



**Board of Directors
Agenda for In-Camera Meeting
Tuesday, January 24, 2023**

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|---|-----------------|
| 1. Agenda - Additions, Deletions, Approval | Decision |
| 2. Approval of Minutes – December 20, 2022 | Decision |
| 3. Business Arising from Minutes | |
| a. | |
| 4. Executive Reports | |
| a. Chair's Report | |
| b. CEO's Report | Decision |
| 5. New Business | |
| a. | |
| 6. Correspondence | |
| a. | |
| 7. Motion to Rise or Rise and Report | Decision |



**Board of Directors Minutes for the In-Camera Meeting
Tuesday, December 20, 2022**

Present:

Chair:	Susan Fitzgerald
Vice Chair/Treasurer:	Kelly Skrzypek
Directors:	Laura Miedema, Emily Miller, Jenna Dierick
Chief Executive Officer:	Jane Angus
Manager of Service Coordination:	Alison Hilborn
Executive Assistant:	Cindy Landry (recorder)

Regrets: Greg Hackborn, Brian Konst, Elizabeth Abraham

Call to Order

Susan called the meeting to order at 6:55 p.m.

1. Agenda

Motion: To approve the agenda.
Jenna and Kelly. **Carried.**

2. Approval of Minutes – November 22, 2022

Motion: To approve the minutes from November 22, 2022.
Laura and Emily. **Carried.**

3. Business Arising from Minutes - None.

4. Executive Reports

a. Chair's Report – none.

b. CEO's Report

Riverside Hub – office space, with photocopier. We have 1800 sq. ft. now and asked for 2400 sq ft.

Motion: To approve the identified “target” for each salary grid as appropriate for the agency to work towards.
Emily and Laura. **Carried.**

Motion: To approve the CEO's report as presented.
Jenna and Kelly. **Carried.**

5. New Business – none.

6. Correspondence – no correspondence.

7. **Motion to Rise**

Motion: To rise and adjourn out of in-camera at 7:30 p.m.
Laura and Emily. **Carried.**

Date

Chair's Signature



Board of Directors
In-Camera Report from the Chief Executive Officer
January 24, 2023

Communication and Counsel to the Board

Client Complaint

A parent called January 4, 2023 complaining about the URS. An investigation was instigated, including a file audit and interview of staff. A response was provided to the parent on January 6, 2023 by phone, followed up with the information in email. The MCCSS Program Supervisor has been informed and notified the parent wanted his contact information. Following are my findings:

1. Complaint re continuity of care -
Findings: Agree there has been many changes in staffing of URS Providers. The service has been offered over 9 months due to stops and starts in service, and parent is requesting service to start again. URS should only be a 3 month intensive service. Some of the reasons for length of service have been due to URS Provider's staff illness, and some due to family illness, parent wanting a different staff, and not able to establish dates for services to occur.
2. Complaint re behaviours have changed so the behaviour plan is not relevant -
Findings: The URS Provider's Behaviour Therapist sees the behaviour plan as only needing minor adjustments "the current strategies being utilized appear somewhat effective but require some slight modifications to resume their previous level of effectiveness in addition to some environmental modifications (i.e., in toy room) to enhance focus and attention. These recommendations do not require formal ongoing parent training, just the slight modification of currently utilized strategies".
3. Complaint re no other services available:
Findings: URS Coordinator has reviewed the discharge plan with parent including OAP Foundational Family Services as well as Entry to School, and an RC completed an intake (January 5) with referrals to Willowbridge BT and Woodview mental health services. I urged parent to look at the service options available.
4. Complaint re URS Coordinator not responsive -
Findings: This was not shown in the file audit – parent's phone calls and emails were returned within one business day, which is according to our agency policy. Staff responded within the same day, other than on one occasion where it was the next day.
5. Other Findings: The family moved from Hamilton to Brant in June (while in URS services) and has limited connections to Brant services – Access intake should have occurred earlier rather than at discharge in January; URS Coordinators need to plan for discharge, starting at the beginning of services. Need to ensure all staff all fully understand OAP services to communicate correct information (re-orientation provided again at January 12th staff meeting). Strengthen communication and coordination between URS and Access so both staff are on the same page when have a common client.

Information

Budgets and Salary Grids

We have lost a competitive edge with our salaries due to lack of regular increases. The attached revised annualized budget reflects reasonable budget lines for expenses that then supports the ability to increase salary grids that will align with the “Target” salaries confirmed at the December 20, 2022 Board meeting. The revised budget also includes a healthy contingency. Note: The URS Front Door is a fiscal contract – we anticipate being funded for 4 URSC’s next year (1 Lead and 3 URSCs) due to our service demand, and would make the Front Door Coordinator permanent at that time. For this budget, the Front Door Coordinator is not included in expenses as revenue is not yet annualized.

Other considerations:

- i. The challenge of recruiting URS staff this year highlighted that our salary grids are not competitive. Creating a competitive RC/SC/URSC grid is the largest pressure for our agency. We also want to support retention of all our employees.
- ii. The adjustment to the Lead salary grid needs to be made to ensure their Step 1 is higher than the top of grid for RC/SC/URSC. [This revision to the Lead salary grid is recommended, whether or not other increases are considered.](#)
- iii. Any increases to the RC/SC/URSC grid must be similarly reflected for the Lead’s grid and the Manager’s grid to ensure grid separation that recognizes their increasing responsibilities. Note: This will bring the Manager’s grid above the targeted salary.
- iv. There are no suggestions for increases for the Peer Support Navigator as this grid was revised in August 2022 with a 3% increase, and meets our ‘target’ salary.
- v. As we are projecting a significant surplus for this year, any recommendation for grid increases should be retroactive to April 1, 2022.

Following is a table with our current salary grid, the ‘Target’ top of grid salaries, and two options for grid increases. The ‘Total Cost’ column is the annual cost of the grid increase including benefits.

Recommendation: Approve the following grid increases, retroactive to April 1, 2022:

1. Increase the salary grid for Resource Coordinators/Service Coordinators/Community Navigator/Urgent Response Coordinators/URS Front Door Coordinator by 5% to reach target salary;
2. [Revise the Lead Resource Coordinator/Urgent Response Coordinator’s salary grid as presented \(grid range of \\$63,850 to \\$69,113\) to ensure their Step 1 is higher than Step 5 of the grid for RC/SCs.](#) Then, increase this revised salary grid for the Lead Resource Coordinator/Urgent Response Coordinator by 5% to ensure maintenance of grid separation to the RC/SC grid;
3. Increase the salary grid for the Manager of Service Coordination by 5% to ensure maintenance of grid separation to the Lead’s grid;
4. Increase the salary grid for the Chief Executive Officer by 2% to reach targeted salary;
5. Increase the salary grid for the Executive Assistant by 5% to reach targeted salary;
6. Increase the salary grid for the Administrative Assistant by 8% to reach targeted salary.

Decision

Position	Step 1	Step 2	Step 3	Step 4	Step 5	Target	Annual Cost
4 RC; 3 SC; 3 URSC; 1 FD*; 1 CN	55,227	57,185	59,210	61,365	63,218	66,064	-
2%	56,332	58,329	60,394	62,592	64,482		16,550
Grid increase to reach target: 5%	57,988	60,044	62,171	64,433	66,379		41,376
Lead RC & URSC (2)	58,483	60,439	62,466	64,240	66,571	-	-
1% higher at start than RC Step 5	63,850	65,127	66,430	67,758	69,113		6,051
2% above revised	65,127	66,430	67,758	69,113	70,496		3,290
Same grid increase as RC/SC: 5% above revised grid	67,043	68,384	69,751	71,146	72,569		8,225
Manager Service Coordination	69,900	71,297	72,723	74,178	75,661	77,637	-
Grid increase to reach target: 2%	71,298	72,723	74,177	75,662	77,174		1,801
Same grid increase as RC/SC: 5%	73,395	74,862	76,359	77,887	79,444		4,502
CEO	82,460	86,440	87,230	89,715	94,760	96,474	-
Grid increase to reach target: 2%	84,109	88,169	88,975	91,509	96,655		2,255
Executive Assistant (EA – 1)	51,523	53,277	54,027	57,031	58,754	61,586	-
2%	52,553	54,343	55,108	58,172	59,929		1,398
Grid increase to reach target: 5%	54,099	55,941	56,728	59,883	61,692		3,496
Admin. Assistant (AA - 2)	43,801	44,538	45,250	45,941	46,701	50,665	-
2%	44,677	45,429	46,155	46,860	47,635		2,223
Grid increase to reach target: 8%	47,305	48,101	48,870	49,616	50,437		8,892
Peer Support Navigator (3% approved Aug/22)	46,843	48,439	50,101	51,850	52,888	52,888	0
Annualized cost of 2% grid increases, with benefits: \$34,189 + \$6,051							33,569
Annualized cost of bringing grids to the identified target, with benefits + \$6,051							74,796

Riverside Hub

Verbal update will be provided.

Information

Revised Annual Budget

	2021-2022 Actual	2022-2023 Approved BUDGET	2022-2023 YTD (Dec.)	2022-2023 Revised Forecast
REVENUE				
Access - Children's (MCCSS)	1,200	1,200	800	1,200
DS Children's Specialized (MCCSS)	185,315	185,315	123,547	185,315
RPAC (MCCSS)	692	692	464	692
Coordinated Service Planning (MCCSS)	261,100	261,100	174,068	261,100
Complex Needs (MCCSS)	65,280	65,280	43,520	65,280
FASD (MCCSS)	180,000	180,000	120,000	180,000
Urgent Response Service (MCCSS)	138,160	3,776,999	2,518,003	3,776,999
Access Intake Service Planning (MOH)	351,493	351,493	234,333	351,493
Service Coordination Process (MOH)	14,566	14,566	9,710	14,566
Sub-Total Ministry Actual Revenue	1,197,806	4,836,645	3,224,445	4,836,645
Off-Setting Revenue Info Services (211-\$43,114; Findhelp \$1,404)	45,953	44,518	33,447	44,518
DSO (off-setting revenue in Access Intake Serv Planning)	10,000	0	0	0
Amortization Deferred Capital Contributions	0	0	0	0
TOTAL Revenue	1,253,759	4,881,163	3,257,892	4,881,163
Applied from Projects	698	0	0	0
Applied from Unrestricted Funds	0	0	0	0
EXPENSES				
Total Salaries	861,454	1,224,688	824,001	1,166,635
Staff Salaries	861,454	1,070,101	824,001	1,166,635
ACA Salaries	0	154,587	0	0
Benefits	137,302	202,000	128,630	201,671
Mandatory Benefits (CPP, EI, EHT)	57,851		54,840	88,482
Benefits Other (WSIB, group benefits)	79,451		73,790	113,189
Training (education, meetings, recruitment - staff & board)	10,365	14,000	13,062	15,488
Staff Development	7,285		6,693	7,240
Staff and Board Expenses	3,080		6,369	8,248
Transportation & Communication	107,439	69,600	26,747	85,592
Travel	473		855	1,257
Communication - (Postage, Bell, Cozzmic)	16,892		8,620	16,200
Promotion and Membership Fees	15,773		5,181	23,235
IT software & IT equipment & photocopier	40,633		8,096	20,000
IT - Maintenance and DataBase Service (CTSIT,KCL, EMHware)	33,669		3,995	24,900
Building Occupancy (Lease, Insurance, Repairs & Mtce)	46,672	63,855	33,553	46,422
Lease and Building Maintenance	33,610		25,272	34,000
Insurance Expense	13,062		8,281	12,422
Professional/Contracted-out (legal, audit, bank, payroll fees)	52,886	27,063	20,765	20,360
Audit, Legal, Bank Charges, Payroll, Other	23,131		20,765	20,360
Consulting Fees	29,755		0	0
Other Program/Service Expenditures (all other not classified)	1,593	3,248,160	1,129,226	2,005,433
URS Purchased Client Services	1,593		1,129,226	2,000,000
Translation Services (originally in Purchased Services)	0	0	3,622	5,433
Supplies & Equipment	36,747	31,797	4,056	5,000
Furniture and Office Supplies	36,747		4,056	5,000
Amortization Deferred Capital Contributions	0	0	0	0
Contingency	0	0	0	0
TOTAL Ministry Expenses	1,254,457	4,881,163	2,180,040	3,546,601
Ministry Surplus (Loss)	0	0	1,077,852	1,334,562

URS fiscal unspent 1,120,972
CB's Fiscal surplus 213,590