



**Board of Directors  
Tuesday, April 22, 2025 at 9:00 a.m.  
In-person at Contact Brant**

or by **Zoom**: <https://us02web.zoom.us/j/84418495585?pwd=bwhmHKPHooiK2LF5da5WbOacQUdPMn.1>

**Agenda for Open Meeting**

1. **Call to Order**
2. **Land Acknowledgement**
3. **Agenda - Additions, Deletions, Approval** **Decision**
4. **Conflict of Interest Declarations**
5. **Auditor re Audit Process**
6. **Approval of Minutes – March 25, 2025** **Decision**
7. **Business Arising from Minutes**
  - a.
8. **Executive Reports**
  - a. Chair's Report – AGM Public Meeting Speaker **Direction**
  - b. Treasurer's Report – March 31, 2025 **Decision**
  - c. CEO's Report **Decision**
9. **Committee Reports**
  - a. Policy Review Committee – Policies and By-Laws **Decision**
  - b. Nominating Committee -
10. **New Business**
  - a. Annual Board Evaluation **Discussion**
  - b. Strategic Priorities Work Plan Report 2024-25 **Decision**
11. **Correspondence**
  - a.
12. **In-Camera - Motion to move in-camera** **Decision**
13. **In-Camera Report (as appropriate)**
  - a.
14. **Adjournment – Motion to adjourn** **Decision**

**Next Meeting: Tuesday, May 27, 2025, at 9:00 a.m.**

## Land Acknowledgment

We are grateful that the land on which we live and work lies along the Grand River and is the traditional territory of the Haudenosaunee (the Six Nations of the Grand River) and the Mississaugas of the Credit First Nation. 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 celebrate the Indigenous communities we have the opportunity to work with and learn from.





**Board of Directors**  
**Open Meeting Minutes - Tuesday, March 25, 2025**  
In-person at Contact Brant or by Zoom

**Present:**

Vice Chair: Greg Hackborn  
Secretary: Jennifer Tonnies  
Directors: Jill Esposito, Maxine Lean, Melanie Graham,  
Kimberly Vanderburg,  
Chief Executive Officer: Jane Angus  
Managers: Alison Hilborn and Linda McFadyen  
Executive Assistant: Cindy Landry

**Regrets:** Patrick Parent, Emily Miller, Elizabeth Abraham

**1. Call to Order**

Greg called the meeting to order at 9:05 a.m.

**2. Land Acknowledgement**— Greg read the Land Acknowledgement.

**3. Agenda - Additions, Deletions, Approval**

Addition: Under new business 2025-26 Budget.

**Motion:** To approve the agenda.

Jill and Jennifer. **Carried.**

**4. Conflict of Interest Declarations** – none

**5. Approval of Minutes** – February 25, 2025

**Motion:** To accept the minutes from February 25, 2025.

Melanie and Jill. **Carried.**

**6. Business Arising from Minutes**

- a. Annual Board Evaluation – reminder to submit to Cindy.
- b. Planning for Board Recruitment and Board Executive – Kim will continue to sit on the Board. Still need to hear from Emily and Elizabeth.

**7. Executive Reports:**

- a. Chair's Report - none
  
- b. Treasurer's Report – February 25, 2025

**Motion:** To approve the Treasurer's report as presented.  
Kim and Jennifer. **Carried.**

c. CEO's Report

**Motion:** To approve the CEO's report as presented.  
Jill and Melanie. **Carried.**

**8. Committee Reports - none**

**9. New Business – 2025-26 Budget**

**Motion:** To approve the 2025-26 Budget as presented.  
Melanie and Maxine. **Carried.**

**10. Correspondence - none**

**11. In-Camera**

**Motion:** To move in-camera at 9:11 a.m.  
Kim and Melanie. **Carried.**

**12. In-camera reports - none**

**13. Adjournment**

**Motion:** To adjourn the meeting at 10:02 a.m.  
Jill and Melanie. **Carried.**

**Next Meeting:**

Tuesday, April 22, 2025, at 9:00 a.m.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chair's Signature

March 31, 2025



	2023-2024 Actual	2024-2025 BUDGET	2024-2025 Forecast	2024-25 MCCSS YTD
<b>REVENUE</b>				
Access - Children's (MCCSS)	1,200	1,200	1,220	1,220
DS Children's Specialized (MCCSS)	185,315	185,315	191,165	191,165
RPAC (MCCSS)	692	692	702	702
Coordinated Service Planning & FASD (MCCSS)	441,100	441,100	451,490	451,490
Complex Needs (MCCSS)	65,280	65,280	66,820	66,820
Urgent Response Service (MCCSS)	4,081,406	4,081,406	7,518,653	7,518,653
Access Intake Service Planning (MOH)	351,493	0	0	0
Service Coordination Process (MOH)	14,566	0	0	0
<b>Sub-Total Ministry Actual Revenue</b>	<b>5,141,052</b>	<b>4,774,993</b>	<b>8,230,050</b>	<b>8,230,050</b>
Off-setting Revenue (from Savings)				
Off-Setting Revenue Info Services (211-\$43,116; Findhelp \$1,435.54)	47,666	44,518	0	0
Off-Setting Maternity Leave Group Benefits	3,190		0	0
Deferred Capital Contributions	-19,592			
Amortization Deferred Capital Contributions	29,481	0	0	0
<b>TOTAL Revenue</b>	<b>5,201,797</b>	<b>4,819,511</b>	<b>8,230,050</b>	<b>8,230,050</b>
<b>Applied from Projects</b>				
<b>EXPENSES</b>				
	<b>2023-2024 Actual</b>	<b>2024-2025 BUDGET</b>	<b>2024-2025 Forecast</b>	<b>2024-25 MCCSS YTD</b>
<b>Total Salaries</b>	<b>1,532,912</b>	<b>1,312,220</b>	<b>1,535,200</b>	<b>1,535,200</b>
<b>Staff Salaries</b>	1,532,912	1,312,220	1,535,200	1,535,200
<b>Benefits</b>	<b>247,100</b>	<b>277,351</b>	<b>261,034</b>	<b>261,034</b>
Mandatory Benefits (CPP, EI, EHT)	105,487	106,000	117,063	117,063
Benefits Other (WSIB, group benefits )	141,613	171,351	143,971	143,971
<b>Training (education, meetings, recruitment - staff &amp; board)</b>	<b>34,703</b>	<b>17,800</b>	<b>69,738</b>	<b>69,738</b>
Staff Development	6,244	6,500	52,137	52,137
Staff and Board Expenses	28,459	11,300	17,601	17,601
<b>Transportation &amp; Communication</b>	<b>92,171</b>	<b>98,000</b>	<b>228,557</b>	<b>228,557</b>
Travel	4,190	3,000	3,900	3,900
Communication - (Postage, Bell, Cozzmic)	20,483	18,000	24,070	24,070
Promotion and Membership Fees	18,787	23,000	102,469	102,469
IT software & IT equipment & photocopier	11,341	18,000	36,393	36,393
IT - Maintenance and DataBase Service (Backup Server,KCL, EMHware)	41,455	36,000	61,725	61,725
Less: Capitalized computer equipment and software	-4,085			
<b>Building Occupancy (Lease, Insurance, Repairs &amp; Mtce)</b>	<b>155,597</b>	<b>61,500</b>	<b>60,292</b>	<b>60,292</b>
Lease and Building Maintenance	138,915	45,000	44,248	44,248
Insurance Expense	16,681	16,500	16,044	16,044
<b>Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)</b>	<b>56,608</b>	<b>22,000</b>	<b>214,141</b>	<b>214,141</b>
Audit, Legal, Bank Charges, Payroll, Other	56,608	22,000	37,661	37,661
Consulting	0	0	176,480	176,480
<b>Other Program/Service Expenditures ( Dues/Fees for Memberships, all other not classified)</b>	<b>2,919,703</b>	<b>3,024,640</b>	<b>5,226,046</b>	<b>5,178,116</b>
Purchased Client Services	2,906,073	3,009,640	5,210,766	5,162,836
Interpretation and Translation Services	13,630	15,000	15,279	15,279
<b>Supplies &amp; Equipment</b>	<b>17,377</b>	<b>6,000</b>	<b>37,050</b>	<b>37,050</b>
Furniture and Office Supplies	32,884	6,000	37,050	37,050
Less: Capitalized furniture	-15,507			
<b>Amortization Capital Assets</b>	<b>29,481</b>	<b>0</b>	<b>0</b>	
<b>Contingency</b>		<b>0</b>		
<b>TOTAL Ministry Expenses</b>	<b>5,085,651</b>	<b>4,819,511</b>	<b>7,632,058</b>	<b>7,584,128</b>
<b>Ministry Surplus (Loss)</b>	<b>116,146</b>	<b>0</b>	<b>597,992</b>	<b>645,922</b>
<b>Less: Repayable to the Ministry</b>	<b>-116,146</b>			
<b>Ministry Surplus (Loss)</b>	<b>0</b>	<b>0</b>	<b>597,992</b>	<b>645,922</b>

Includes \$200k additional funding rec'd Feb 5, 2025

Includes Riverside Hub planning fee \$158,949

Expecting additional March URS bills of \$47k

QB Cash Balance*	2,206,848	We moved \$900,000 from savings to Chequing account	
QB 104 Contra Internally Restrict BHN	-16,374		
QB Savings	84,289	Open balance \$967,319.02 & Earned \$16,505 Interest	
QB Internally Restricted BHN	16,374		
<b>Total QB Cash</b>	<b>2,291,137</b>		
QB Cash Balance*	2,206,848		
Add: AW payments that went through after March 31	6,926		
<b>TD Cash Balance (TD - Outstanding)*</b>	<b>2,213,773</b>		
<b>Restricted Assets</b>			
Restricted Cash - restricted for updating BHN info database	16,374		
Restricted Investments - GIC restricted for future corporation pressures	28,599	Renewed June 17, 2024.	
<b>Total Restricted Assets</b>	<b>44,973</b>		
Opening Internally restricted net assets	43,614		
Add: GIC interest	1,359		
<b>Closing Internally restricted net assets</b>	<b>44,973</b>		
		2019-20 - \$10,226	10,226
		2020-21 - \$13,500	13,500
		2021-22 - \$13,300	13,300
		2022-23 - \$14,716	14,716
		2023-24 - \$28,796	28,796
<b>MCCSS surpluses: \$932,458 &amp; 116,146</b>	<b>1,048,604</b>		



March 31, 2025

PROJECT FUNDS

	2023-2024 Actual	2024-2025 BUDGET	2024-2025 Forecast	2024-25 YTD	Notes
<b>REVENUE</b>					
Your Guide	2,599	23,240	20,641	204	Deferred revenue of \$20,437 to next fiscal 2025-26
FASD Caregiver Support Group	4,500	4,500	4,500	4,500	
Health Spending Account			3,300		
Extensive Needs Interdisciplinary			365,000	403,862	Deferred revenue of \$13,490 for unbilled costs
Extensive Needs FASD			55,000	71,850	Deferred revenue of \$4,500 x 3 = \$13,500 for unbilled costs
Other (Accrued, <b>Interest Earned</b> , Staff payments, <b>GIC Interest</b> , Miscellaneous)	25,513	1,000	20,000	18,429	
Other : Off-Setting Revenue Info Services (211-\$43,116; Findhelp \$1,368.08)			44,484	45,234	
CYSC Income				0	
Intensive Respite Funds 1124 (YHTF, DSO, etc.)	50,758		258,680	258,680	Individual contracts to meet service needs
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
<b>TOTAL Projects Revenue</b>	<b>83,370</b>	<b>28,740</b>	<b>771,605</b>	<b>802,759</b>	
<b>EXPENSES</b>					
Your Guide	2,599	23,240	197	204	
FASD Caregiver Support Group	4,511	4,500	4,500	4,500	
Health Spending Account	0				
Group Benefits - Mat Leave Reimbursement	0				
Extensive Needs Interdisciplinary			365,741	392,272	
Extensive Needs FASD			55,000	71,850	
CYSC Expenses					
Intensive Respite Expenses 1924	46,688		235,742	242,672	
Other Expenses (HST - 3.94%)	0	1,000	1,000		
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
<b>Applied to Ministry</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Projects Expenses</b>	<b>53,797</b>	<b>28,740</b>	<b>662,180</b>	<b>711,498</b>	
<b>Projects Surplus (Loss)</b>	<b>29,572</b>	<b>0</b>	<b>109,425</b>	<b>91,261</b>	

**TOTAL MINISTRY AND PROJECTS**

<b>TOTAL REVENUE</b>	<b>5,285,167</b>	<b>4,848,251</b>	<b>9,001,655</b>	<b>9,032,809</b>
<b>TOTAL EXPENSES</b>	<b>5,255,595</b>	<b>4,848,251</b>	<b>8,294,238</b>	<b>8,295,627</b>
<b>TOTAL Surplus (Loss)</b>	<b>29,572</b>	<b>0</b>	<b>707,417</b>	<b>737,183</b>

HST Rebate receivable Mar 31, 2024	30,515.86
Less: Public Serviv Bodies HST Rebate Oct 1, 2023 - Mar 31, 2024	-26,170.31
Add: HST Paid in fiscal 2025	59,765.92
<b>HST Rebate receivable March 31, 2025</b>	<b>64,111.47</b>

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. On March 21, 2025 filed HST return for April 1 - Sept 30, 2024 for \$23,398.62. Refund received April 1, 2025



**Board of Directors**  
**Report from the Chief Executive Officer - Open Meeting**  
 April 22, 2025

**Communication and Counsel to the Board**

**Q4 Stats**

More year-end data will be provided at the May meeting. Following is some of the data for January 1 to March 31, 2025:

<b>Extensive Needs Service Brant</b>					
<b>ENS FASD Diagnostics</b>	<b>2024-25 Q4</b>	<b>2024-25 Q3</b>	<b>2024-25 Q2</b>	<b>2024-25 Q1</b>	<b>Notes</b>
# Referrals	8	8	8	8	Referrals have been made to Lansdowne for OT and Speech assessments, and to Dr. McKay for the psychological assessments; services starting in November.
# Served by FASD Coordinators	8	8	8	8	
# Completed all Diagnostic Assessments	8	0	0	0	
<i>Pediatrician (Dr. Simone)</i>	8	8	8	0	
<i>Psychologist (Dr. McKay)</i>	8	6	0	0	
<i>Occupational Therapy</i>	8	0	0	0	
<i>Speech Language</i>	8	1	0	0	
<b>ENS Interdisciplinary Wraparound</b>					
# Referrals	22	9	9	4	Interdisciplinary: Willowbridge Behaviour Intervention and Therapeutic Respite; Woodview SSW and Therapeutic Respite.
# Deemed Eligible by Case Resolution	19	8	8	4	
# Served by ENS Service Coordinator	22	8	8	0	
# Served by Interdisciplinary Services	19	8	0	0	

<b>URS 2024 - 2025</b>	<b>2024-25</b>	<b>2023-24</b>	<b>2022-23</b>
<b>Referrals</b> (568 target)	<b>696</b>	516	355
Eligible	<b>438</b>	346	217
Carryover: Active April 1	76	122	n/a
<b>Total Served</b>	<b>514</b>	468	217
<b>Eligibility Rate</b>	<b>62%</b>	67%	61%
<b>MCCSS Target</b>	<b>358</b>	202	190
<b># Discharged</b>	<b>369</b>	325	128

See the attached URS CANS Outcomes scores.

<b>www.info-bhn.ca</b>	2024-25 Q4	2024-25 Q3	2024-25 Q2	2024-25 Q1	2023-24 Q4	Notes
Total Records in CIOC	<b>2,048</b>	2,028	2,033	1,999	2,070	Public Views decreased by 7% compared to the previous year, and Unique Viewers increased by 11%. Our focus in the upcoming year will be the addition of new records.
- 211 Records	<b>1,568</b>	1,566	1,581	1,544	1,605	
% Up-to-date Records	<b>100%</b>	99.8%	99.7%	99.8%	97.5%	
Public Views (YTD)	<b>1,612,626</b>	1,219,230	853,444	513,152	1,743,166	
Unique Viewers (YTD)	<b>144,776</b>	100,304	74,532	45,023	129,981	
<b>iCarol</b>						
Total Records in iCarol	<b>3,728</b>	3,768	3,917	3,992	4,209	We have completed the initial work in iCarol for 211 and now must keep these updated along with our CIOC records.
# Records Updated	<b>35,859</b>	20,826	25,267	42,174	14,538	
% Records Verified	<b>98.2%</b>	98%	87.4%	78.3%	62.4%	

***Information***

**Coordinated Service Planning and Complex Special Needs (CSN) Guidelines**

MCCSS has indicated the new Guidelines will be released in early May with implementation in the Fall.

At this point, we know that there will be 3 tiers for CSP:

- Tier 1 will be brief service coordination support, such as someone has moved and needs short-term support to get connected or need assistance completing an application form; a Coordinated Service Plan will not need to be developed.
- Tier 2 will be for children and youth with complex needs requiring the support of a dedicated Coordinated Service Planner.
- Tier 3 will be for children and youth eligible for Complex Special Needs funding and services.

The Regional Office has implied that Tier 3 should be Contact Brant support. This may mean changes for other CSP Providers. It will also be more efficient for us as we provide a significant amount of support to service coordinators from other agencies throughout the CSN process.

***Information***

**SongBird Social Media Report**

See the attached report.

***Information***

**Employee Benefits**

Select Path has made some suggestion for plan changes that could reduce costs. Employees have been surveyed for their input and information will be brought to the Board.

***Information***

## MONTHLY SOCIAL REPORT

**DATE:** April 2, 2024  
**TO:** Contact Brant  
**FROM:** SongBird Marketing Communications  
**SUBJECT:** March Social Overview

### **SOCIAL MEDIA: STRATEGIC OVERVIEW**

Contact Brant offers an essential service for families in the Brant County area as the main point of contact for resources. We are creating a consistent and cohesive approach to communications online, so the target audience knows what to expect from Contact Brant as an organization.

The goal is to both grow the community via social media and reach and increase engagement online. This strategy will build your following and use your content to create interest and increase traffic to your website.

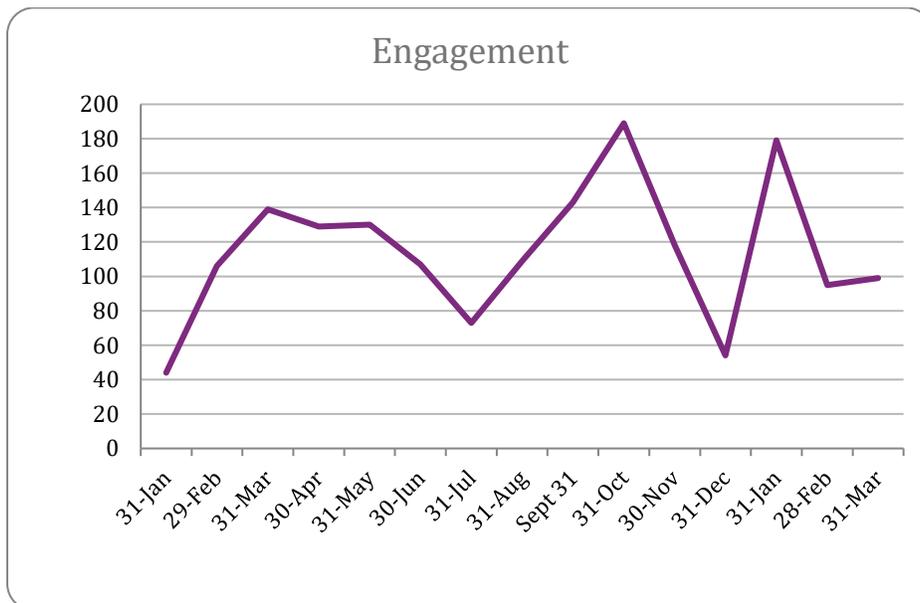
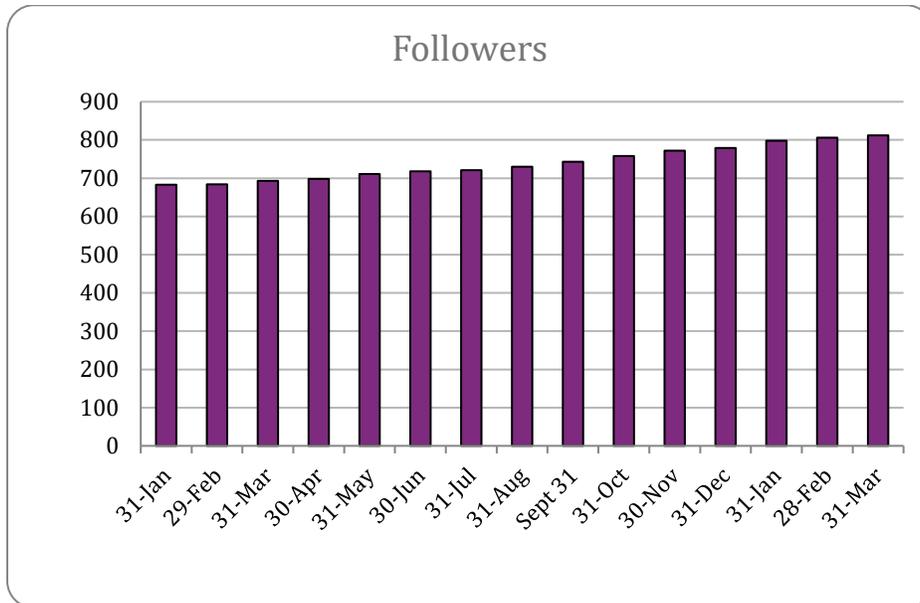
## RESULTS

### INSTAGRAM

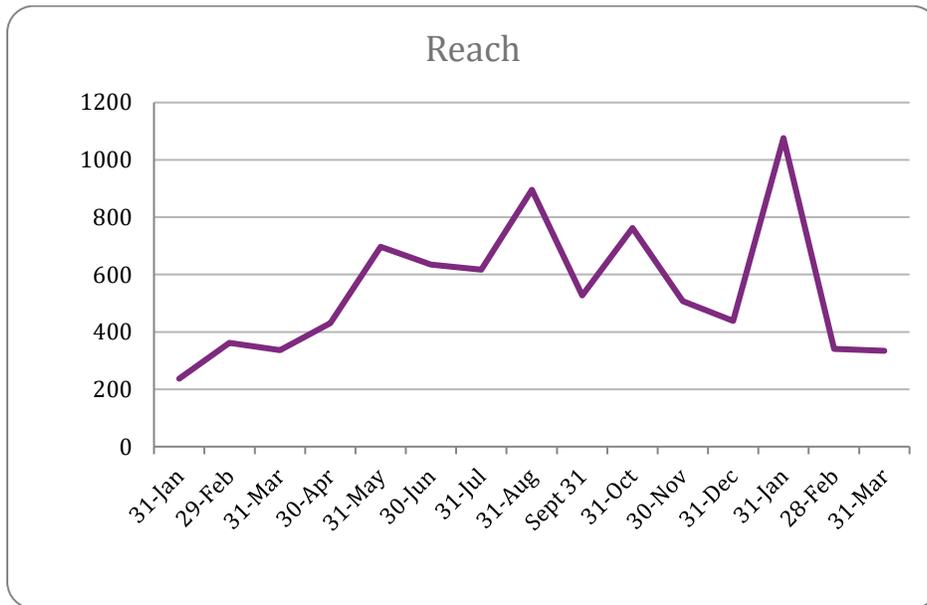
Followers (Community Growth) – 812

Engagement (Likes, shares, saves, comments) – 99

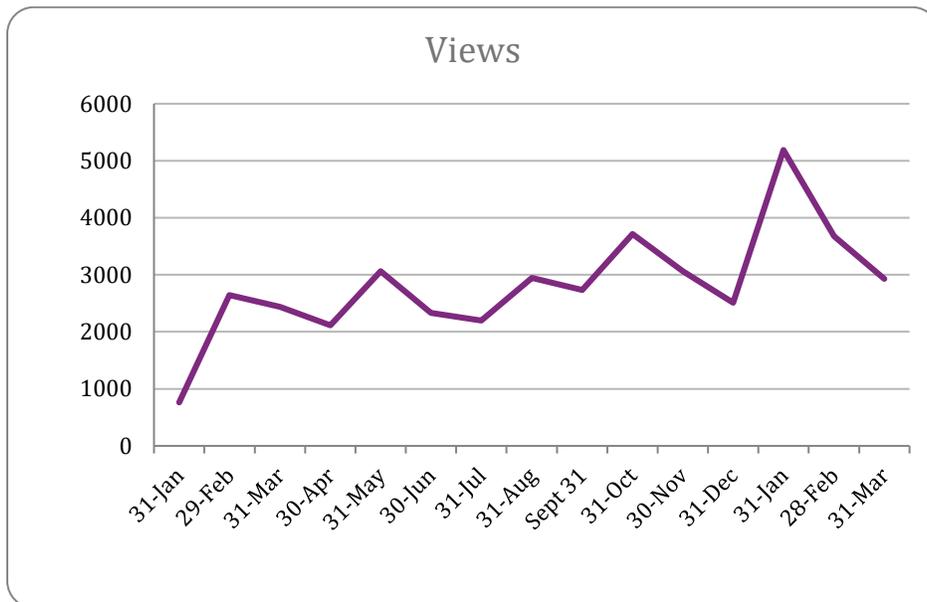
In March, followers continued to increase, resulting in 6 new followers. Engagement also increased in March.



Reach decreased in March. Reach also decreased from February 2024 to March 2024, which could indicate a pattern.



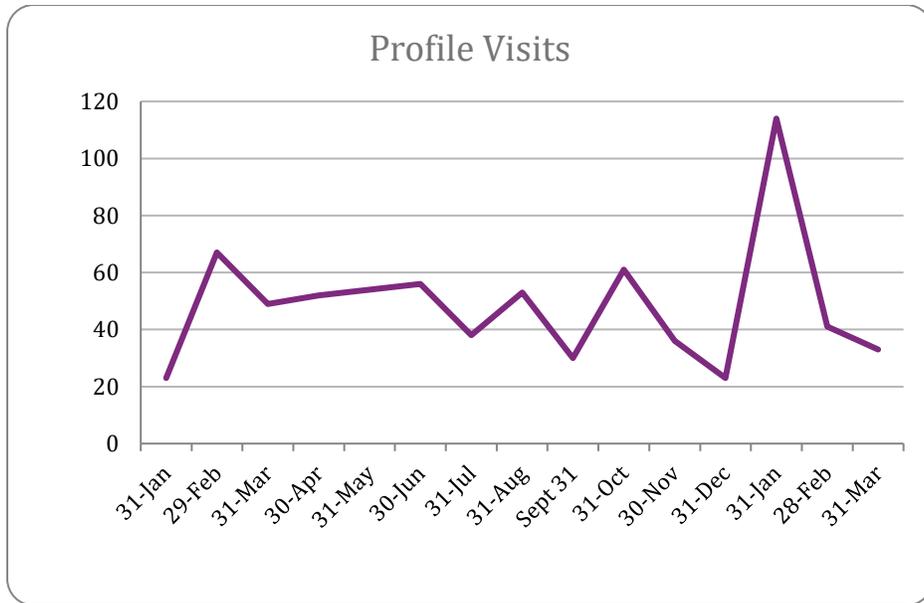
There were 2,927 views in March, which is lower than the number recorded for February.



To break down views further, 7.8% of accounts were non-followers and 92.2% were followers, this indicates that Contact Brant continues to be discovered by new users.

For March, we see that Impressions were much higher than reach, this means users are revisiting content/viewing it multiple times.

Profile visits decreased in March. We will continue to direct people to the profile via post captions to encourage profile visits. Link clicks decreased while engagement increased.



Here are some highlight posts in terms of engagement. This month there was a mix of content including the vendor post for the Women in Business Expo, the World Autism Day flag raising post, and a post about the FASD support group.

www.womeninbusinessexpo.ca

**WOMEN IN BUSINESS Expo**

Celebrate with me,  
**I'M A VENDOR**  
At The Women in Business Expo!

March 8th, 2025 from 10-4

contact\_brant Contact Brant will be attending the Women in Business Expo!

Come visit us to learn more about Contact Brant and to support your local women-owned businesses, services and products!

Check out the details below:  
♥ When: March 8th, 2025  
♥ Where: Marriott/Affinity Conference Centre, 30 Fen Ridge Ct in Brantford  
♥ Time: 10AM - 4PM

👉 This event is FREE TO ATTEND! 🎉

There will be over 50 vendors, 6 guest speakers, swag bags for the first 100 attendees, giveaways and more!

Come celebrate International Women's Day by supporting our local businesswomen. 🌟

#ContactBrant #brant #brantford #brantcounty #brantfordontario #brantfordmom #brantcommunity #brantfordbrant #brantfordcounselling #parentingtips #momlife #communityservices #youthservices #autismsupport #developmentaldisability

Liked by candacehuntly and 14 others

**BRANTFORD CELEBRATES**

**WORLD AUTISM DAY APRIL 2**

contact\_brant Join us in Harmony Square for the flag raising ceremony in honour of World Autism Day!

We'll be joining @city\_of\_brantford, @granderiedsb, @crossingallbridges, @woodviewmhas, and @lansdownechildren.

Let's join together to raise awareness about autism, to provide support, and to advocate for those on the autism spectrum.

See you on Wednesday! 🌟

#ContactBrant #brant #brantford #brantcounty #brantfordontario #brantfordmom #brantcommunity #brantfordbrant #brantfordcounselling #niagararegion #parentingtips #momlife #communityservices #youthservices #autismsupport #developmentaldisabilitiesh #developmentaldisability #autismspectrumdisorder #autism #CelebrateTheSpectrum

**Did You Know?**

Peer to peer support is available for those caring for a child or youth who has, or is suspected of having, FASD.

contact\_brant Peer to peer support is available for those caring for a child or youth who has, or is suspected of having, FASD.

When: The second Wednesday of the month  
Time: 6:00PM - 7:30PM  
Where: Contact Brant, 255 Colborne St., Brantford

By attending this support group, you will...

- ♥ Meet other parents and children who face similar challenges
- ♥ Find encouragement and emotional support
- ♥ Learn strategies to help your child at home and school
- ♥ Learn how to access resources in the community

For more information email fasdbrant@contactbrant.net or call 519-758-8228 ext. 236

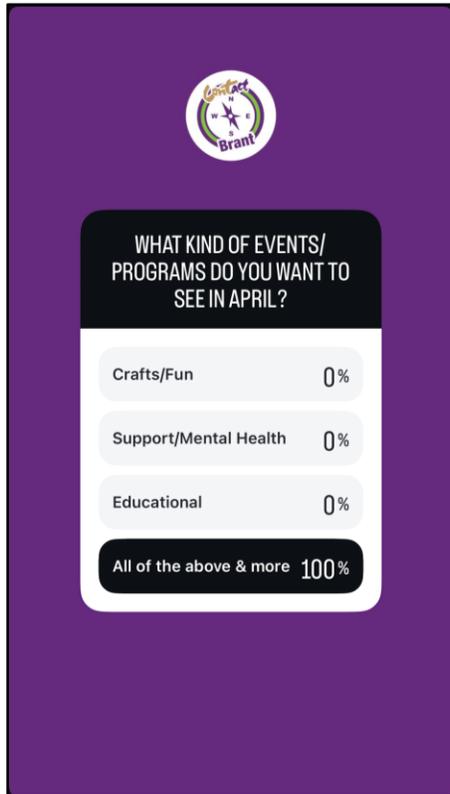
👉 In partnership with @healthnexusante

#ContactBrant #brant #brantford #brantcounty #brantfordontario #brantfordmom #brantcommunity #brantfordbrant #brantfordcounselling #niagararegion #parentingtips #momlife #communityservices #youthservices #fasdsupport #fetatalcoholicspectrumdisorder #ontario

Liked by candacehuntly and 9 others  
7 days ago

In addition to daily posts, we have also been sharing content to Stories, these posts expire after 24 hours. We have been sharing the in-feed posts to Stories and have also been sharing posts for select days as well as questions or polls every Monday.

Here are some of the highlighted Stories, all of these posts had engagement such as likes and votes.



**mobilemend** SAVE & SHARE : 2ND ANNUAL FREE BRANTFORD EASTER HUNT EVENT!!

The graphic features a map of Brantford with various neighborhood stops marked for an Easter hunt. The stops include: ECHO PLACE (1st stops), EAGLE PLACE (2nd stops), WEST BRANT (3rd stops), DOWNTOWN (4th stops), and HOLMESDALE (5th stops). A central map shows locations like King George, London, Eagle Place, West Brant, and Holmesdale. Text on the graphic includes '2ND ANNUAL FREE EASTER HUNT EVENT IN BRANTFORD' and 'APRIL 15TH 11AM - 3PM'.

**THE BASEMENT**

APRIL 1	<b>CLOSED</b>
APRIL 3	Dinner: Salad Bar Craft: Bead Animals Gym (6-8:30) & Rockwall (6-7)
APRIL 8	Dinner: Chicken Alfredo Craft: DIY Bookmarks Gym (6-8:30) & Rockwall (6-7)
APRIL 10	Dinner: Sloppy Joes & Cream Corn Craft: Bracelets Gym (6-8:30) & Rockwall (6-7)
APRIL 15	Dinner: Grilled Cheese Craft: Melting Beads Gym (6-8:30) & Rockwall (6-7)
APRIL 17	Dinner: Ham & Scalloped Potatoes Craft: Bunny & Chick Macrame Gym (6-8:30) & Rockwall (6-7)
APRIL 22	Dinner: Chesy Potatoes Craft: DIY Pins Gym (6-8:30) & Rockwall (6-7)
APRIL 24	Dinner: Lasagna & Garlic Bread Craft: Bead Animals Gym (6-8:30) & Rockwall (6-7)

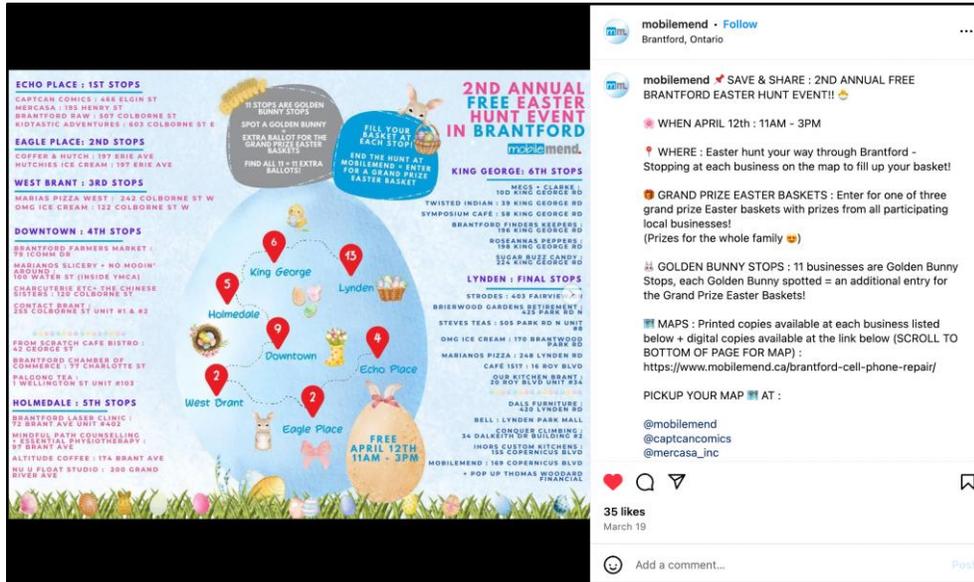
@thebasementbgcb



## MENTIONS

There was one mention on Instagram in March, which was a post by Mobile Mend about the annual Easter Egg Hunt that is coming up in late April.

MobileMend has 1,690 followers, we share this as it demonstrates their reach.



## X (FORMERLY TWITTER) CONTACT BRANT ACCOUNT

Followers – 1291

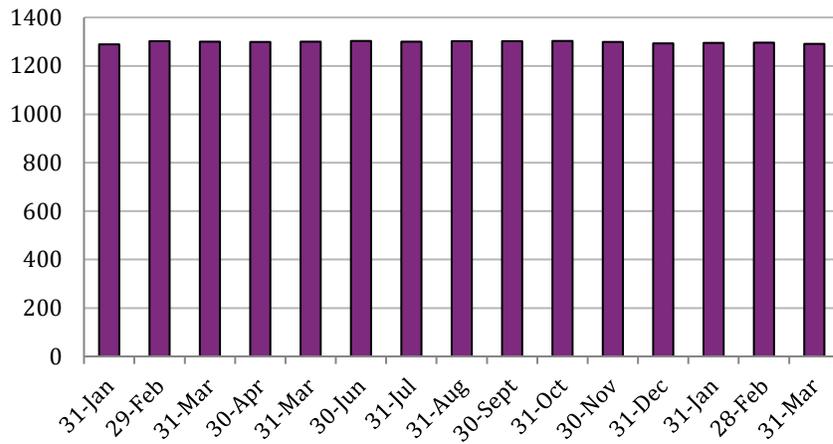
Engagement – 13

Impressions – 2,787

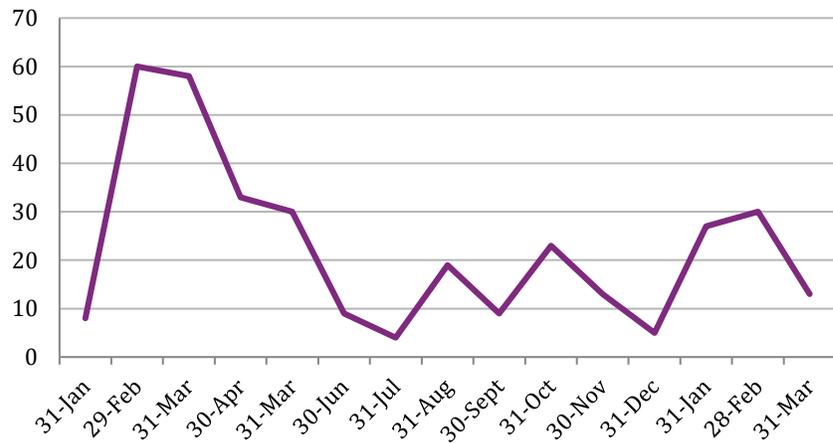
Followers, engagement and impressions decreased. The decrease across metrics could be due to various reasons, for example, changing social media habits. We have also seen users leaving the platform due to political affiliations, so this could be another reason for the current drop in the metrics.

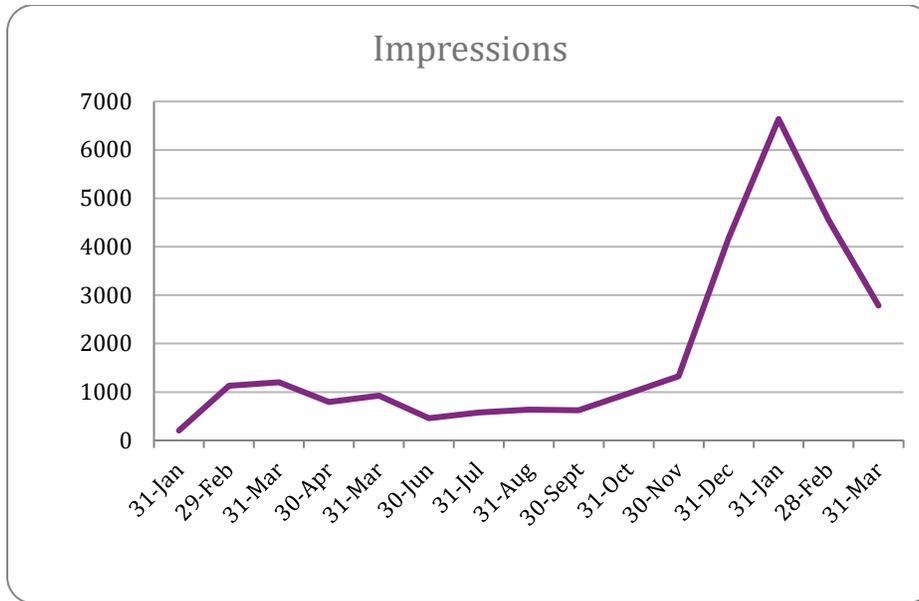
We will continue to monitor X and as mentioned in the previous report, we have also joined Bluesky and will continue to post there as well.

### Followers



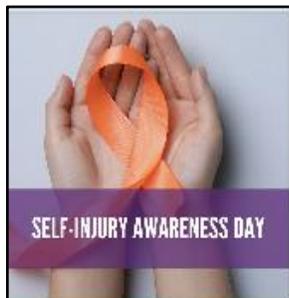
### Engagement





Here are a few of the top posts, all of these had link clicks:

1. A post about Self-Injury Awareness Day and the relevant sources available on the community website
2. A post about Your Guide.

 <p><b>SELF-INJURY AWARENESS DAY</b></p>	<p><b>MAR 1, 2025</b> <b>9:00 AM</b></p> <p>Today is Self-Injury Awareness Day. Our community information website also lists...</p>
 <p><b>DID YOU KNOW?</b></p> <p>Your Guide is a list of free workshops, courses, groups, and events, which can be found under the "Families" tab on the Contact Brant website.</p>	<p><b>MAR 11, 2025</b> <b>9:01 AM</b></p> <p><b>#ContactBrant works with community agencies in Brant to coordinate Your Guide...</b></p>

## FACEBOOK

Followers – 733

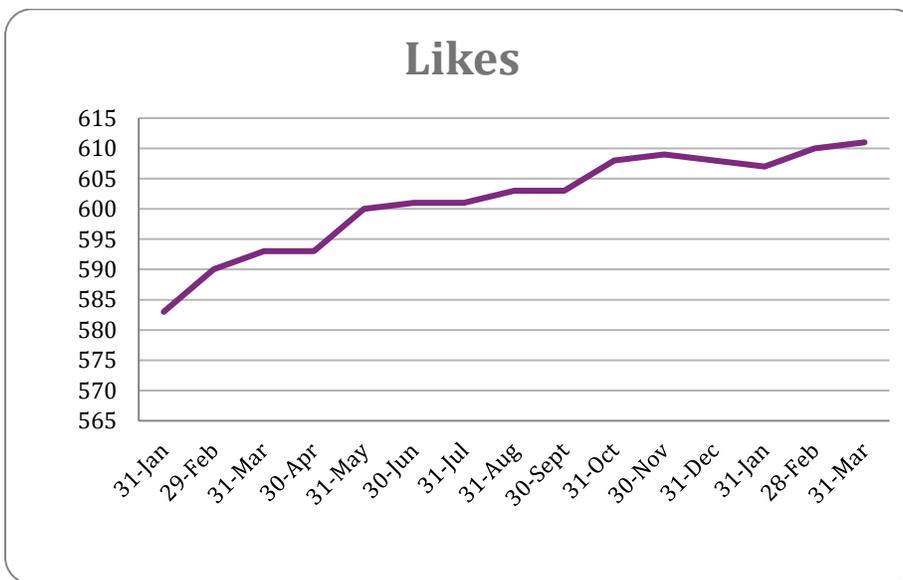
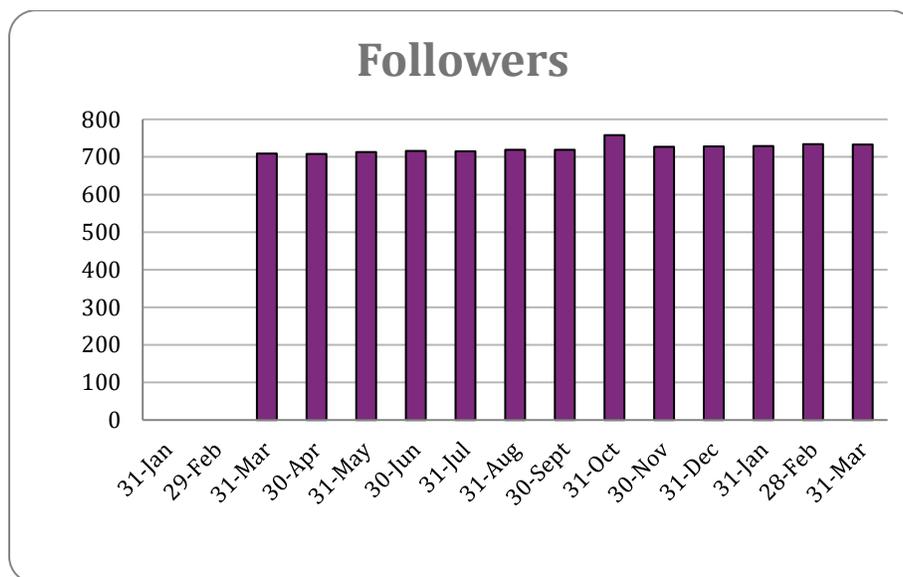
Page Likes – 611

Reach – 930

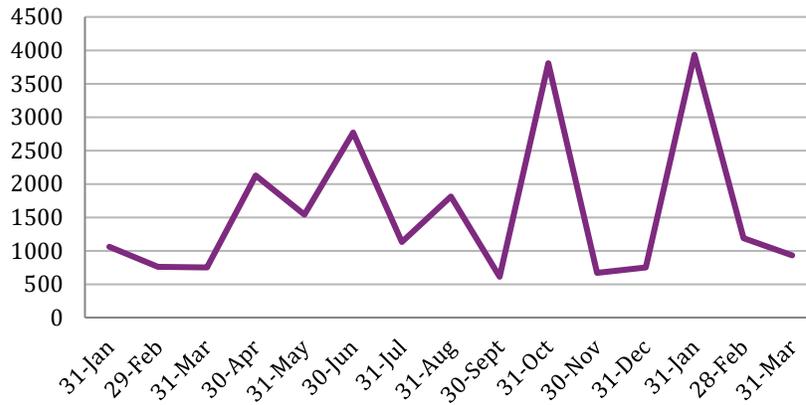
Impressions – 1,588

Page Views – 64

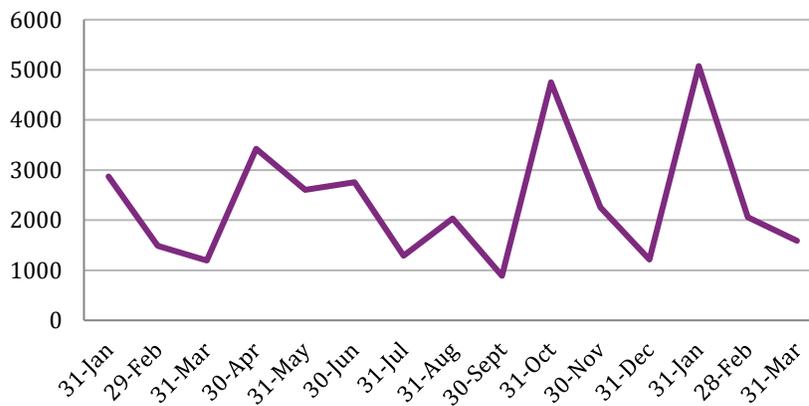
Page likes increased, while followers, reach, impressions, and page views decreased. Again, this could be due to various reasons. In 2024, we also saw a decrease across several metrics, which could indicate that this is a pattern each year.

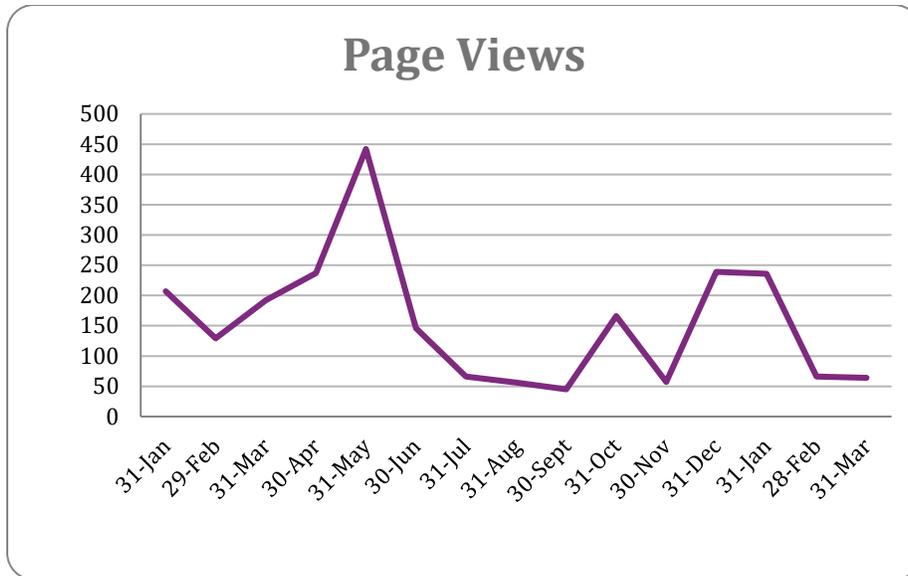


### Reach



### Impressions

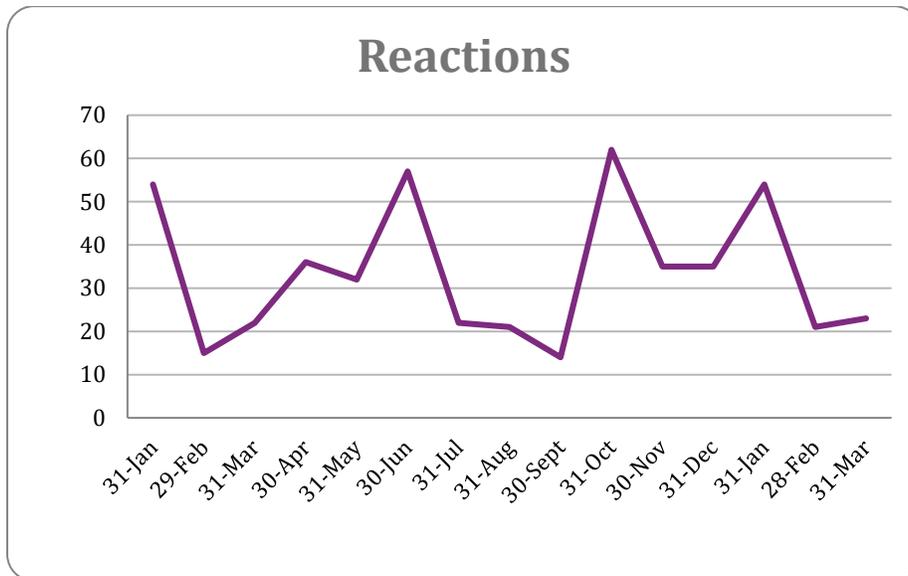


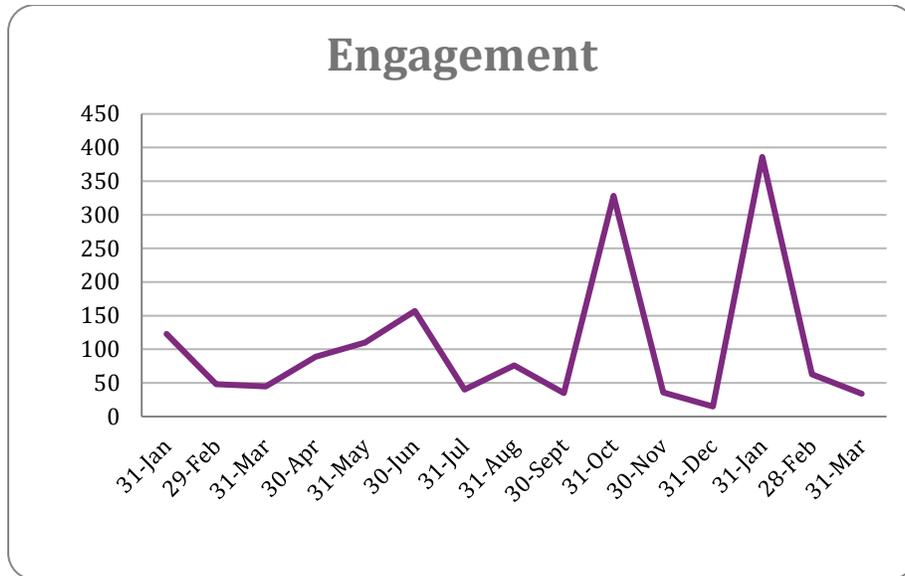


Reactions – 21

Engagements – 63

Reactions and engagement decreased, again, this could be due to the reasons highlighted above.





## MENTIONS

Mobile Mend tagged Contact Brant in a few posts on Facebook this month, both of which were about the Brantford Easter Hunt in April. Please see below.

**MobileMend Brant & Norfolk Phone Tablet & Computer Services** is in Brantford. ...  
March 19 at 5:50 PM · 🌐

📌 SAVE & SHARE : 2ND ANNUAL FREE BRANTFORD EASTER HUNT EVENT!! 🐰

🌸 ... See more

**2ND ANNUAL FREE EASTER HUNT IN BRANTFORD**  
MADE POSSIBLE BY MOBILEMEND & FELLOW LOCAL BUSINESSES

**15 STOPS ARE GOLDEN BUNNY STOPS**  
SPOT A GOLDEN BUNNY EXTRA BALLOT FOR THE GRAND PRIZE EASTER BASKET!  
FIND ALL 15+ EXTRA BALLOTS!

**FILL YOUR BASKET AT EACH STOP!**  
END THE HUNT AT MOBILEMEND - ENTER FOR A GRAND PRIZE EASTER BASKET!

**1ST STOPS**  
1. 466 ELGIN ST  
HENRY ST  
2. 507 COLBORNE ST  
VENTURES : 603 COLBORNE ST E

**2ND STOPS**  
3. 197 ERIE AVE  
CREAM : 197 ERIE AVE

**3RD STOPS**  
4. 242 COLBORNE ST W  
5. 122 COLBORNE ST W

**4TH STOPS**  
6. BRAMBERS MARKET :  
7. CERY + NO MOONIN' (INSIDE YHCA)  
8. TCO THE CHINESE COLBORNE ST  
9. ST UNIT #1 & #2

**5TH STOPS**  
10. CAFE BISTRO :  
11. CHAMBER OF CHARLOTTE ST  
12. ST UNIT #103

**6TH STOPS**  
13. DENTAL CLINIC : UNIT #402  
14. COUNSELLING PSYCHOTHERAPY :  
15. 174 BRANT AVE  
16. 200 GRAND

**17TH STOPS**  
17. KING GEORGE :  
18. TWISTED INDIAN : 39 KIL  
19. SYMPOSIUM CAFE : 58 KIL  
20. BRANTFORD FINE  
21. ROSEANNA  
22. SUGAR  
23. 224 KIL

**18TH STOPS**  
24. LYNDEN : F  
25. STRODES : 403  
26. BRIERWOOD GARDENS  
27. STEVES TEAS : 505 P.  
28. OMG ICE CREAM : 171

**19TH STOPS**  
29. MARIANOS PIZZA : 121  
30. CAFE 1937  
31. OUR KIL  
32. 20 BOY

**20TH STOPS**  
33. DALLAS  
34. BELL : LYND  
35. CONQUER  
36. 34 DALKETH  
37. IHORS CUST  
38. 158 COP  
39. MOBILEMEND : 165 COP  
40. POP UP THOS

**21ST STOPS**  
41. CAPTCAN COMICS  
42. MERCASA  
43. BRANTFORD PAW  
44. KIDTASTIC ADVENTURES  
45. COFFER & HUTCH  
46. HUTCHIES ICE CREAM  
47. MARIAS PIZZA WEST  
48. OMG ICE CREAM  
49. BRANTFORD FARMERS MARKET  
50. MARIANOS SLICERY  
51. NO MOONIN' AROUND  
52. CHARCUTERIE ETC  
53. THE CHINESE SISTERS  
54. CONTACT BRANT  
55. INSPIRED BALLOON BAR

**22ND STOPS**  
56. STROD  
57. BRIERWOOD  
58. RETIREM  
59. STEVES  
60. MARIANOS  
61. CAFE I  
62. OUR KITCHEN  
63. DALLS FURN  
64. CONQUER  
65. IHORS CUSTOM  
66. MOBILEM  
67. THOMAS WOODAS  
68. BATHUB  
69. TRU LEAF

**23RD STOPS**  
70. TAG US IN YOUR PICTURES!  
71. PARE  
72. THE HUN  
73. HAS B  
74. CREATS  
75. THE M  
76. EFFICIENT  
77. FROM ST  
78. STO

**24TH STOPS**  
79. RAND PRIZE EASTER BASKETS.  
80. BIRTH OF GIFTS IN EACH FROM LOCAL BUSINESSES FOR THE WHOLE FAMILY!  
81. OUR HUNT AT MOBILEMEND TO ENTER  
82. GOLDEN BUNNY BALLOTS AS EXTRA ENTRIES  
83. ENTRIES WILL BE DRAWN ON SOCIAL :  
84. @ MOBILEMEND BRANT & NORFOLK TABLET & COMPUTER SERVICES  
85. INSTAGRAM @MOBILEMEND

**25TH STOPS**  
86. You and 10 others  
87. 1 comment 11 shares

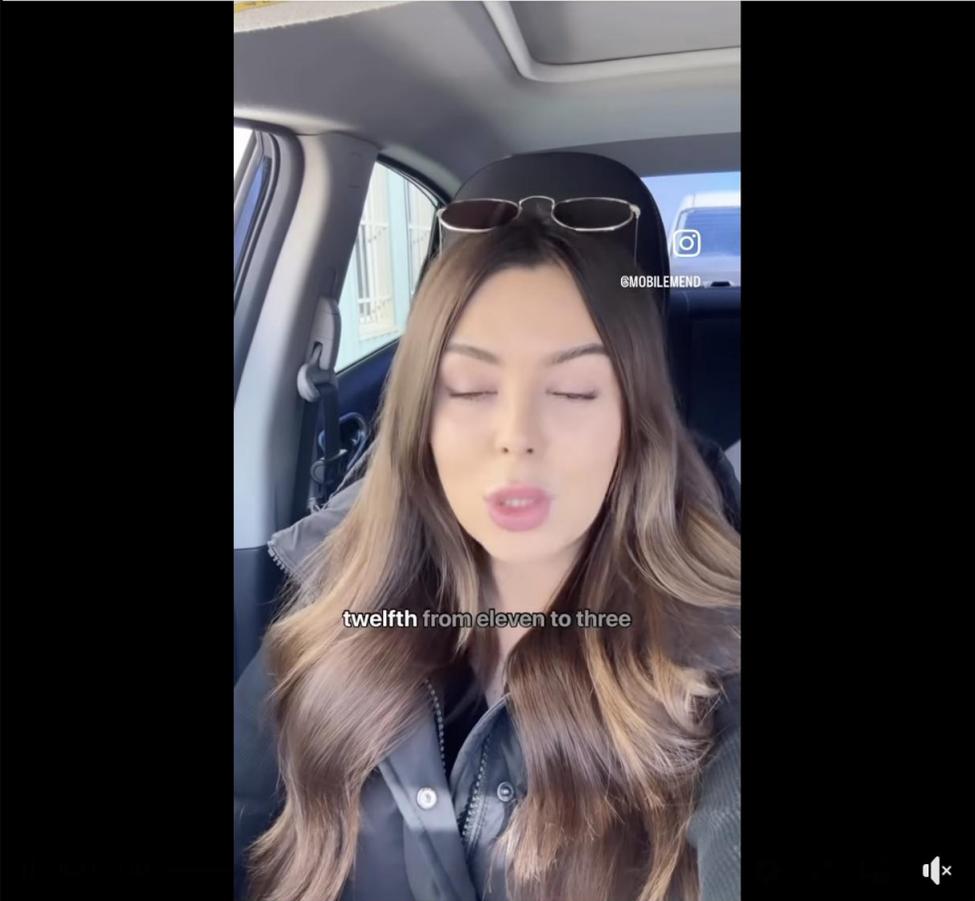
**26TH STOPS**  
88. Like Comment Share

**27TH STOPS**  
89. Author  
90. MobileMend Brant & Norfolk Phone Tablet & Computer Services  
91. @followers  
92. 1w Like Reply

**28TH STOPS**  
93. Comment as Contact Brant

 **MobileMend Brant & Norfolk Phone Tablet & Computer Services** is in Brantford. ...  
March 18 at 4:04 PM · 🌐

2ND ANNUAL FREE BRANTFORD EASTER HUNT EVENT!! 🐣 ... See more



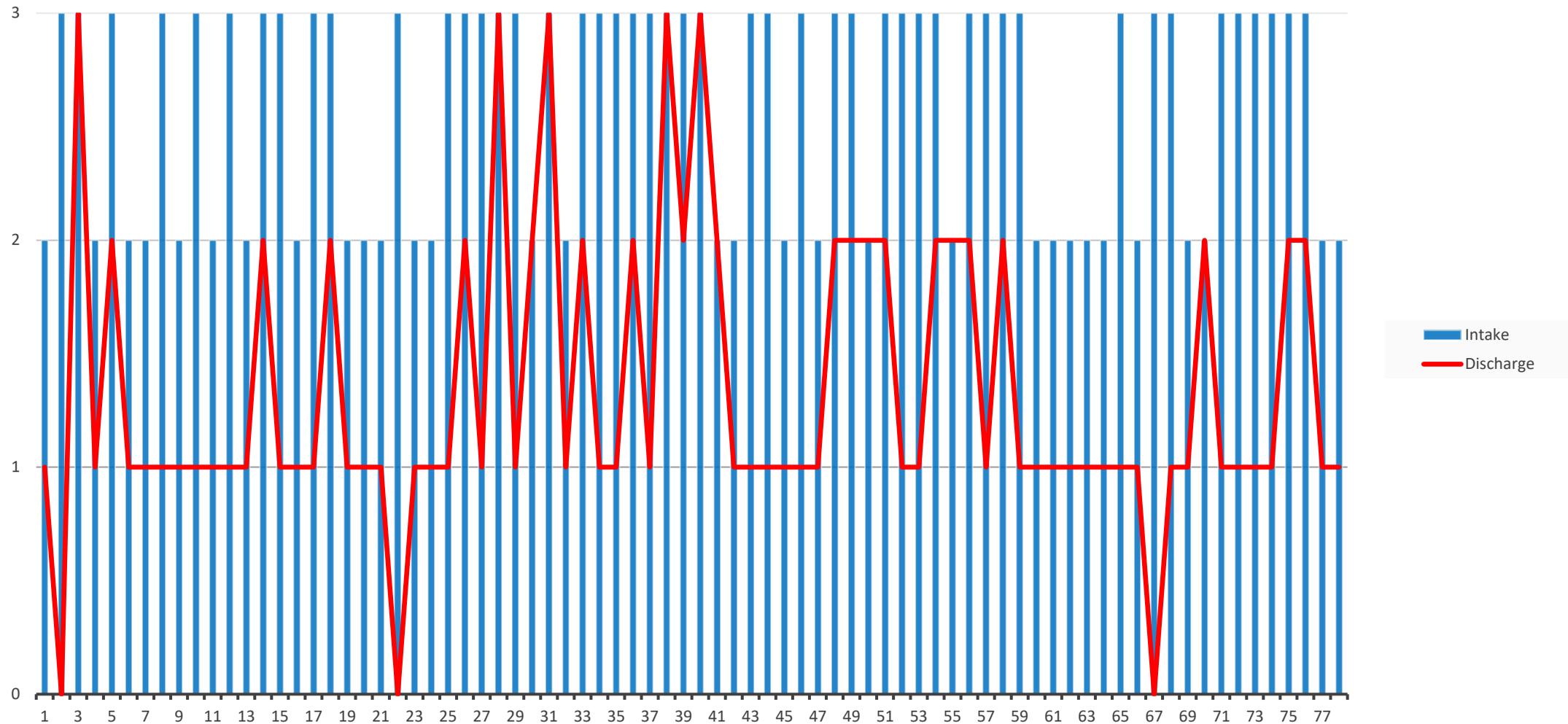
You and 26 others      12 comments   30 shares

 Like       Comment       Share



# CANS Outcomes - Intake vs. Discharge Change in Targeted Risk Factor Rating

Q4 - January 1, to March 31, 2025



CLIENT NUMBER



## **Policy Review Committee Recommendations to the Board**

April 22, 2025

Revisions have been made to both the Consent Policy and the Privacy and Confidentiality Policy, primarily to remove duplications in the policies and keep each policy specific to its name.

The two Information Services policies have been revised, primarily to add the title of Lead Community Navigator.

All policies have the changes highlighted.

**Recommendation:** Approve the following revised policies as presented:

1. Privacy and Confidentiality Policy
2. Consent Policy
3. Information Services Policy
4. Inclusion/Exclusion Policy

***Decision***

The Board annually review its By-Laws and makes any recommended changes at least one month prior to the AGM Business Meeting.

The current By-Laws were last revised in May 2023. No current recommendations for changes have been made.

**Recommendation:** Approve the current By-Laws.

***Decision***



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 10**

**REVISED: April 2025**

October 2022; April 2021; November, 2020; August 2018; April 2018; October 2017; February 2016, September 2015; December 2014

**PAGE: 1 of 13**

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### PRIVACY AND CONFIDENTIALITY POLICY

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#### **PREAMBLE**

Confidentiality is at the heart of the professional-client relationship, and a relationship of trust leads to better service. Where clients have the opportunity to consent to collection, use or disclosure, they can be secure in their belief that confidentiality will be maintained, which enhances the relationship of trust.

Contact Brant recognizes the importance of privacy and the sensitivity of the personal information service participants give us about themselves and their families to allow us to provide services.

Our Consent Policy ensures that consent is secured, and the purposes of collection, use and disclosure are made clear to each client.

Our Privacy and Confidentiality Policy sets professional expectations for making clients fully aware of our privacy and confidentiality practices, disclosure, safeguarding and managing personal information, as well as digital communications; client access to and correction of personal information; and processes for any breach of privacy.

~~This policy recognizes that appropriate sharing of information to plan and provide services is essential for creating successful outcomes for children and families.~~ Contact Brant collects personal information about clients through the intake, referral and service coordination processes directly from clients and their parents/another person authorized to act on their behalf, as well as from other sources/professionals. ~~if we have obtained consent to do so or if the law permits.~~ Contact Brant facilitates the effective access to appropriate services through the disclosure of information with informed consent, and maintains a record of personal information and contacts with all clients served.

Contact Brant follows legislation, including but not limited to the Child, Youth and Family Services Act (CYFSA), the Personal Health Information Protection Act 2004 (PHIPA), and the Canadian Anti-Spam Legislation. The CYFSA references 'personal information' while PHIPA specifies 'personal health information' - our privacy practices are intended to cover all personal information collected about clients.

The Child Youth and Family Services Act, Section X, regarding Personal Information, was developed to protect the privacy rights of children, youth and their families; to clarify how personal information can be collected, used and shared; and to enable the better use of data to understand sector outcomes. The paramount purpose of the CYFSA is to promote the best interests, protection and well-being of children. It recognizes that appropriate sharing of information to plan and provide services is essential for creating successful outcomes for children

and families. Children and youth receiving services under the CYFSA have rights, including the right:

- To express their views freely and safely about matters that affect them
- To be consulted on the nature of the services provided and participate in decisions about services provided to them
- To raise concerns or recommend changes to their services, and to receive a response without interference or fear of coercion, discrimination or reprisal.

Under the Personal Health Information Protection Act, Contact Brant is a **Health Information Custodian** (HIC) as defined in PHIPA. A Health Information Custodian is responsible for collecting, using and disclosing personal health information on behalf of clients, when that personal information:

- Relates to an individual's mental or physical condition, including family medical history,
- Relates to the provision of care to the individual,
- Is a plan of service for the individual,
- May include the individual's health number (when required by a provider)
- Identifies a health care provider or a substitute decision-maker for the individual.

The CYFSA and PHIPA are very similar in their expectations for the manner in which personal information (CYFSA) or personal health information (PHIPA) may be collected, used and disclosed. Contact Brant follows PHIPA related to the collection, use and disclosure of personal health information, and follows the CYFSA related to the collection, use and disclosure of personal information that is not defined as personal health information.

Collection means to gather, acquire, receive or obtain personal information by any means from any source (verbally, written, or electronic). Collection can be direct from the person to whom the information relates or their substitute decision-maker, or indirect from a third party.

Use means to handle or deal with the information **in the custody or** under the control of Contact Brant (e.g., review a file for continuity between staff; review information when meeting with a family, providing the information to a supervisor or other employee when reasonably necessary for carrying out that purpose). Use does not include disclosure.

Disclosing or sharing means making the information in Contact Brant's custody available to another service provider or person. Consent for disclosure must be explicit, either written or verbal, and must be recorded within the client's EMHware record.

Where federal laws such as the Criminal Code or Youth Criminal Justice Act prohibit disclosure of personal information, they prevail over CYFSA and service providers cannot disclose information. The YCJA publication ban overrides consent and access to information as laid out in PHIPA.

The personal information that we collect may include, but is not limited to:

- Race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual
- Education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which

the individual has been involved

- Any identifying number, symbol or other particular assigned to the individual
- Address, telephone number, fingerprints or blood type of the individual
- Correspondence sent to a service provider by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence
- The personal opinions or views of the individual except where they relate to another individual
- The views or opinions of another individual about the individual
- The individual's name where it appears with other personal information relating to the individual, or where the disclosure of the name would reveal other personal information about the individual
- An individual's health card number – Note: A health card number can only be shared with health care providers that require this number for their provision of service.

Personal Information can be recorded or unrecorded information about an identifiable individual.

*Recorded Information* is information recorded in any format, such as paper records and notes, electronic records, photographs, or videos.

*Unrecorded Information* is collecting information that is not recorded, such as information collected through a phone call or an intake interview. An individual can be identified if:

- Information reveals something of a personal nature about the individual, or
- It is reasonable to expect that an individual can be identified from the information (either alone or by combining it with other information).

CYFSA and PHIPA also set out rules regarding privacy and access to personal information. With limited exceptions, Contact Brant must have consent to collect, use or disclose personal information, must take steps to safeguard this information, and must notify people if there is a breach of their privacy. Contact Brant must give individuals access to their records of personal information on request, subject to limited exceptions, and must respond to requests for correction of inaccurate or incomplete records.

### General Privacy Principles

Privacy legislation is based on internationally accepted standards, including:

- **Accountability:** An organization is responsible for personal information under its custody or control.
- **Identifying Purposes:** Organizations must identify purposes for personal information collection before collecting.
- **Consent:** Knowledge and consent for the collection, use and disclosure of personal information is required.
- **Limiting Collection:** Personal information collection must be limited to what is necessary for purposes identified and collected by fair and lawful means.
- **Limiting Use, Disclosure, and Retention:** Personal information must be used and disclosed only for the purposes for which it was collected unless consent is provided or otherwise permitted by law. Personal information should only be retained as long as necessary to fulfill the organization's stated purposes.

- **Accuracy:** Personal information must be as accurate, complete and up-to-date as needed for the purposes it is being used.
- **Safeguards:** Personal information must be protected by security safeguards appropriate to the sensitivity of the information.
- **Openness:** Organizations must make information about its policies and practices relating to personal information management publicly and readily available.
- **Individual Access:** Upon request, individuals must be informed of the existence, use and disclosure of their personal information and be given access to that information. Individuals can also challenge the accuracy of their personal information and request amendments, as appropriate.
- **Challenging Compliance:** Individuals must have the right to challenge compliance of the organization with the above privacy principles.

Also refer to the Contact Brant Consent Policy, AD-02. The Contact agencies consulted with Lonny Rosen, LLP, to develop our Consent and Privacy policies.

*In this policy we use the terminology 'personal information' to include both 'personal health information' and 'personal information' described in both PHIPA and CYFSA. The term 'Contact Brant' is used in this policy statement and procedures to reflect Contact Brant employees, students and volunteers.*

## **POLICY**

Contact Brant is a Health Information Custodian (HIC) and will adhere to the expectations set out in the Personal Health Information Protection Act, as well as the Child Youth and Family Services Act, to collect, use and disclose personal information in order that clients can access programs and services.

Contact Brant respects privacy and holds personal information confidential. Contact Brant will:

- Ensure knowledgeable consent and purposes for the collection, use and disclosure of personal information
- Ensure people are made fully aware of our confidentiality and privacy practices
- Limit collection, use and disclosure to what is necessary for purposes identified
- Ensure personal information is as accurate, complete and up-to-date as needed for the purposes it is being used
- Take all reasonable measures to safeguard personal information in our custody and control
- Recognize client's rights for access to and correction of personal information
- Identify and address any breach of privacy.

## **PROCEDURES**

1. In accordance with CYFSA and PHIPA, Contact Brant follows legislative standards for collecting, using, and sharing personal information to protect the confidentiality and privacy of individuals with respect to that information and takes reasonable steps to safeguard the information we maintain while facilitating the effective provision of services.

2. Personal information includes any identifying information about an individual in oral, paper and/or electronic form that relates to:
  - The physical or mental health of an individual including their medical, clinical, and psychological history; social or demographic information; and family-related information
  - Providing care, including identifying a provider of care
  - Identifying a substitute decision-maker
  - An individual's health card number
  - Any observation, assessment, care, or service that is carried out or provided to treat or maintain an individual's physical or mental condition, prevent injury or to promote health.
3. Informed Consent will be obtained for the collection, use, and disclosure of personal information unless legally obligated to do so without consent. Personal information will not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law.  
Refer to the *Consent Policy, AD 02*.
4. Even with consent, there are three limits on when and how much personal information can be collected, used or disclosed. Contact Brant must:
  - i. Ensure, to the best of their knowledge, that the collection, use or disclosure is necessary for a lawful purpose.  
For example, even if a client gave consent to use their personal information "in any way you please," you may only use it where necessary for a lawful purpose.
  - ii. Only collect, use or disclose as much personal information as is reasonably necessary to provide a service.  
For example, some service providers request Ontario Health Insurance Plan (OHIP) numbers; it is appropriate to collect this information with consent, but it can ONLY be shared with that service provider.
  - iii. Do not collect, use or disclose personal information where non-personal information will serve the same purpose.  
For example, if applying for a grant and needing evidence of successful client outcomes, provide de-identified or statistical information. In this case, there would be no need to disclose clients' personal information in the application.
5. In accordance with professional standards, Contact Brant will maintain a record of services and contacts with all clients served. (Refer to *AD 09 - Retention of Records Policy*.) Records containing personal information include but are not limited to:
  - The Intake Report that includes information that a client has provided or authorized us to receive
  - Referral information
  - Service and transition plans, including Coordinated Service Plans
  - Assessments including the interRAI, or assessments completed by others
  - Consent forms or Documentation of verbal or written consent
  - Confirmation of diagnoses
  - Case notes that outline direct contacts and services provided
  - Service-related communication.
6. Unauthorized use/review of information is not allowed.

- Access to personal information, including the review of client records, whether in electronic or written form, is **restricted to a “need to access” basis**.
  - Contact Brant staff, students and volunteers, only have the authority to access the client’s records in accordance with their unique roles and responsibilities. Reading records for reasons not related to the performance of their duties is an unauthorized use of information and is not permitted under legislation.
  - Snooping due to curiosity about a familiar name or any other reason not related to the performance of duties is not allowed. Any snooping is cause for disciplinary action, **up to and including termination**.
7. The CEO **and Managers** may access any record to review staff work or client information in accordance with their roles and responsibilities.

### Disclosure of Personal Information

8. Contact Brant will operate in a culture of privacy. Contact Brant will never discuss information unnecessarily with **others internally or externally. employees, students or volunteers.**
9. Contact Brant will take all reasonable steps to ensure that information is as accurate, complete, and up-to-date as possible. When disclosing information, recipients will be informed of any limitations on its accuracy, completeness, or up-to-date character.
10. Staff should inform clients they have an obligation to disclose information where a person is deemed to be at risk. *(Also refer to the next section, Collection of Disclosure of Information Without Consent):*
- Disclosure to Children’s Aid Societies: The information shared should only include the facts and circumstances surrounding the worker’s observations and the informant’s statements.
  - Disclosure to Police: A warrant is required to allow disclosure of information to police. If police request information, disclosure is not required unless a clear duty to report exists.
  - Disclosure to a parole officer: Information can only be shared with express consent or pursuant to a court order.
11. Disclosure of personal information must be documented in EMHware Contacts. **It is also recorded in the Referral tab when a referral is sent through EMHware.**
12. Employees, students and volunteers will sign a Confidentiality Statement and Promise of Commitment at hire. ~~to commit to protect the confidentiality of the information; protect the privacy of individuals with respect to that information; facilitate the effective provision of services through appropriate collection, use, and disclosure of information; and safeguard the information.~~ If an individual discloses or fails to take reasonable efforts to protect confidential information, they will be subject to disciplinary action up to and including termination.
13. Employees, students and volunteers will not disclose any information during or after ceasing employment or placement at Contact Brant to any third party for any reason, except with informed consent by the appropriate person.

## Collection, Use or Disclosure of Information without Consent:

14. Employees will consult with the CEO or designate prior to releasing any information without consent. The CEO may wish to consult with the corporation's lawyer.
15. Information can be used or disclosed, even if an individual has explicitly instructed otherwise, if reasonably necessary to assess, reduce, or eliminate a risk of serious harm to any person.
16. Documentation must be completed in EMHware Contacts, outlining what information was disclosed, when and to whom, along with the reason.
17. Situations that may require disclosure without consent include:
  - Where Contact Brant suspects or has reasonable grounds to suspect a child/youth is at risk of serious harm and in need of protection, call the **Brant Family and Children's Services, or Ojwadeni:Dee, local Children's Aid Society** to report concerns. Wherever possible, the person providing the information should be informed that Contact Brant has a Duty to Report as outlined in the Child, Youth and Family Services Act.
  - Obeying a court order or another legal requirement. Contact Brant is not required to produce records if not named in the order.
  - Where the information is requested by the Public Guardian and Trustee or the Children's Lawyer, so that they may carry out their statutory functions.
  - To reduce significant risk of harm to self or others.  
Relevant personal information can be disclosed if it is believed, on reasonable grounds, that the disclosure is necessary to eliminate or reduce a significant risk of serious bodily harm to a person or group of persons.
    - Obtain more information from the child/family to further inform whether the child is posing a plausible or immediate threat (e.g., is there a plan for violent action, has the child taken any preparatory steps, has the child the capacity to act on the threat, etc.).
    - Request consent to talk to other service providers/the child's school to gather and share information.
    - Contract with the child to communicate with a person close to them, or allow the employee to communicate about the imminent risks.
    - Consult with a member of a Threat Assessment Team using non-identifying information to help assess whether the child is posing a threat (e.g., with the child's school Principal as outlined in the GEDSB/BHNCDSB *Threat Assessment Protocol*)
    - In the case of immediate threats and high-risk behaviours, the Threat Assessment Protocol should be considered, as outlined in the following table in the Community Threat/Risk Assessment Protocol:

<b>Worrisome Behaviours</b>	<b>High Risk Behaviours</b>	<b>Immediate Threat: Call 911</b>
Include but are not limited to: <ul style="list-style-type: none"> <li>• Violent Content:</li> <li>• Drawing Pictures</li> <li>• Writing stories/journals</li> <li>• Vague threatening statements</li> <li>• Unusual interest in fire</li> <li>• Significant change in anti-social behaviour</li> </ul>	Include but are not limited to: <ul style="list-style-type: none"> <li>• Possession of weapon/replica</li> <li>• Bomb threat plan</li> <li>• Verbal/written plan to kill/injure</li> <li>• Internet website threats to kill or injure self/others</li> <li>• Fire setting</li> <li>• Threatens violence</li> </ul>	Include but are not limited to: <ul style="list-style-type: none"> <li>• Weapon in possession that poses a serious threat to others</li> <li>• Plan for a serious assault</li> <li>• Homicidal/suicidal behaviour that threatens safety</li> <li>• Fire setting</li> </ul>

18. Contact Brant may disclose a client’s personal health information to other health care providers in their “circle of care” (refer to PHIPA legislation), when they need to know certain information to help provide a client with services, and we cannot gain consent in a timely manner.

The “circle of care” includes health care professionals (client’s physician, psychologist) or if the client is in hospital, the hospital staff. The circle of care does not include any health care provider who is not a part of the direct or follow-up team, a teacher or employee of a school board, a Children’s Aid Society, a medical officer of health or a board of health, an assessor under the Substitute Decisions Act, 1992 or any Ministry or Government Agency.

19. Contact Brant can:

- Use Personal Information for service planning purposes - Supporting system service planning is part of explicit consent that Contact Brant requests from each client. (System/service planning includes activities related to planning services, analyzing individuals’ personal information to allocate resources, and evaluating or monitoring programs and services).
- Use personal information for research purposes if a research plan is developed that meets requirements outlined in legislation, and approval of the research plan is obtained from a research ethics board that has at least five members, with at least one member that is knowledgeable in privacy issues. (Research is performing a methodical study in order to prove or disprove a hypothesis).
- Disclose personal information to a Prescribed Entity or a First Nations, Inuit or Métis person or entity (FNIM entity) for system/service planning purposes under certain circumstances, as listed in CYFSA.

20. Contact Brant must disclose personal information or a record to a Ministry Program Supervisor or Director who requests its disclosure as the funder of Contact Brant’s services and as outlined in service contracts and legislation.

21. The Youth Criminal Justice Act limits disclosure of children between the ages of 12 and 17 who have been convicted of criminal offences.

- A youth's voluntary self-disclosure of criminal behaviour or actions which have not received formal court involvement or charges under the YCJA, do not fall under these guidelines.
- Contact Brant would typically identify "police involvement".
- Contact Brant will not release any client information related to youth justice involvement or charges. All information received from the youth or others that would serve to identify the youth as having youth criminal justice involvement will not be released, including but not limited to identifying convictions, probation, and court diversion decisions.
- Contact Brant is permitted to record and store information related to the youth's criminal behaviour or charges as part of the delivery of services.
  - To ensure that this information is not shared, this information should only be noted in Contacts/Case Notes and never in the Intake Report or Coordinated Service Plan.
  - If the client's file was subpoenaed, the case notes identifying involvement with the YCJA must be redacted.
- Records which contain YCJA information will be destroyed when the youth turns 28 years of age.

### **Safeguarding and Managing Personal Information**

22. Contact Brant will take all reasonable steps to protect personal information by ensuring it is appropriately stored and protected against theft, loss and unauthorized use or disclosure; protecting against unauthorized copying, modification or disposal; and ensuring that all records are retained, transferred and disposed of in a secure manner. This includes, but is not limited to, electronic records, emails, written files and notes.

Safeguard measures include but are not limited to:

- Collecting information sent to the printer immediately.
- Private area for photocopying and printing.
- Not including personal information in emails, and encrypting documents sent by email.
- Locking desks, cabinets, filing systems, and offices where personal information is stored.
- Reasonable steps outlined in policies and procedures to protect personal information from theft, loss, unauthorized use/disclosure, and unauthorized copying, modification or disposal.
- Limiting faxing of personal information unless this is the required format of the recipient. A fax cover sheet will always be completed, clearly identifying the sender and recipient, as well as a warning that the information is confidential and intended for the named recipient only and to contact the sender if the communication is misdirected
- Using screensavers and individualized login and passwords to access computers, databases, portable devices. Passwords should be changed at least two times annually.

- Making electronic files accessible to employees off-site through password access - this must be used instead of transporting notes and files wherever possible.
- Only taking personal information out of the office when necessary and limiting this to needed information (for example, case conference minutes and CSPs for distribution). When employees must transport personal information, they must maintain confidentiality and security through the use of a briefcase/bag, locking the information in the trunk of the car, keeping the information with them, and protecting against unauthorized access.
- Ensuring that personal information is disposed of in a secure manner through shredding.
- At least annually completing an assessment of potential threats and risks associated with the collection, use and disclosure of personal information.
- Privacy and security policies and procedures.
- The Chief Executive Officer **and Managers** ensure employees, students and volunteers review policies at hire and annually thereafter. Additionally, the CEO ensures annual confirmation of confidentiality declarations.
- The Chief Executive Officer **and Managers** at least annually audit information and security practices.
- Protecting the premises by lock and alarm, and having procedures to secure the building when closing.
- Ensuring anti-virus, firewall and security measures are maintained on all computers as well as external databases.
- Storing records in a locked filing system **in a locked file room marked "Employees Only"**
- Ensuring that all contracts with outside parties that may have access to technological equipment, records, or private areas of the office include an expectation and agreement of confidentiality.
- Securely destroy records when appropriate by irreversible shredding of paper records and by engaging an expert for electronic records.  
Refer to Retention of Client Records Policy, AD-09.
  - The Chief Executive Officer will ensure agents engaged in the disposal of records have a written agreement that sets out the obligations for secure disposal and requires the agent to provide written confirmation once secure disposal has been conducted.
- A "lock box" system through EMHware or hard copy record, to be used for information that allows only prescribed access. This may include when a client is directly related to a staff member, or a person has restricted the use that may be made of personal information or who can see and use part or all of the person's personal information.

Measures will include:

- Sealing restricted information in an envelope within the person's file and labelled with the details of the restriction
- The client related to a staff will have files secured in a separate location with only the Chief Executive Officer and staff directly involved with that client having access to the file while the file is

active; after closure only the Chief Executive Officer will have access to the file; information will not be discussed at staff meetings or with other staff. If the Chief Executive Officer is to be excluded, an alternate will be identified, usually the Executive Assistant.

- Wherever possible electronic files will be protected by limiting access to specific client files.

### **Access to and Correction of Records**

23. Individuals have a right to access and review their personal information record or where a restriction on access applies, to access that part of the record that can be severed.

24. Individuals have a right to request correction and amendments to their records:

- An individual of any age who is deemed capable of giving consent;
- Parents/guardians of a client who is under the age of 16.
- Parents/guardians of a client of any age who is deemed incapable.

25. Contact Brant will respond within 30 days to an access request, preferably in writing. Contact Brant will expedite the response where it is necessary for the individual's request.

- Contact Brant will verify the individual's identity prior to access to the record.
- A Contact Brant employee will be present while the individual is reviewing their records due to the confidential nature of information about other individuals contained within the database, and the importance of ensuring that paper records are not lost.
- Contact Brant will make a copy of part of the record or the complete file to provide to the individual if they request a copy; the client will not be given the original record. There will be no cost charged for providing a copy.

26. An individual may be denied access to all or part of their personal record:

- Granting access could reasonably be considered to result in risk of serious harm to the treatment or recovery of the individual, or risk of serious bodily harm to the individual or another person
- Lead to the identification of a person who was required by law to provide information or a record
- Lead to the identification of a person who provided information explicitly or implicitly in confidence and the employee in consultation with the Chief Executive Officer considers it appropriate to keep that person's identity confidential
- A provincial or federal Act, or a court order, prohibits disclosure of the information to the individual
- The parent/guardian of a client under 16 may designate specific information that is in the record that relates to the parent as information that will not be disclosed to the child.

27. An individual may request a correction informally; however, requests must be in writing for an individual to invoke the rights and requirements in the CYFSA, including having a service provider respond within a specified timeline or having the right to appeal a refusal to make a correction.

- The individual must demonstrate that the record is inaccurate or incomplete for the purposes for which Contact Brant uses the record, and provide the necessary information for the correction
  - Employees in consultation with the Chief Executive Officer must correct the record within 30 days when a request is received in writing. If an extension is required, Contact Brant can extend up to 90 days (for a total of 120 days) with written notice of the extension, the length of extension, and the reason for it.
  - Corrections should not destroy the erroneous information; staff will not use white out or delete the information. Documentation in the client's EMHware Contacts will record the information that was identified as incorrect, and the date the record was corrected.
  - A notice of the correction will be provided in writing to the client, and to any organization/person who received the original record.
28. Contact Brant is not required to make corrections when they consider that:
- A professional opinion or observation was made in good faith about the individual
  - The record was not originally created by Contact Brant and deem we have insufficient knowledge, expertise or authority to make the correction; or
  - Contact Brant believes on reasonable grounds that the request is frivolous, vexatious or made in bad faith.
29. When Contact Brant refuses a request for a review or correction, the individual must be informed in writing of the refusal including:
- An explanation of the decision
  - Their right to appeal the refusal to the Contact Brant Board
  - Their right to attach a statement of disagreement.
  - Contact Brant must attach this to the client's record and disclose this whenever we share information to which the statement relates.
  - Their right to make a complaint to the Information and Privacy Commissioner; the IPC contact information will be provided.
  - The Contact Brant complaints brochure will accompany this letter.
30. Employees will document in the client's record in EMHware Contacts:
- All requests for reviews or corrections and dates
  - All items reviewed and dates
  - Decisions made about requests and corrections including refusals for and the reasons
  - Identification of all records items reviewed or photocopied and dates
  - Outcomes of requests and reviews.
31. **Privacy Officer** - The Chief Executive Officer is the agency's Privacy Officer.
- Employees, students and volunteers will direct people to the CEO if they have complaints about the agency's privacy and confidentiality practices.
  - Issues will be dealt with according to Contact Brant's complaints procedures (Refer to *Complaints Policy, AD 08, and Feedback and Complaints Brochure*).

32. The CEO will ensure the required statements related to Contact Brant's information privacy practices are publicly posted on our website and in the Contact Brant office area (Refer to the Privacy and Consent Statement):
- General description of the agency's information practices for the collection, use, and disclosure of personal information;
  - Describe how to contact the service provider;
  - The process for accessing and correcting personal information;
  - The process for making a privacy complaint to the agency and the IPC.
33. **Digital Communication** - The Canadian Anti-Spam legislation outlines expectations for any form of digital contact from an organization to an individual for the purpose of solicitation of almost any kind. It is important to consider the content of the message, the hyperlinks in the message to content on a website or other database, or the contact information contained in the message. Employees, students and volunteers will consider the content of the message, the hyperlinks in the message to content on a website or other database, and the contact information contained in the message. (refer to the *Anti-Spam Policy, AD 13*)

Contact Brant must:

- Obtain consent to send a message using any means of telecommunication. When requesting a client's email, staff must request consent to use the email to send **QSS, PSS surveys**, letters, or other specific communication. This will be documented in the client's EMHware record using the 'Flagged Note' text box; include the person's name who provided the consent, the date and the purpose identified to use this email.
  - Clearly identify the employee's name as well as the agency in all means of telecommunication. This must include using a standard 'signature' on emails that will include name, position, and email as well as agency logo, address, phone and website.
  - Every telecommunication message sent must provide a way for recipients to 'unsubscribe' from receiving messages in the future.
34. **Breach of Privacy** - A privacy breach occurs when there is unauthorized access to or collection, use, or disclosure of personal information; this occurs when personal information is:
- Lost
  - Stolen
  - Used without authority
  - Disclosed without authority.
35. In any occurrence of a suspected privacy breach, the Chief Executive Officer, or alternate, will act immediately to contain the breach:
- Breach containment includes but is not limited to retrieving hard copies of information that has been disclosed and changing passwords to protect against further unauthorized access.
  - Commence an investigation to decide the most appropriate response, including identifying who, if anyone, should be notified and identifying steps to prevent future breaches.

36. When a Privacy Breach is deemed to have occurred, Contact Brant will notify the individual(s) of the breach at the first reasonable opportunity that will include:
- A general description of the breach, in plain language;
  - A description of the action taken to address the breach and mitigate impact;
  - The contact information of an employee who can provide additional information; and
  - A statement that the individual is entitled to make a complaint to the Information and Privacy Commissioner.
  - This will be documented in Contacts in each client's EMHware record.

Note: Contact Brant has insurance that may cover the costs of notification and managing communication and risks related to a Privacy Breach.

37. Information and Privacy Commissioner (IPC) - The IPC is responsible for the oversight of information sharing and privacy protection by service providers including resolving complaints; receiving notification of significant privacy breaches; publishing annual statistics; and supporting implementation. ~~The Commissioner reports to the Legislative Assembly, and is independent of the government.~~

Information and Privacy Commissioner of Ontario  
<https://www.ipc.on.ca>; 416-326-3333

38. The CEO or designate will notify the Information and Privacy Commissioner, as well as the Ministry Program Supervisor(s) when:
- The breach is significant as determined by the service provider after assessing the sensitivity, volume, number of persons impacted, and number of service providers involved.
  - Personal information was used or disclosed by someone who knew or should have known they were doing so without authority.
  - The service provider has reasonable grounds to believe the personal information was stolen.
  - The service provider has reasonable grounds to believe the breached personal information has been or will likely be used or disclosed again without authority, or there is a pattern of similar breaches.
  - The breach led to an employee resigning or being terminated, suspended or disciplined.
39. Before March 31st of each year, the Chief Executive Officer will submit ~~the required Annual Report~~ to the IPC.
- ~~Requests for access or corrections to records (number, timelines, responses including refusals)~~
  - ~~Privacy breaches resulting from theft, loss or unauthorized use or disclosure (number and type)~~
  - ~~Use and disclosure outside of the scope of the provider's information practices (number and type)~~
  - ~~The number of times Contact Brant received a statement of disagreement after a correction was refused~~
  - ~~The number of times Contact Brant responded within 30 days and the number of times the deadline was extended to 90 days or less.~~

40. A Serious Occurrence Report should also be submitted for any breach of privacy. ~~(e.g., Any complaint made by or about a client, or any other serious occurrence concerning a client, that is considered to be of a serious nature).~~ Refer to *AD 05 - Serious Occurrence Policy*, and the Ministry *Serious Occurrence Guidelines*.
41. The CEO will report any breach of privacy as well as follow-up information to the Board of Directors at the next Board meeting. ~~The Board will address whether any further responses and actions are required.~~
42. The Chief Executive Officer will:
- At least annually audit information and security practices to ensure that policies are up to date.
  - Ensure employees, students and volunteers are aware of their duties through initial and then annual review of policies, including the Privacy and Confidentiality Policy.
  - Maintain the confidentiality of employee information. The release of information to a third party will only be done with the written authorization of the employee, unless legislation requires otherwise.



**Section:** Administrative

**Policy:** AD 02

**Policy Date:** April 2025

November 2019; May 2018; April 2018; July 2017;  
February 2016; December 2014

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## **CONSENT POLICY**

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### **PREAMBLE**

*The use of the word 'Contact Brant' in this policy and procedures refers to the responsibilities of employees, students and volunteers in fulfilling their work with the agency. Also refer to the Contact Brant Privacy and Confidentiality Policy, HR-03.*

*The Contact agencies have consulted with Lonny Rosen, LLP, to develop Consent and Privacy policies.*

Appropriate sharing of information to plan and provide services is essential for creating successful outcomes for children and families. Our Consent Policy as well as our Privacy and Confidentiality Policy ensure that informed consent is received, the personal information of clients is safeguarded, and service participants are made fully aware of our information sharing practices.

Contact Brant follows applicable legislation including, but not limited to, the Child Youth and Family Services Act (CYFSA) and the Personal Health Information Protection Act (PHIPA). The CYFSA models PHIPA.

Part X of the CYFSA regarding Consent outlines:

- Presumption of capacity for children and youth
- Individuals' rights of access to their Personal Information
- Mandatory privacy breach reporting to the Information Privacy Commission (IPC)
- Consistent practices in the child and youth sector.

**Note:** Contact Brant services include the Community Information website records, [www.info-bhn.ca](http://www.info-bhn.ca), which does not fall under CYFSA legislation.

**Personal information (PI)** is recorded information about an identifiable individual - even without a name, information may be PI if the individual can be identified. PI does not include information associated with an individual in a professional capacity, or a person deceased for over 30 years.

**Record** means a record of information in any form, including electronic records, video footage, audio recordings, paper records, etc. When collecting information, the definition of PI also includes information that is not recorded (e.g., from the intake interview).

**Explicit consent** is either verbal or in writing and must be obtained for the use and disclosure of personal information.

**Implied consent** is consent that is not given specifically but can be inferred based on the individual's actions and the facts of a particular situation, such as someone calling to request our help.

*Note: Best practice is to confirm explicit consent with the individual for collecting PI.*

**Capacity (capable individual)** is the ability to understand the information that is relevant to deciding whether to consent to the collection, use, or disclosure, and the ability to appreciate the reasonably foreseeable consequences of giving, not giving, withholding or withdrawing consent.

Assessing capacity requires some probing, i.e. asking questions to gauge an individual's understanding of the information relevant to a decision.

- The assessment of the individual's capacity must be made without regard for what may be deemed to be in their best interest.
- Assessment is made as to whether the child/individual is able to understand the information and to appreciate the consequences of the decision.
- Lack of understanding is not sufficient to establish incapacity - the basis for the lack of understanding must be probed. If there is no good reason for the lack of understanding, the information should be provided in a different way.
- If there is a reason, for example lack of development or cognitive capacity, it must be documented in EMHware Contacts that an incapacity assessment was made.
- Assessment of capacity has nothing to do with Wardship.
- The provincial *Consent and Capacity Board* is available to individuals for settling complaints about capacity decisions – Contact Brant will provide this information.

**Substitute Decision Maker (SDM)** is the term used in Ontario law for the person who would make health and personal care decisions on your behalf when you are unable to do so. There are two ways to identify an individual's SDM:

- i. The Health Care Consent Act provides a hierarchy (ranked listing) of possible SDMs. The individual(s) highest on this list who meets the requirements to be a SDM in Ontario is the automatic SDM:
  - A statutory or court appointed guardian;
  - Attorney for the personal care;
  - A representative appointed by the *Consent and Capacity Board*;
  - The individual's spouse or partner;
  - The individual's parent or child (i.e., child's custodial parent, Children's Aid Society, or other legal guardian);
  - A parent with only a right of access;
  - A brother or sister;
  - Any other relative;
  - Public Guardian or Trustee.
- ii. An individual can choose and name a person, or more than one person, to act as their SDM by preparing a document called a Power of Attorney for Personal Care (POAPC).

**Contact Brant's purposes for collecting, using and/or sharing information** involves a range of services and reasons including (i) Intake; (ii) Referral to child and youth services; (iii) Service coordination with stakeholders; (iv) system data for planning purposes; and (v) Ministry reporting. ~~and (vi) child and youth mental health reporting through Woodview Mental Health and Autism Services Business Intelligence processes.~~ Specifically, Contact's Brant's purposes include:

- To provide information/consultation about community services.
- To assess individual service and support needs as well as prioritization, and advise of community service options.

- To provide referral to services, which includes the intake package/family story
- To communicate with other providers involved in an individual's care about planning and coordinating services.
- To maintain contact for the purposes of establishing appointments, follow-up, referrals, and ongoing service coordination.
- To support the development of a Coordinated Service Plan/~~single agreement for~~ a service plan with each individual/family and with the services involved.
- To facilitate case conferences, Case Resolution and RPAC.
- To track the progress of each child/youth from Access through to discharge from referred services, identifying the status of waiting, in-service or discharged
- To provide data through the use of non-identifying statistics to inform community service system planning for improvements, as well as to provide reports to Contact Brant's Board of Directors, Ministry and other funders.
- ~~To provide some personal demographic information as well as data about Contact Brant's service to each child/youth seeking mental health services to Woodview Mental Health and Autism Services through the Business Intelligence (BI) process which enables Woodview to report to the Ministry on behalf of Brant core services~~
- To comply with legal, regulatory, as well as Ministry requirements.
- To ensure continuous high quality service through addressing feedback as to how effective and helpful services have been.

## POLICY

Contact Brant will ensure explicit consent is secured for the use and disclosure of personal information and that it is only used or disclosed to those for the purposes it is intended, as documented in the consent provided by the individual.

## PROCEDURES

### Consent for Collection, Use and Disclosure

1. **Consent**, either verbal or in writing, is required for the collection, use, and disclosure of personal information. Consent must be given freely and voluntarily and not be obtained through deception or coercion.
  - Implied consent can be inferred based on the action of requesting our help. Best practice is to confirm explicit consent with the individual for collecting personal information ~~which is documented as a case note in EMHware Contacts.~~
  - Explicit Consent is required for the use and disclosure of personal information.
    - Explicit Consent is required for indirect collection of personal information, for example from another service provider or specialist. Indirect collection of personal information without consent may be allowed if required or permitted by law or to assess or reduce risk of serious harm.
2. ~~Consent is always documented in EMHware in Contacts as a case note, and in the the Consent Form in Case Data.~~
3. When collecting personal information from any person, Contact Brant will **provide the required notice of purposes** to ensure clients are aware of the purposes of gathering, using and sharing information. Using the *Contact Brant Privacy and*

Consent statement, there are various ways to give this notice, which must be documented in the EMHware **Case Data form Consent tab**:

- Provide the person with the written statement, or
  - Direct the person to locations where it is posted (**at the entrance to the Contact Brant office area, on the website**), or
  - Verbally advise the person.
4. Personal information will not be used or disclosed other than with the explicit consent of the individual. **Contact Brant will only disclose information with consent unless legally obligated to without consent. Refer to the Privacy and Confidentiality Policy.**
- ~~Individuals will be informed of our professional obligation to disclose information where a child/youth is considered at risk, including disclosure to Children's Aid Societies. Information shared will be limited to the facts and circumstances surrounding the worker's observations and the informant's statements.~~
  - ~~Disclosure to the Police only occurs when a clear duty to report exists due to risk; a warrant allows disclosure specific to the warrant's information requested.~~
  - ~~Disclosure to a parole officer can only occur with explicit consent or pursuant to a court order.~~
5. It is standard practice to receive consent verbally, which must be documented, identifying who gave consent, the date of consent, to whom consent was provided, and the details of consent.
6. Capable individuals, regardless of age, can consent to the collection, use, or disclosure of their own personal information.
- Contact Brant is responsible for determining individual capacity; this is not a one-time determination, and must be re-assessed every year that consent is requested. Contact Brant may assume a child/individual is capable unless there is reason to believe otherwise.
  - Any determination of incapacity must be case noted in EMHware Contacts.
  - For a child/youth deemed incapable, based on an assessment completed not more than one year before, that person's nearest relative is deemed the SDM and may give or withdraw consent on the person's behalf:
    - 'Nearest relative' for a child under age 16 is defined as the person with lawful custody of the child (e.g., a custodial parent, Children's Aid Society, or a person lawfully entitled to stand in the place of a parent).
    - 'Nearest relative' for a youth who is 16 or older is the person who would be authorized to give or refuse consent to a treatment on the person's behalf under the *Health Care Consent Act, 1996* if the person were incapable with respect to the treatment under that Act.
7. Contact Brant will inform people of their right to challenge decisions of incapacity through the *Consent and Capacity Board*. Contact Brant will also provide information on the *Information and Privacy Commissioner of Ontario* for any complaints about privacy and consent.

8. Consent is given by the capable individual or their Substitute Decision Maker. Contact Brant will always try to secure both the child/youth's and the Substitute Decision Maker's (SDM) consent.

- For a youth 16 years of age or older, Contact Brant **must** have the youth provide consent; the youth may authorize another person over age 16 to provide the consent, provided that consent is given in writing.
- If a person identifies themselves as the Substitute Decision Maker, Contact Brant is entitled to rely on that assertion. This will be documented in EMHware Contacts as a case note.

An individual's Substitute Decision Maker makes decisions for:

- (i) Children under age 16, whether capable or not.  
Contact Brant will always try to secure a capable child's consent. For children younger than 16, Contact Brant may rely on the consent of the child's parent/guardian, or a child welfare society when in care.
- (ii) Capable individuals over 16 with their written authorization.
- (iii) Incapable individuals of any age.

9. If there is a conflict between the child under age 16 and the SDM, the capable child's decision prevails.

~~10. In the case of joint custody, it is ideal to have both parents involved in services at the referred agencies; Contact Brant will attempt to get consent from both parents prior to sending the referral package. If both consents have not been secured, this will be noted in the Intake Report in the Special Considerations section.~~

11. An individual has a right to withhold consent. Contact Brant will inform the individual as to the nature and consequences of withholding consent (such as no service) and of alternatives (such as suggesting limiting information to be shared, or providing a reasonable opportunity to obtain independent advice).

12. Consent must relate to the information collected, used, or disclosed.

- It is important to differentiate consent for sharing the intake/referral package ~~(which includes the family's story)~~, and consent for ongoing service coordination which ~~would not include sharing the intake package, and instead allows communication for working collaboratively with other services to provide integrated support and collectively address service needs or to identify the wait list/receiving service/discharge from service status~~).

13. Consent must be knowledgeable.

Consent is knowledgeable if it is reasonable to believe the individual knows:

- Who information will be shared with (this is usually an agency).
- What information will be disclosed.
- The purpose(s).  
This must include an explanation that the information will be used in aggregate, non-identifying form to create service system data for planning service needs and enhancements and Ministry and Board reporting.
- They may give, withhold, or withdraw consent.  
Contact Brant will inform individuals that they can give, withhold, withdraw, or

restrict/limit consent and the circumstances under which information can be shared without consent. (See sections on Withdrawal or Restriction of Consent and Release of Information without Consent.)

~~14. The collection, use, or disclosure of information is limited to only as much personal information as necessary for providing the service, even with consent. For example, “helpful information” that is not necessary to assess harm or service needs, or “excessive information” (e.g., political affiliation).~~

~~15. Contact Brant must ensure that some specific information collected is protected and only released for the purpose for which it has been provided. For example, some service providers request Ontario Health Insurance Plan (OHIP) numbers; it is appropriate to collect this information, but it can ONLY be shared with that service provider.~~

16. If Contact Brant receives a record purporting to document consent to the collection, use, or disclosure of personal information, Contact Brant is entitled to assume the consent is valid unless it is unreasonable to do so.

17. Consent is not required if personal information is used for:

- Planning or delivering services within Contact Brant.
- Educating employees to provide Contact Brant services.
- Risk management in order to improve or maintain the quality of services.
- Research where a research ethics board has approved; the research must not identify the client in any way or use or communicate information from the record for any purpose except research, academic pursuits or the compilation of statistical data.
- A proceeding in which Contact Brant may be a party or witness.
- The purposes of obtaining payment, processing, monitoring, verifying or reimbursing claims for payment.

18. Consent is not required for the collection of personal information from an incapable person if it is reasonably necessary either to:

- Provide a service where it is not possible to obtain consent in a timely manner from a substitute decision-maker.
- Assess, reduce or eliminate the risk of serious harm to any person or group.

~~19. Collection, use and disclosure of personal information is NOT permitted in the following situations, which are disciplinary offences:~~

- ~~• Snooping, which includes reading a record out of curiosity or genuine concern, or reviewing more information than necessary, e.g., reading a whole file when you only need a phone number.~~
- ~~• Disclosure to former service providers/staff wondering how the client is doing.~~

### **Withdrawal or Restriction of Consent:**

20. Contact Brant is responsible for complying with the individual's request to withdraw or restrict consent. Withdrawal or restriction of consent must be clearly documented.

21. An individual has a right to withdraw consent at any time; however, withdrawal of consent cannot be retroactive.

- Contact Brant will accept withdrawal of consent verbally or in writing.

- Contact Brant will inform the individual as to the nature and consequences of the consent withdrawal (such as no service) and of alternatives (such as limiting information to be shared, or obtaining independent advice).
- Withdrawal does not apply where consent is not required.
- The request to withdraw consent will be documented in the EMHware Contacts, and the **Consent Form in EMHware Case Data must be updated in the EMHware Consent tab**. Documentation must include the name of the person, the date, the Contact Brant staff, and the specifics of the withdrawal. Additionally, documentation about the withdrawal of consent will be completed in a Communication Flag within EMHware.

22. An individual has the right to put a condition/restriction on consent:

- Individuals may restrict the use of certain pieces of personal information, and who can see or use part or all of the personal information that has been collected. This includes providing consent for a single point-in-time, but not for any other purpose.
- Contact Brant will inform the individual as to the nature and consequences of the conditions/restrictions on consent and provide alternatives.
- Contact Brant will ensure the restricted information is secured. A 'lock box' for the information could be used in EMHware or through information sealed in an envelope within the person's file and labelled with the details of the restriction.
- Conditions or restrictions of consent must clearly be documented in **the Consent tab of the EMHware Case Data Consent Form**, as well as in the case noted in Contacts. Additionally, documentation will be made in a Communication Flag within EMHware.

### **Collection or Release of Information without Consent:**

1. ~~Use or disclosure of information, even if an individual has explicitly instructed otherwise, can occur if reasonably necessary to assess, reduce or eliminate a risk of serious harm to any person.~~
  - ~~Where Contact Brant suspects or has reasonable grounds to suspect a child/youth is at risk of serious harm and in need of protection, call the Brant Family and Children's Services, or Ogwadeni:Deo, to report concerns. Wherever possible, the person providing the information should be informed that Contact Brant has a duty to report (reference Duty to Report legislation in the Child, Youth and Family Services Act).~~
  - ~~To obey a court order or another legal requirement. (Note: An agency is not required to produce records if not named in the order)~~
  - ~~Where the information is requested by the Public Guardian and Trustee or the Children's Lawyer, so that they may carry out their statutory functions.~~
  - ~~To reduce significant risk of harm to self or others.~~ **Relevant** personal information can be disclosed if it is believed, on reasonable grounds, that the disclosure is necessary to eliminate or reduce significant risk of serious bodily harm to a person or group of persons.
    - ~~Consult with an appropriate service provider and/or a member of a Threat Assessment Team using non-identifying information to help assess whether the child is actually posing a threat (e.g., with the child's school~~

Principal as outlined in the GEDSB/BHNCDSB Threat Assessment Protocol)

- Obtain more information from the child/family to further inform whether the child is posing a plausible or immediate threat (e.g., is there a plan for violent action that possible, has the child taken any preparatory steps, has the child the capacity to act on the threat, etc.).
- Request consent to talk to other service providers/the child's school to gather and share information.
- Contract with the child to communicate to a person close to them, or allow the employee to communicate about the imminent risks.
- In the case of immediate threats and high risk behaviours, the Threat Assessment Protocol should be considered, as outlined in the following table taken from the Community Threat/Risk Assessment Protocol:

Worrisome Behaviours	High Risk Behaviours	Immediate Threat: Call 911
<p>Include but are not limited to: Violent Content:</p> <ul style="list-style-type: none"> <li>● Drawing Pictures</li> <li>● Writing stories/journals</li> <li>● Vague threatening statements</li> <li>● Unusual interest in fire</li> <li>● Significant change in anti-social behaviour</li> </ul>	<p>Include but are not limited to:</p> <ul style="list-style-type: none"> <li>● Possession of weapon/replica</li> <li>● Bomb threat plan</li> <li>● Verbal/written plan to kill/injure</li> <li>● Internet website threats to kill or injure self/others</li> <li>● Fire setting</li> <li>● Threatens violence</li> </ul>	<p>Include but are not limited to:</p> <ul style="list-style-type: none"> <li>● Weapon in possession that poses serious threat to others</li> <li>● Plan for a serious assault</li> <li>● Homicidal/suicidal behaviour that threatens safety</li> <li>● Fire setting</li> </ul>

2. Contact Brant must disclose personal information or a record to a Ministry Program Supervisor or Director who requests its disclosure as the funder of Contact Brant's services and as outlined in service contracts and legislation.

3. The Chief Executive Officer must ensure that any potential research meets the requirements of an ethics board approval.

4. Employees will consult with the Chief Executive Officer, or designate, prior to releasing any information without consent. The CEO may wish to consult with the corporation's lawyer.

5. All release of information without consent will be documented in EMHware Contacts and include why or how the disclosure could eliminate or reduce risk of harm

6. Indirect collection of information without consent can occur:

- When permitted or required by law.
- The information is reasonably necessary to provide a service or to assess, reduce or eliminate a risk of serious harm to a person or group
- It is not possible to collect personal information directly that can reasonably be relied on as accurate and complete, or in a timely manner.

## Documenting Consent

23. Employees must ensure that consent is documented and kept up to date in the EMHware Case Data Consent Form Consent tab. Up to date consent means the most recent entry in the Consent tab will list all current consent.

- There are no legal requirements for the period of the consent. Employees will regularly revisit consent with individuals when in contact with the individual and for all new information collected, used or disclosed.

24. EMHware Consent tab documentation will include the following:

- Name of Consenter(s)
- Date consent was received
- Who consent was provided to
- Consent was given Verbally or in Writing. (If written, the signed document must be uploaded in EMHware Attachments.)
- Identify if there is only specific information that can be disclosed; if the Consenter has identified themselves as the substitute decision maker; if the individual has been deemed incapable; etc.
- For some referrals, other consents are required, e.g. when a referral is being made to CPRI it is necessary to have the individual sign the CPRI Consent to the Disclosure, Transmittal or Examination of a Clinical Record for any sharing of information between CPRI and Contact Brant.
- Employees must ensure clients are aware of the specific purposes for consent including Referral to Services (includes Intake package) or Service Coordination (ongoing communication with specified providers), and document this in the Consent tab for each Circle of Care entry under the pick list 'Reason':

2. Consent must be specifically requested and documented for:

- Case Resolution reviews = Specific explicit consent is required for Case Resolution review with the understanding of ongoing fiscal reviews and updates of the situation to the Case Resolution Team.
- Kids First Review Committee = Specific explicit consent is required for Kids First reviews regarding community funding for respite supports
- Referral to service and service coordination = Sharing the personal information gathered at Intake, with subsequent on-going coordination of services including Wait List, Admission to Service, Discharge from Service, coordination of services
- RPAC Team reviews for appropriateness of residential placements, as per the CYSFA.
- Service Coordination = The intake and referral package is not being shared. Information sharing is limited to on-going integrated service supports and the related communication on behalf of a child/youth and family; includes sharing information of services waiting for/dates, current service providers, and completed services/dates.
  - Sharing Coordinated Service Plan = Specific explicit consent to share the CSP with involved stakeholders.

- o ~~Woodview for BI Consent = Business Intelligence is specific data in EMHware shared to enable Woodview as the mental health lead agency to share Brant information with the provincial Ministry.~~



## POLICY AND PROCEDURE MANUAL

**SECTION: Information Services**

**POLICY: IS 01**

**DATE: April 2025**

**PAGE: 1 of 4**

August 2022, January 2020; September 2016; April 2013

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### INFORMATION SERVICES STANDARDS

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#### **PREAMBLE**

Contact Brant manages the Community Information Brant, Haldimand and Norfolk website and has a service agreement with 211 Ontario for use of the majority of records in the database. Contact Brant's Information Services policies and procedures are based on the **InformUSA standards** and 211 Ontario Corporation directives as well as recognize Contact Brant's mandate to provide information as a single point access agency. Contact Brant utilizes the CIOC software for this Database.

'I&R' refers to Information and Referral. The InformUSA resource, *The I&R Training Manual – An Introduction to Information and Referral*, is a resource for Database standards and summarizes the role of Contact Brant as a data provider/manager of the Database:

"I&R organizations create and maintain databases of human services and make that information available to individuals and communities through a variety of communication channels. These databases contain a detailed description of the programs and services provided by community, social, health and relevant government organizations. The information is searchable using a variety of criteria and the programs are indexed according to a hierarchical classification system."

The InformUSA standards are based on the Basic Principles of Information and Referral, also known as the I&R Bill of Rights (*InformUSA Standards for Professional Information & Referral and Quality Indicators, 2009*):

- The I&R service maintains accurate, comprehensive, unbiased information about the health and human services available in their community.
- The I&R service provides confidential and/or anonymous access to information.
- The I&R service provides assessment and assistance based on the inquirer's need(s).
- The I&R service provides barrier-free access to information.
- The I&R service recognizes the inquirer's right to self-determination.
- The I&R service provides an appropriate level of support in obtaining services.
- The I&R service assures that inquirers are empowered to the extent possible.
- The I&R service assures that inquirers have the opportunity to access the most appropriate I&R service available in the system.

InformUSA relevant definitions of I&R for this Information Services Policy include:

- |                                   |   |
|-----------------------------------|---|
| - Resource Database               | - Data collection, analysis and reporting |
| - Cooperative program development | - Community outreach.                     |

## POLICY

**Contact Brant will maintain a web-based Database of accurate, comprehensive, unbiased information about community, social, health and government programs and services available in Brant, Haldimand and Norfolk.**

## PROCEDURES

1. All employees will ensure up-to-date information on community, social, health and government programs and services available in Brant, Haldimand and Norfolk is included in the Community Information Brant, Haldimand, Norfolk Database.
  - a. Contact Brant staff will work with the other human service providers within the community to promote accurate information on their programs within the resource Database.
2. As Contact Brant is a data partner for 211 Ontario, all employees will act in a reasonable manner to contribute to the successful implementation of 211 Services across Ontario, including but not limited to their web-based service and 211 phone service.
3. Contact Brant will conform to the standards established by InformUSA for an Information and Referral Resource Database, unless otherwise established by InformCanada or requested 211 Services Corporation
  - a. Have personnel who are InformUSA Certified, or in the process of receiving certification, managing the Database (Certified Community Resource Specialist, and Certified Community Resource Specialist Database Curator)
  - b. Meet contractual obligations established by Ontario 211 for Data Providers, including the 211 Inclusion and Exclusion Policy and targets.
  - c. Data classification using the bilingual **211 HSIS Taxonomy**.
4. The **Lead** Community Navigator and other assigned staff will manage the Community Information records including researching, collecting, aggregating, organizing, updating and seeking continual improvement of information based on inclusion criteria (Refer to Inclusion Policy). All Contact Brant employees are expected to assist with searching for new records and updating records.
5. The management of the Community Information records includes:
  - Creating new Records to ensure new services and programs are captured in a timely fashion
  - Ensuring an annual update of each record in the Database by verifying the accuracy of all data in each record at least once per year.
  - Modifying the information as new details become available – specifically, updating Records ensuring accuracy that reflects changes in services and programs in a timely fashion or deleting existing Records when services and programs are no longer offered.
  - Working cooperatively with other I&R services to ensure there is not duplication of data collection and to share resource information.

- Writing and/or proof reading as well as editing the information in Records
- Organizing, classifying and indexing each Record
- Each record will consist of fields which provide specific information about an organization, its sites, and its services.
- The database should be structured in terms of
  - (i) The organization that operates the program or service (the agency);
  - (ii) The locations from which services are operated (the sites); and
  - (iii) The details of what they do (the services).
- The database should describe organizations:
  - What does the agency do?
  - Who does it serve?
  - When and how can people apply?
  - What does it cost and how do people pay?
  - Is the service accessible to people with special needs?
  - Who provides the service?
  - What type of agency is it?
- The Database will be appropriately indexed so that it provides different means of searching for data elements in Records. Search keys will include:
  - Alphabetical searches by Organization Name, including related acronyms or abbreviations
  - Service Searches, including preferred terms, synonyms and keywords.
  - Target populations served, where applicable
  - Geographic Areas served
  - Geographic Locations.
- Each record will have appropriate Taxonomy (refer to InformCanada Taxonomy) to support database searches for services. Indexing terms in the Taxonomy reflect one of the following concepts:
  - The type of place or facility – What the organization IS (e.g., Elder Abuse Shelters)
  - The type of service that is provided - What the organization DOES (e.g., Clothing or Personal Loans)
  - The way in which a service is delivered - HOW the service is delivered (e.g., Legal Counselling)
  - The type of person the service is targeted to - WHO the service is for / the target (e.g., Teenage Parents). A target term should always be used in conjunction with another term.
- Generating reports and products according to organizational and community needs
- Serving as the primary liaison between the I&R service and the community.

6. The Chief Executive Officer will ensure that the Community Information Brant, Haldimand, Norfolk website link is available for the general public and professionals through Contact Brant's website.
7. The **Lead** Community Navigator will maintain Specialized Views for contracted agreements with partners, when appropriate.
8. The **Lead** Community Navigator and Chief Executive Officer will participate in regional and provincial I&R initiatives and networks that assist in improving the I&R sector as a whole.
  - a. The **Lead** Community Navigator and Chief Executive Officer will work collaboratively with the database developer(s) and the organization(s) hosting the platform(s).
9. Contact Brant will maintain membership with InformCanada.
10. The Chief Executive Officer and **Lead** Community Navigator will develop and review the inclusion/exclusion policy for the Database at least annually.
11. The Chief Executive Officer will be accountable to the community for the I&R services it provides, including reporting and communicating with appropriate agencies, funders and planning bodies.
  - a. The Chief Executive Officer will provide quarterly reports to the Board of Directors including the number of records.
  - b. The **Lead** Community Navigator and the Chief Executive Officer will respond in a timely manner to requests including print resources such as directories, mailing labels, etc. where all costs for production are covered, as well as facilitate organizations linking to the Database where appropriate



## POLICY AND PROCEDURE MANUAL

**SECTION: Information Services**

**POLICY: IS - 02**

**DATE:** August 2022  
January 2020; April 2013

**PAGE: 1 of 5**

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### INCLUSION/EXCLUSION POLICY

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#### POLICY

Contact Brant will have clear inclusion and exclusion criteria for the Community Information Brant Haldimand Norfolk website.

Every effort is made to have comprehensive listings of all eligible services.

#### PROCEDURES

“Database” is used in reference to the Community Information Brant Haldimand Norfolk website, [www.info-bhn.ca](http://www.info-bhn.ca) managed by Contact Brant.

##### **1. Listing Standards**

- 1.1. Inclusion in the Database is free and is not dependent upon the purchase of a membership, products or separate advertising space from Contact Brant.
- 1.2. Subject to the priorities detailed in the next section, the **Lead Community Navigator** will include organizations or programs located in or serving the Brant, Haldimand or Norfolk area that:
  - Provide a direct service to the public
  - Are networks or coalitions of direct service providers
  - Are involved in licensing, planning or coordinating direct services
  - Are not-for-profit, community-based or government organizations
  - Are commercial organizations that provide first priority services not offered by the non-profit sector
  - Are commercial organizations licensed by the government or with special contractual agreements to operate long-term care facilities, child care centres and certain home care services.
- 1.3 The **Lead** Community Navigator will accept organizations that demonstrate the ability to provide ongoing reliable services and have an established funding base or the support of an established parent organization. Exceptions may be made in emerging or underfunded service areas.

##### **2. First and Second Priorities**

- 2.1. Contact Brant makes every effort to have comprehensive listings of all eligible services on the Database, giving first priority for the listing of services to basic subsistence and survival-related services, including:
  - Food, clothing and shelter

- Emergency assistance
- Crisis intervention
- Financial assistance
- Legal and correctional services
- Victim services
- Immigrant and refugee services
- Physical and mental health services
- Employment and training services
- Home support
- Public and specialized transportation
- Child care
- Access to permanent affordable housing

**2.2** Contact Brant also gives first priority to services for people who may experience barriers to service because of:

- Language spoken
- Ethno-cultural group
- Age, including risk factors associated with infants, children, youth or seniors
- Low income, unemployment or lack of education or literacy
- Physical, mental or developmental disabilities
- Homelessness or social isolation
- Immigration or refugee status
- Fear of violence

**1.3** Contact Brant identifies second-priority areas for which collection depends on staff resources, agreements with other agencies, and the ability of other agencies to collect and disseminate information. Rather than collect comprehensive information in second-priority areas, Contact Brant may collect information regarding representative or umbrella groups. Contact Brant gives second priority to the following quality of life services, unless they are for people who may experience barriers to service which are first priority:

- Education
- Recreation
- Consumer assistance
- Environment
- Peace and disarmament
- International development

### **3. Exclusion**

**3.1.** Contact Brant reserves the right to exclude from the Database any organization that it has, in its own discretion, adequate reason to believe may spread hatred or have a philosophy that could be hurtful to the well-being of individuals, groups or the community as a whole.

**3.2.** Potential grounds for exclusion or removal from the database may include, but is not limited to, service non-delivery, fraud, misrepresentation, discrimination, criminal activities, or operating outside licensing mandates.

- 3.3. Contact Brant reserves the right to refuse to list or to discontinue listings for organizations that have had serious complaints lodged against them with any regulatory body or with other organizations in the database providing similar services, or with Contact Brant itself.
- 3.4. The **Lead** Community Navigator may consult with the Chief Executive Officer regarding an exclusion of information when needed for a final decision.
- 3.5. Decisions to include, exclude, or remove a service listing may be appealed in writing to the Chief Executive Officer after a reasonable attempt has been made to resolve the issue with the **Lead** Community Navigator.

#### 4. Listing Updates

- 4.1. The **Lead** Community Navigator will annually **ask ensure** organizations listed on the Database are asked to update their information by e-mail or telephone. ~~or fax.~~
- 4.2. The **Lead** Community Navigator will monitor service changes and major changes will be made as soon as the information is known and verified with the service provider. It is recognized that community services change so rapidly that some omissions and inaccuracies are inevitable.
- 4.3. The **Lead** Community Navigator **or Community Information Assistant** will **attempt to** verify each change with the service provider. The amount of detail, the language used and the presentation of information in describing a service or organization is at the discretion of Contact Brant.
- 4.4. Contact Brant staff will encourage organizations to use the Database to notify the **Lead** Community Navigator of service changes throughout the year by using the update information option found on all records on the Database.
- 4.5. Staff will inform organizations that changes submitted are updated on an ongoing basis and will not appear automatically or immediately on the Database; changes are first verified and processed by the **Lead** Community Navigator.

#### 5. Linking

Contact Brant encourages organizations to use the Database as a central collection of quality information.

- 5.1 If organizations would like to link to the Database, staff will direct to the **Lead** Community Navigator who will request:
  - Organizations inform Contact Brant that they are creating a link and indicate the URL of the page where the link will be placed.
  - The link is to the Database home page instead of specific pages within the Database.
- 5.2 While Contact Brant encourages links to the Database, staff will make every effort to monitor that it is not linked to or from any third-party website which contains, posts or transmits any unlawful information of any kind. Concerns by staff should be directed to the Chief Executive Officer.
- 5.3 The Chief Executive Officer may make a decision, based on Contact Brant reserving the right at its sole discretion, to prohibit or refuse to accept any link

to the Database, or ask organizations to remove any link, which contains or makes available any content or information that:

- constitutes or encourages conduct that would comprise a criminal offence, give rise to civil liability or otherwise violate any local, provincial, national or international law or regulation
- may be damaging or detrimental to the activities, operations, credibility or integrity of Contact Brant, or
- contains, posts or transmits any information, software or other material which violates or infringes upon the rights of others, including material which is an invasion of privacy or publicity rights, or which is protected by copyright, trademark or other proprietary rights.

5.4 Additionally, the framing, mirroring and deep-linking of the Database or any of its content in any form and by any method is prohibited. Staff will take every effort to monitor that organizations are not causing any advertisement including any pop-up or banner advertisement to appear at, or on, or after exiting, the Database.

## 6. No Endorsement

6.1. A statement will be maintained on the Database by the **Lead** Community Navigator identifying that:

*The inclusion of an organization and information about its programs and services on the Database does not imply endorsement by Contact Brant nor does exclusion indicate lack of endorsement.*

6.2. A statement will be maintained on the Database by the **Lead** Community Navigator identifying that:

*Contact Brant does not assume responsibility for the content of any third party websites that are listed on the database. This includes but is not limited to accuracy, reliability, completeness, or suitability of any content.*

*A link to another website should not be construed to mean that Contact Brant is associated with or is giving an endorsement of that website or its products or services.*

## 7. Disclaimer and Limitations

A disclaimer will be maintained on the Database by the **Lead** Community Navigator that:

*The information on the Community Information Brant, Haldimand and Norfolk is provided for general information purposes only. It is not intended to provide medical, legal or professional advice and should not be relied upon in that respect.*

*The Database and the content is provided “as is”. While Contact Brant strives to provide information that is correct, accurate and timely, Contact Brant makes no representations or warranties regarding the Database and the content, including that:*

- *the content contained in or made available through the Database will be fit for a particular purpose*
- *the content will be accurate, complete, current, reliable, or timely*
- *operation of the Database will be uninterrupted or error-free*

- *defects or errors in the Database or the content, be it human or computer errors, will be corrected*
- *the Database will be free from viruses or harmful components, and*
- *communications to or from the Database will be secure and/or not intercepted.*

*In no event shall Contact Brant be liable for damages of any kind, including any indirect, special, incidental or consequential damage or any other damages arising out of or in connection with the use of the Database or in reliance on the information available in the Database, regardless of the cause. This shall apply even if Contact Brant knew of or ought to have known of the possibility of such damages.*

*The contents on the Database are protected by privilege, and all rights to privilege are expressly claimed and not waived.*

*Any information that is confidential or personal will be subject to the FOIPP Act, Contact Brant privacy policies and other relevant legislation. Contact Brant reserves the right to change policies at any time.*

*If you have any concerns regarding privacy on our Database or if you would like to have any personal information deleted, please send us an email at [updates@contactbrant.net](mailto:updates@contactbrant.net) so we may address your concerns.*

## **8. Prohibited Uses**

The **Lead** Community Navigator will maintain a statement on the Database regarding prohibited uses:

*Contact Brant prohibits users from transmitting through the database any unlawful, threatening, libellous, defamatory, obscene, indecent, inflammatory, pornographic or profane material or any material that could be considered to violate any law. Contact Brant also prohibits users from transmitting through the database any information which:*

- *violates the privacy or rights of an individual*
- *is protected by copyright, trademark or other proprietary right, unless with the express written consent of the owner of such right.*

*Contact Brant does not allow users to, directly or indirectly:*

- *use the database in any manner that could damage, disable, or impair it;*
- *use the database for commercial or philanthropic gain, including by use of unsolicited commercial e-mail or SPAM;*
- *upload, post or otherwise transmit on the database any items, including computer viruses or destructive files*
- *copy for the purpose of distribution any information from the Community Information Brant, Haldimand & Norfolk database without expressed consent of Contact Brant*

*Users agree that they are solely responsible for all their actions and communications while using the database and will comply with all applicable laws concerning the use of the database or in respect of the content. The user is solely liable for any damages resulting from any infringement of copyright, trademark, or any other harm resulting from your use of the database.*



# By-Laws

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## Section 1 - General

### 1.01 Definitions and Interpretation

In this by-law, unless the context otherwise requires:

- a. “Act” means the Not-for-Profit Corporations Act, 2010 (Ontario) and, where the context requires, includes the regulations made under it, as amended or re-enacted from time to time.
- b. “Board” means the board of directors of the Corporation.
- c. “By-laws” means this by-law (including the schedules to this by-law) and all other by-laws of the Corporation as amended and which are, from time to time, in force.
- d. “Chair” means the chair of the Board.
- e. “Corporation” means Contact Brant for Children’s and Developmental Services.
- f. “Director” means an individual occupying the position of director of the Board of the Corporation.
- g. “Member” means a member of the Corporation; a member elects the Board; approves changes to Bylaws, sale of major assets, etc.
- h. “Members” means the collective membership of the Corporation; and
- i. “Officer” means an Officer of the Corporation. For the purposes of these By-Laws, ‘Officers’ are the Chair, the Vice Chair, the Secretary, the Treasurer, and the Chief Executive Officer.
- j. “Chief Executive Officer” means the person who has, for the time being, the direct and actual superintendence and charge of the management of the Corporation; is responsible to the Board; is an ex-officio Director of the Board; is ineligible for election as Chair, Vice Chair, Secretary or Treasurer; and is an Officer of the Corporation.
- k. “Ex-officio” means membership by virtue of the office and such position includes all rights, responsibilities, and power of the position but does not include the right to vote.

### 1.02 Severability and Precedence

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law. If any of the provisions contained in the by-laws are inconsistent with those contained in the Articles or the Act, the provisions contained in the Articles or the Act shall prevail.

### 1.03 Seal

The seal of the Corporation shall be in the form determined by the Board.

### 1.04 Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing

requiring execution by the Corporation may be signed by any two (2) of its Officers.

In addition, the Board may, from time to time, direct the manner in which and the person or persons by whom a particular document or type of document shall be executed.

Any person authorized to sign any document may affix the corporate seal to the document.

Any Director or Officer may certify a copy of any instrument, resolution, by-law or other document of the Corporation to be a true copy thereof.

## **Section 2 – Directors**

### **2.01 Election and Term**

The Directors shall be elected by the Members.

The term of office of the Directors shall be 3 years, starting from the date of the Annual Meeting at which they are elected.

### **2.02 Vacancies**

The office of a Director shall be vacated immediately:

- a. If the Director resigns from office by written notice to the Corporation, the resignation shall be effective at the time it is received by the Corporation or at the time specified in the notice, whichever is later.
- b. If the Director dies.
- c. If the Director becomes bankrupt.
- d. If the Director is found to be incapable of managing property by a court or under Ontario law.
- e. If at a meeting of the Members a resolution is passed by at least a majority of the votes removing the Director before the expiration of the Director's term of office.

### **2.03 Filling Vacancies**

A vacancy on the Board shall be filled as follows:

- a. A quorum of Directors may fill a vacancy among the Directors, and the nomination must be taken to the next Annual Meeting for approval by the Members.
- b. The total number of appointed Directors shall not be more than one-third of the number of Directors elected at the previous Annual Meeting.

### **2.04 Remuneration of Directors**

The Directors shall serve as such without remuneration and no Director shall directly or

indirectly receive any profit from occupying the position of Director, subject to the following:

- a. Directors may be reimbursed for reasonable expenses they incur in the performance of their Director's duties.
- b. Directors may be paid remuneration and reimbursed for expenses incurred in connection with services they provide to the Corporation in their capacity other than as Director, provided that the amount of any such remuneration or reimbursement is:
  - i. Considered reasonable by the Board.
  - ii. Approved by the Board for payment by resolution passed before such payment is made.
  - iii. In compliance with the conflict of interest provisions of the Act.

## **Section 3 – Board Meetings**

### **3.01 Calling of Meetings**

Meetings of the Board may be called by any Director at any time and any place on notice as required by this By-Law.

### **3.02 Regular Meetings**

The Board shall name a place and time of regular Board meetings by resolution, and no other notice shall be required for any such meetings. There shall be at least 6 regular meetings of the Board per annum.

### **3.03 Notice**

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in this By-Law to every Director of the Corporation not less than three (3) days before the date that the meeting is to be held. Notice of a meeting is not necessary if all of the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice or have otherwise signified their consent to the holding of such meeting. If a quorum of Directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the Annual Meeting of the Corporation.

### **3.04 Chair**

The Chair shall preside at Board meetings. In the absence of the Chair, the Vice Chair shall preside and in the absence of the Vice Chair, the Directors present shall choose one of their number to act as the chair.

### **3.05 Voting**

Each Director has one vote. Questions arising at any Board meeting shall be decided by

a majority of votes. In case of an equality of votes, the vote is lost.

### 3.06 Participation by Telephone or Other Communications Facilities

The Board may determine that the meeting shall be held by means of a telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

A Director participating by such means is deemed to be present at the meeting.

## Section 4 – Officers

### 4.01 Officers

The Board shall appoint from among the Directors a Chair, Vice Chair, Treasurer, and Secretary at its first meeting following the Annual Meeting of the Corporation.

### 4.02 Office Held at Board's Discretion

The same person may hold two offices of the Corporation.

Any Officer shall cease to hold office upon resolution of the Board.

### 4.03 Duties

Officers shall be responsible for the duties assigned to them by the Board and may not delegate to others the performance of any or all of such duties.

## Section 5 – Financial

### 5.01 Banking

The Board shall by resolution from time to time designate the bank in Canada in which the money, bonds or other securities of the Corporation shall be placed for safekeeping.

### 5.02 Financial Year

The financial year of the Corporation ends on March 31st in each year.

## Section 6 – Conflict of Interest

### 6.01 Conflict of Interest

A Director who is anyway directly or indirectly interested in a contract or transaction, or proposed contract or transaction, with the Corporation, shall make the disclosure required by the Act. Except as provided by the Act, no Director shall attend any part of a meeting or vote on any resolution to approve any such contract or transaction.

## 6.02 Charitable Corporations

No Director shall, directly or through an associate, receive a financial benefit, through a contract or otherwise, from the Corporation if it is a charitable corporation unless the provisions of the Act and the law applicable to charitable corporations are complied with.

## Section 7 – Members

### 7.01 Members

Membership in the Corporation shall consist of individuals interested in furthering the Corporation's purposes and who have been accepted into Membership by resolution of the Board and have met eligibility criteria outlined in the Corporation's policies.

Directors shall be the only Members.

### 7.02 Membership

A Membership in the Corporation is not transferable and automatically terminates if the Member resigns or such Membership is otherwise terminated in accordance with the Act.

Any membership in the Corporation shall be effective from the Annual Meeting in one year until the Annual Meeting in the following year, subject to renewal in accordance with the policies of the Corporation.

### 7.03 Termination or Discipline of Members

- a. A membership in the Corporation is automatically terminated and must be confirmed by the Board, when:
  - the member dies or resigns.
  - the member is expelled or their membership is otherwise terminated in accordance with these By-Laws.
  - the member's term of membership expires.
  - the Corporation is liquidated and dissolved under the Act.
- b. The Board may pass a resolution authorizing disciplinary action or termination of Membership for violating the Corporation's Code of Conduct or other policies, violating By-Laws, or missing three consecutive meetings.
  - Upon 15 days' written notice to a Member, the Board may pass a resolution authorizing disciplinary action or the termination of Membership. The notice shall set out the reasons for the disciplinary action or termination of Membership.
  - The Member receiving the notice shall be entitled to be heard, orally or in

writing not less than 5 days before the end of the 15-day period. The Board shall consider the submission of the Member before making a final decision regarding disciplinary action or termination of the Membership.

## **Section 8 – Members’ Meetings**

### **8.01 Annual Meeting**

The Board will decide the date and place in Ontario for the Annual Meeting. Any Member, upon request, shall be provided not less than 21 days or other number of days prescribed in regulations before the annual meeting, with a copy of the approved financial statements, auditor’s report or review engagement report and other financial information required by the By-laws or articles.

The business transacted at the Annual Meeting shall include:

- a. Approval of the agenda.
- b. Approval of the minutes of the previous annual and subsequent special meetings.
- c. Approval of the financial statements for the previous year.
- d. Report of the auditor or person who has been appointed to conduct a review engagement.
- e. Appointment of the auditor or a person to conduct a review engagement for the coming year.
- f. Election of Directors.
- g. Any other or special business that was included in the notice of meeting.

### **8.02 Special Meetings**

The Board shall convene a Special Meeting of Members on written requisition of not less than 5% of the Members for any purpose connected with the affairs of the Corporation that does not fall within the exceptions listed in the Act or is otherwise inconsistent with the Act, within 21 days from the date of the deposit of the requisition.

If the Members did not elect the minimum number of Directors needed for a quorum, the Directors have to call a Special Members’ Meeting right away to elect a Director.

### **8.03 Participation by Telephone or Electronic Means**

The Board may determine that the Annual or Special Meetings shall be held by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

Any Member participating in a meeting by such means is deemed to be present at the meeting.

#### 8.04 Notice

Subject to the Act, not less than 10 and not more than 50 days written notice of any annual or special Members' meeting shall be given in the manner specified in the Act to each Member and to the auditor or person appointed to conduct a review engagement. Notice of any meeting where special business will be transacted must contain sufficient information to permit the Members to form a reasoned judgment on the decision to be taken.

#### 8.05 Quorum

A quorum for the transaction of business at a Members Meeting is 51% percent of the Members entitled to vote at the meeting.

If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

#### 8.06 Chair of the Meeting

The Chair of the Board, and as an alternate the Vice Chair, shall be the chair of the Members Meeting. In the Chair and Vice Chair's absence, the Members shall choose another elected Director as chairperson.

#### 8.07 Voting of Members

Business arising at any Members Meeting shall be decided by a majority (51%) of votes unless otherwise required by the Act provided that:

- a. Each Member shall be entitled to one vote.
- b. Votes will be taken by a show of hands among all voting Members present including the chair of the meeting, if a Member. Before or after a show of hands has been taken on any question, the chair of the meeting or any Member may demand a written ballot.
- c. Whenever a vote by show of hands is taken on a question, a declaration by the chair of the meeting that a resolution has been carried or lost and an entry to that effect in the minutes will be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.
- d. If there is a tie vote, the chair of the meeting shall require a written ballot. If the written ballot results in a tie, the motion is lost.
- e. An abstention shall not be considered a vote cast.

## 8.08 Persons Entitled to be Present

Persons entitled to attend a Members Meeting are the Members, the Directors, the auditors of the Corporation and others who are entitled or required under any provision of the Act or the articles to be present at the meeting. Any other person may be admitted if invited by the Chair of the meeting or with the majority consent of the Members present at the meeting.

## Section 9 – Notices

Any notice required to be sent to any Member or Director or to the auditor or person who has been appointed to conduct a review engagement shall be sent by mail to the last address on record for that person, by telephone, by email, or by other electronic means. Notice may be waived or the time for the notice may be waived or abridged at any time with the consent in writing of the person entitled to the notice.

Where a given number of days' notice or notice extending over any period is required to be given, the day of service or posting of the notice will, unless it is otherwise provided, be counted in such number of days or other period.

No error or accidental omission in giving notice of any Board meeting or any Members' meeting will invalidate the meeting or make void any proceedings taken at the meeting.

## Section 10 - Dissolution of the Organization

The Corporation can be dissolved on a motion approved at a Special Meeting of the Members. The Members will pass a special resolution to authorize the Directors to distribute any property and discharge any liabilities in accordance with the articles of the corporation and the requirements under the NFP Act.

On dissolution of the Corporation, any remaining assets, after all liabilities have been satisfied, will be disposed of according to regulations established by the Province of Ontario under the Child, Youth and Family Services Act and/or the Corporations Act. Any assets will be disposed of to charitable organizations whose work is solely in Ontario and consistent with the Vision of the Corporation.

## Section 11 - Adoption and Amendment of By-Laws

This By-law may be amended by a majority vote of the Board and the subsequent approval of the Members.

Enacted on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary



## Annual Board Self-Assessment

Fillable Form: Please click under the appropriate column and add an "x" to what you think applies. Add any ideas, questions, or actions needed to the comments column.

ACTIVITIES	YES	NO	SOME WHAT	NOT SURE	COMMENTS
1. The Board understands that its' accountability includes financial responsibility, accounting and control of social/ethical decisions.	<b>7</b>				Reports reviewed in detail at each Board meeting, with communication in between as needed.
2. Good printed materials about the organization are available in an attractive and up-to-date format, and publicity appears in appropriate media in sufficient frequency and quality.	<b>7</b>				
3. Are you familiar with your Board's policies in regard to how you operate, make decisions, evaluate staff, recruit new members, and manage finances?	<b>4</b>		<b>3</b>		As a new board member I am still learning and look forward to the coming year to continue this journey.
4. The Board approves selection of outside counsel (lawyer).	<b>4</b>		<b>1</b>	<b>2</b>	I believe so but am unsure.
<b>RELATION TO CHIEF EXECUTIVE OFFICER</b>					
5. The Board selects a Chief Executive Officer and delegates to him/her full responsibility for all duties, except those reserved for the Board.	<b>7</b>				Excellent process and good communication throughout hiring of new CEO/recruitment process.
6. The Board establishes an annual performance plan for the Chief Executive Officer and monitors and evaluates annually.	<b>6</b>		<b>1</b>		
7. The Board has a succession plan for the Chief Executive Officer and other designated key officers.	<b>5</b>		<b>1</b>	<b>1</b>	

APPROVES MISSION, POLICIES, GOALS AND PLANS	YES	NO	SOME WHAT	NOT SURE	COMMENTS
8. The mission, purposes, and values of the organization are clearly defined and approved by the Board.	7				Developed and clearly defined through strategic planning process.
9. The Board approves the annual operations plan (Work Plan).	7				
10. General operating policies, personnel policies and job descriptions are in writing, are easily accessible and are regularly updated.	7				Board input sought out regularly.
11. Is the organization's progress and effectiveness in meeting its goals and objectives clearly, comprehensively and meaningfully assessed on a regular basis?	7				
<b>MONITORS FINANCIAL STRUCTURE AND ACTIVITY</b>					
12. The Board receives regular reports on finances/budgets.	7				
13. The Board approves a revenue and expense budget in line with policy.	7				With ongoing support of CEO and Administrative support staff
14. The organization resources are used effectively (good value for money spent)	7				Jane always brings ideas to spend money in a responsible and high-impact way.
15. Insurance coverage for the Board, staff, facilities, programs, etc. is monitored regularly.	6			1	
16. The Board authorizes an annual independent financial audit and reviews the report with the auditor.	7				

	YES	NO	SOME WHAT	NOT SURE	COMMENTS
17. The Board attends to policy-related decisions, which effectively guide operational activities.	7				
18. The Board reviews and approves compensation for staff.	7				With input from and initiated by CEO
<b>MONITORS PERFORMANCE OF MANAGEMENT</b>					
19. The Board receives and monitors – at least quarterly- financial, statistical and operations reports.	7				
20. The Board does a good job of evaluating the performance of the Chief Executive Officer (measuring results against objectives)	6			1	I have not been on Board long enough to comment on this function
<b>RESPONSIBLE FOR MANAGEMENT OF BOARD</b>					
21. The Board operates with a clear and current set of bylaws with which all Board members are familiar.	6		1		
22. Roles and responsibilities of Board and committees are well defined and understood, with descriptions for each.	7				
23. All members of the Board are informed, active participants in the governance process.	6		1		Having options to join meetings in person or virtually, and to participate in decision making via email makes it easy for all members to contribute.
24. New Board members receive orientation in all aspects of the Board's work.	6		1		
25. The Board creates committees of the Board, defines their functions and dissolves them as appropriate.	6			1	Not sure how committees are dissolved other than task completions...but committees are established as needed and function well.

	YES	NO	SOME WHAT	NOT SURE	COMMENTS
26. Training for Board work is a regular part of its' annual plan.	5			2	
27. An annual appraisal of the Board's performance is done at least annually.	5			2	
28. Board meetings facilitate focus and progress on important organizational matters.	7				
<b>BOARD MEETINGS</b>					
29. All members actively participate in each meeting of the Board and committees to which they are assigned.	6		1		I feel that I could do better to be more active in the subcommittees and will commit to being a more cognizant of my involvement in this next term.
30. Board meetings are effective; the Board has an effective procedure for decision-making, which it follows; all appropriate persons are involved in the process.	7				
31. The Board has Board Only sessions (without staff) as needed.	7				
32. The Board has a regular report from the Chair, as well as from the Chief Executive Officer	7				



33. What is especially positive about how the Board presently functions?

Being a group of diverse individuals who come with various experiences and are passionate about the vision of Contact Brant, who are always willing to work collaboratively is surely our greatest strength. We have good attendance and participation from members.

Respectful and timely communication with each other about concerns, initiatives and items to approve.

Respectful communication. Meetings are generally well-attended Meetings are efficient and well run. Board has had a lot of activity over the last year. Strategic planning process in the previous year was very helpful.

Offering in-person and virtual access to board meetings allows for flexibility of board members to attend as they are able.

The current board is well-seasoned and very knowledgeable about Contact Brant. They work together, they are collaborative and always have the best interest of the staff, community and partners.

Ample opportunity for all members to give input; value placed on input of present members, opportunity to revisit previous decisions if applicable.

The Board has a multi-disciplinary roster that represents significant aspects of our community. We also happen to get along very well, and decisions are made with respect and understanding. This is a very effective Board.

34. What would you recommend to help the Board function more effectively?

I think we could improve on our review of Board Governance Policies. While aware of where to find this information it may be of benefit to review as a group when new members are onboarded. Or perhaps, a 'buddy' to new members to help explain process' outside of initial onboarding? It is difficult to think of improvements because this group over the last 2 years has faced changes and guided the Agency so well, I am not sure how to build on what is already being done. Perhaps we should 'work plan' our current Board involvement and see if any goals are born out of it.

Having more directors has been excellent in helping to ensure we meet quorum – the range of backgrounds of directors has been an asset in decision making.

Continue working together...

No recommendations.

The Board and the Staff Team are very efficient and work well together.

Perhaps a bit more clarity when presenting the financial statements; eg: we are on page 2, 2<sup>nd</sup> paragraph item 3.... It is sometimes hard to follow along.

**2024 – 2025 Strategic Work Plan Report**

Strategic Priority	5 Year Goals	2024-25 Activities (Year 1)	Timelines	Update
A. Organizational Effectiveness	A1. To increase the understanding of service effectiveness	A1.1 Identify and establish improved evaluation processes for key activities/services (Access, Information, CSP, FASD, URS).	Implement revised evaluation processes, and review annually.	Implemented incentives for CSP feedback for both clients and SC's; implemented enhanced incentives for URS; working on Access/Information evaluation potentially using EMHware; FASD feedback has been good.
		A1.2 Analyze feedback and create changes based on recommendations to improve service effectiveness.	Identify needed changes at least annually.	Poor use of surveys has limited feedback.
	A2. To increase efficiencies, processes, and services to address the growing demand for service and information.	A2.1 Review EMHware processes and general practices to identify areas for improvement and efficiencies.	Implement efficiencies and processes; address service changes/new opportunities.	Work delayed with Admin Assistant's extended leave. Streamlined URS processes by reducing the use of additional Excel data collection. Finalized return to use of EMHware for referrals with Woodview rather than through their website.
		A2.2 Identify missing resources in our Community Information website and develop a plan to add these.	Continue to build the CI website.	Staff are working on this regularly. Increased the number of records by 2% in 2024-25.
B. Commitment to Community	B1. To strengthen relationships with community partners.	B1.1 Active leadership and participation in community planning and events including membership on key committees.	Continue on current and identify new opportunities	CYSC has confirmed in their Terms of Reference that Contact Brant will be one of the two co-chairs, with the other co-chair being appointed every two years. Leading the CYSC Committee developing a Child & Youth Bill of Rights for Brant.
		B1.2 Identify staff to be key contacts with schools/school boards and key service providers to increase communication and understanding between our agency and others.	Continue membership on both school board's SEAC	Managers are the identified key contacts for stakeholders, with Leads supporting each service area. SEAC reps are identified for GEDSB and BHNCD SB as SEAC reps.

		B1.3 Identify events that we need to participate in to increase our presence in the community.		Participated in 3 business-related events: Chamber of Commerce, Brantford Business Tradeshow, and Women in Business Expo, as well as the usual community agency-developed events.
	B2. Participate in ongoing cooperative program planning and development activities	B2.1 Collectively identify community needs and explore new collaborative service opportunities to address system-wide child and youth service issues/gaps.	Implementation, review and further planning	Contact Brant is the lead for Extensive Needs Service (ENS) in Brant to build on community unmet needs. Facilitated a community committee and proposal to MCCSS for Respite.
	B3. To increase the understanding of our role as the Community Information Center.	B3.1 Increase the number of new records in the Community Information website.	Especially needed for Haldimand-Norfolk area.	Increased the number of records by 2%.
		B3.2 Plan for regular in-services and learning opportunities with agencies so all staff are confident in relaying information about community service providers, services and resources.	Establish new activities each year	Bus ad for Contact Brant being the Community Information Center; revised bookmark developed and promotional items purchased.
	B4. To increase proactive engagement with clients.	-	Establish plans once have more information on how best to engage, following work of DEI Committee, community commitments, and revised feedback/evaluation.	EDI Committee recommendations have not yet been received.
C. Diversity, Equity and Inclusion	C1. To increase our understanding and commitment to Truth and Reconciliation.	C1.1 All staff to take at least one webinar from Achieve training sessions.	Possibly get some native art.	Partnership with Six Nations Department of Well-Being to fund a URS Front Door Coordinator to support services being provided in their community.
	C2. To increase our practices that align with the people we serve	C2.1 DEI Committee to identify and recommend training for staff and Board	Establish new activities each year	EDI Committee recommendations have not yet been received.

		on Truth and Reconciliation, cultural, gender identity, etc.		
	C3. To increase the applications of DEI learnings into how services are provided.	C3.1 DEI Committee to identify and recommend policy and practice changes.	Implement changes	Student reviewed policies with a lens on DEI and felt they were good. EDI Committee recommended changing the process for entering the name of a child in EMHware when the child's preferred name is different from the child's given name.
	C4. To understand families' comfort level in our services – is ours a culture of inclusion?	C4.1 DEI Committee to identify a process to capture family feedback on our agency's culture of inclusion.	Implement changes	EDI Committee recommendations have not yet been received.
	C5. To build a workplace where everyone can bring their authentic self	C5.1 DEI Committee survey for staff to be reviewed with recommendations brought to staff meetings.	Implement changes	EDI Committee has surveyed staff, but no recommendations have been received yet.
D. Brand Understanding	D1. To heighten the understanding of Contact Brant's services with staff, clients, partners, and community.	D1.1 Revise/modernize our website.	Review and identify new plans.	Clarity Marketing & Design was contracted to revise our website.
		D1.2 Review Songbird Marketing data on our social media and build on successes to ensure a high social media presence.	Identify plan for social media post-December 2024 (Songbird contract)	Songbird Reports was brought to the Board quarterly on the regular postings in social media; the contract was extended to March 31, 2026.
		D1.3 Increase staff and Board's consistency in use of plain language to describe what we do, as well as presentation (how things look).	Build on recommendations from Songbird, Communication Strategy Committee	Contact Brant Mandate one-pager created. Increased promotion: ads on buses (one for Contact Brant, one for Contact Brant being the Community Information Center). Songbird suggests consistent use of the Contact Brant logo and less use of program logos. 25 <sup>th</sup> Anniversary logo developed for the 2025-26 year, with planning for regular events where we can promote the agency.