

Langs Board of Directors
Tuesday September 24, 2024
5:30 – 7:30 pm
E106
AGENDA



Item	Time	Topic	Presenter	Purposes/Outcome Required		
				Info	Discussion	Decision/ Motion
	5:00	LCDC AGM	Gary Desborough, LCDC Board Chair			
1. Welcome and Call to Order						
a)	5:30 pm	Welcome and Call to Order - <i>Recognition of Quorum</i> - <i>Declaration of Conflict of Interest</i> - <i>Approval of Agenda</i>	Jen	X X		X
b)	5:35 pm	Chair Remarks - <i>Welcome Guest, Sandeep Kalirah</i>	Jen	X		
2. Minutes of the Last Meeting						
a)	5:40 pm	Board Minutes from June 25th, 2024	Nana-Afia			X
3. Board Development						
a)	5:45 pm	Women's Health Centre	Danielle Hughes	X		
4. Internal and Committee Reports						
a)	6:00pm	Executive Committee Report	Jen	X		
b)	6:10pm	Approval of Compliance Report	Jen	X		X
c)	6:20pm	Approval of Signing Authorities	Jen	X		X
d)	6:25pm	CEO's Report	Debbie	X		
e)	6:30pm	Approval for DEP renovations	Debbie	X		X
f)	6:40pm	CND OHT Report	Stephen	X		
g)	6:45pm	Community Services Report	Denise	X		
h)	6:50pm	Treasurer's Report	Brad	X		
i)	7:00pm	Incident Report Quarterly Summary	Enclosed	X		
Motion to approve reports a) to i)			Jen			X
5. Updates						
a)	7:10pm	Alliance for Healthier Communities	TBD	X		
b)	7:20pm	Ontario Health West	Debbie	X		
6. Other Business						
a)	7:25 pm	Recruitment Committee - Membership voting	Nana-Afia	X		X
7. Meeting Adjournment						
Motion to Adjourn			Jen			X
Date of Next Meeting:		October 29, 2024				

Sandeep Kalirah Biography

With a Master of Business Administration from Edinburgh Napier University and a Doctor of Chiropractic from the Canadian Memorial Chiropractic College, Sandeep brings a wealth of expertise in both healthcare and business management. Holding a Bachelor of Health Sciences from the University of Western Ontario, Sandeep has complemented their healthcare background with a certification in Lean Six Sigma Green Belt (Health Care) and is currently pursuing a Graduate Certificate in Project Management from Conestoga College.

Currently serving as Campus Services Manager at Conestoga College, Sandeep oversees operational administration, budgeting, vendor management, and performance improvement initiatives. Their previous role as Operations Coordinator for the School of Health & Life Sciences saw them optimize campus services, enhance student participation, and lead large-scale financial and resource management projects across 13 satellite campuses.

Sandeep has also held significant leadership positions in the healthcare industry, including Clinical Program Manager at CloudMD Software & Services, where she spearheaded strategic development plans and achieved considerable improvements in client and employee satisfaction. As Clinical Director at Lotus Medical and Grand Valley Physio, Sandeep led business development efforts and successfully expanded the company into new markets.

Langs Board Meeting Minutes			
Date	Tuesday June 25, 2024		
Present in Person	Brad Ratz, Brendan Wylie-Toal, Dave Bechtel, Denise Carter, Jeff Small, Nana-Afia Agyeipah, Yvonne Brown, Stephen Paniccia, Juliette Coughlan, Jen Davis, Mona Elgargani		
Regrets			
Guest	Sabrina McGregor		
Staff	Debbie Hollahan, CEO, Sarah MacTavish, William Homerston		
Chair	Stephen Paniccia		
Topic/Comments/Action/Decision	Info	Action	Decision
1. Welcome and Call to Order			
a) Stephen welcomed everyone to the board meeting	✓		
b) Call to Order			✓
<ul style="list-style-type: none"> Stephen called the meeting to order, thanked everyone for attending. Welcomed Sabrina McGregor, guest and potential board member. The group did round table introductions. Quorum was recognized. There were no conflicts of interest declared. Territorial Acknowledgement presented by Jen Davis 	✓		✓
MOTION (Denise/Brad) to approve the agenda. CARRIED	✓		✓
c) Chair and Board Member Remarks			
<ul style="list-style-type: none"> SPARK highlights- Stephen shared the SPARK highlights page noting the positive post evaluation results, the program will be continuing next year, and 10 students graduated. Both students and parents were glad about this program. AGM debrief – Stephen asked the group how the AGM went and thanked the committee for a job well done. There was positive feedback. Board Intentions Survey – Stephen reminded the group to complete the intentions survey for the Recruitment Committee to have the results for their work starting in September. Membership Update – Stephen updated the group on the membership changes over the last month: Jenni- Rebecca resigned from the board, and Dave Bechtel had his last meeting. Stephen thanked Dave for all the years of contributions to the board and finance committee. 	✓	✓	
2. Minutes of Last Meeting			
The board reviewed the minutes of the meeting of May 28 th , 2024.			
<ul style="list-style-type: none"> No errors or omissions noted. 	✓		
MOTION (Denise/Jen) to approve the minutes of the meeting of May 28 th , 2024. CARRIED			✓
3. Board Development			
Risk Management & Patient Experience Survey			
William Homerston, Manager Quality, Innovation and Performance gave a high-level overview to the group on Risk Management with the following highlights:			
<ul style="list-style-type: none"> Langs follows the terminology used at CCA; IRM (Integrated Risk Management). IRM bridging the silos for Risk Management using an organization-wide perspective. IRM involvement includes the board oversight and board committees for risk monitoring. Senior management will review the risks quarterly and the Board will conduct annual evaluations. The domains and dimensions for Langs RM policy piggyback from HIROC. Langs RM framework highlights the steps taken including risk: identification, assessment, mitigation and prevention. Will noted Senior Leadership brainstormed and assessed risks on likelihood and impact with the goal to do regular reviews to keep leadership and the board up to date and foster a proactive risk management culture. Will noted there were 30 risks identified and evaluated to discern the top seven (7) risks. He shared those risks as well as the controls and status. 	✓		
1. Unauthorized Access to Information Systems	✓		

<ul style="list-style-type: none"> 2. Limited IT infrastructure impact 3. Cybersecurity system failure 4. Safety in IPC Outreach 5. Insufficient Revenue/Funding 6. Diabetes Central Intake Program Funding 7. Recruitment and Retention <ul style="list-style-type: none"> • It is noted there is a cyber security tabletop planned for September with HIROC. <p>The group discussed the Patient Experience Survey shared in the package, and generated the following questions:</p> <ol style="list-style-type: none"> 1. Is 4% of total patients, or 4% of patients who had the opportunity to respond? 2. Is the survey resulting from virtual visits only or part of a blitz including in person and over the phone appts? How long was the blitz? 3. Is this clinical only or does it include social work and dep patients? 4. Does this include any 'ticket to comment' results? <ul style="list-style-type: none"> • The group also discussed incentivizing surveys and how to ensure a large number of respondents if there intends to be decisions made from the results. • The questions were forwarded to Will and responses shared with the board of directors. 	<p>✓</p> <p>✓</p>	<p>✓</p>	
4. Internal and Committee Reports			
<p>a) Treasurer's Report</p> <ul style="list-style-type: none"> • Brad presented the Statement of Fiduciary Compliance and Financial Statement as presented in the package. <p>MOTION (Brad/Denise) to approve the Statement of Fiduciary Compliance Report for the period ending on May 31st, 2024. CARRIED</p> <ul style="list-style-type: none"> • Brad presented the statement of operations as presented in the package with the highlights as follows: <ul style="list-style-type: none"> ○ The change in assets is attributed to the house purchase. ○ Financial position is healthy. ○ Overbudget by \$15,740 for professional and licensing fees. This is due to timing. ○ Variance in purchase services due to the timing of some expenses (dental specialist payments). <p>MOTION (Brad/Juliette) to approve the Financial Statement for the period ending on May 31st, 2024. CARRIED</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p> <p>✓</p>
<p>b) CEO Report</p> <ul style="list-style-type: none"> • Debbie presented the month in review with the following highlights: <ul style="list-style-type: none"> ○ June was a busy month this year ○ Youth council pitched "Soccer, Snacks and Shirts" in the Smart Waterloo Region Innovation Lab Gimi Project. Youth voted and are 1 of 3 groups to receive \$2000 to make the idea happen. ○ North Dumfries township meeting to enhance services to the youth and senior population. We are working on an MOU. Currently, we do not receive any funding from North Dumfries township to organize programs. Kin started in ND with primary care expansion funding. ○ The clinical team developed intake video for new patients to view the video ahead of time. ○ Langs has connected with health care connect to start helping with their waitlist by getting primary care attachment at Langs (5 Langs and 5 ND). ○ The first clinic for ADHD referrals is planned for July 9th. ○ Trans care clinic will alternate between Langs and ND with July 15th soft start. ○ In conversation, it has come to light that many women are showings up in 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		

d) CND OHT Update				
<ul style="list-style-type: none"> As above 	✓			
e) North Dumfries Program Committee				
<ul style="list-style-type: none"> Kelly Conrad presented an update regarding the primary care expansion project. Helen Scutt presented <i>On the Table</i> event which attendees would share their ideas for increasing social infrastructure and increasing belonging. Juliette presented on the Ayr Gardening Club noting nature program on Wednesday for the summer day care programs. Programs are well attended, and the spring evaluation summary report highlighted positive experiences. The committee will meet again in October. 	✓ ✓ ✓ ✓ ✓			
MOTION (Denise/Mona) to approve reports a) to e). CARRIED				✓
5. Updates				
a) Alliance for Healthier Communities				
<ul style="list-style-type: none"> Blitz on advocacy right now for community salaries. Debbie will forward the guidelines for advocacy channels. 	✓	✓		
b) Ontario Health West				
<ul style="list-style-type: none"> Debbie introduced 'Ontario Health at Home' (previously CCAC, then LHIN) a crown organization and subsidiary of OH. This comes from the Connected Care Act with the goal of home care modernization. OHTs will have care coordinators. The organizations will have a board of directors and CEO. 	✓ ✓ ✓ ✓			
c) Executive Committee Elections				
<ul style="list-style-type: none"> Stephen led the board in Executive Committee Elections noting that he will stay on the board for the 2024-2025 year as Past Chair. 	✓			
MOTION to nominate Jen Davis for the Chair position for the 2024-2025 year. Accepted by Jen Davis and CARRIED unanimously by the members.				✓
MOTION to nominate Denise Carter for the Vice Chair position for the 2024-2025 year. Accepted by Denise Carter and CARRIED unanimously by the members.				✓
MOTION to nominate Nana-Afia Agyeipah for the Secretary position for the 2024-2025 year. Accepted by Nana-Afia Agyeipah and CARRIED unanimously by the members.				✓
MOTION to nominate Brad Ratz for the Treasurer position for the 2024-2025 year. Accepted by Brad Ratz and CARRIED unanimously by the members.				✓
MOTION to nominate Yvonne Brown for the Member at Large position for the 2024-2025 year. Accepted by Yvonne Brown and CARRIED unanimously by the members.				✓
MOTION to nominate Juliette Coughlan for the Member at Large position for the 2024-2025 year. Accepted by Juliette Coughlan and CARRIED unanimously by the members.				✓
6. Other Business				
<ul style="list-style-type: none"> Questions/Feedback/Discussion 	✓			
7. Meeting Adjournment				
MOTION (Dave/Nana) to adjourn this meeting of the Langs Board of Directors. CARRIED				✓
Chairperson	Stephen Paniccia	Secretary	Denise Carter	

Women's Health and Wellness

Care for Every Woman, At Every Age

Introduction and Plan for Today

- Vision and Guiding Principles
- Overview of Programs and Services Current and Future
- TogetHer for Health/Community Engagement
- Questions

Vision

Our vision is to ensure that all individuals who identify as female have equitable access to comprehensive, culturally sensitive health information and care.

We aim to empower them with resources and services that promote well-being, prioritize prevention, and support lifelong health.


Key Guiding Principles

- **Respect for Diversity:** Catering to the diverse needs of all individuals who identify as female.
- **Empowerment and Self-Management:** Encouraging women to take control of their own health and wellness.
- **Holistic Wellness:** Focusing on physical, mental, emotional, and social aspects of well-being.
- **Collaborative Approach:** Developing strong interprofessional communication to foster holistic programming.
- **Psychologically Safe Environment:** Creating an inclusive, supportive space.
- **Evidence-Based Practices:** Incorporating the latest guidelines into all programming.


Overview of Programs and Clinics

- Prenatal Clinic

- Referral from hospital emergency departments, urgent care centres or self-referral.
- Supports women with no access to primary care and bridges the gap of prenatal care needed in the community



Prenatal Clinic
Langs: 1145 Concession Rd Cambridge, ON N3H 4L5
 NDHC: 1958 Greenfield Rd Apt. DN N0B1E0
 Phone: 519-653-1470 ext. 543
 Fax: 519-653-6277



Patient Information

Date of Referral:	
Patient Name: _____	Date of Birth (DD/MM/YYYY): _____
Preferred Pronouns: _____	Address: _____
Phone Number: _____	City: _____
Health Card Number: _____	Emergency Contact: _____
E-mail: _____	Spoken Language: _____
Translator Required: _____	
Do you have a current family doctor/nurse practitioner? _____	
Yes / No	

Pregnancy Information

Date of Last Menstrual Period: _____

Number of Previous Pregnancies: _____

Pregnancy Status Confirmation: at home test blood test ultrasound _____

Expected Due Date (if known): _____

Medical Information

Current Medications: _____

Allergies: _____

Pre-Existing Medical Conditions: _____

Family Medical History: _____

Previous Pregnancy Complications, Terminations, etc.: _____

Referral Source

Self Referral: Yes / No _____

Referring on behalf of someone else: Yes / No _____

Is the person aware of this referral? Yes / No _____

Referrer Name: _____ Location: _____

Please submit your completed referral by fax (519-653-6277) or e-mail (primarycare@langs.org) or drop it off in person to the medical reception desk at Langs.

Overview of Programs and Clinics

- Knowing Me
 - A program focused on health promotion, hot topics, recreation, social and educational topics. For those who identify as female.
 - Social opportunity for women to gather, share coffee/tea and conversation.



Overview of Programs and Clinics

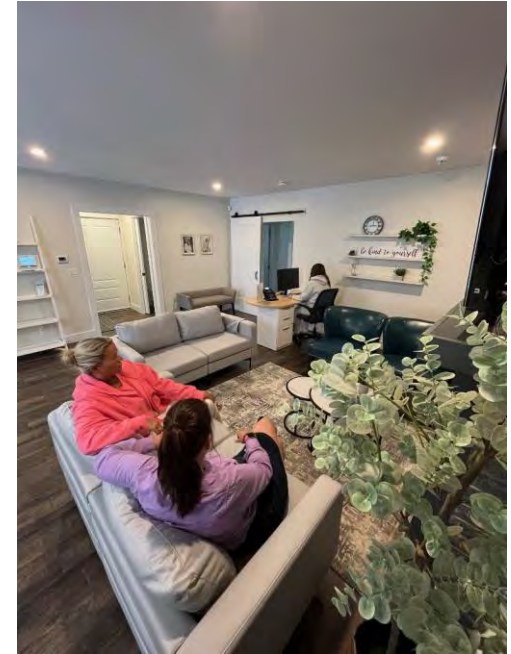
- Perimenopause Unveiled: Understanding your Changing Body
 - This program is available a 90-minute introductory session and a 6-week extended program.
 - Topics include: Definition of perimenopause/menopause/post menopause, Common Signs and Symptoms, Hormone Health, Self- Advocacy and more!



“I wanted to continue to conversation. The information was validating”~
Menopause Unveiled Participant

Overview of Programs and Clinics: Future Planning

- Metabolic Clinic
 - A specialty clinic to support women's metabolic and hormone health
- PAP Clinic
 - A preventative screening clinic for individuals without primary care



Overview of Programs and Clinics: Future Planning

- **Financial Literacy:** In collaboration with the YWCA
- **Yoga and Mindfulness:** Small group classes designed with women's unique health needs in mind
- **Meal Planning on a Budget:** In collaboration with the Cambridge Foodbank
- **Postpartum Support Group:** helping women navigate the transition to motherhood and reduce postpartum depression for the well-being of both mother and child
- **Fitness Programing:** various programs such as walking groups, stroller fit
- **Mindful Eating:** Supported by the community dietician and another clinician

Together for Health



LANGS PRESENTS
TogetherHER for Health
A community luncheon and silent auction to support Women's Health and Wellness Programs & Services.

**SEPTEMBER 14, 2024 | 11 AM TO 2 PM
AT LANGS
1145 CONCESSION RD CAMBRIDGE, ON**

Ticket sales begin July 22nd.
For sponsorship and silent auction opportunities, contact Darcy at darcy@langs.org.



Together for Health

We had great response from the post event feedback surveys.

Here are topics that are top of mind in our community around Women's Health and Wellness



Questions?

**Executive Committee Report
September 18, 2024**

For Board Information

The Executive Committee met on Wednesday September 18, 2024, and discussed a variety of topics including:

- Terms of Reference were reviewed clarifications were made and as a result the committee discussed:
 - Social media look up with respect to board nominations
 - New legislation requiring police checks from staff and volunteers
- 2024-2025 Board Calendar enclosed in board package
- Board Agenda Format
- Involvement with HART Hubs proposal does align with Langs strategic plan priorities and mission.
- Property Tax Exemption funds have not been received; the decision for whether Langs would take additional action is paused until November 2024.
- Strategic Planning timeline
- Succession Planning and Risk for CEO position.

Submitted,

Jen Davis, Chair
Executive Committee

LANGS BOARD CALENDAR 2024-2025
(4th Tuesday of each month unless indicated with an *)

Board Meeting Dates	July*	August*	Sept 24th	Oct 29nd *	Nov 26th	Dec 17th *	Jan 28th	Feb 25th	March 25th	April 22nd	May 27th	June 24th
Standard Agenda Items	N/A	N/A	CEO Report Welcome New Members	Treasurers Report CEO Report Sign Annual Board Forms	Treasurers Report CEO Report	Treasurers Report CEO Report	Treasurers Report CEO Report	Treasurers Report CEO Report	Treasurers Report CEO Report	Treasurers Report CEO Report	CEO Report	Treasurers Report CEO Report Board Elections
Other Reports			Q1 Incident Report Summary	Occupational Health and Safety Report Q1 and Q2 Mid Year Risk Report	Q2 Incident Report Summary	Mid Year Dashboard Summary	Q3 Risk Report	Occupational Health and Safety Report Q3 Q3 Incident Report Summary		Q4 Incident Report Summary	Occupational Health and Safety Report Q4 Audited Financial Statements	Langs Dashboard Summary Q4 and YTD Risk Report
Board Development Topics Presenter:			Women's Health Centre	Cybersecurity HIROC	CND OHT		Primary Care Expansion	OSDCP	Social Work	RCC: Central Intake	Community Services	Health Guides
Board Surveys/Evaluations				Board Evaluation (April to September)	Board Intentions Survey results					Board Evaluations (October to March)		Board Evaluations (April to June) & Board Intentions Survey
Events/Dates/Times Requiring Board Representation	Langs Picnic (July 17 th 4-7 pm) Grow Picnic (July 30 th 4-7 pm)	ND Picnic (Aug 14 th 4-7 pm)	TogetherHER for Health Fundraiser (Sept 14 th) LCDC AGM September 24 th at 5pm	Board Orientation October 8 th United Way Launch (TBD)		Langs Community Holiday Dinner (December 11 th) Langs All Staff Meeting (Dec 12 th)				Volunteer Appreciation Event (TBD) Studio 30 Art Show (TBD)		Annual General Meeting (June 10 th) Alliance Conference (June 3 rd -5 th) Alternative Education Graduations (June 18 th and 19 th)
Standing Committees/Meeting Dates			Executive (September 17 th)				Executive (January 21 st)		Executive (March 18 th)			Executive (June 3 rd)

LANGS COMPLIANCE SCHEDULE 2024-2024

Q2	Q3	Q4	Q1
July to September 2024	October to December 2024	January to March 2025	April to June 2025
Compliance Reports	Compliance Reports	Compliance Reports	Compliance Reports
<p>Mandatory Remittance/Returns</p> <p>Monthly</p> <ul style="list-style-type: none"> - Receiver General - WSIB - Employer Health Tax - Group Insurance, Group RRSP and RRP <p>The above is noted in the monthly compliance report.</p> <p>Yearly</p> <ul style="list-style-type: none"> - Charitable Return Form T3010A <p>External Reports</p> <ul style="list-style-type: none"> - Quarterly Financial Reports 	<p>Mandatory Remittance/Returns</p> <p>Monthly</p> <ul style="list-style-type: none"> - Receiver General - WSIB - Employer Health Tax - Group Insurance, Group RRSP and RRP - Registered Pension Plan <p>The above is noted in the monthly compliance report.</p> <p>External Reports</p> <ul style="list-style-type: none"> - Quarterly Financial Reports - OHW Quarterly Report - OHRs Quarterly - OHW Compliance Report 	<p>Mandatory Remittance/Returns</p> <p>Monthly</p> <ul style="list-style-type: none"> - Receiver General - WSIB - Employer Health Tax - Group Insurance, Group RRSP and RRP <p>The above is noted in the semi-annual compliance report.</p> <p>Yearly</p> <ul style="list-style-type: none"> - Receiver General Annual Reconciliation (T4 summary) - Registered Pension Plan Annual Reconciliation - WSIB Annual Reconciliation - EHT Annual Reconciliation - Public Sector Disclosure Report (March) <p>External Reports</p> <ul style="list-style-type: none"> - Quarterly Financial Reports - OHW Quarterly Report - OHRs Quarterly 	<p>Mandatory Remittance/Returns</p> <p>Monthly</p> <ul style="list-style-type: none"> - Receiver General - WSIB - Employer Health Tax - Group Insurance, Group RRSP and RRP <p>The above is noted in the semi-annual compliance report.</p> <p>Yearly</p> <ul style="list-style-type: none"> - Bingo Annual Financial Statement (June) - TPAR Report (MCYS) <p>External Reports</p> <ul style="list-style-type: none"> - Quarterly Financial Reports - Approval of Audited Financial Statement - OHW Quarterly Report - OHRs Quarterly - OHW Compliance Report
<p>This list includes examples and is not all inclusive:</p> <ul style="list-style-type: none"> o The CEO’s report also addresses other compliance areas such as human right issues, complaints, etc. o All financial reports indicated in listing are the responsibility of the Director of Finance, Kate Calija. 			

LANGS ANNUAL COMPLIANCE AND RISK MANAGEMENT REPORT

April 1, 2023 – March 31, 2024

INTRODUCTION

Langs addresses compliance and risk management in the following ways:

- Annual, quarterly or monthly documentation to meet legislative requirements
- Critical Incidents are reported to the board within 24 hours
- Monthly fiduciary statement to the board of directors
- Quarterly Incident Report Summary to the board of directors
- Quarterly Occupational Health and Safety board report
- Specific Compliance Reports (e.g. OHW Declaration Statement, AODA Compliance Reports)
- Annual Compliance and Risk Management Report

This report addresses how Langs meets its compliance requirements and manages risk pertaining to legislative obligations outlined below. Updates on how the organization is managing compliance and risk are in italics.

LEGISLATIVE REQUIREMENTS	DESCRIPTION AND REPORTING REQUIREMENTS	RESPONSIBLE	REQ MET	RISK MITIGATION
Ontario Not for Profit Corporations Act	Langs is incorporated provincially and thus is governed by the Ontario Not for Profit Corporations Act (ONCA). This act came into force October 2021 and organizations had until 2023 to update their bylaws. This act governs how organizations, are formed and operate. It includes specifications related to reporting requirements, financial requirements, annual meeting requirements, definition and election of officers, disclosure of conflict of interest, and record keeping.	Director of Finance	Yes	The board reviews the organization's by-laws annually. A full review of the bylaw was completed to align with ONCA by legal counsel and was approved at the June 2023 annual general meeting.
Directors/Officers Information	As a part of this legislation, Langs must submit an annual update which details the names and addresses of board members including whether they are resident Canadians, date first elected to the board, whether they are an officer and related details. The form also requires notification of those who have resigned and are no longer on the board. This form is filed annually directly with Service Ontario.	Director of Finance	Yes	
Public Sector Salary Disclosure Act, 1996 Annual Summary	Defines responsibilities to ensure the public disclosure of the salary and benefits paid in respect of employment in the public sector to employees who are paid a salary of \$100,000 or more in a year. The information is posted and an annual summary is submitted.	Director of Finance	Yes	None
Income Tax Act/Canada Federal and Provincial Payroll Remittances	Determines the requirements for employer deductions and remittance to the federal government of taxes on employees' incomes.	Director of Finance	Yes	None
Canada Customs & Revenue Agency/Charities Division Form T3010, Registered Charities Information Return	Langs is also required to complete a Registered Charity Information Return six months following year end (September 30th). This Information return includes registered charity basic information sheet, a list of the directors, and a copy of financial statements.	Director of Finance	Yes	None

LANGS ANNUAL COMPLIANCE AND RISK MANAGEMENT REPORT

April 1, 2023 – March 31, 2024

LEGISLATIVE REQUIREMENTS	DESCRIPTION AND REPORTING REQUIREMENTS	RESPONSIBLE	REQ MET	RISK MITIGATION
Canada Revenue Agency Public Service Bodies' Rebate Annual HST Returns	Annual HST Return and HST Rebate Application forms are required to be filed annually. Langs pays 60% of HST it collects on rent and shared services. Langs recovers a portion of the total HST that the organization pays (50-83% of the GST component and 82-87% of the PST component).	Director of Finance	Yes	None
Canada Pension Plan Act CPP Remittances	Defines responsibilities regarding CPP. Requires employers to deduct CPP premiums from employees and remit these as well as the employer premiums weekly to Revenue Canada.	Director of Finance	Yes	None
Employment Insurance Act EI Remittances Issued Records of Employment within 5 days	Defines responsibilities regarding employment insurance. Requires employers to deduct EI premiums from employees and remit these as well as the employer contribution weekly to Revenue Canada. Also requires that employers provide a record of employment to employees who stopped working within five days of the end of the employee's pay period. This report is filed online.	Director of Finance	Yes	None
Employer Health Tax Act, 1990 Monthly and annual submissions	Defines employer's responsibilities with respect to the Employer Health Tax. Employer Health Tax (EHT) is due the 15th day of the month following the month paid. As well, an annual EHT return must be completed by March 15 of the following year.	Director of Finance	Yes	None
Employers and Employees Act, 1990	Defines the requirement of employers to pay employees based on the employment agreement.	Director of Finance	Yes	None
Employment Standards Act	This legislation establishes the relationship between employees and employers, defining for example: public holidays, overtime, payment of wages, minimum wage requirements, vacation pay, leaves of absence due to pregnancy and parental leave, termination, severance, etc.	HR Generalist Director of Finance	Yes	None
Occupational Health & Safety Act (OH&S) Committee meetings every 12 weeks	The OH&S Act defines Langs' responsibility as an employer to protect against health and safety hazards on the job. The OH&S committee must meet at least every three months, employers must respond to written recommendations of the committee within 21 days.	Joint Occupational Health & Safety Committee	Yes	None
Bill 168	The organization met the requirements of having a Workplace Violence Policy approved and in place by June 16, 2009 to meet Bill 168 requirements. Since Langs has more than 50 employees, the organization must have a Joint Health and Safety Committee of at least 4 persons with one certified member from management and workers.	Community Services Coordinator	Yes	The organization currently has 5 certified workers.
Bill 132	The organization met the requirements of having updated Workplace Violence and Harassment policies to address sexual violence and harassment in September 2016.	Community Services Coordinator		De-escalating Potentially Violent Situations training continues to be offered at the organization. In 2023/2024, 20 staff were trained.
AODA	AODA was implemented at Langs in January 2014. Compliance reports are submitted as requested by the Ministry.	Facilities Coordinator	Yes	Our 2020 Accessibility Compliance Report was completed and submitted to the

LANGS ANNUAL COMPLIANCE AND RISK MANAGEMENT REPORT
April 1, 2023 – March 31, 2024

LEGISLATIVE REQUIREMENTS	DESCRIPTION AND REPORTING REQUIREMENTS	RESPONSIBLE	REQ MET	RISK MITIGATION
	We have provided accessible customer service training and Integrated Accessibility Standard Requirements training for all Langs employees, students and volunteers.			<p>province in December 2020. a Checklist report is completed every 2 years and a multi-year accessibility plan is submitted every 5 years.</p> <p>All AODA policies are available on the Langs website.</p>
Occupational Health & Safety Act (OH&S) Monthly workplace inspections	The OH&S committee must conduct monthly workplace inspections.	Facilities Coordinator	Yes	All monthly inspections in 2023-2024 were completed and any hazards addressed within the appropriate timeframe.
Human Rights Code	The act is basis for workplace anti-discrimination policies and related practices.	CEO Leadership Team	Yes	No violations reported
Workplace Safety and Insurance Act, 1996 Monthly remittances and annual summary due March 31 of each year	<p>Defines Langs' obligations as follows:</p> <ul style="list-style-type: none"> - Register with the WSIB within ten days of the day they hire first employee - Pay regular WSIB premiums based on size of payroll - Report work-related injuries - Complete WSIB accident report forms - Ensure first aid is available to all workers - Cooperate with their injured workers to achieve early and safe return to work 	<p>Director of Finance</p> <p>Facilities Coordinator</p> <p>Leadership Team</p>	Yes	None
Canada's Anti-Spam Legislation (CASL)	<p>CASL is an anti-spam law proclaimed in 2014 that applies to all electronic messages (i.e., email, texts) organizations send in connection with a "commercial activity." It requires Canadian organizations that send commercial electronic messages (CEMs) within, from or to Canada to receive consent from recipients before sending messages.</p> <p>Until recently, a CEM is any electronic message that encourages participation in a commercial activity and included an email that promotes fundraising such as ticket sales or an event. In June 2017, the regulations provided an exemption for any commercial electronic message "that is sent by or on behalf of a registered charity as defined in subsection 248(1) of the Income Tax Act and the message has as its primary purpose raising funds for the charity." This simply means that fundraising emails are now exempt.</p>	Admin Team	Yes	<p>Langs reviewed the CASL in 2020.</p> <p>Langs manages CASL risk by ensuring that:</p> <ul style="list-style-type: none"> - commercial electronic messages must have an 'unsubscribe' function - commercial electronic messages clearly identify the organization - Langs obtains permission before adding people to our Constant Contact list <p>A reminder about the ability to unsubscribe is included in each e-newsletter.</p>

LANGS ANNUAL COMPLIANCE AND RISK MANAGEMENT REPORT
April 1, 2023 – March 31, 2024

LEGISLATIVE REQUIREMENTS	DESCRIPTION AND REPORTING REQUIREMENTS	RESPONSIBLE	REQ MET	RISK MITIGATION
Personal Health Information Protection Act, 2004	Defines the organization's responsibilities to have written policies and procedures regarding the privacy and protection of personal health information. The organization must have a designated privacy officer.	Clinical Services Director	Yes	<p>Langs' policies comply with the legislation. Our privacy officer is Lynda MacKinnon. Monthly privacy audits are done on both our EMR charts and through Clinical Connect to ensure appropriate access to information.</p> <p>Any privacy breaches that occur are dealt with promptly and followed up with individual, team and organizational education. Privacy e-blasts are sent bi-monthly to keep privacy on everyone's agenda.</p> <p>Langs reported 4 privacy breaches*, none required contacting the IPC. There were no outstanding issues as a result of any breach. All were promptly reported and addressed. All individuals involved in a privacy breach are notified of the breach and measures put in place to prevent a further breach (i.e., staff review, e-blasts, review at all staff meetings).</p> <p>*Privacy reporting is done on a calendar year. This figure represents reporting from January through December 2023-24.</p>
Ontario Bill 27, Right to Disconnect.	<p>These requirements were added to the Employment Standards Act, 2000 (ESA) on December 2, 2021. There was a special rule that applied in the first year of the requirement. Employers that employed 25 or more employees on January 1, 2022 had until June 2, 2022 to have a written policy on disconnecting from work in place.</p> <p>Beginning in 2023, and in the years that follow, employers that employ 25 or more employees on January 1 of any year must have a written policy on disconnecting from work in place before March 1 of that year.</p>	HR Generalist	Yes	HR policy 4.05 Disconnecting from Work Policy was developed and implemented in June 2022. The policy was shared with all staff.
Ontario Health West	<p>Quarterly submissions of Financial and Activity Reports for:</p> <ul style="list-style-type: none"> - CHC Program - Self-Management Program - Diabetes Central Intake - Declaration Reports - Ontario Health Team <p>Monthly submission of Activity Reports for:</p> <ul style="list-style-type: none"> - IPCT expansion 	CEO Director of Finance Director, RCC Director, OHT	Yes	None

LANGS ANNUAL COMPLIANCE AND RISK MANAGEMENT REPORT
April 1, 2023 – March 31, 2024

LEGISLATIVE REQUIREMENTS	DESCRIPTION AND REPORTING REQUIREMENTS	RESPONSIBLE	REQ MET	RISK MITIGATION
Ministry of Health	Quarterly submissions of Activity reports for - Orthopedic Central Intake (CI) - Cataract CI	Director, RCC CEO	Yes	None
Region of Waterloo – Peer Worker	Quarterly submissions of Financial and Activity Reports	Community Services Director Director of Finance	Yes	None
Region of Waterloo – Ontario Senior Dental Program	Semi-annual/annual submissions of Financial and Activity Reports	CEO Director of Clinical Services RCC Director Director of Finance	Yes	None
Ministry of Health Children and Youth Mental Health 7 th Inning Program and Youth Hub Program	Reporting frequency varies from year to year – in 2023-24, mid-year and year-end reports were required and submitted	Director of Finance Community Services Director	Yes	None
United Way Waterloo Region Communities – Youth and Teen Centre and 7 th Inning	Financial and Activity Reports submitted quarterly	Community Services Director Director of Finance	Yes	None
City of Cambridge – Langs and Grow Community Centre	Annual submission of Financial and Activity Report	Community Services Director Director of Finance	Yes	None
Critical Incidents	Please also see quarterly incident reports	Board Leadership Team	Yes	None



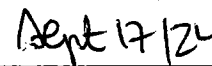
Debbie Hollahan, Chief Executive Officer



Kate Calija, Director of Finance

September 16, 2024

Date



Date

Monthly CEO Report

Month/Year: ___September 2024_____ Submitted by: ___Debbie Hollahan_____

Alignment with Strategic Directions	Activities/Program Updates
<p>Participants</p>	<p>Community Services:</p> <ul style="list-style-type: none"> • Great Summer Camps across all three sites with all 7 weeks full in most camp locations. There were 186 youth who received a summer camp experience which involved a variety of summer activities including outings, guests, STEAM, outdoor water games, physical activities, and arts/crafts. <p>Clinical:</p> <p>Primary Care Expansion</p> <ul style="list-style-type: none"> • have rostered 901 new patients to both Langs and North Dumfries since Apr 1st, on target for expected targets. • OHW very pleased with our progress. • Dr Blew ADHD Clinic started successfully with the first clinic on July 16th. <ul style="list-style-type: none"> • 6 patients (Langs patients) • September 9th Clinic: 6 patients (3 Langs, 3 ND) • The Prenatal Clinic started at Langs on July 8th. This is community clinic for women who do not have a PCP and are pregnant. Plan to use Three Doors Down in September. Waiting for zoning change. • IPC Recovery Clinic - additional outreach clinic ½ day twice per week Clinic at 562 Concession Road Cambridge (HoF), is staffed by primary care providers, outreach workers, and social workers. It has close connections to community and mental health supports and the Rapid Access Addictions Medicine team who are managed by House of Friendship. Concerns addressed in clinic are: <ul style="list-style-type: none"> ○ anxiety and/or depression ○ acute stress concerns ○ difficulties related to substance abuse ○ general mental health and addictions <p>Diabetes Program:</p> <ul style="list-style-type: none"> • Continue to have high volume of referrals

Monthly CEO Report

	<ul style="list-style-type: none"> • Offered successful Picnic and Paddle event at Cambridge Rowing Club for children and families living with T1 Diabetes <p>Health Guides:</p> <ul style="list-style-type: none"> • Presented their program at CMH this summer. <p>Women’s Health and Wellness:</p> <ul style="list-style-type: none"> • <i>Perimenopause Unveiled</i> workshop August 27. The post workshop survey results were very positive. Participants (5 total) felt validated in their experiences and enjoyed that it was both evidence-based and practical. • <i>Women’s Health – Knowing me</i> Drop in Program • Several meetings over the summer with community partners to promote collaboration and the vision for the Women’s Health and Wellness Centre including the Muslim Women of Cambridge group, the health promoter at the Cambridge Food Bank and the YWCA. There has also been significant interest from the local libraries for the Menopause Workshop • SMP also offering the menopause workshop at the Cambridge Library and Bloomingdale Library • Program highlighted in OHW newsletter
<p>Communities</p>	<ul style="list-style-type: none"> • Request from WR to be satellite for HART Hub. (BN and Executive Committee report) • Request from City of Cambridge/Fire Dept. to all CNOs be a “Relief Centre” in the case of natural disasters <ul style="list-style-type: none"> ○ No overnight ○ If needed, City’s insurance covers damages/staff time ○ Evacuation would be coordinated by Region and Red Cross. <p>Events:</p> <ul style="list-style-type: none"> • June 22nd Langs Neighbourhood Garage Sale was a successful event, very well received by the community. • Langs Annual Community Picnics were held July 17th (at Langs), July 31st (at Grow) and August 14th (at North Dumfries CHC) with 873 attendees and 76 community partners/local businesses participating. • WRPS distributed back-packs to families in Langs community. • TogetHER for Health fundraiser held on September 14th brought approximately 40 people to Langs for a luncheon and silent auction to raise funds supporting women’s health programs and services.

Monthly CEO Report

	<ul style="list-style-type: none"> • Dr Rebecca Sutherns spoke, Dr Joanne Liutkus MC'd the event <p>Upcoming Events:</p> <ul style="list-style-type: none"> • Nominated for a Cambridge and North Dumfries Community Award hosted by the Cambridge Chamber of Commerce for the <i>Organization of the Year – 11 and Over Employees</i>. The event is scheduled for November 14th. • Two poster presentations accepted at the AFTHO conference in Toronto on October 23-25th. Psychological Health and Wellbeing; Central Intake - System Level Improvement(attached)
Systems	<p>RCC- Central Intake:</p> <ul style="list-style-type: none"> • A proposal has been submitted to MOH for Cataract CI to be regional hub for WW/HHNB. Worked with OHW to prepare proposal. <ul style="list-style-type: none"> ○ Budget 1.2 M ○ Provincial model for CI has been modelled after our CI program structure ○ Priority for the province – Access to Care strategy • Volume for all CIs continue to be high
Capacity	<p>HR:</p> <ul style="list-style-type: none"> • 12 new hires this summer • Langs completed the Healthcare Workforce Innovation Challenge with a submission for the Overall Retention Award on July 31st. The outcome is still to be determined! • Selected new Benefit plan provider - Manulife <p>Social/Wellness:</p> <ul style="list-style-type: none"> • Successful all-staff picnic at Riverside Park following our all-staff meeting, which brought everyone together for a great day of team building. • Held a “Cram the Van” event for staff in August – filled our food cupboard. • Compiling another cookbook as a fundraiser - staff-contributed dessert cookbook. <p>IDEA: Created this year’s workplan and finalized IDEA framework (available to view on www.langs.org).</p> <p>Professional Development:</p>

Monthly CEO Report

	<ul style="list-style-type: none"> • Leadership planning day in June; • Coordinator’s planning/networking meeting in Sept; • Sue Peterson will be providing coaching/mentoring sessions to leadership staff in a supervisory position over the Fall. <p>Building:</p> <ul style="list-style-type: none"> • North Dumfries renovations should be complete by the end of September. • Zoning change application for 3 Doors Down remains pending as well as permit for a ramp. A support/grab bar has been added to the bathroom beside the toilet for increased accessibility. Complaint from neighbour stating we were placing a pharmacy in space, resulting in visit from By-law officer - • After school room (previous old Pharmacy) updated with cupboards from ND. Added sink, projector and screen making room more attractive for renting. • Grow – floor fixed. Offers 3 additional office spaces. • Some challenges with humidity in dental area – exploring HVAC improvements • DEP renovations – approval to proceed
<p>Quality/Risk Management</p>	<p>Quality Improvement Committee (QIC):</p> <ul style="list-style-type: none"> • Collaborating with the RNAO BPSO OHT work to support care transitions, focusing on developing a primary care checklist to enhance discharge planning and care transitions for patients undergoing elective surgeries. This initiative involves partnerships with CNDOHT and Cambridge Memorial Hospital. • Ontario Health have requested to profile our QIP with respect to our organization-wide technology training indicator. • Asked to present at Alliance meeting on our work in setting up reminders in EMR for Links2Wellbeing project (Social prescribing) <p>Risk Management:</p> <ul style="list-style-type: none"> • Developed a cyber-policy including a Code Cyber Emergency Code. Did a mock cyber exercise with Senior Leadership to identify gaps/revisions. • A cybersecurity tabletop exercise with HIROC completed Sept 19th to further review and practice our Code Cyber protocol. Further revisions to be made to the policy based on this feedback. Will present to board in October. • Bill 194, titled “Strengthening Cyber Security and Building Trust in the Public Sector Act” is making its way to become law in later 2024. It seeks to improve personal health information (PHI) safeguarding and

Monthly CEO Report

	<p>guarantees that people's privacy rights are maintained in the fast-changing field of healthcare, considering the introduction of AI.</p> <ul style="list-style-type: none"> • Accolades from Compass IT on our work to date.
Challenges	<p>Compensation continues to be challenge. No further update on budget increases. Space continues to be a challenge. Rent increase for Grow starting in January. (increase from \$6,000 to \$15,000/year with 2.5% annual increase Additional rent proposed for new YTC (recognizing legacy partners) Still waiting for property tax exemption rebate.</p>
On Radar	<p>HART hub funding AI policies – standards; vendors</p>
Additional Items/Updates	<p>New Langs website will be launched in the upcoming weeks. Board members should be able to access and use the Board Portal through the new Langs website for the October meeting materials.</p> <p>Launched a new internal communication Intranet called LangsLink for internal staff communication. Serves to give timely updates to staff, highlight social wellness events, and a resource hub for commonly used files and links.</p> <p>Visits from Barrie CFS Counseling & Wellbeing and Dollar a Day</p> <p>Announcement that our Youth Wellness Hub will become an Ontario Youth Wellness Hub, funded by the MOH.</p> <p>Invited to participate in Fairview Mennonite strategic planning.</p>

SUMMER PROGRAM EVALUATION SUMMARY 2024

NUMBER OF EVALUATIONS COMPLETED

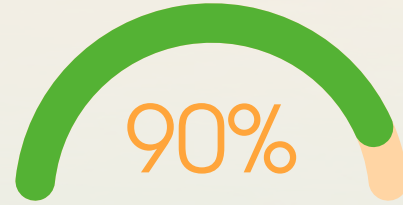


221 PARTICIPANT EVALUATIONS

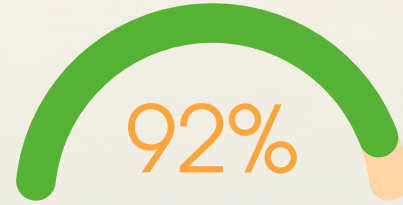
25 PARENT EVALUATIONS



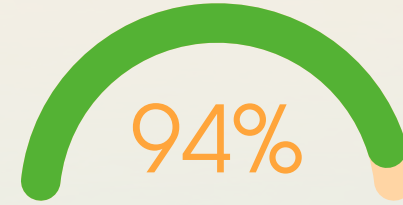
PROGRAM SATISFACTION



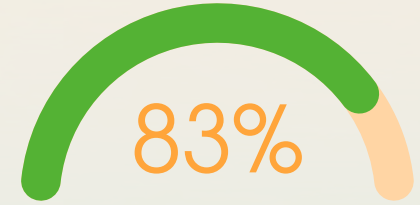
PROGRAM ACTIVITIES
90% of our program participants were either very satisfied/satisfied with the program activities offered in program.



PROGRAM STAFF/FACILITATORS
92% of program participants were very satisfied/satisfied with their program facilitator.



PROGRAM FEES
94% of adult program participants/parents were very satisfied/satisfied with current cost of the program being offered.



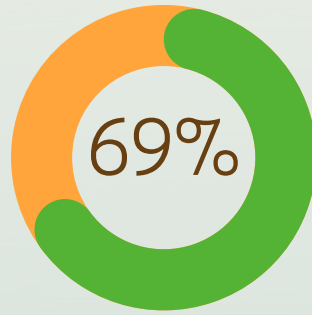
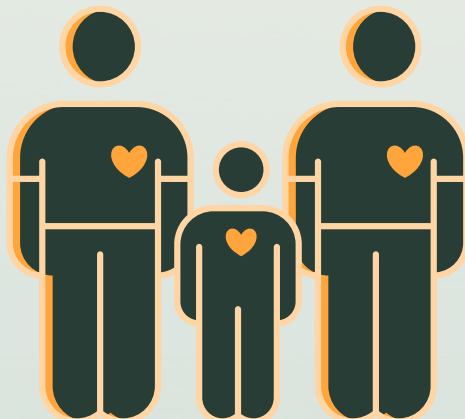
PROGRAM SPACE
83% of program participants were very satisfied/satisfied with current location of the program.

106 **Langs**
Community. Health. Wellness.

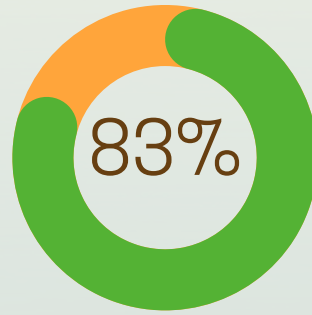
85 **North Dumfries**
COMMUNITY HEALTH CENTRE

55 **Grow**
COMMUNITY CENTRE

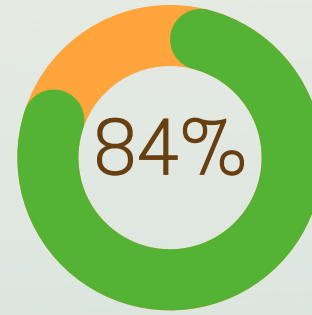
PROGRAM IMPACT



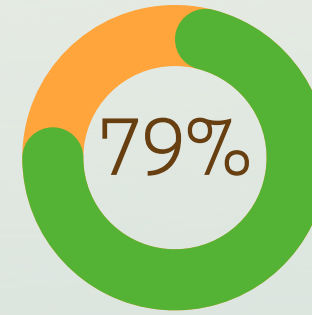
My mood improved as a result of attending



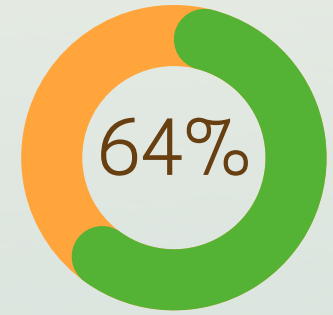
I felt more connected to others



I made or deepened at least one relationship



I felt supported and listened to by staff

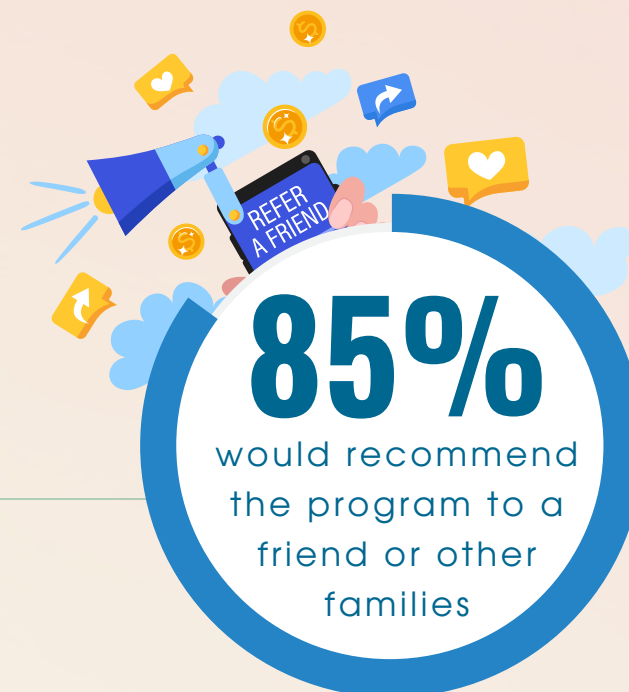


I learned new skills

Do you feel valued, heard and included in your neighbourhood?



- YES: 80%
- NO: 5%
- I DON'T KNOW: 15%



"I like how they are very organized with crafts, activities, and games for campers. My kids always enjoyed being there and can't wait to go back again."

- Summer Camp Parent -

"Maybe sharing names and phone numbers and/or emails to keep connected."

- Adult Participant -

"I liked the splash pad the best and Nintendo the least. I would make it better by having more splash pad time."

- Summer Camper -

"I liked Hands on Exotics the best. I liked camp the way it was and wouldn't change a thing."

- Summer Camper -

"I enjoy the walk and talk program and looking forward to the next one in September. Thank you very much for this program. I feel like I belong here with others."

- Adult Participant -

"My daughter loved the camp the last couple of years, but didn't really love it this year. I think more of a variety in activities and more splash pad time are what she'd prefer."

- Summer Camp Parent -

"The camp councilors were the best this year. They were great with the kids and seemed to enjoy being there unlike previous years. Only thing I think should change is the price for the shorter weeks or those weeks should include going somewhere."

- Summer Camp Parent -

SENSE OF
BELONGING

YOUR
EXPERIENCE



WE WANT YOUR
FEEDBACK

Fostering Psychological Safety: Langs' Journey to a Healthier Workplace



Background

Langs, a Community Health Centre (CHC) and community hub, nestled in the communities of Cambridge and North Dumfries, has embarked on a transformative journey to enhance workplace culture. Langs is not merely responding to, but actively shaping a workplace culture that resonates with resilience, adaptability, and a shared commitment to the well-being of both our staff and the communities we serve.

Langs' staff comprises of over 100 individuals across diverse roles. From healthcare practitioners and community workers to peer supports, administrators, and management personnel, this team epitomizes the spirit of CHCs, fostering inclusivity and collaboration.

The organization faced substantial challenges, including sudden leadership changes, staff turnover, and signs of employee burnout. Langs has initiated a comprehensive program to create a psychologically safe workplace.

Moreover, with the complexity of operating across multiple satellite sites, the challenge extended beyond the immediate issues, emphasizing the need for a cohesive social and wellness strategy that could transcend organizational boundaries.

Objectives

- 1) Understand Langs' Social and Wellness Program and its impact on employee well-being.
- 2) Explore the role of leadership commitment in fostering a socially and mentally healthy workplace.
- 3) Gain insights into evaluating and enhancing organizational well-being.

Our Approach

Our journey at Langs focuses on creating a psychologically safe workplace by addressing leadership changes, turnover, and burnout while staying aligned with our organizational goals.

Strategic Alignment

- Proactively adjust our strategic plan for staff well-being.
- Ensure alignment with organizational objectives and values.

Engage Leadership

- Prioritize senior leadership buy-in and participation.
- Provide targeted training and ongoing engagement.
- Track leadership participation and evaluate workshops.

Social & Wellness Committee

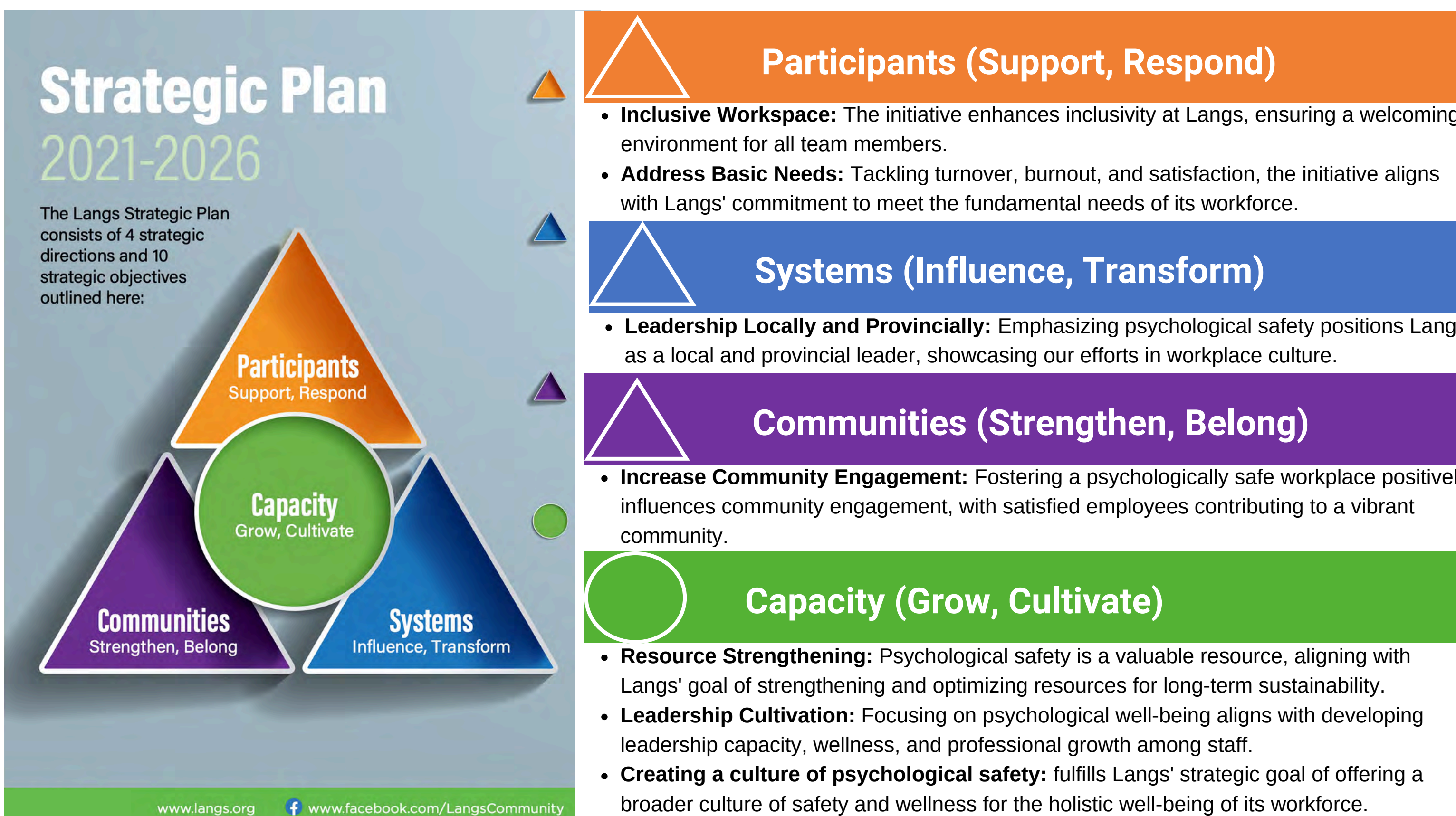
- Ensure diverse representation from various departments.
- Facilitate inclusivity and collaboration.
- Promote transparent dialogue through the Suggestion Box, Moments of Excellence, and the Dinosaur Challenge.

Strategic Wellness Plan

- Ensure it is endorsed by senior leadership.
- Reflect core values: trust, proactive self-care, and receptive feedback.
- Set clear goals and objectives aligned with Langs' values.

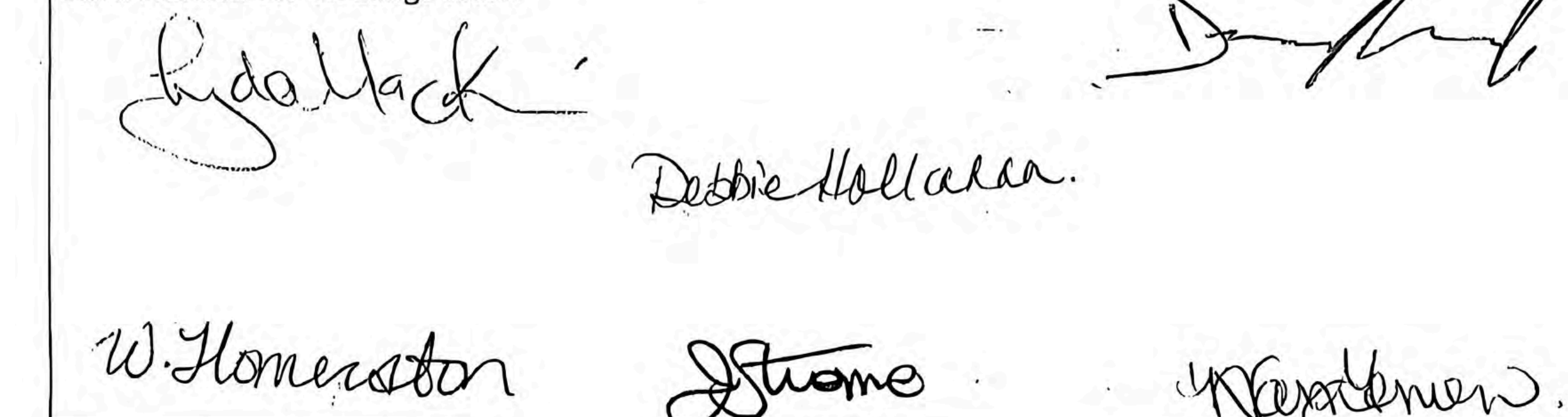
Measure

- Have a measurement plan in place.
- Utilize quantitative and qualitative survey questions.
- Create working groups to tailor interventions based on insights.
- Use quarterly reports and bi-annual reports.



Leadership Commitment

We, the leaders of Langs, commit to fostering a culture of wellness in alignment with Langs values. We pledge to actively support and demonstrate integrity, respect, and accountability. Our proactive approach includes participating in wellness activities, supporting leadership training, and creating a psychologically safe workplace. By signing, we affirm our dedication to a thriving, supportive environment for all Langs staff.



Baseline survey February & September 2023. Recent data from February 2024.

83 (of 98) participants from Langs

Engagement

n = 81



Comparison to Engagement Survey.

Powered by Culture Amp

Psychological Safety

n = 82



Comparison to Psychological Wellbeing Survey.

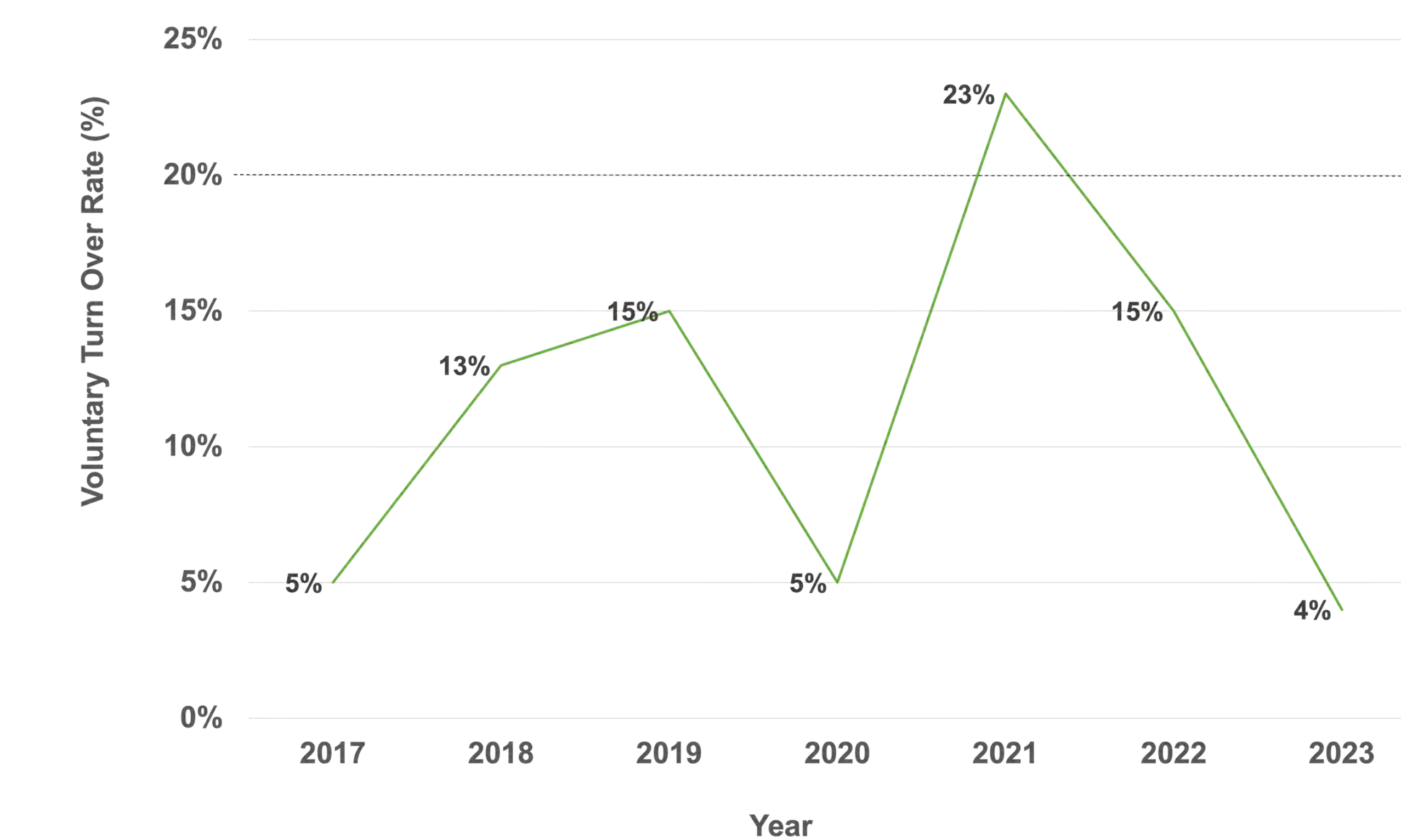
Powered by Culture Amp

Guiding Principles

- 01** Ideas, suggestions and feedback will be continuously encouraged and welcomed.
- 02** A feeling of trust and permission will be encouraged.
- 03** All staff will consistently demonstrate the values of the organization.
- 04** A wellness approach will be considered by everyone to guide decision-making.
- 05** All staff will be proactive with self-care versus retroactive self-care.



Langs Voluntary Turnover Rate



“The culture is supportive and welcoming. I feel respected by my team and that we support one another very well.”

“The Social and Wellness committee does a great job promoting well-being at Langs. The VV Self-Management Program provides excellent sessions for staff to engage in. IDEA journey information is excellent and much appreciated.”

“I think the Langs CHC has the most inclusive, positively structured environments that I have ever worked in. We have many opportunities to grow and to share that growth to create change and continue to be relevant in our current social environment.”

Significant Outcomes:

- High staff engagement with over 85% response rate in our surveys.
- Increased participation in social and wellness events, with 35% average attendance and strong turnout at key events.
- Enhanced idea-sharing through our feedback forum.
- Reduced voluntary turnover, now at 4%, well below our 20% target.

<p>1 What two factors are currently contributing most strongly to the long-term SUCCESS (S) and RISK (R) of your initiative? (See APPENDIX A: Definitions)</p> <p>S R</p> <p><input type="checkbox"/> Commitment to the improvement</p> <p><input type="checkbox"/> Involvement</p> <p><input type="checkbox"/> Skills and capabilities</p> <p><input checked="" type="checkbox"/> Leadership</p> <p><input type="checkbox"/> Team functioning</p> <p><input checked="" type="checkbox"/> Resources in place</p> <p><input type="checkbox"/> Progress monitored for feedback and learning</p> <p><input type="checkbox"/> Evidence of benefits</p> <p><input type="checkbox"/> Robust and adaptable processes</p> <p><input checked="" type="checkbox"/> Alignment with organizational culture and priorities</p> <p><input type="checkbox"/> Support for improvement</p> <p><input type="checkbox"/> Alignment with the political and financial environment</p>	<p>2 CONTRIBUTING FACTORS: SUCCESS What activities or strategies are supporting each of the two success factors you identified?</p> <p>Factor #1: Supportive and respected leaders actively advocate for the improvement, communicate the vision effectively, and are available to help solve problems as needed.</p> <p>Factor #2: Initiative is integrated with organizational priorities, secure leadership commitment, and an increase in participation in feedback mechanisms from staff.</p> <p>3 CONTRIBUTING FACTORS: RISK Identify what is contributing to the risk associated with each of the long-term success factors you identified.</p> <p>Factor #1: Team members and staff irregularly informed about successes and areas for improvement, potentially leading to disengagement, mistrust and hindered progress.</p> <p>Factor #2: The absence of succession planning for key human resources who champion and support the initiative poses a risk to its sustainability.</p>
<p>4 SUSTAINABILITY GOAL What is your ultimate goal for each of the top two success and risk factors you identified?</p> <p>Goal for Success Factor #1: Identify "informal" leaders to aid in the support of spread and sustenance of psychological health and safety.</p> <p>Goal for Success Factor #2: Ensure the sustained integration of this initiative into the organization's daily operations.</p> <p><small>(Screened from Healthcare Excellence Canada (HEC) sustainability plan template, the Long-Term Success Tool from Healthcare Excellence Canada, adapted from Laura Lennox and Imperial College London, was used.)</small></p>	<p>Goal for Risk Factor #1: Integrate regular updates related to the initiative across all staff and sites.</p> <p>Goal for Risk Factor #2: Establish a succession strategy to ensure the sustained leadership support and continuity of the initiative for long-term sustainability.</p>

Next Steps

- Implement a sustainability plan to ensure the long-term success of initiatives.
- Sustain positive outcomes by fostering a culture of continuous improvement and well-being.
- Investigate integrating psychological safety, communication, and conflict resolution training into the onboarding process for new staff.
- Explore the feasibility of implementing peer mentoring and employee assistance programs to support individual well-being needs.
- Investigate potential enhancements to support mechanisms for staff, focusing on targeted training and mentoring initiatives.



September 4th 2024

Attn: Sue Leal-Schnarr
RE: Langs Concession Rd. – Office S243 and Reception

Office S243 and Reception – 1145 Concession Road, Cambridge

We are pleased to provide a quotation for all items listed below;

Demolition

- Remove existing flooring across reception and office S243
- Remove wall between reception and Office S243 including approximately two feet of adjacent hallway wall
- Remove millwork from S229

Acoustical

- Repair walls and ceilings at locations of removals

Flooring

- Install new carpet tile in all locations where flooring was removed.
- Install new wall base at all new walls including along one wall of S229 where millwork was removed

Paint

- Patch paint as required to blend in drywall repair work
- Paint entire back exterior wall. New colour selected by others

Millwork

- Install portion of millwork from S229 into newly created office

Electrical

- Modify switching, power, and lighting layout as required to accommodate new room layout

Miscellaneous & Specialty Items

- Clean up of all items and areas described above
- Warranty (1 years all items)
- Standard working hours (8am-5pm)

TOTAL BID: \$ 16,000.00 +HST

NOTES:

- Quoted price is subject to change based upon approved permit drawings

Thank you for considering VMS for your project. We trust that you will find everything in order and await your direction.

Joe Sack

VMS Construction Inc.

September 4th 2024

Attn: Sue Leal-Schnarr
RE: Langs Concession Rd. – Split Office S219

Split Office S219 – 1145 Concession Road, Cambridge

We are pleased to provide a quotation for all items listed below;

Demolition

- Remove door and frame from existing entry to S219
- Remove existing ceiling as required for below work

Acoustical

- Create new walls in office S219 to create two separate offices
- Modify ceilings as required for new wall layout

Door and Hardware

- Install one new door and frame into one new office
- Re-install salvaged door into one new office

Flooring

- Patch flooring as required
- Install new wall base onto all new walls

Paint

- Paint all walls across entire work area. Colour selection by others

Sprinklers

- Modify sprinkler layout as required for new walls

Electrical

- Modify switching, power, and lighting layout as required to accommodate new room layout including supply of new light fixtures to match existing

Miscellaneous & Specialty Items

- Clean up of all items and areas described above
- Warranty (1 years all items)
- Standard working hours (8am-5pm)

TOTAL BID: \$ 19,800.00 +HST

NOTES:

- Install of new sprinkler heads not included, assumed not required

Thank you for considering VMS for your project. We trust that you will find everything in order and await your direction.

Joe Sack

VMS Construction Inc.

Community Services Committee Report
September 2024

Board Information

The Committee met with six (4) members in person. Guest speakers included Communications and Special Events Coordinator, Darcy Edwards; Volunteer Coordinator and Special Events Assistant, Sandra Colwell; Community Youth Worker, Taylor Ottmann; and Janet Greener and Katherine Churchill of Beechwood Brainery.

The meeting opened with the Territorial Acknowledgement read by Alison Bechthold.

Langs Community picnics were well attended and enjoyed by all, and held across all 3 sites (Grow, Langs and North Dumfries), with a total of 873 participants, 43 community partners and 105 volunteers and staff in attendance. Programs were well attended at all sites with Summer Camps FULL at most locations. A total of 185 unique participants attended across Grow, Langs and North Dumfries locations.

One (1) new external partner proposal was presented to the Committee, for their consideration:

Beechwood Brainery | RECOMMENDATION TO APPROVE

Janet Greener and Katherine Churchill presented to the Committee

Beechwood Brainery requests the use of the Langs gym the last Thursday of the month starting September 26th and ending June 19th. Beechwood Brainery has many similarities to the 7th Inning and Spark program at Langs and will be a great opportunity to collaborate. Beechwood Brainery is a private, trauma-informed non-for-profit organization with locations in Cambridge and Waterloo, designed to provide a neurodiverse education that supports mental health and fosters learning. This education centre program has intentionally small classroom sizes that support students from JK to Grade 12. Beechwood Brainery has offered an honorarium to Langs in the amount of \$500.00 for use of space from September – June.

The Committee also reviewed and supported the alignment of youth camp programs to the increased fees for Summer Camps. At Langs main site, March Break will increase to \$75 per week and Winter Break and PD Day camp will be offered at \$15 per day. There was no negative feedback from parents or families regarding the increased summer camp fees.

Respectfully Submitted,

Denise Carter, Committee Chair

STATEMENT OF FIDUCIARY COMPLIANCE FOR THE PERIOD ENDING August 31, 2024

TO THE BOARD:

We attest that to the best of our knowledge and belief:

FINANCIAL:

- The financial statements have been prepared in accordance with generally accepted accounting principles.
- There have been no changes in accounting principles during the fiscal year to date.
- All cheques disbursed during the fiscal year have been signed in compliance with the signing authority limits established by the Board.
- All salaries, wages and related withholdings have been paid in full when due.
- We are in compliance with the covenants outlined in its banking and credit agreements at the moment.
- All necessary returns of financial information have been filed on time with the appropriate regulatory bodies and any necessary remittances made as listed:
 - a. monthly:
 - WSIB and EHT Premiums Remittance
 - Payroll Deductions Remittances filled weekly
 - HOOPP – contributions to the Pension Plan
 - b. quarterly:
 - none
 - c. yearly:
 - none
- There are no known contingent liabilities except for those related to normal pending insurance issues.

GENERAL:

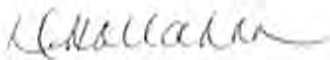
- LFVA is in compliance with all funder requirements.
- LFVA is not in breach of any applicable governing legislation.

The CEO and other appropriate officers of Langs Farm Village Association to the best of the Board's knowledge and belief, confirm that Langs Farm Village Association has fulfilled its obligations under the M-SAA during this period. Without limiting the generality of the foregoing, Langs has complied with:

- i. Article 4.8 of the M-SAA concerning applicable procurement practices;
- ii. The OH Connecting Care Act, 2019

Dated September 16, 2024

Signed:



Debbie Hollahan, CEO



Kate Calija, Director of Finance

Langs Statement of Operations as at August 31, 2024

CURRENT MONTH REPORT

	Current Month Actual	Monthly Budget	Monthly Variance	Explanation of significant monthly variances (over \$10,000)
REVENUE				
Ontario Health West Funding	1,034,696	1,036,010	-1,314	
Provincial Gov't Funding	14,292	19,937	-5,645	
Municipal Gov't Funding	90,313	90,312	1	
Grants	133,019	187,851	-54,832	shortfall due to the timing of funding being received
Program/User Fees	8,855	3,750	5,105	
Rental Income	17,001	21,899	-4,898	
Interest Income	16,576	0	16,576	
Bingo	2,867	1,333	1,534	
TOTAL REVENUE	1,317,619	1,361,093	-43,474	
EXPENSES				
Salaries and Benefits	938,549	1,085,906	147,357	some of the one-time funding positions are still to be filled
Purchased Services	36,539	77,724	41,185	variance due to the timing of some expenses, for example dental specialist payments
Administration & Office Expenses	48,073	48,185	112	
Professional & License Fees	0	2,127	2,127	
Program Supplies	61,192	60,132	-1,060	
Special Events	670	490	-180	
Rent, Utilities & Occupancy Costs	80,489	73,139	-7,350	
Medical Supplies	1,238	4,518	3,280	
Non-Insured Patients	0	333	333	
Travel and Training	9,537	8,540	-997	
TOTAL EXPENSES	1,176,287	1,361,093	184,806	
NET INCOME	141,332	0	141,332	

Langs Statement of Operations as at August 31, 2024

YEAR TO DATE REPORT

	Yearly Budget	Fiscal YTD Actual	YTD Budget	YTD Variance	Explanation of significant YTD variances (over \$10,000)
REVENUE					
Ontario Health West Funding	12,432,122	5,173,550	5,180,051	-6,501	
Provincial Gov't Funding	239,239	83,038	99,683	-16,645	shortfall due to the MTCS funding paid in 3 installments rather than monthly
Municipal Gov't Funding	1,083,748	451,689	451,562	127	
Grants	2,254,211	847,350	939,255	-91,905	shortfall due to the timing of funding being received
Program/User Fees	45,000	49,682	18,750	30,932	YTD amounts higher than the budgeted due to summer program enrollments paid in April and May; surplus will offset the salary
Rental Income - Concession Rd	262,792	111,462	109,497	1,965	
Interest Income	0	73,125	0	73,125	
Bingo	16,000	14,902	6,667	8,235	
TOTAL REVENUE	16,333,112	6,804,798	6,805,463	-665	
EXPENSES					
Salaries and Benefits	13,030,870	5,051,271	5,429,529	378,258	some of the one-time funding positions are still to be filled
Purchased Services	932,691	260,595	388,621	128,026	variance due to the timing of some expenses, for example dental specialist payments and OHT Clinician payments
Administration & Office Expenses	578,215	246,784	240,923	-5,861	
Professional & License Fees	25,525	15,250	10,635	-4,615	
Program Supplies	721,585	299,563	300,660	1,097	
Special Events	5,875	3,837	2,448	-1,389	
Rent, Utilities & Occupancy Costs	877,664	371,235	365,693	-5,542	
Medical Supplies	54,210	28,865	22,588	-6,278	
Non-Insured Patients	4,000	0	1,667	1,667	
Travel and Training	102,477	36,421	42,699	6,278	
TOTAL EXPENSES	16,333,112	6,313,821	6,805,463	491,642	
NET INCOME	0	490,977	0	490,977	

Langs Statement of Operations as at August 31, 2024

Surplus Breakdown as at Aug 31, 2024:

Ontario Health West	427,118	Surplus mostly due to timing of some positions paid out of the one-time funding still to be filled
Other Sources of Funding	63,859	Surplus mostly due to the timing of some expenses
	<u>490,977</u>	

Langs Farm Village Association
Statement of Financial Position
For the Five Months Ending August 31, 2024

	<u>August 2024</u>	<u>August 2023</u>
ASSETS		
Current Assets		
Cash on Hand	4,393,346	4,270,706
Investments	10,006	10,006
Accounts Receivable and HST Recoverable	163,860	158,537
Prepaid Expenses and Accrued Interest	31,623	34,123
Total Current Assets	4,598,835	4,473,372
Non-Current Assets		
Accounts Receivable -LCDC	641,564	641,564
Total Non-Current Assets	641,564	641,564
Capital Assets		
	2,793,185	2,046,077
Total Assets	8,033,583	7,161,013
LIABILITIES		
Current Liabilities		
Accounts Payable and Accrued Liabilities	1,293,679	1,076,570
Deferred Liabilities and Unearned Contributions	2,611,132	2,157,799
MOHLTC Recoverable	606,593	757,249
Total Current Liabilities	4,511,404	3,991,618
EQUITY		
Equity in Capital Assets	164,039	342,687
Reserve Funds and Previous Year Surplus	2,867,163	2,611,621
Current Operating Surplus	490,977	215,087
Total Equity	3,522,179	3,169,396
Total Liabilities and Equity	8,033,583	7,161,013



**Quarterly Incident Report Summary Q1
(April 2024 – June 2024)**

TYPE OF INCIDENT/OCCURRENCE				TOTAL NUMBER OF INCIDENTS IN QUARTER: 12	
Death		Property/Equipment Damage	1	Weapon	
Serious Accident/Injury		Privacy Breach		Workplace Harassment	
Alleged Abuse or Mistreatment	1	Medical Emergency		Theft	
Complaints/Grievances		Suicidal Ideation	1	Workplace Violence	
Health and Safety Concern	1	Substance Abuse on Premises		Less Serious Accident/Injury	3
Disaster		Discrimination		Maintenance	
Missing Participant	1	Contraband	1	Verbal Aggression (Minor)	1
Self-Inflicted Injury/Abuse		Communicable Disease	1	Total Non-Compliance	2
Verbal Aggression (Extreme)	1	Exposure to Sharps	1	Alarm Activated	
Physical Aggression to Others	1	Medication Error		Other – Adverse event	1
				Other –Missing Person	1
INTERVENTION					
Problem Solving	9	Dismissal/Suspension	1	Family and Children’s Services	
Ask to Leave Premises	3	Crisis Counselling	1	Emergency Services	
Supervisory Support	3	Police Assistance		Responded to Alarm Call	
Individualized Program	2	Medication Error		First Aid	2
REPEATED OCCURRENCES					
Yes	3	No	6	Unknown	1
RESULT OF HARM					
Harmful: A safety incident that resulted in harm to the individual					
No Harm: A safety incident that reached an individual but no discernible harm resulted					4
Near Miss: A safety incident that did not reach the individual and therefore no harm results. These have also been called “close calls” or “good catches”.					
Not Applicable: This is not a safety incident					

Complaints/ Grievances	Maintenance	Less Serious Accident/Injury	Suicidal Ideation	Verbal Aggression
	- Needle found near the south entrance	- Fall in the washroom - Fainting during bloodwork	-	- Physical fight between YWH participants

TOP & TRENDING INCIDENTS							
	<u>2022/2023</u>	<u>2023/2024</u>				<u>2024/2025</u>	Trend
	Q4	Q1	Q2	Q3	Q4	Q1	
TOTAL # OF REPORTS	34	26	17	27	19	12	
Suicidal Ideation	3	3	1	1	1	1	
Substance Abuse on Premises	3	1	0	1	1	0	
Less Serious Accident/Injury	6	7	3	3	1	3	
Verbal Aggression (Minor)	4	7	0	1	1	1	
Total Non-Compliance	4	1	0	3	1	2	
Verbal Aggression (Extreme)	1	2	1	1	1	1	