

**WINDSOR ESSEX COMMUNITY HEALTH CENTRE (WECHC)**  
**BOARD OF DIRECTORS MEETING MINUTES**  
**Tuesday January 23, 2018 from 5:30 – 8:00 pm**  
**Teen Health Site – 1361 Ouellette Ave., Windsor**  
*Teleconferencing is available upon request*

**Present:** Kathryn Hengl (President), William McClounie (Vice President), Elaine Clark (Treasurer), Toni Scislowski, Robert Fetherston, Tina Heinrichs, Gina Graston

**Regrets:** Helen Bolton

**Staff:** Patrick Brown, Executive Director, Beth Kinnaird-Iler, Director Clinical Practice, Neelu Sehgal, Director Clinical Practice, Kevin Webb, Director Clinical Practice

**Recorder:** Lynn Thomson, Executive Assistant

Quorum was achieved. Seven (7) of eight (8) members were present.

- K. Hengl called the meeting to order at 5:35 p.m. and asked members to identify any conflict of interests at this time. None were declared.
- There were no requests made to "unstar" any items therefore the 'starred' (\*) items were deemed approved or received.

\* **Approval of the January 23, 2018 Agenda as presented.**

\* **Approval of the November 28, 2017 Board Meeting Minutes as circulated.**

**1. President's Report:** (Reported by K. Hengl)

- **Invitation from Parliamentary Assistant to the Minister of Finance for Pre Budget Consultation:** An invitation was received to attend the Pre Budget Consultation on January 25, 2018 at the Art Gallery of Windsor. P. Brown will attend as WECHC representative. Each organization is allotted three minutes to speak however written submissions will be accepted up to February 9, 2018. Discussions will involve how to create jobs and eliminate the deficit. The topics that will be spoken to is funding for Mental Health and Addictions and Eating Disorders as these areas have been identified as priorities with reduction in LHIN funding for these programs.
- **Opportunities for Additional Board Development:** Further Board Development opportunities are being explored.

**Motion:** A motion was made to receive the President's Report as presented.

**Moved:** T. Scislowski      **Seconded:** R. Fetherston      No Discussion      Carried

**2. AOHC Liaison:** (Reported by T. Scislowski)

- T. Scislowski participated in a webinar on November 29 with another upcoming on January 25, 2018.
- The Board Evaluation Survey was completed. One issue raised was of repetitive info and abundance of same.
- Any webinars that would be of value to the Board will be brought forward.
- Milestones highlighted the Sandwich ground breaking ceremony.

**Motion:** A motion was made to receive the AOHC Liaison's Report as presented.

**Moved:** W. McClounie      **Seconded:** E. Clark      No Discussion      Carried

**3. Executive Director's Report** (Reported by P. Brown)

- **SCH Capital Project:** Construction continues. The foundation has been poured. There have been a few minor change orders resulting from unforeseen circumstances. The Capital Branch is being apprised as this progresses but no approval will be granted until the submission of the final report. Projecting an August 2018 completion date. This is on schedule but hopeful for an earlier completion date.
- **Public Kiosks:** P. Brown attended the meeting as delegate to support the Community Development & Health Office's request for 5 Sharps' kiosks with the maintenance of 10. This was a \$65k ask (\$15 to purchase and install the kiosks and \$50k for pickup and disposal). This request was granted. WECHC has LHIN funding approval for five additional kiosks and will continue to work with the community neighborhood groups and the City of Windsor to determine where the kiosks will be installed. This will bring the total of kiosks to 17 in the City and 2 in the County.
- **Auditor:** On January 1, 2018 Hyatt Lassaline LLP has merged with Grant Thornton LLP. The terms of the previous quote remain intact with the change of name to Grant Thornton. There is no need to reappoint Grant Thornton as there is no change of staff or commitment to WECHC.
- **Windsor Essex Community Opioid Strategy Leadership Committee (WECOS-LC):** The WE County Health Unit released their Opioid Strategy on January 19. (Prevention & Education, Harm Reduction, Policing Services and Treatment). P. Brown has received an invitation to sit on this Leadership Committee. The next meeting is on January 26, 2018. Working Committees will be set. WECHC has requested to sit on the Prevention & Education and Harm Reduction subcommittees. WECHC has requested the Health Unit's support for the SIS application but prior to this the Health Unit is requesting a Feasibility Study. The Federal Application does not require support but the Provincial Application does. WECHC intends to work together with the Health Unit to support financially for the feasibility study.
- **Bill 148 – Fair Workplaces, Better Jobs Act 2017:** Changes to Bill 148 has impacted the organization. There are 3 specific areas: equal pay regardless of employment status, personal leave emergency days and calculation of public holiday pay. A cost analysis has been completed and the budget will accommodate these changes. The updated policies will be reviewed by a lawyer to ensure the organization is in compliance with the legislation.
- **AGM – June 26, 2018:** Location and speaker to be determined. Sandwich would have been the ideal location but it is not anticipated to be ready until September 2018.
- **Foundation Update:** J. Mowat is stepping down as Chair of Development Committee for personal reasons but will remain as Secretary/Treasurer. K. Stewart has been appointed as Chair of the Committee. Approximately \$50k has been raised towards the Capital Campaign. An addressed mailing went out prior to Christmas. An unaddressed mailing to target specific postal codes of approximately 15,000 homes will be sent once the donate button is available on the website. The 'Donate Now' Button on the website is in progress through Donor Perfect.
- **Executive Dashboard:** The Executive Dashboard was reviewed and discussed. Media coverage was added. To align with Health Links, complexity of care was broken down into

clients with 3+ identified health issues and 4+ identified health issues. Health links have identified 53 specific conditions. Work is ongoing to obtain the list for comparison.

- **Media Coverage:** Q3 Media coverage was reviewed and discussed. There were 6 different events picked up by media outlets with coverage through press, online, radio and television totalling 22.

**Motion:** A motion was made to receive the Executive Director's Report as presented.

**Moved:** B. Fetherston      **Seconded:** G. Graston      No Discussion      Carried

#### 4. Committee Reports:

**Finance Committee:** (Reported by E. Clark)

- The Committee last met on December 20, 2017 and will meet again on March 14, 2018.
- The approved October 30, 2017 meeting minutes were included in the agenda package.

#### 4.1 Q2 Finance Dashboard



#### WECHC FINANCIAL DASHBOARD

	Year End		
	2016/17	2017/18	2018/19
<b>Financial Health</b>			
Working Capital Ratio	1.87	1.74	1.34
% of MoHLTC Funding	93%	95%	95%
Total Annualized Revenue Growth	1.04%	2.25%	0.14%
<b>Operational Efficiency</b>			
Administration as % of Total Expenses	19.3%	19.1%	18.1%
<b>Direct Cost per client:</b>			
Primary Care	\$ 931.20	\$ 620.54	\$ 675.17
Therapy	\$ 495.54	\$ 387.18	\$ 506.93
Chronic Disease	\$ 276.58	\$ 122.78	\$ 150.40
Health Promotion	\$ 88.49	\$ 39.75	\$ 42.42
Benefit to Salary Ratio	16%	21%	20%
Productivity Ratio	84%	83%	84%
Administration Staff Development/Travel as % of Salaries	3%	3%	4%

	2017/18 to 2018/19			Benchmark
	Q1	Q2	Q3	
	1.97	1.19		1.00
	96%	96%		TBD
	0.10%	1.63%		1.5%
	18.4%	17.8%		18.9%
N/A	\$	498.15		TBD
N/A	\$	338.82		TBD
N/A	\$	128.99		TBD
N/A	\$	24.54		TBD
	23%	21%		25%
N/A		83%		84%
	4%	3%		5%

#### 4.2 Q2 Staff Report – Year End Spending/Projections

##### Core

**Physician Salaries:** There are currently 2 physicians on maternity leaves. We have not been successful in finding physicians to cover these mat leaves. Based on this there has been a request sent to MOH (supported by the LHIN) to reallocate these dollars to hire NPs. We await approval from MOH. The anticipated surplus in physician salaries will depend on when we receive approval from the Ministry to replace with NPs.

**Core CHC Operating Expenses:** At November 30 there is a projected year end surplus of approximately \$320,000. This surplus is as a result of approximately \$100,000 in revenue received from Midwifery TPA, back office support for CK-CHC and third party billings. The 1% base funding increase was retroactive to April 1 and cash flowed the end of November and has not yet been spent. The balance is a result of staff vacancies, savings in contracted out services and other line items underspent.

A request for reallocation of funds has been submitted to the LHIN. This will be for a one time capital purchase of hardware/server updates of approximately \$100,000 to replace end of life equipment. This purchase is necessary to maintain our information systems major equipment infrastructure and to allow for the transition from NOD to PS Suites for client

reporting in 2018. Along with an additional request to reallocate \$154,000 for renovating Diabetes Wellness to support the Endocrinology clinic.

The balance of the anticipated surplus will be spent on operational expenses. The leadership team is currently reviewing one time operational requests and prioritizing to address client needs.

**Core CMH&A Operating Expenses:** There has been an annualized increase in the CMH&A funding of \$175,000 for 3 FTE addictions support workers. This funding was approved and cash flowed in November (retroactive to April 1). It is anticipated these FTEs will be hired by mid-January. A request has gone to the LHIN for approval to reallocate dollars (approximately \$137,000) to purchase a mobile outreach unit.

**CAPS Submission** is no longer due to be Board approved on or before January 31, 2018. The review of the CAPS submissions are on-going within the LHIN processes and once the review has been completed, the ESC LHIN will notify the date on which the CAPS Submissions are required with Board approval.

#### 4.3 Monthly Factual Certificate: October 2017


##### MONTHLY FACTUAL CERTIFICATE

To: Board of Directors  
Windsor Essex Community Health Centre (WE CHC)

The undersigned hereby certifies that, to the best of his/her knowledge, information and belief after due inquiry, as at October 31, 2017.

1. The WE CHC is in compliance, as required by law, with all statutes and regulations relating to the withholding and/or payment of governmental remittances, including, without limiting the generality of the foregoing, the following:
  - All payroll deductions at source, including Employment Insurance, Canada Pension Plan and Income Tax;
  - Ontario Employer Health Tax;
  - Harmonized Sales Tax;
  - Workplace Safety and Insurance Board (WSIB)and they believe that all necessary policies and procedures are in place to ensure that all future payments of such amounts will be made in a timely manner.
2. The WE CHC is in compliance with all applicable Health and Safety legislation and all applicable Pay Equity legislation.
3. The WE CHC is in compliance with the requirements of the Corporations Information Act and has updated and verified its corporate public record, by submission of Form 1 within 15 days of any change to Board membership; last submission September 15, 2017.
4. The WE CHC is in compliance with the requirements of the Income Tax Act, and date of last filing of form T3010, Registered Charity Information Return is August 22, 2017.
5. The WE CHC is providing the prescribed standard of service in the performance of its functions and following the prescribed procedures and practices in accordance with our funding agreements, as reported to the Board of Directors of the WE CHC through the following reports:
  - Monthly Financial Report reviewed with Executive Director
  - Quarterly report to MOHLTC (MIS OHS TB) submitted: October 26, 2017
  - Quarterly report to LHIN (SRI) report submitted: May 26, 2017
  - Quarterly reports to Board
  - Annual Reconciliation Report to Various MOHLTC Departments – June 30, 2017
  - CAPS Refresh approved: March 15, 2017

Dated on the 1<sup>st</sup> day of November, 2017 in Windsor, Ontario

  
Patrick Brown, CPA, CA  
Executive Director

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  - Quarterly reports to Board
  - Annual Reconciliation Report to Various MOHLTC Departments – June 30, 2017
  - CAPS Refresh approved: March 15, 2017

Dated on the 7<sup>th</sup> day of December, 2017 in Windsor, Ontario



Patrick Brown, CPA, CA  
Executive Director

**Motion:** A Motion was made to accept the Finance Report as presented.

**Moved:** E. Clark                      **Seconded:** T. Scislowski                      No Discussion                      Carried

**5. Governance Committee:** (Reported by B. Fetherston)

- The Committee last met on December 20, 2017 and will meet again on February 28, 2018.
- The approved October 30, 2017 meeting minutes were included in the agenda package.
- **Policy Update:** The following policies were reviewed for approval by the Board:
  - Board, Executive Director (ED) Linkage
  - Board Expectations of the Executive Director
  - Executive Director (ED) Performance Appraisal Process

**Recommendation:** A recommendation was made by the Governance Committee to approve the policies as presented.

**Motion:** A Motion was made to approve the Board, Executive Director (ED) Linkage, Board Expectations of the Executive Director and Executive Director (ED) Performance Appraisal Process Policies as presented.

**Moved:** B. Fetherston                      **Seconded:** W. McClounie                      No Discussion                      Carried

- **Board Development:** Training opportunities currently planned are:
  - **Indigenous Training:** The LHIN is requesting staff and the Board participate in Indigenous Training Webinars. This is an 8 module online course over 8 weeks but can be completed sooner if more than one module completed at a time. The total time commitment is approximately 8-10 hours. Any interested Board Members are to contact L. Thomson for registration. W. McClounie and H. Bolton are registered for the course commencing in February 2018.
  - **Fundamentals of Effective Board Involvement:** Training is offered at United Way. L. Thomson has registered the Foundation Board and those on the WECHC Board who have not previously undergone this training. This will be held on May 9, 2018 from 6:00 – 9:00 pm.
  - **Accessibility for Ontarians with Disabilities Act 2005 Training:** To comply with the Accessibility for Ontarians with Disabilities Act 2005, all staff and volunteers are required to complete this mandatory training. The Board was asked to read the material, complete the short quiz and return to L. Thomson. This was also forwarded by email today.

**Motion:** A Motion was made to accept the Governance Report as presented.

**Moved:** B. Fetherston                      **Seconded:** G. Graston                      No Discussion                      Carried

**6. Quality Utilization and Risk Committee:** (Reported by T. Scislowski)

- The Committee last met on November 2, 2017 and will next meet on February 20, 2018.
- The December 2017 meeting was cancelled therefore there are no new updates since the last Board meeting.
- **Accreditation:** Next Accreditation is September 2019. Standards are expected to be released in April 2018 and reviewed at the April meeting.

**Motion:** A Motion was made to accept the Quality Utilization and Risk Committee Report as presented.

**Moved:** T. Scislowski                      **Seconded:** T. Heinrichs                      No Discussion                      Carried

**7. In Camera**

**Motion:** A Motion was made to move In Camera at 6:35 pm.

**Moved:** T. Heinrichs                      **Seconded:** E. Clark                      No Discussion                      Carried

**Motion:** A motion was made to move back to the regular meeting at 7:40 pm.

**Moved:** E. Clark                      **Seconded:** G. Graston                      No Discussion                      Carried

**In Camera Items Discussed:** Approval of In Camera Meeting Minutes from November 28, 2017 and information received.

**8. Committees Membership**

G. Graston will be appointed to support the Finance Committee.

**Motion:** A Motion was made to appoint G. Graston to the Finance Committee.

**Moved:** E. Clark                      **Seconded:** W. McClounie                      No Discussion                      Carried

**9. Adjournment:** A motion was made by to adjourn the meeting at 7:50 p.m.

**Moved:** T. Heinrichs                      **Seconded:** B. Fetherston                      No Discussion                      Carried

	Action	Agent	Date of Completion
1.	<b>Board Development Opportunities</b> ✓ United Way – Fundamentals of Effective Board Involvement ✓ Indigenous Training ✓ AODA Training – Booklet and quiz	Governance Committee	May 9, 2018  Starts in February 2018 February 15, 2018
2.			
3.			

Respectfully submitted by Lynn Thomson, Recorder

Approved March 27, 2018

~~Kathryn Hengl, President /  
W. McClounie, Vice President~~

William M<sup>c</sup>Clounie

T. Scislowski

T. Scislowski, Secretary

L. Thomson

Lynn Thomson, Recorder

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