



Board of Directors
Tuesday, February 28, 2023
5:30 p.m. at 643 Park Road North or by

Zoom: <https://us02web.zoom.us/j/86979313280?pwd=VXQxT1M4TWNjellFydTMwYjU4RGtUZz09>

Meeting ID: 869 7931 3280

Passcode: 528691

Agenda for Open Meeting

1. **Call to Order**
2. **Land Acknowledgment**
3. **Agenda - Additions, Deletions, Approval** **Decision**
4. **Conflict of Interest Declarations** **Declaration**
5. **Approval of Minutes – January 24, 2023** **Decision**
6. **Business Arising from Minutes**
 - a. Supplemental EI Benefits
7. **Executive Reports**
 - a. Chair's Report
 - b. Treasurer's Report – January 31, 2023 **Decision**
 - c. CEO's Report **Decision**
8. **Committee Reports**
 - a. Policy Review Committee **Decision**
 - b. Nominating Committee
9. **New Business**
 - a. Draft Work Plan Report; direction for Work Plan 2023-24
 - b. Annual Board Self-Evaluation
 - c. Plan for recruitment of Directors and Executive Succession
10. **Correspondence**
 - a.
11. **In-Camera - Motion to move in-camera** **Decision**
12. **In-Camera Reports (as appropriate)** **Decision**
13. **Adjournment – Motion to adjourn** **Decision**

Next Meeting: Tuesday, March 28, 2023 at 5:30 p.m.



Land Acknowledgement

We are grateful that the land on which we live and work lies on the traditional territory of the Haudenosaunee, the Anishinaabeg, the Mississaugas of the Credit, and the Neutral. Acknowledging the Land is a sign of respect and recognition for First Nations, Inuit and Metis peoples. It also provides an awareness of Indigenous Land rights, their beliefs, and honours them as the original occupants of the Land.

As an organization in the Brant community, and as individuals who benefit from living and working on this land, we have a responsibility to continuously educate ourselves and recognize that colonialism is a current and ongoing process. We need to build our mindfulness of our present participation.

Our work does not start and end with Land Acknowledgements. We want to recognize and celebrate the Indigenous communities that we have the opportunity to work with and learn from, and pay our respect to elders both past and present.





**Board of Directors Minutes for the Open Meeting
Tuesday, January 24, 2023**

Present:

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

Regrets: Emily Miller, Greg Hackborn, Elizabeth Abraham

1. Call to Order

Susan Fitzgerald called the meeting to order at 5:33 p.m.

2. Land Acknowledgment

Susan read the Land acknowledgment.

3. Agenda – added CEO Report Addendum

Motion: To approve the agenda.

Kelly and Jenna. **Carried.**

4. Conflict of Interest Declarations

None declared.

5. Approval of Minutes – December 20, 2022

Motion: To accept the minutes from December 20, 2022.

Kelly and Jenna. **Carried.**

6. Business Arising from Minutes – none

7. Executive Reports:

a. Chair's Report – submitted with agenda package for your information.

b. Treasurer's Report – December 2022.

Motion: To approve the Treasurer's report as presented.

Laura and Brian. **Carried.**

c. **CEO's Report**

Kelly and Jane will look at the Supplemental EI benefits and get back to the Board. Jane reviewed the CEO report and addendum.

Motion: To approve CEO's report as presented.

Brian and Jenna. **Carried.**

8. Committee Reports

a. Policy Review Committee - none

b. Nominating Committee – no report.

9. New Business - none

10. Correspondence - none

11. In-Camera

Motion: To move in-camera at 6:05 p.m.

Laura and Brian. **Carried.**

12. In-Camera Reports

13. Adjournment - Susan adjourned the meeting at 6:30 p.m.

Next Meeting: Tuesday, February 28, 2023, at 5:30 p.m.

Date

Chair's Signature



January 31, 2023

	2021-2022 Actual	2022-2023 BUDGET	2022-23 MCCSS YTD	2022-23 MOH YTD	2022-2023 YTD	2022-2023 Revised Forecast
REVENUE						
Access - Children's (MCCSS)	1,200	1,200	1,000		1,000	1,200
DS Children's Specialized (MCCSS)	185,315	185,315	154,431		154,431	185,315
RPAC (MCCSS)	692	692	578		578	692
Coordinated Service Planning (MCCSS)	261,100	261,100	217,584		217,584	261,100
Complex Needs (MCCSS)	65,280	65,280	54,400		54,400	65,280
FASD (MCCSS)	180,000	180,000	150,000		150,000	180,000
Urgent Response Service (MCCSS)	138,160	3,776,999	3,147,501		3,147,501	3,776,999
Access Intake Service Planning (MOH)	351,493	351,493		292,913	292,913	351,493
Service Coordination Process (MOH)	14,566	14,566		12,138	12,138	14,566
Sub-Total Ministry Actual Revenue	1,197,806	4,836,645	3,725,494	305,051	4,030,545	4,836,645
Off-Setting Revenue Info Services (211-\$43,114; Findhelp \$1,404)	45,953	44,518	45,230	0	45,230	44,518
DSO (off-setting revenue in Access Intake Serv Planning)	10,000	0	0		0	0
Amortization Deferred Capital Contributions	0	0			0	0
TOTAL Revenue	1,253,759	4,881,163	3,770,724	305,051	4,075,775	4,881,163
Applied from Projects	698				0	0
Applied from Unrestricted Funds	0					0

MCCSS may not send funds in Marc

	2021-2022 Actual	2022-2023 Budget	2022-23 MCCSS YTD	2022-23 MOH YTD	2022-2023 YTD	2022-2023 Revised Forecast
EXPENSES						
Total Salaries	861,454	1,224,688	831,539	204,254	922,182	1,226,195
Staff Salaries	861,454	1,070,101	717,928	204,254	922,182	1,226,195
ACA Salaries	0	154,587	0	0	0	0
Benefits	137,302	202,000	113,611	32,863	146,474	202,926
Mandatory Benefits (CPP, EI, EHT)	57,851		48,259	13,989	62,248	86,932
Benefits Other (WSIB, group benefits)	79,451		65,352	18,875	84,226	115,994
Training (education, meetings, recruitment - staff & board)	10,365	14,000	10,130	3,876	14,006	15,488
Staff Development	7,285		4,634	1,961	6,595	7,240
Staff and Board Expenses	3,080		5,495	1,915	7,410	8,248
Transportation & Communication	107,439	69,600	25,958	9,968	35,926	112,433
Travel	473		1,023	108	1,131	1,257
Communication - (Postage, Bell, Cozzmic)	16,892		9,908	4,935	14,843	16,500
Promotion and Membership Fees	15,773		3,110	2,071	5,181	33,000
IT software & IT equipment & photocopier	40,633		8,560	1,289	9,849	35,976
IT - Maintenance and DataBase Service (Backup Server,KCL, EMHware)	33,669		3,357	1,566	4,923	25,700
Building Occupancy (Lease, Insurance, Repairs & Mtce)	46,672	63,855	27,328	13,389	40,717	46,422
Lease and Building Maintenance	33,610		19,800	8,570	28,370	34,000
Insurance Expense	13,062		7,528	4,819	12,347	12,422
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	52,886	27,063	5,174	4,110	9,284	25,079
Audit, Legal, Bank Charges, Payroll, Other	23,131		5,174	4,110	9,284	23,000
Consulting	29,755		0	0	0	2,079
Other Program/Service Expenditures (Dues/Fees for Memberships, all other not classified)	1,593	3,248,160	1,301,244	0	1,301,244	2,010,000
Purchased Client Services	1,593		1,294,813	0	1,294,813	2,000,000
Interpretation and Translation Services			6,430		6,430	10,000
Supplies & Equipment	36,747	31,797	4,457	1,051	5,508	5,000
Furniture and Office Supplies	36,747		4,457	1,051	5,508	5,000
Amortization Deferred Capital Contributions	0		0	0	0	8,000
Contingency					0	0
TOTAL Ministry Expenses	1,254,457	4,881,163	2,205,829	269,511	2,475,340	3,643,543
Ministry Surplus (Loss)	0	0	1,564,896	35,540	1,600,435	1,237,620

URS fiscal unspent

1,120,972 URS fiscal unspent to be returned


CB Fiscal Surplus

116,648 Current operational surplus

Quick Books Cash Balance*	1,629,014
Internally Restricted BHN	16,374
QuickBooks Balance	1,612,640
TD Account Actual Balance	1,640,262
Outstanding Transactions	11,249
Cash Balance (TD - Outstanding)*	1,629,014
Restricted Lease Funds	26,464
Unrestricted Funds Balance	10,226

**

GIC bank stateme GIC bank statement balance \$26,955.90 (Difference \$491.90)

 January 31, 2023	PROJECT FUNDS				Notes
	2020-2021 Actual	2022-2023 BUDGET	2021-2022 Forecast	2022-2023 YTD	
REVENUE					
Your Guide	23,240	23,240	23,240	0	\$23,239.78 deferred from 2021/2022
FASD Caregiver Support Group	4,500	4,500	4,500	4,500	
Other (Accrued, Interest Earned, Staff payments, GIC Interest , Miscellaneous)	692	1,000	1,000	395	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
TOTAL Projects Revenue	28,432	28,740	28,740	4,895	
EXPENSES					
Your Guide	0	23,240	0	0	No printing; no expenditures
FASD Caregiver Support Group	4,500	4,500	4,500	2,847	
Other Expenses (Staff personal charges i.e.: postage, Miscellaneous)	196	1,000	500	0	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
Applied to Ministry	698	0		0	
Total Projects Expenses	4,696	28,740	5,000	2,847	
Projects Surplus (Loss)	23,038	0	23,740	2,049	

TOTAL MINISTRY AND PROJECTS				
TOTAL REVENUE	1,282,191	4,909,903	4,909,903	4,080,671
TOTAL EXPENSES	1,259,153	4,909,903	4,886,163	2,478,187
TOTAL Surplus (Loss)	23,038	0	23,740	1,602,484

ACCRUED EXPENSES 2022-2023	Amount	Amount Paid	Date Paid
Translation - March 2022	350.00	93.55	April 27, 2022
Ceridian HR - March 31, 2022	320.00	302.47	April 26, 2022
Audit Expenses - 2021-2022 Fiscal Year	13,200.00	10,881.90	June 8, 2022
Cozzmic - April 15, 2022 for March 2022	181.92	204.68	April 15, 2022
Bell - April 15, 2022 for March long distance	225.00	58.12	April 13, 2022
Retro 1% - Salary and benefits 2021-22 Fiscal Year	9,491.00	9,509.79	April 13, 2022
Backup Server CTSit	5,269.50	5,269.51	April 5, 2022
Group Benefits	444.75		
TOTAL ACCRUED	29,482.17	26,320.02	

AMORTIZATION	Annual 20/21
Equipment/Furniture	4,256
Computers	11,615
Software	37,029
Amortization MCCSS	52,900

HST Refund	6,754.39
HST Paid/yet to be Refunded	9,504.95

HST is paid at time of cheque issued, yet bookkeeping & financial report take out the rebate which will be refunded; this reflects the rebate which balances the cheque written to the bookkeeping/financial report.

Month's Transaction Totals	
Total revenue deposited	414,933.70
Total cheques written	185,821.48
Total withdrawals	289,432.41



**Board of Directors
Report from the Chief Executive Officer - Open Meeting
February 28, 2023**

Communication and Counsel to the Board

French Language Services Act

Revisions have been made to the FLSA that will come into effect on April 1, 2023. As we are now a regional service provider with the URS, and Hamilton and Niagara are French Language-designated communities, we must meet these expectations:

1. The following measures are prescribed for the purposes of paragraph 1 of subsection 5 (1.1) of the Act as measures to be taken by a government agency or institution of the Legislature:
1. If a person seeking services from an agency or institution, whether it be in person, over the phone or virtually through electronic means, is greeted in English, the person shall also be greeted in French.
2. Any automated telephone systems shall provide persons, at the start of the call, the option of receiving services via telephone in English or French.
3. Any recorded telephone voice messages intended for the public shall be in English and in French.
4. A sign, in French, shall be posted at or near the entrances of an office of an agency or institution notifying the public that services are available in French at that office.
5. If an agency or institution identifies its offices or services with signs containing written text,
 - i. each sign shall include the written text in both English and French in equal prominence, or
 - ii. a sign containing the equivalent French text shall be placed next to the sign containing the English text, and both signs must be of equal prominence.
6. If an agency or institution provides to the public an English document containing information about its services, such as brochures, pamphlets, notices and email communications, whether in electronic or physical format, a French version containing the same information shall also be provided at the same time and in the same format.
7. The English version of any document under paragraph 6 shall include a message in French noting that the document is also available in French.
8. Any websites, webpages, social media and other web-based content maintained by an agency or institution containing information about its services must be made available in English and in French.
9. If a service provided by an agency or institution is delivered in multiple steps, the agency or institution shall have a process in place through which any person that has requested to receive the service in French will continue to be served in French at every step without having to ask for French service again.

We are working towards meeting these expectations. The Contact Agencies have asked for clarification on some of the requirements from our Ministry Program Supervisors and are expecting to receive that information soon.

Just a reminder that under the FLSA, we are to have Francophone representation on our Board.

Information



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 21

DATE: February 2023

PAGE: 1 of 3

DIVERSITY, EQUITY, and INCLUSION

Diversity statement:

Contact Brant is committed to actively building a culture where diversity, equity and inclusion are valued through continued learning and discussion. We know through experience that different ideas, perspectives and backgrounds help us improve the well-being of children, youth and families. Our organization is enriched by collaborating with diverse community groups and partners.

PREAMBLE:

Contact Brant's human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of our culture, as well as our reputation and company's achievement. We believe we are stronger when we not only celebrate our many differences, values and voices, but include them in practice.

We embrace and encourage our employees' differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, religion, sexual orientation, socio-economic status, and other characteristics that make our employees unique.

Definitions:

The following definitions are from the [Ontario Human Rights Code](#):

"Diversity": is the presence of a wide range of human qualities and attributes within an individual, group or organization. Diversity includes such factors as age, sex, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise.

"Discrimination" is treating someone unfairly by either imposing a burden on them, or denying them a privilege, benefit or opportunity enjoyed by others, because of their race, citizenship, family status, disability, sex or other personal characteristics.

"Duty to accommodate": Under the *Ontario Human Rights Code*, people identified by *Code* are entitled to the same opportunities and benefits as everybody else. In some cases, they may need special arrangements or accommodations to take part equally in social areas such as employment, housing and education.

“Equal opportunity” aims to ensure that all people have equal access, free of barriers, equal participation and equal benefit from whatever an organization has to offer. Note that equal opportunity extends beyond employment.

“Equity” is fairness, impartiality, and even-handedness. A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person’s life.

“Inclusion” is appreciating and using our unique differences – strengths, talents, weaknesses and frailties – in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization.

POLICY:

Contact Brant is committed to the principles of diversity, equity and inclusion in all aspects of our organization. This means our organization will actively work to understand and remove barriers to equity and inclusion, be they systemic, physical, or otherwise. In addition, we are committed to ongoing learning and development in the areas of equity, diversity, and inclusion so that we can apply an “equity lens” in all areas of our business.

Contact Brant will adhere to the *Ontario Human Rights Code* and the *Accessibility for Ontarians for Disabilities Act* at all times.

PROCEDURES:

- 1.0 Contact Brant will treat people equally and to be a culturally safe organization:
 - 1.1 We will promote a culture of respect and inclusion. Our actions will show that we value diversity inclusive of persons in terms of (but not limited to) age, sex, race, gender, ethnicity, physical and intellectual ability, religion, sexual orientation, and education.
 - 1.2 We will demonstrate equal treatment and opportunity for employees including, but not limited to, rate of pay, overtime, hours of work, holidays, benefits, discipline, performance evaluations, and advancement opportunities.
 - 1.3 Discrimination will not be tolerated.
 - 1.4 Our actions will create an environment where all persons are able to share their ideas, beliefs, and skills.
 - 1.5 We will regularly examine our culture and the various barriers that work against equity, diversity, and inclusion to implement strategies to overcome them, including but not limited to:
 - Review policies and procedures annually
 - Examine language in written formats (documents, website, etc.)
 - Support the DEI Committee to lead this work
 - Request employee input and feedback through various channels.
 - 1.6 Provide training and continuous learning opportunities for all staff in equity, diversity and inclusion
 - 1.7 Seek applications from persons of various backgrounds

- 1.8 Provide accommodations at all stages of employment as needed.
- 1.9 Provide an accessible office building that has gender-neutral and accessible washrooms, as well as an elevator
- 1.10 Provide employee benefits that include coverage for Social Work
- 1.11 Post signage throughout the office that we are a safe space
- 1.12 Respect how individuals prefer to be identified, whether that is person or identity first. Utilize gender-neutral language within interactions and communications.
- 1.13 Identify that we are allies to the LGBTQ+ community by considering introducing ourselves using the preferred pronouns to be addressed by, and displaying pronouns in our signatures.

2.0 Managers are responsible for:

- Promoting a culture of respect and inclusion
- Providing an open door for employees to voice any concerns or barriers they may be experiencing, and responding to their concerns
- Providing staff with support, as well as accommodations as required
- Establishing a culture that welcomes every staff
- Recognizing staff for their accomplishments
- Actively working to bring people together so they may share ideas, talents and opinions
- Actively working to build a diverse workforce.
- Understanding the sensitive nature of the information that may be shared during conversations about equity and diversity
- Respecting the privacy and confidentiality of employee information, at all times. Refer to the Privacy and Confidentiality Policy.
- Addressing complaints related to surrounding equity, diversity and inclusion. Refer to Workplace Anti-Violence and Workplace Anti-Harassment policies.

3.0 Employees are responsible for:

- Promoting a culture of respect and inclusion
- Complying with policies
- Bringing forward ideas, suggestions, or issues regarding equal treatment of people and building a more culturally safe organization.

SECTION: Human Resources

POLICY: HR 04

DATE: February 2023

October 2022; May 2018; May 2016; September 2015;
June 2013

PAGE: 1 of 5

HIRING AND CONDITIONS OF EMPLOYMENT

PREAMBLE

The purpose of this policy is to outline the processes Contact Brant will follow to ensure our hiring practices are fair, consistent, equitable and in line with all applicable legislation such as the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act*, and the *Employment Standards Act*.

Contact Brant is committed to treating people fairly, with respect and dignity, and to offer equal employment and volunteer opportunities based on an individual's qualifications and performance, free from discrimination or harassment because of race, ancestry, place of origin, ethnic origin, colour, citizenship, creed, sex, sexual orientation, age, marital status, family status, and handicap.

All employees and students will be required to submit a Police Vulnerable Sector Check. The Human Rights Code does allow an employer to discriminate on the basis of a record of offences but only where it is a reasonable and bone fide qualification because of the nature of employment. In our work with children, youth and their families/caregivers, Contact Brant defines the following vulnerable sectors that we work with to include, but not limited to:

- Children and youth ages 0 – 18
- People with disabilities or special needs, including the child/youth or parent/caregiver
- People with mental health and addiction issues, including the child/youth or parent/caregiver.

The purpose of this police check is to assist Contact Brant in determining whether a candidate has any past conduct that would suggest that they are not a suitable candidate because of concerns about honesty, integrity, trust or the safety of others. The following will also be considered:

- How recent the occurrence leading to criminal convictions for which a pardon has not been granted; and
- The criminal conviction for which a pardon has not been granted must not be in contradiction to the organization's Professional Code of Conduct Policy and the agency's core values.

The Brantford Police Services website indicates the Police Vulnerable Sector Check includes:

- Criminal convictions (summary and indictable);
- Findings of Guilt under the Youth Criminal Justice Act within the applicable disclosure period;

- Outstanding entries (charges and warrants, judicial orders, Peace Bonds, Probation and Prohibition Orders);
- Absolute and conditional discharges;
- Family Court Restraining Orders;
- Where it meets the Public Safety Assessment, non-conviction dispositions including Dismissed, Not Guilty, Stayed, Withdrawn;
- Not Criminally Responsible by Reason of Mental Disorder;
- All available police contacts including but not limited to theft, weapons, sex offences, or violent, harmful or threatening behavior which may or may not have involved a mental health incident;
- As authorized for release by the Minister of Public Safety, Criminal Code convictions for sexual offences for which a record suspension (pardon) was received.

POLICY

Contact Brant is committed to the principles of equality and diversity in the workplace. We aim to hire the best candidate for the position based on their qualifications and merit in terms of knowledge, skills, and experience.

Contact Brant will not discriminate against job applicants on any of the grounds protected by human rights legislation during any phases of the recruitment, screening and hiring process.

PROCEDURE

1. Contact Brant will put in place practices that promote equity, diversity and inclusion throughout the hiring process.
 - 1.1. Contact Brant will provide accommodation during all stages of the hiring process, upon request. This statement will be added to any job postings and applicants will be reminded of this policy (i) when they are invited to an interview, and (ii) within any job offer provided.
 - 1.2. Contact Brant will use a hiring committee of the CEO and preferably 2 other staff.
 - 1.3. Contact Brant will provide managerial staff with training on equitable hiring practices and recognition of personal biases.
 - 1.4. Interview committee members must treat all job applicants with dignity and respect.
2. Recruitment: Contact Brant will include statements in all job postings that openly welcome and invite applications from persons with disabilities and those protected by the human rights code.
 - 2.1. The Chief Executive Officer, with the hiring committee, will determine the most appropriate means of advertising a position, the key competencies required in the position, and a screening process based on the job posting requirements
 - 2.2. Contact Brant may use any method of recruitment it deems appropriate to fill a position; the agency has no obligation to publicize an available position.

3. Interview: The most qualified candidates will be selected for an interview. Education, performance, related experience, skill and ability to perform the job are the primary considerations for the selection of candidates. Only those individuals selected for an interview shall be contacted.
 - 3.1. Screening of applicants for interviews will focus on the essential requirements and competencies of the position, as outlined in the job postings, using an Applicant Screening tool.
 - 3.2. At no time during the interview process will any questions be asked that touch on any prohibited areas outlined in the *Human Rights Code* (such as age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, and record of offences).
 - 3.3. All interviews for a position will consist of a written set of questions formulated to assess an individual's qualifications and capabilities for the position. This will assist in avoiding bias during the interview process.
 - 3.4. Hiring committee members will individually score interviewees' responses. The hiring committee will then collectively discuss each candidate and compare scoring. The average score of all hiring committee members will identify the highest-scoring candidates as the preferred candidates.
 - 3.5. Candidates will be informed that a satisfactory Police Vulnerable Sector Check will be required by the successful candidate as a condition of employment; any discrepancies between the answers provided at interview and the results of the police check will be grounds for not hiring the applicant. The police check costs may be covered by Contact Brant.
4. Selection Process: Reference checks must be completed for any candidate that is considered for hiring prior to making an offer of employment to validate credentials and the accuracy of information provided during the recruitment and screening process.
 - 4.1. Three Reference Checks must be completed for any candidate that is considered for hiring prior to making an offer of employment; two references should be employers to verify the candidate's employment history and quality of work.
 - 4.2. Where qualifications are deemed equivalent, preference will normally be given to internal candidates.
5. Offer of Employment: Any offer of employment will outline the terms and conditions of employment, as well as will contain a probationary period of at least three months, so that both the employer and employee can trial the fit between the employee and the position, without any negative consequences.
 - 5.1. The Chief Executive Officer or Manager of Service Coordination will contact the successful candidate with an offer of employment meeting. At the meeting, the Chief Executive Officer will provide a written conditional offer of employment that will be pending the candidate's acceptance and sign-off of employment conditions.

- 5.2. Any offer of employment will outline the terms and conditions of employment, including:
- An offer of employment is conditional upon the candidate submitting a current Police Vulnerable Sector Check confirming there is no offence that is directly related to the position's role whether related to trust by clients or the corporation's business.
 - The start date and hours of work. This will also include an end date if a contract position.
 - Wages and benefits including vacation, sick leave and, if appropriate, medical benefits and pension plan contributions.
 - Identification of a probationary period of at least three months, so that both the employer and employee can trial the fit between the employee and the position, without any negative consequences. Contact Brant can unilaterally extend the probationary period for up to an additional three (3) months.
 - The signed Job Description
 - The signed "Confidentiality Statement and Promise of Commitment" relating to review of the Mission, Vision and Values statements as well as the Privacy and Confidentiality Policy.
 - A statement that employees must maintain a clear record that is acceptable to the agency; any change in the employee's police record must be reported to the CEO immediately.
 - As required by the position: Proof of valid driver's license and appropriate automobile insurance, and a statement that the employee must maintain a valid driver's license and driving record acceptable to the agency; any change in the driving record while an employee must be reported to the CEO immediately. Additional an employee who operates their own vehicle in performing their job are financially and legally responsible for any traffic or parking violations, and must maintain adequate insurance at all times at their own expense.
 - Verification of academic achievements, as appropriate to the job position.
 - Written confirmation of review and commitment to the agency's policies and procedures.
- 5.3. Once the offer of employment is signed by the employee and any additional agreed terms have been met, the new employee may begin work at the agreed upon date.
- 5.4. The Chief Executive Officer will ensure any personal information collected during any stage of the recruitment and hiring process is retained in the employee's Human Resource Record and remains confidential.
6. Orientation: New employees will receive orientation and training about the organization and their job responsibilities, as well as key policies and safety issues that pertain to their position or that are required by law.

- 6.1. Each new employee will be provided with a full orientation including but not limited to the facilities, equipment, job duties, building safety and security, and policies and procedures. Orientation will be documented and filed in the employee's personnel file.
- 6.2. New employees must review the Employee Handbook and submit the signed forms to their Supervisor in the first week of employment.
- 6.3. New employees must review all Contact Brant policies and procedures and submit the signed Confirmation of Policy Review to their Supervisor acknowledging that they have read and understood the policies within 2 weeks of hire.
- 6.4. New employees will be provided with and orientated to: the Abuse Policy specifically regarding prevention, identification and reporting; Privacy and Confidentiality Policy; Customer Service Policy; and Contact Brant's Mission, Vision and Values as well as Service Principles and Statement of Rights.
7. Probationary Period: The probationary period provides both the employer and employee time to trial the fit between the employee and the position, without any negative consequences.
 - 7.1. The employee's Supervisor will address any concerns about the employee during the probationary period when they occur and provide direction, mentorship and support to help the employee resolve any issues.
 - 7.2. Should the concerns fail to be resolved to the satisfaction of Contact Brant, the employee may be terminated without advance notice, in accordance with the Employment Standards Act.
 - 7.3. A written performance review will be conducted prior to the end of the probationary period. Provided that the review is satisfactory, the probationary status will be removed.
 - 7.4. The probationary period will be extended by the length of any absence from work greater than one week during the probationary period.
8. Annual Reviews: The Chief Executive Officer will ensure annual reviews of all policies and procedures at Staff Meetings; documentation of these reviews will be recorded in the Staff Meeting Minutes.
 - 8.1. Contact Brant employees must sign an annual Attestation Declaration as a condition of ongoing employment. This procedure provides the mechanism for ensuring that the conditions of employment at hire are continuing to be met throughout employment:
 - Any convictions for which a pardon has not been granted and is reasonably related to the employee's role with Contact Brant and the employee's ability to effectively carry out that role will be grounds for discipline up to and including termination.
 - Confirmation that an employee understands their role as a health information custodian and commitment to following the Privacy and Confidentiality Policy.
 - 8.2. Employees will immediately inform their Supervisor of the loss or suspension of their driving license or insurance coverage, or incurring any

driving offenses which could affect Contact Brant's insurance coverage, including but not limited to any change in the employee's Ministry of Transportation Driver's Record with respect to convictions, discharges, license conditions or restrictions, or other actions.

- 8.3. Any failure to report a matter above and/or falsification or misrepresentation of any information on the Annual Attestation Declaration form will be cause for discipline up to and including termination from the agency.



**Policy Review Committee
Recommendations to the Board
February 28, 2023**

Our Diversity, Equity and Inclusion Committee has drafted a new policy on Diversity, Equity, and Inclusion. They also made recommendations to revise the Hiring and Conditions of Employment Policy.

Please note that the DEI Policy includes a Diversity Statement:

Contact Brant is committed to actively building a culture where diversity, equity and inclusion are valued through continued learning and discussion. We know through experience that different ideas, perspectives and backgrounds help us improve the well-being of children, youth and families. Our organization is enriched by collaborating with diverse community groups and partners.

Recommendation: Approve the Diversity, Equity and Inclusion Policy as presented, as well as the revised Hiring and Conditions of Employment Policy.

Decision

Strategic Priorities 2022 – 2023 Work Plan *Draft Report to consider 2023 -2024 Work Plan*

PRIORITY	GOALS	PERFORMANCE INDICATORS	TIMELINE and UPDATE
1. Examine efficiencies, processes and services to address the growing demand for service.	a) Streamline intake process to meet service demand	<ul style="list-style-type: none"> Clear process identified with CYMH sector for coordinated access across Core Service providers 	<ul style="list-style-type: none"> Replaced standardized screening tool, interrail, with a simpler tool, HEADS-ED that takes less time and provides good triaging information Coordinated access across Core Child & Youth Mental Health Services – families and professionals' feedback regularly identifies confusion Developmental and complex needs clients not being connected to Contact Brant is significantly impacting our service coordination mandate
	b) Decrease the need for families to unnecessarily repeat their story	<ul style="list-style-type: none"> Established MOU with Lansdowne regarding their new SmartStart Hub role and our Access role for sharing common intake information Established MOU with Woodview and St. Leonard's for Child and Youth Mental Health 	<ul style="list-style-type: none"> Signed SmartStart Hub MOU with Lansdowne December 2022; supports sharing intake information to reduce families telling their story, and ensure connection to appropriate services No discussion for CYMH sector MOU (expectation outlined in Ministry Guidelines); Woodview has ended CYMH Core Service meetings
	c) Work with our community partner agencies to improve coordinated services for each client.	<ul style="list-style-type: none"> # CSP COP, CSP Steering Committee, CSP Providers meetings, and broad stakeholder networking meetings about service coordination (e.g. SLT) Review current community protocols with stakeholders annually, and establish new as appropriate, that focus on coordinated services 	<ul style="list-style-type: none"> Data to be identified at the end of March 2023. Do these stats actually provide any meaningful data? MCCSS has indicated CSP Steering Committees may no longer be required as we can rely on other community tables Strategic Leadership Table moving towards focusing on a single community-identified priority; need to confirm how to proceed with coordinating/reviewing community protocols
	d) Recognize and support employees for the work they do	<ul style="list-style-type: none"> # Board and Staff opportunities to work together # staff appreciation events Staff and Board review policies and practices 	<ul style="list-style-type: none"> Board and Staff attended the agency's AGM on September 27, 2022 and staff presented at the December 20, 2022 Board meeting A staff appreciation event was held on June 13 and December 2, 2022 Board recognized staff through competitive salary grid increases January 24, 2023

			<ul style="list-style-type: none"> • Staff review policies monthly at staff meetings; the Board has a regular schedule to ensure annual review of policies; significant revisions to Human Resource and Health and Safety Policies this fiscal year
2. Identify various ways to best engage clients, partners and the community.	a) Enhanced family and youth engagement processes established	<ul style="list-style-type: none"> • Quarterly review of QSS feedback on performance re “Overall satisfied with help” • Quarterly review and planning by Board and Staff of all feedback received • # FASD newsletters 	<ul style="list-style-type: none"> • Data to be identified at the end of March 2023 • The Board and staff review the QSS and Customer Thermometer feedback quarterly. • The FASD Coordinators publish a virtual newsletter monthly. • The FASD Coordinators support monthly FASD Caregiver Support Group • Hired a Peer Support Navigator for URS who brings family voice to staff meetings • Revised website, with focus on simplifying the information
	b) Enhanced community partner engagement processes established	<ul style="list-style-type: none"> • # in-service sessions with partners about Contact Brant • # social media followers 	<ul style="list-style-type: none"> • In-service data to be provided at the end of March 2023. Is this valuable data? • Data to be identified at the end of March 2023 for social media • LinkedIn account added for the agency. • Contact Brant website views are not comparable to last fiscal year due to no stats being available for Q1 & Q2 following website revisions.
3. Improve inclusivity within the organization, including enhancing cultural safety and a continuous commitment to learning.	a) Continue to develop effective strategies to meet the needs of the ever-diversifying population.	<ul style="list-style-type: none"> • Diversity Equity & Inclusion Committee meets regularly • # meetings with FL School Boards to better understand how we can support clients to identify cultural preferences in services • Board and staff to review policies and service practices to ensure they support diversity, equity and inclusion 	<ul style="list-style-type: none"> • DEI Committee brings regular discussion to staff meetings • The Diversity, Equity and Inclusion Committee is working on redrafting the Intake Tool • DEI Committee drafted a DEI Policy for Board approval February 2023 • French Language School Board presentation October 2022 • Communication Strategy Committee made recommendations for job postings to recruit new employees reflecting greater diversity; 2 new employees are multi-lingual • Increasing staff diversity with new hires

	b) Staff to continue commitment to learning re cultural competency	<ul style="list-style-type: none"> • # training sessions received on (i) Indigenous culture, (ii) culture of safety re 2SLGBTQ, (iii) culture of safety re marginalized populations 	<ul style="list-style-type: none"> • Data will be reported at the end of March. Is # training sessions valuable data?
4. Heighten awareness of Contact Brant's services with a variety of audiences.	a) Develop a Communication Strategy	<ul style="list-style-type: none"> • Create a Communication Strategy Committee • Develop a plan for promotion of the agency and services • # Promotion events attended • Complete Community Partner Survey bi-annually and distribute survey to broader stakeholders. 	<ul style="list-style-type: none"> • Contact Brant Communications Strategy Committee meets regularly with Board and Staff representation and developed a promotion plan • Website revisions completed • Revised and new promotional materials and give-aways completed • Working on social media postings and Google ads • Plan for targeted outreach and # promotion events data to be reported at the end of March 2022 – these have been limited still with COVID precautions continuing • Community Partner Survey to be distributed January 2023 – not completed
	b) Increase the number of the general public who know to call Contact Brant.	<ul style="list-style-type: none"> • Increased # of unique clients served • QSS Survey responses show increases re "Easy to find out about Contact Brant" and • Increased # visits to Contact Brant's website • Increased # views to Contact Brant's records in Community Information • Increased # of Unique Viewers in Community Information 	<ul style="list-style-type: none"> • Q3 data show increase; some of this increase will be due to new URS program • 'Easy to find out about Contact Brant' data to be provided at end of March • Data for visits to our website was not available in Q1 or Q2 due to the changes made to the website. • Data to be pulled the end of March for Views to Contact Brant's record in the Information Database, as well as Unique Viewers.



Three-Year Strategic Planning

Preamble

The Board must identify the organization’s Mission, Vision and Values and develop a multi-year Strategic Plan; the multi-year plan is broken down into annual work plan priorities, which are regularly reviewed. Contact Brant’s Governance Policy, Outcomes (E1), states: The Board will govern the organization with the achievement of the Mission and Vision as its primary objective, guided in decision-making and actions by the Values. The Board of Directors will monitor the outcomes of the organization as they are identified in the Strategic Plan.

A strategic plan establishes a direction for an organization to take, and helps the organization sharpen its focus in order to get there. Strategic planning helps an organization develop the right goals and targets as well as helps everyone focus their efforts into meeting them. Taking the time to establish a comprehensive strategic plan means an organization has a better awareness of its strengths and weaknesses and where it stands in the market, both individually and in relation to others.

Part of the Ministry’s Risk Assessment includes Governance, specifically related to whether the agency has a current strategic plan: “The agency has a Board approved strategic plan that is clear and achievable within established timeframes and available resources. The strategic plan was developed with input from the Board members and it is revised periodically, every three years. The strategy is both actionable and linked to overall mission, vision, overarching goals of the agency and reflective of community needs and ministry strategic objectives. The strategy is known and consistently supports governance, Board decision making, and drives day-to-day operations at all levels of the organization. Strategic planning exercise is carried out regularly.”

Contact Brant’s Strategic Plan is aligned with the fiscal year of the organization, from April to March. Our current Strategic Statements and Plan were developed in 2021 for “2021 to 2024” (2021-22, 2022-23, 2023-24). Nancy Dubois was engaged to facilitate the strategic planning process for our organization. Following are our strategic statements and priorities:

Vision

By working together, we will improve the well-being of children, youth, and families.

Mission

Contact Brant is the first place for children, youth, and their families to:



Connect to community services;



Understand available resources;



Receive coordinated supports.

We value . . .

Our clients through a respectful, family-centred approach.

Our community partners and the work we do together.

Our commitment to diversity and inclusion.

Our knowledgeable team who make it all happen.

Strategic Priorities

- 1 Examine efficiencies, processes and services to address the growing demand for service.
- 2 Identify various ways to best engage clients, partners and the community.
- 3 Improve inclusivity within the organization, including enhancing cultural safety, and a continuous commitment to learning.
- 4 Heighten awareness of Contact Brant's services with a variety of audiences.

Developing the 2023 – 2024 Strategic Priorities

The work plan priorities for 2023-24 need to be approved by the Board in March. This will be the final year of our current 3-year plan. Attached is the draft 2022-23 Work Plan Report to assist the Board in providing direction for next fiscal year.

Direction

Strategic Planning in 2024 – 2027

Contact Brant should plan on a facilitated strategic planning process in the fall of 2023 to prepare for the next three-year strategic plan starting in April 2024.

The strategic plan should be developed through Board and staff discussion with community input. In developing the Strategic Plan, the Board should ensure the organization is able to respond to Ministry and other funders contractual expectations, as well as ensure that there is on-going co-ordination, collaboration and building of partnerships with community stakeholders.

Information