Health and Addictions, Michael Tibollo**. We emphasized that Algoma unfortunately has the highest overdose opioid rate in the North and across the province. How this Hub will provide essential support for those youth transitioning from the Algoma Youth Wellness Hub. The Minister was certainly receptive to our discussion. Our fingers are crossed that the proposal submitted on October 20th will be approved.



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

On October 28<sup>th</sup>, the **new Community Wellness Bus** was revealed. This bus replaces the repurposed ambulance donated by the DSSAB that served as the first Wellness Bus. At a cost of \$250,000 funding to purchase this bus came in part from the Ministry of Health, the DSSAB, and also Sault Area Hospital. Find the story here <https://www.saultthisweek.com/news/local-news/new-community-wellness-bus-hits-local-roads>

On November 7th, Natalie Gagnon, Counsellor presented on AFS Services at a **community services presentation** sponsored by Victim Services in Wawa. A shout out to Natalie and Amber for their work in setting up our table, and for Natalie in taming her sneaky fear of presenting. Way to go!





On November 5<sup>th</sup>, we received an invitation from YWHO to meet with the **Governor General**, Mary Simon, in Winnipeg on November 21<sup>st</sup>. The Governor General is conducting a national **Mental Health Learning and Listening Tour**. It was an honour to be asked to represent YWHO and speak about our youth hub, as well as, the provincial youth hub initiative. Brenda Clarke represented AFS at this meeting and had the privilege of meeting several Order of Canada recipients, as well as, make some great network contacts. Accommodations and travel was paid for by YWHO.

On the service front, as indicated in the last board report we anticipated seeing an increase in demand with the return of students to school. This certainly was the case with our Intake referrals, single therapy sessions, and in almost all service areas for October. See the service demand report in the Board Teams folder. The increase is **within expected levels** and we are not experiencing a surge in a specific area that warrants concern. The **Single Session Walk-in Counselling service** resumed in-person services in late October. Demand is low and likely due to the need to market this service better.

We received great news in late October that our **provincial virtual youth hub proposal** was accepted and the team has been busy working with YWHO on implementation. The launch of this service is to be determined.

Speaking of the Youth Hub, our industrious team and youth work diligently on our **Rotary Santa Claus Parade float**. Braving the frosty weather on Saturday, November 23<sup>rd</sup>, the team made spirits bright for the thousands of children and families in attendance. A shout-out to the husband of Margaret Toumi, Chris, for all his assistance with the trailer and operating the tow vehicle.



With regard to the **NRAC** program, we are holding steady with four youth participating in the program. Brian Kelly is working with probation to explore ways to increase enrolment in the program.

With respect to the **Cafe4Good**, a shout-out to Board President Bill Johnson and Brenda Clarke who attended the ribbon cutting on November 9<sup>th</sup>. Find the story [here](https://www.sootoday.com/lets-eat/cafe-4-good-the-eatery-with-an-important-difference-9785497).

Bill, Brian, and I had the opportunity to experience the cuisine of the Cafe4Good after the Remembrance Day ceremony. We encourage all board members and staff to patronize the Café!



On the **LIT** front, this past month we discharged our seventh youth, and admitted a new youth last week. The youth we discharged was one of our most challenging youth to date, necessitating the implementation of security at the LIT to ensure the safety of the staff and youth. A shout out to Sonny Spina, AFS Foundation President for his assistance in helping me arrange for security services. I want to recognize the LIT team, Supervisors Ashley Carbone and Brian Lester, the on-call supervisors, and Brian Kelly for their tenacious resolve. I also want to recognize the SSM Police Services and Mobile Crisis for their response, and also Algoma CAS for their partnership in helping us manage a very turbulent month. Despite the many challenges experienced over the last month, it is those challenges that have helped us grow as a program.

It is when we are learning and being challenged that we are at our best. This last reporting period captures the incredible capacity of AFS to be at its best, and in turn serve the many infants, children, youth, adults, and their families when and how they need help. We are excited for all the festivities that come with the holiday season, but also very mindful for some this is a challenging time. As we bring this year to a close, I hope you can feel proud of our accomplishments this year, and know the investments of your time has positioned us well for continued growth in 2025!

On that note, on behalf of the AFS Leadership Team and staff, we wish you and your family a joyous holiday season, full of love, laughter, good food, and cherished memories. Happy Holidays!

Respectfully submitted,



Ali Juma, CEO

# AFS EDI NEWSLETTER

## EQUITY, DIVERSITY AND INCLUSION COMMITTEE

November 2024

[Hindu Heritage Month](#)  
[Albanian Heritage Month](#)  
[Lebanese Heritage Month](#)

## NOVEMBER EVENTS:

Click on the links for details

November 10-16:

- [Rock Your Mocs](#)

November 11: 10am - 1pm

- [Remembrance Day Ceremony](#)

November 12: 5-8pm

- [2SLGBTQIA+ Cafe & Hangout](#)

November 14: 5-7pm

- [Neurodivergent Teen Night](#)

November 15: 5:30-6:30pm

- [Louis Riel Day Pancake Dinner \(virtual\)](#)

## EDI SIGNIFICANT DATES:

Click on the links to learn more

November 1:

[All Saints Day](#)

[Día de los Muertos](#)

November 7:

[Inuit Day \(International\)](#)

November 11:

[Remembrance Day](#)

November 30:

[Scottish Heritage Day](#)

November 2:

[All Souls Day](#)

[Día de los Muertos](#)

November 8:

[Indigenous Veterans Day](#)

November 13:

[World Kindness Day](#)

November 3-9:

[Treaties Recognition Week \(Ontario\)](#)

November 10-16:

[Rock Your Mocs](#)

November 16:

[Louis Riel Day](#)





Algoma Family Services  
SERVICES AUX FAMILLES D'ALGOMA



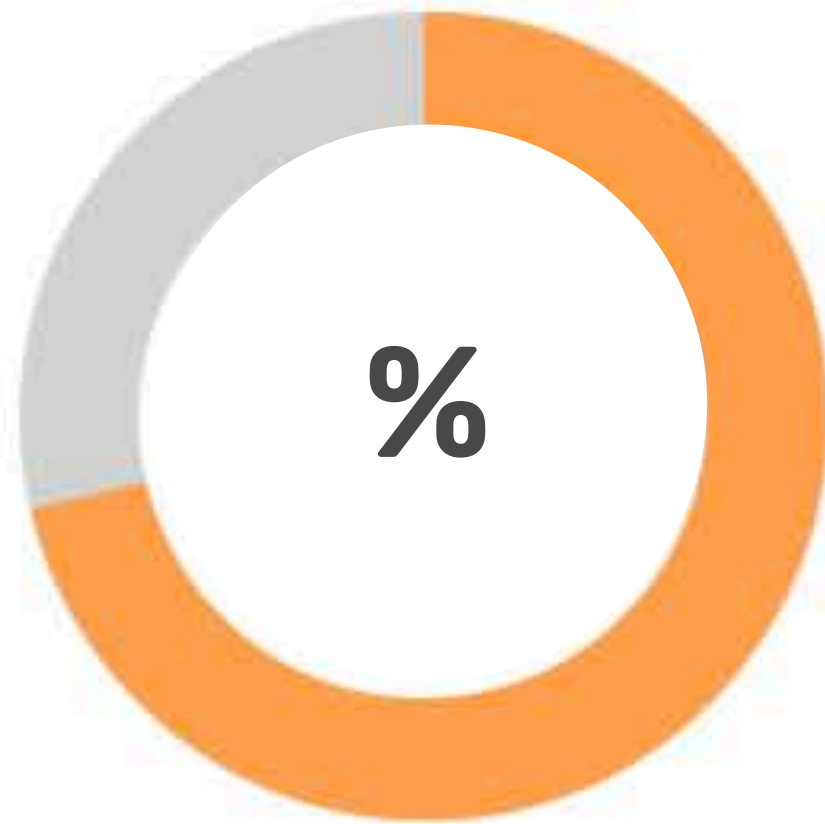
**MESH**

**ICB Survey Results 2024**



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## Safety



Respectful foundation

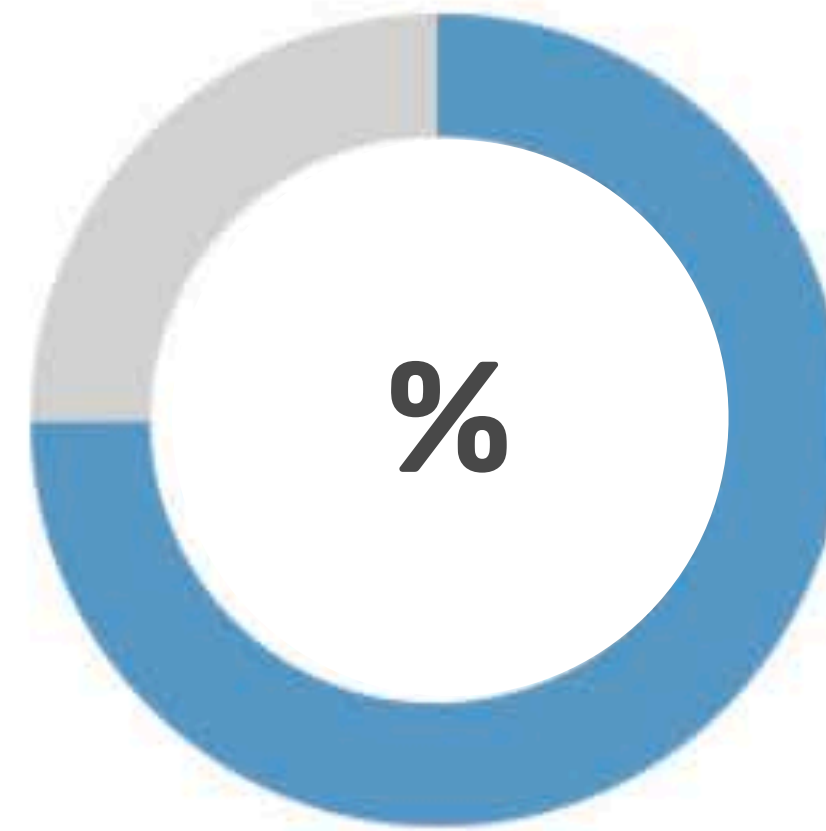
Team Climate

Empowering Leadership

Open Communication

Everyday Validation

## Belonging



Coaching & Mentoring

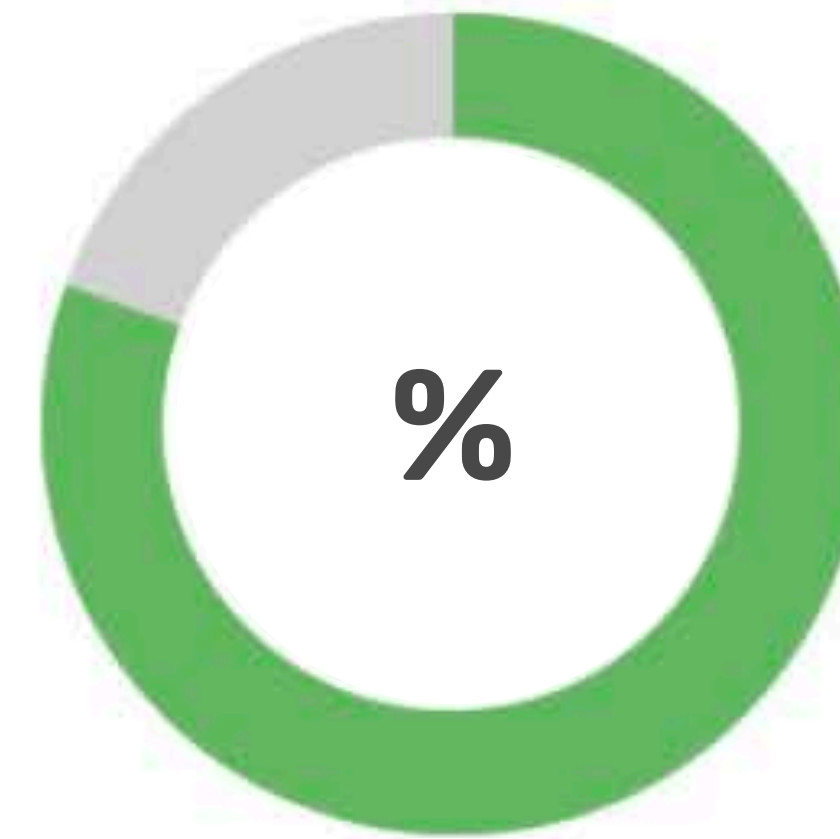
Communication Style

Team Building

Curiosity

Attentiveness

## Inclusion



Acceptance

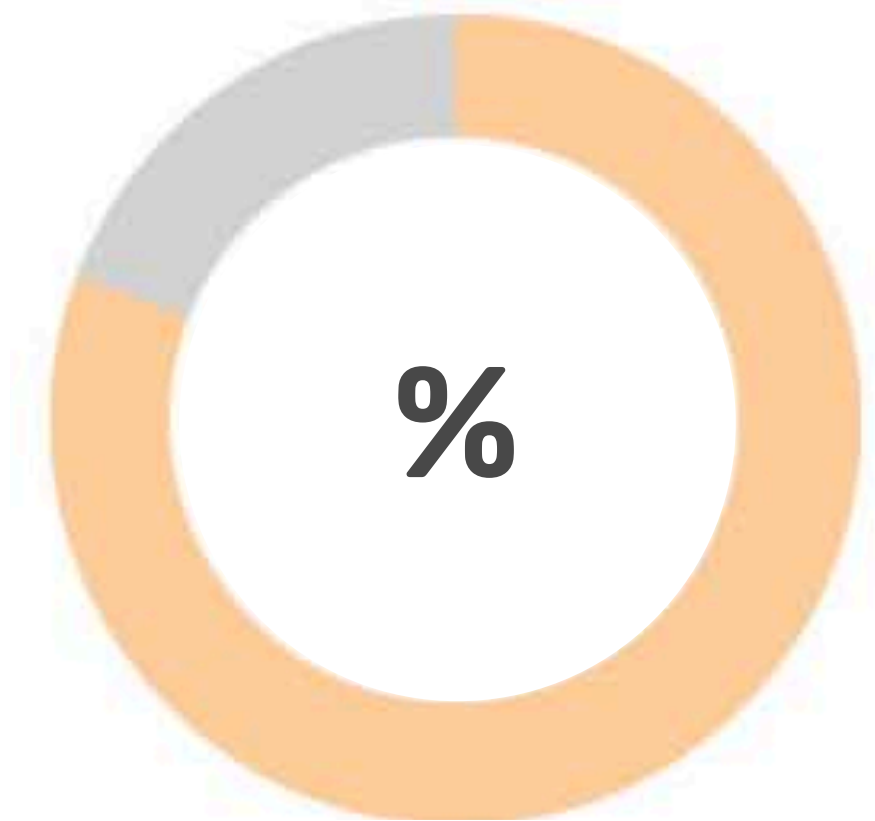
Confidence

Optimism

Compassion

Openness

## Engagement



Growth-Focus

Enthusiasm

Ambition

Agency

Follow Through

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The organization demonstrates strong cultural health with most metrics falling in the A range (80-89%) or B+ range (75-79%). The average scores across major categories are:

- Inclusion: 80.5% (A)
- Engagement: 80.8% (A)
- Belonging: 74.9% (B)
- Safety: 71.3% (B)

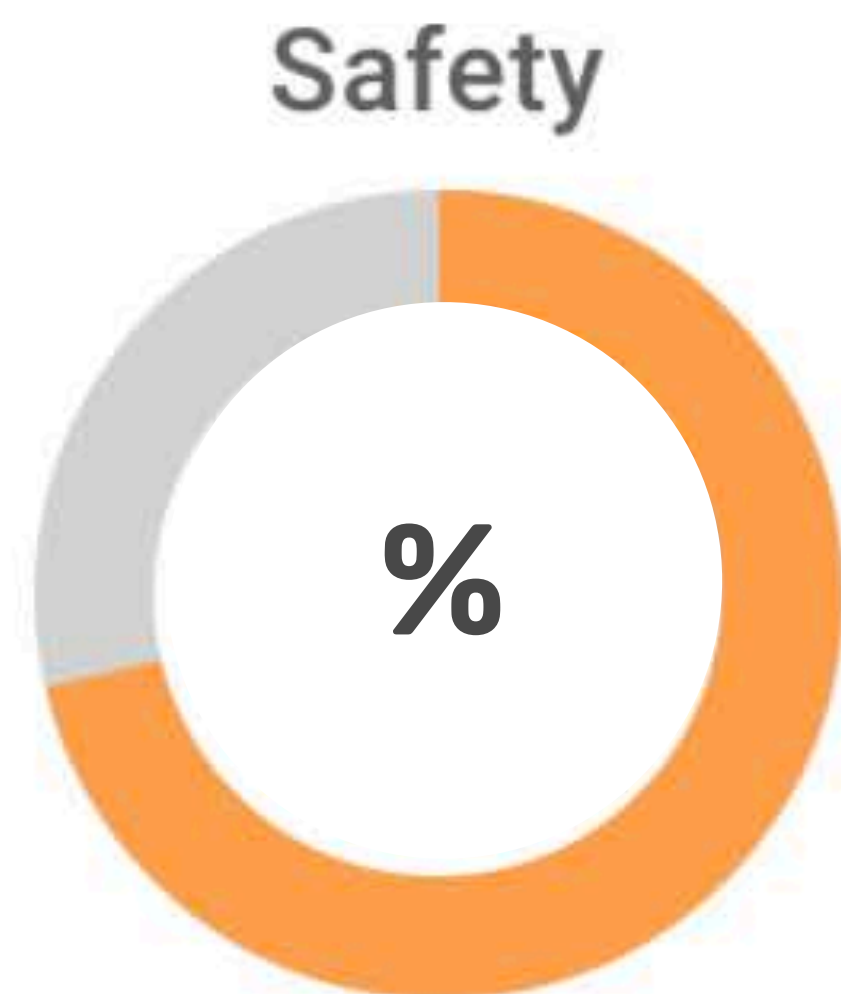
<b>Safety</b>	<b>71.3%</b>	Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
		74.3%	66.2%	75.4%	72.6%	68.2%
<b>Belonging</b>	<b>74.9%</b>	Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
		79.8%	77.6%	77.3%	68.8%	71.1%
<b>Inclusion</b>	<b>80.5%</b>	Appreciation	Confidence	Team Cohesion	Compassion	Openness
		75.5%	81.8%	79.6%	80.6%	85.1%
<b>Engagement</b>	<b>80.8%</b>	Growth Mindset	Purpose	Recognition & Reward	Autonomy & Agency	Follow Through
		88.4%	78.9%	74.4%	84.9%	77.4%



Safety	71.3%	Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
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		88.4%	78.9%	74.4%	84.9%	77.4%



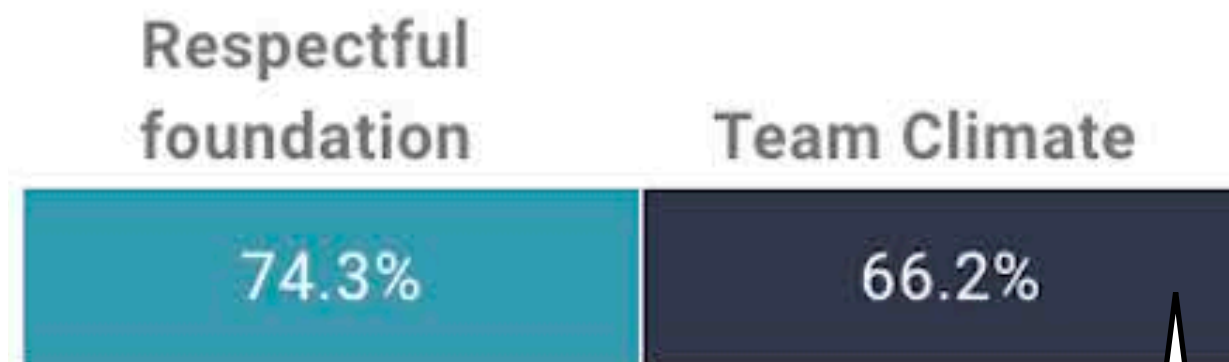




Respectful  
foundation

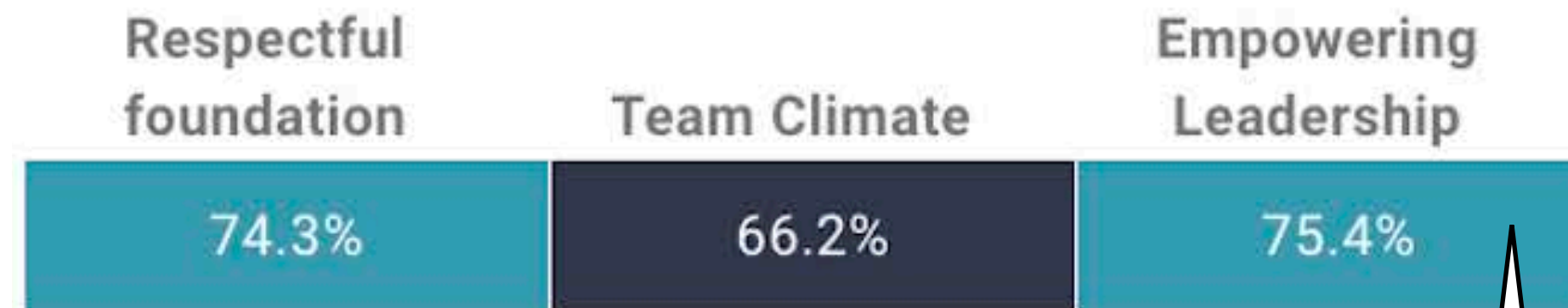
74.3%

Courtesy, politeness, and thoughtfulness; these everyday aspects of civility are the cornerstone for psychological safety in teams. When a team culture is respectful at its core, guards can be let down, people can be their authentic selves and everyday interactions breed a sense of comfort.

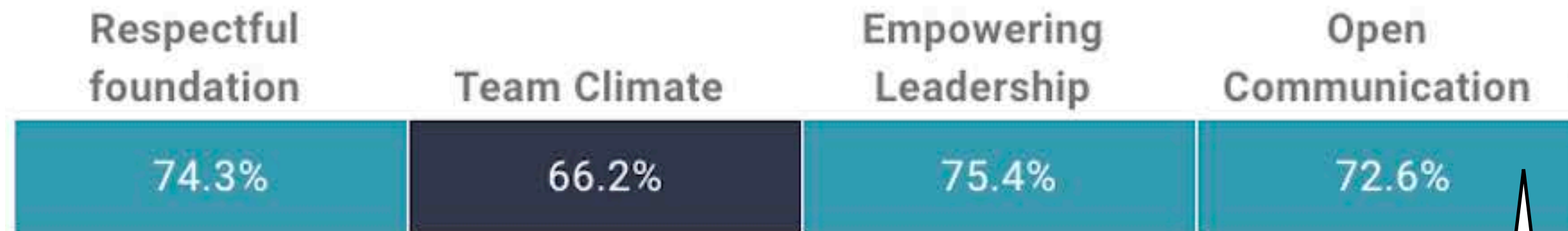


Team Climate focuses on TRUST and the overall emotional and psychological likelihood that one will take risks within the team. It encompasses the feelings, attitudes, and perceptions of employees towards their colleagues, supervisors, and the organization as a whole. A high-trust team fosters an environment where employees have confidence in their peers, leader and the team's integrity.





Leaders set the tone, and Empowering Leaders cultivate climates rich in development opportunities, encouragement and support. This kind of leadership fosters both buy-in and collaboration by ensuring team members feel "in the loop" and empowered to thrive. This element highlights leadership behaviours that foster growth and autonomy within a team. Higher scores here suggest the groundwork is set for greater participation, risk-taking and idea-sharing. Leaders set the tone.



Open Communication fuels innovation. When people feel they can be open and honest, it emboldens them to share unconventional ideas and challenge the status quo. They believe their voices will be heard and that mistakes will be embraced as learning opportunities. This type of culture ensures that people feel safe to contribute, question and collaborate effectively because there is open and honest dialogue, even on challenging topics. Higher scores here suggest the groundwork is set to amplify diverse perspectives and encourage problem-solving.



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Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%

## Safety



Forget hollow accolades and token gestures. Everyday Validation goes beyond the surface to recognize and celebrate the diverse strengths and experiences that each team member brings. This creates a vibrant sanctuary where voices are heard without fear, igniting collaboration and pushing boundaries. Higher scores here suggest a strong foundation of trust and purpose, where team members' full potential may be reached. This is the heart of Everyday Validation - where feeling recognized fuels a powerhouse of creativity and achievement.

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Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%

## Safety



The culture is currently **experienced as** a little more **transactional** than relational than you would want. With areas like **team climate and validation** showing clear opportunities for improvement. The high pace and workload are likely limiting deeper, more meaningful connections.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%



COACHING & MENTORING measures how well team leaders provide feedback and critique. Simply put, when you communicate in a manner that is both understandable and motivating you help people grow, develop and reach their potential. High scores here suggest team members have an environment where they will feel/be supported.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style			
79.8%	77.6%			



COMMUNICATION STYLE measures the manner in which team members communicate with each other. Respectful? Thoughtful? Considerate? Higher scores here speak to the climate of the team and whether it is conducive to relationship building.



Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style		Team Building	
79.8%	77.6%		77.3%	

## Belonging



TEAM BUILDING measures whether team leaders are seen as appreciative, and in turn, whether team members feel valued. High scores here suggest team members' competence and confidence will grow as will a greater sense of community.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style		Team Building	Curiosity
79.8%	77.6%		77.3%	68.8%



CURIOSITY measures whether the team breeds a sense of community where team members feel genuinely connected at a human level. Higher scores here mean team members feel a greater sense of community where they are valued in the wholeness of who they are and not just for what they can do for the team.



Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%



ATTENTIVENESS measures whether team members feel their colleagues are present, fully engaged and invested when they are in conversation with each other. Higher scores here mean people feel truly valued by their teammates and a greater degree of belonging on the team.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%



While leadership makes efforts to support their teams, the gaps in Team Climate, Validation and Curiosity speak to a need for deeper connection. Staff would benefit from a more consistent acknowledgment from leaders and everyday engagement between peers. Strengthening the day-to-day “human” interactions can help improve the overall sense of community and belonging.

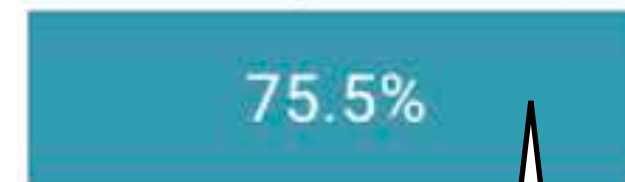


## Inclusion



Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%

## Appreciation



ACCEPTANCE measures the degree to which people feel they are actively brought into and included in the everyday social interactions of the team. Higher scores suggest people feel a like they truly matters as members of the team and not simply for how they can contribute to productivity and output.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Appreciation		Confidence		
75.5%		81.8%		

CONFIDENCE is a direct indicator of just how safe and comfortable people feel to take risks, stretch and even challenge. Higher scores here mean team members are able to be assertive and share their ideas feely. Inclusive teams build confident and self-assured team members.



Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Appreciation		Confidence	Team Cohesion	
75.5%		81.8%	79.6%	

OPTIMISM measures the degree to which people have learned that they can stay solution focused and positive when stressors mount. Higher scores here suggest team members do not feel the need to watch their backs because they know they have the support of their team and believe they will weather storms together.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Appreciation	Confidence	Team Cohesion	Compassion	
75.5%	81.8%	79.6%	80.6%	

COMPASSION measures the degree to which people feel that their colleagues truly care about their wellbeing. It matters that we feel we matter to the people in our lives and the higher the score the more people feel they are truly part of a caring community where their well-being truly matters to others.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Appreciation	Confidence	Team Cohesion	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%

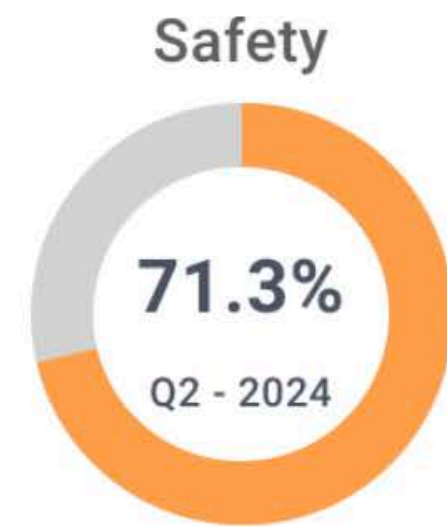
OPENNESS measures whether this team has people feeling that their differences are assets, and that they are valued for the wholeness of who they are and what they bring to the team. The higher the score, the more welcoming and open to differences the team is likely to be.



Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Appreciation	Confidence	Team Cohesion	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%

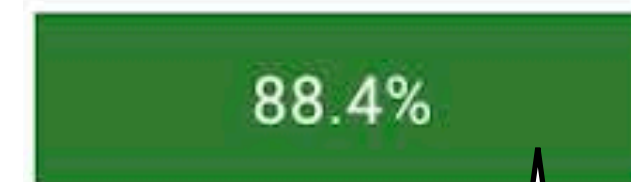
Taken together, these five scores reflect an overall positive and inclusive organizational culture where employees feel generally supported and encouraged to be their true selves at work. The high levels of **Openness** and **Compassion** indicate a welcoming and empathetic environment, while **Confidence** and **Optimism** suggest employees feel secure in their roles and hopeful about their role and place in the organization.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Acceptance	Confidence	Optimism	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%

### Growth Mindset



GROWTH-FOCUS measures how willingly people ask for support from their team members. Higher scores here speak to not only to one's willingness to grow, but the safety and comfort they feel in feeling vulnerable on the team.

### Engagement



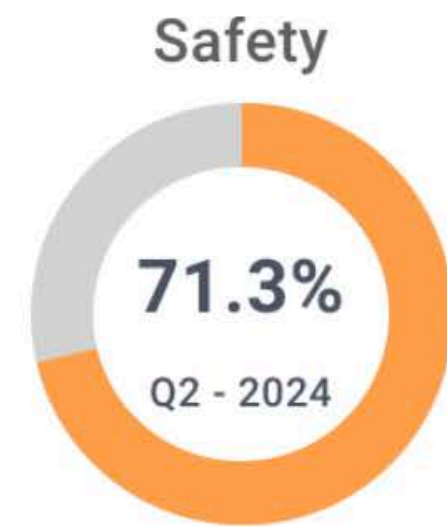


Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
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Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Acceptance	Confidence	Optimism	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%
Growth Mindset		Purpose		
88.4%		78.9%		

ENTHUSIASM measures whether people feel their job is enjoyable and whether it offers them room to stretch and grow.







Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Acceptance	Confidence	Optimism	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%
Growth Mindset		Purpose	Recognition & Reward	
88.4%		78.9%	74.4%	

AMBITION measures the degree to which team members feel that hard work, initiative and motivation are recognized and rewarded in the organization. The higher the score, the more opportunity and room for growth people see.







Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Acceptance	Confidence	Optimism	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%
Growth Mindset	Purpose	Recognition & Reward	Autonomy & Agency	
88.4%	78.9%	74.4%	84.9%	

AGENCY measures the degree to which people feel that they personally have the ability to make choices and take actions that effect positive outcomes on the team. The higher the score, the more likely people feel they can make an impact; and as a result they are likely to be more committed and engaged at work.



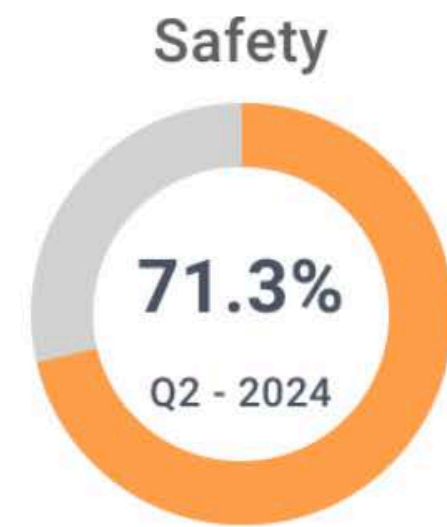




Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
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Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
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Acceptance	Confidence	Optimism	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%
Growth Mindset	Purpose	Recognition & Reward	Autonomy & Agency	Follow Through
88.4%	78.9%	74.4%	84.9%	77.4%

FOLLOW THROUGH measures whether people are both dedicated and able to meet their commitments. Lower scores here may suggest people are over extended or less motivated.





Respectful foundation	Team Climate	Empowering Leadership	Open Communication	Everyday Validation
74.3%	66.2%	75.4%	72.6%	68.2%
Coaching & Mentoring	Communication Style	Team Building	Curiosity	Attentiveness
79.8%	77.6%	77.3%	68.8%	71.1%
Acceptance	Confidence	Optimism	Compassion	Openness
75.5%	81.8%	79.6%	80.6%	85.1%
Growth Mindset	Purpose	Recognition & Reward	Autonomy & Agency	Follow Through
88.4%	78.9%	74.4%	84.9%	77.4%

On a positive note, employees report a strong sense of **agency**. They feel empowered to make decisions and take actions that impact their teams, and they believe they can "fail forward" without facing significant repercussions. This level of empowerment is crucial for fostering long-term engagement.





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

Thursday, November 21st, 2024  
5:00 pm  
Microsoft Teams – Virtual



## ATTENDANCE

**AFS Board of Directors:**

<input checked="" type="checkbox"/> Patricia R. Lofstrom (Chair)	<input checked="" type="checkbox"/> Dania Kuzbari	<input checked="" type="checkbox"/> Jane Omollo
<input checked="" type="checkbox"/> William Johnson	<input checked="" type="checkbox"/> Lucia O'Connor	<input checked="" type="checkbox"/> Jennifer Geenen

**AFS Staff:**

<input checked="" type="checkbox"/> Stephanie Fetherston, Senior Director of Services	<input checked="" type="checkbox"/> Obianuju Fadijo, Executive Assistant
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**Youth Representatives:**

**Regrets:**

Rick Hamilton Brian Kelly	Ali Juma	Brenda Clarke
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## MINUTES

**1.0 Quorum Established.**

**2.0 Call to Order**

Patricia R. Lofstrom calls the meeting to order at 5:00 pm.

**3.0 Review of Agenda**

**MOTION**      BIRT the Committee reviews and approves the November 21, 2024, agenda as presented.

Moved by:      Dania Kuzbari  
Seconded by:      Jane Omollo

**4.0 Review Previous Minutes**

**MOTION**      BIRT the committee approves the June 20, 2024, meeting minutes, as presented.

## 5.0 New Business

### a. Board Work Plan

This was to ensure that we are on track with the There is no upcoming task for the committee

### b. Proposals for Gender Based Violence (GBV)

Stephanie pointed out that the GBV proposals were discussed extensively at the October Board meeting. We have not received any feedback on the proposals, but we expect to receive an update soon because part of the funding relates to this fiscal year.

### c. Closing in the Child & Youth Worker Program

Sault College plans to end the Child and Youth Care program (CYC) and we are concerned about its impact on AFS because we employ quite a number of CYC workers for our Live-in Treatment, Intensive Treatment Services, and Rebound North. Additionally, other community agencies rely on CYC workers and therefore, it is crucial to ensure its continuity.

Stephanie proposed that the Committee write a letter to Sault College to advocate for the retention of the child and youth care worker program in order to serve the needs of the community. One of the major reasons for the plans to end the program can be attributed to low enrolment over the years due to graduates not being given a pathway to become registered after completing the three-year program. Whereas graduates from a two-year social worker service program can become registered upon graduation.

Jennifer Geenen reiterated the importance of the child and youth care program. She would like to be involved in drafting the letter. Additionally, she suggested obtaining statistics regarding how many child and youth workers the agency employs as well as the community partners to determine the magnitude of the program's relevance in the community.

Stephanie will liaise with Lisa, who teaches in the program, and HR in order to gather relevant data to support the letter. We should have a draft letter by the next meeting. Stephanie will send the draft in an email to the committee members. The letter will come from the Chair of the committee and will include Bill as the President of the Board. Jennifer will also be added as a signatory.

## 6.0 Standing Items

### a. Awesome Team

#### i. *Service Demand Report*

Stephanie provides the service demand report. Highlighting the following:

- The Single Therapy Sessions are going back to normal levels at we had about eighty-four clients received services in October 2024.
- The Group Counselling and Therapy experienced a jump in referrals because there are ongoing group sessions but will likely reduce from January as clients get services.
- Counselling and Therapy – the waitlist continues to improve, and it is the lowest we have experienced for some time. The wait time is about five months, which is a significant change and the lowest it has been for some years now.
- Crisis Follow-Up – We had about eight referrals. This is a service provided for youth in the hospital and have homicidal or suicidal thoughts. There is no wait time.



- Care and Treatment – we have had a frequent turnover of staff due to leave of absences. Clint, who is the Manager, has been providing support to the team as the youth being served have more complex needs.
- We have the most student placements than previously had in the past – there are about fourteen students.
- Employee Assistance Program – we stopped taking full fee clients to address the long violence against women waitlist and provide services to clients mandated by the Ministry. We are looking at bringing the full fee clients back as a way to earn extra revenue.
- The Ministry informed us that they might have an agency in Rainy River that may take over our partner assault response services. The referrals have been consistently low.
- We have a new Community Wellness Bus, which is a service that is provided in partnership with community organizations.
- Live-in Treatment – a youth has been discharged, and another youth will be admitted soon.

**ii. Community Services Update**

The Community Services report was read as submitted by Brenda. Highlights include:

- Youth Hub – There were a total of 354 visits; out of which were 44 new visitors, 51 indigenous, and 23 newcomers.
- The Youth Advisory Committee welcomed five new members at the October meeting. They will be participating in the Rotary Santa Claus Parade scheduled for Saturday, November 23, 2024.
- AFS was chosen to lead the Provincial Virtual Youth Hub
- The New Northern Mentality – the youth returned from the Disable the Label Conference. They will provide a presentation to the board in the November board meeting.

**b. Extraordinary Service**

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

**a. Incident**

There is a recent development of an incident, which occurred at our Wawa office. There is a report of a stolen vehicle incident that led to some property damage. We will be contacting our insurance provider to make an assessment of the damage.

**b. Serious Occurrence**

We had approximately seventeen serious occurrences, which are all related to the Live-in Treatment. Most of the serious occurrences were related to the youth that was discharged. The youth has returned to Sudbury and residing with family.

**c. Busting Barriers**

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

**ii. French Language Service/Culture Linguistics**

No update

**d. Inspiring Outreach**

**i. Lead Agency**

We are receiving the provincial training initiative through the Lead Agency Consortium. About thirty of our staff are taking the first stage of the Trauma Focused Cognitive Behavioral Therapy (CBT) training. We are paired with Thunder Bay and North Bay. It is a three-day training and a year-long program. It is fully funded.

**ii. Accreditation**

The new accreditation standards 2025 have been received. There will be a review of all the agency policies.

**iii. Youth and Family Engagement**

Ali will be providing a presentation on the strategic plan to the Youth and Family Engagement Advisory Council.

**iv. Ontario Health Team**

No update

**7.0 Ongoing Business**

**a. Review Terms of Reference**

**8.0 Other Business**

Bill raised an issue regarding changing the quorum in committee meetings to address the frequent cancellation of meetings due to a lack of quorum. He proposed amending the quorum to two instead of four. However, the committee will defer to the regular board so as to gain clarity.

**9.0 Adjournment**

The meeting adjourns at 5:55 pm.

MOTION            BIRT the Committee adjourns the meeting at 5:55 pm.

Moved by:            Jennifer Geenen

Seconded by:        Lucia O'Connor