

Centre for Treatment of Sexual Abuse and Childhood Trauma
Annual General Meeting
Monday January 25th, 2016
6:30 PM
Richmond Room, Ottawa City Hall

MINUTES

Present: Susan Kim, Gonnée de Witte, Lisa Mayhew, Wesley Moore, Susan McDonald, Bev Monk, Adrienne Martin, Stacey Ludlow, Stephanie Piovesan

Regrets: n/a

- 1) **Welcome and Opening Remarks**
- 2) **Approval of 2015 AGM Minutes**

The Annual General Meeting minutes from 2015 were reviewed by the Board Members, and approved by Gonnée de Witte and seconded by Susan Kim. Pending one change to the section on by-laws, to be provided by Susan McDonald.

- 3) **Report from Chair of the Board of Directors: Lisa Mayhew**
Chair Report:

The Centre has had lots of exciting things happen during the 2014-15 year: The Centre has launched a new website in June and introduced a new logo. It's brought a fresh new look to the Centre and has received lots of positive feedback. The Centre has also held three conferences and brought some well-respected professionals to Ottawa, which included Joyanna Silberg in October 2014, Anne Wescott in April 2015, and Dr. Stephen Porges in September 2015. The Centre has also held several fundraising initiatives including our silent auction.

2014-15 brought a year of change for the Centre. The Centre operated with fewer associates than in recent years, as we had some people leave in 2013-2014 and didn't replace them in the following year. The fact that they were such a small group made it all the more impressive that they were able to accomplish so much in terms of these initiatives, a thank you is definitely in order! In light of the smaller group however, this did result in some financial challenges for the Centre. The Centre did incur a financial loss in the fiscal year which was a disappointment; however steps have been made to secure the financial stability of the Centre in upcoming years. We have some exciting new fundraising initiatives underway which the growth and communications committee will discuss further, and we are also pleased to be welcoming some new associates. We also had the privilege of welcoming two new community board members this Fall, Beverly and Adrienne have joined us and we are already benefiting from their expertise and contributions. We are really excited about the opportunities that the 2015-16 year will bring our way, in terms of new faces and also new initiatives. It's going to be a great year for the Centre!

- 4) **Report on Clinical Status: Susan Kim**

2014-2015 saw continued service delivery by the therapists of the Centre. Matthew Kerr hosted one student intern from McGill University, Rebecca Minish during the Summer of 2015, and a University of Ottawa student, Josee Fitzpatrick, who began in September 2015. One group, "Emotional Regulation," was offered by Dr. Bialik which ran for ten weeks and had five participants. In 2014-15, 117 clients completed intakes with the Centre and 82 percent of clients engaged in services. Low-fee and reduced fee clients continue to be seen at the discretion of the Centre's therapists and intern therapists, when they are available. The Centre is looking to identify better ways to provide accessible services.

CTSACT - Intake Tracking - yearly comparison, by month																				
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2014					2015				
											FF	RF	LF	C	T	FF	RF	LF	C	T
January	20	23	13	30	21	6	13	19	7	10	5	2	3	2	10	6	5	3	9	14
February	18	17	19	12	22	8	6	15	6	12	4	1	7	4	12	5	4	7	8	16
March	21	20	27	12	20	19	14	15	10	10	9	1	0	4	10	3	3	3	1	9
April	27	17	16	20	20	16	27	15	15	26	12	6	8	0	26	3	1	1	0	5
May	24	21	17	23	17	10	16	22	11	10	2	2	6	1	10	2	1	3	1	6
June	20	34	18	3	12	19	23	17	8	10	5	3	2	1	10	8	0	1	2	9
July	23	19	11	3	15	14	9	13	13	10	4	1	5	1	10	6	1	4	0	11
August	32	19	18	3	17	9	17	15	7	5	2	1	2	2	5	2	0	5	0	7
September	31	22	17	8	14	16	16	16	12	7	5	1	1	2	7	6	2	3	0	11
October	33	25	22	2	5	7	16	17	9	9	4	1	4	0	9	5	2	3		10
November	24	30	24	5	19	23	17	16	16	10	6	2	2	1	10	9	0	4		13
December	11	14	15	0	14	16	8	5	7	5	2	0	3	0	5	8	3	3		14
Total for year	284	261	217	121	196	163	182	185	121	124	60	21	43	18	124	63	22	40	21	125
FF- full fee	Note: Cancelled intakes are already represented as either LF or FF intakes, as																			
LF- low fee	such are not to be included in total for month																			
C- cancelled																				
T - total																				

5) **Report on Membership: Susan Kim**

In 2014-2015 Sheryl Selwyn and Justine McNulty resigned as Associate Therapists. It was identified in March 2015 that the Centre's need to recruit Associate candidates to the Centre was urgent. A new Associate Candidate joined Centre in September Jennifer Gaudreau. However, the membership committee was not successful in recruiting any other new Associate Candidates throughout the year. Measures have now been taken with the development of a draft recruitment policy and a clear process to ensure the Centre can be successful in this area in the future. One new renter joined the Centre as of December 1st, 2015, two Associate Candidates will begin February 1, 2016, and two more candidates will begin start April 1, 2016. Members of this committee during 2014-15 were Jordanna Nash and Matthew Kerr.

6) **Report from Admin Director: Susan Kim**

Stacey George-Masse left the organization as Office Manager in June 2015, and was replaced by Elena Pidtchenko who was with us until October 2015, under contract. Currently, the office administration is being completed by Susan Kim who is volunteering in the role. The Centre held its annual Strategic Session in June 2015 and identified a number of priorities to be addressed in the year ahead. Key areas identified were the needed updates in Policy regarding supervision, subsidy, and recruitment policy and process. The Associates decided it would be beneficial to conduct an organizational and process review and to look at alternative operating models and to do the analysis of different models. The summary of the strategic planning session is below.

7) **Committee Reports**

Finance Committee: Gonnies de Witte & Lisa Mayhew

The fiscal year 2014 – 2015 presented the Centre with various financial challenges, and as a result the Centre incurred a loss in the year. This loss can be contributed primarily to the following factors: Conferences were not as well attended as anticipated as a result of increased competition; and fewer members than anticipated resulted in a shortfall of rent income as compared to rent expense.

Throughout the year, the finance committee met periodically to review the financial situation. In light of the financial challenges, several steps by the organization were taken throughout the year to help compensate for lower revenue than anticipated: Admin support was reduced from the budgeted amount, thus reducing salary expenses; the organization moved from having an audit to having a review of its financial statements, to reduce professional services expenses; and in light of the rent shortfall, the finance committee asked the membership committee to present a report to the Board on their plans to secure additional members.

The committee also discussed longer term strategic initiatives to help create sustainability for the organization, including the following: Consideration of implementing a policy to require a minimum cash balance in the bank account; and reviewed options for structuring sublease agreements with members to minimize the financial risk to the Centre.

The 2015-16 budget was reviewed and forwarded to the Board for approval. Despite the financial challenges faced in 2014-2015, the Centre anticipates a much improved financial performance in 2015-2016, and anticipates generating a small profit as a result of increased membership and new fundraising initiatives implemented by the Growth and Communications committee.

A final draft of the 2014-2015 Financial Statements has been reviewed by the committee. On review and approval of the Financial Statements by the Board, the Financial Statements and Charity Return for the fiscal year 2014-2015 will be finalized for filing by the due date at the end of March 2016.

Bookkeeping services were performed by Henschel Business Services. The Frouin Group has performed a review of the financial statements for the year 2014 – 2015 and will be engaged again to prepare the statements for the current fiscal year.

Policy and Planning: Susan Kim

During the 2014-2015 operating year, it was highlighted that the policy and planning committee had been inactive and that there were policy development needs that have been hindering the progress of other Centre initiatives. This was addressed at the Strategic Planning session and some effort was made in the summer to begin addressing the Subsidy Policy. Moving forward these needs are still evident and measures have been taken to recruit some volunteer support in this area that has resulted in draft policies for Recruitment, and a Code of Conduct, and conflict resolution. Members of the Policy and Planning Committee in 2014-2015 were Matthew Kerr, Jordanna Nash, Robert Bialik, and Cheryl Geeson.

By-Laws

At the last Annual General Meeting (January 2015), a motion was passed to strike an ad hoc by-laws committee consisting of Susan McDonald, Susan Kim and Cheryl Geeson. Susan McDonald took the lead and drafted new by-laws that conform with the *Ontario Not-for-profit Corporations Act*. Originally, the coming into force date was January 1st, 2016, but regulations that are required have yet to be introduced. An update on the ONCA website¹ posted in late fall 2015 notes that:

The government is fully committed to bringing ONCA into force at the earliest opportunity and will provide the sector with at least 24 months' notice before proclamation. Existing corporations will have a three-year transition period once ONCA is in force and assistance will be available to ensure a smooth transition to implementation.

The By-Laws committee met in the fall of 2015 and agreed that membership would be the greatest change for the new by-laws. A special meeting of the entire Board was held on December 7th where the focus was on changes to the by-laws. At that meeting, no agreement was reached as to membership structure changes. As such, the ad hoc committee decided that it would not rush the new by-laws for January 2016. With the legal necessity no longer there, it allows the Centre to fully discuss and weigh the benefits and disadvantages to opening up its membership structure. More information on this can be found in the notes of the Ad Hoc By-Law Committee.

Susan McDonald will be meeting with a charities lawyer (cost to be covered by her as a donation to the Centre) to review final documents, once the Centre has agreed upon its way forward. Susan M. will be requesting an extension of the time for the ad hoc committee on by-laws at this AGM.

Growth and Communications: Wesley Moore

The Committee continues to be very active, having, on average, monthly meetings via tele-conference. The Committee is comprised of 2 Associates and 2 community Board members.

Areas the Committee has been active with over the last year include publication of the website, fundraising, volunteer recruitment, and by-law revision.

Website

After a number of challenges, the new Centre website was launched at the end of June 2015. While there remain a number of shortcomings and areas needed for improvement, it has been beneficial to finally have an online presence. The Committee hopes to eventually have a more professional eye to critically review the site and examine how to broaden its relevance as an information portal for the general public and professional community.

Social Media

The Committee has created a Social Media strategy that will be further helpful to expanding the Centre's online presence. Restrictions on what can be posted with respect to appropriateness and relevance to Centre activities have also been established.

Publications and Marketing

Centre brochures, business cards, and envelopes were ordered this year incorporating the new logo. Letterhead and other necessary print materials (e.g. for fundraising and marketing) are tagged for printing in the coming year.

In August of last year, a mail out to doctors in the community promoting the Centre was completed. This has generated a number of new referrals to the Centre. A student prepared distribution lists for professionals in the Ottawa region.

Volunteers

While the Centre did not have any volunteers working with it this past fiscal year, it has been an interest of the Committee to have volunteers assist in the much needed areas of fundraising, marketing, and promotions. We were unsuccessful in our bid to participate in Timeraiser for the second year in a row. While this was a disappointment, there is hope to incorporate greater use of volunteers this coming year for various Centre activities and operations by advertising volunteer positions online.

Fund Raising Report

Active fundraising was minimal in the 2014-15 fiscal year. We have decided to include figures for the first quarter of this fiscal year that yielded modest results.

Silent Auction

A silent auction, with items donated by local vendors, was held in December 2015. A total of \$681.00 was raised. Taking into consideration the lower than expected amount raised, as well as the time involved in planning, it would be valuable to undertake a cost-benefit analysis for any future online silent auctions.

Indigogo Campaign

A modest \$650 was raised through this crowd-funding website in Fall 2015.

Membership Model

A membership model, as discussed at last year's AGM, is still being proposed as a fundraising initiative. This year, print materials were created to start assembling a package to be distributed to potential donors. There are hopes to have a "soft launch" among Centre membership prior to expanding the campaign to the general public. The latter could possibly be done in conjunction with another Centre event.

Donations

Passive donations in the approximate amount of **\$2672** were received this past fiscal year.

Programming: Susan Kim

Joyanna Silberg presented "A Step by Step Approach to Treating Dissociative Children and Adolescents" in October 2014, for which 20 participants registered. This workshop ran at a loss of -\$1,386.72 but was an important workshop in that it addressed treatment of children, which is not something all of our workshops address. The feedback from participants noted this and workshop participants were grateful for bringing a child-focussed workshop to the city.

Anne Westcott presented "TRAUMA AND THE BODY: THE THEORY AND PRACTICE OF SENSORIMOTOR PSYCHOTHERAPY®" in April 2015 and 48 participants registered. The workshop resulted in a slight profit of \$2,964.81.

In September 2015, Stephen Porges presented "CONNECTEDNESS AS A BIOLOGICAL IMPERATIVE: UNDERSTANDING TRAUMA THROUGH THE LENS OF THE POLYVAGAL THEORY" with 58 participants registering, and a small profit of \$539.79.

In total, the workshops generated \$2117.88 of revenue during the year and this committee began a review of the process for promoting events in order to address the decreases in registrations the workshops have faced in recent years.

Groups Committee:

Affordable groups continue to be offered by our Associate Members. These groups have been attended by both clients from the Centre for Treatment as well as those from other agencies and referral sources. Due to logistic and cost considerations, these groups have been offered in group meeting rooms of the Sunnyside Public Library. One group was offered in the last fiscal year. In Winter 2015, an Emotion Regulation group was facilitated by Robert Bialik.

8) Appointment of Auditor for 2014

Henschel Business Services continue to provide excellent book keeping services. The Frouin Group has prepared the financial statements for the year 2014-2015 and will be engaged again to prepare the statements for the current fiscal year.

9) Closing Remarks from Chair Person

10) Adjournment

The Centre for Treatment of Sexual Abuse and Childhood Trauma
would like to thank the Susan McDonald and Susan Kim for providing refreshments to our AGM.

DRAFT

Issue	Problem	Scope	Deliverables	Method	Team Leads	Deadline
Model for Supervising Students (Candidates/Associates)	Need of clear supervision policy for Candidates/Associates	1. Alignment on this issue 2. Clarity in process 3. Identifying necessary tools	1. Approved policy 2. Necessary documents	1. Consultation with P&P and Steering Committee 2. Researching other models 3. Reviewing draft policy	Matthew (LEAD), Jordanna	01-Jul-15
Ideas for Recruitment (Associate Resources/New Membership Types)	Need for new membership	1. Agreement on categories of membership 2. Defining new and current categories 3. Who are we targeting and what is the recruitment process	1. New policy and policy revisions 2. Creation of new recruitment documents	1. Consultation with P&P and Steering Committee	Matthew (LEAD), Jordanna, Was	01-Jul-15
Treatment Standards	Need for a recruited practice/expectations for members	1. Have a statement in place that identifies minimum standards of practice relate to experience and proficiency 2. Method for tracking and assessment	1. Standards document 2. Track and assessment tools and related policy	1. Research and consultation 2. Drafting & review	Matthew (LEAD), Jordanna	01-Jan-16
Who's Responsible for What? (Associates and Board Members)	More Board initiative engagement and activity	1. Clear division of responsibilities and labour 2. Active fundraising, public relations, policy committee, recruitment of Board members with specific skill sets 3. Review of roles/duties of Board Liaison	1. Revised bylaws (in process) 2. New Board members/skills sets 3. Board members leading specific committees	1. Redefining bylaws 2. Providing Board with direction required	G&C Committee, Sylvia G&C Subcommittee	01-Jan-16
Operating Model	Review and necessary revisions are needed to operating model	1. Clear policy manual/operating procedures 2. Reduced burden on Associates 3. Alignment in our Vision 4. Report on standards 5. Promote efficiency	New model with consistent policies and operating procedures	1. Researching different models (Part 1) 2. Survey to Associates Board, and Stevie's issues and possible models (Part 1) 3. Revision (Part 2)	Susan (LEAD), Steacy, Bob	Part 1 - January 1, 2016 Part 2 - Spring 2016
Financial Sustainability for the Centre (Leveraging expertise, exploring different service/programming possibilities, supervision for CRDO candidates)	1. Uncertainty of income meeting targeted revenue year in, year out 2. Money streams 3. Expense to Associates 3. Charitable mandate sustained by Associates' accessibility, not Centre	1. Find a way to operate at a surplus 2. Operations using the Planned Giving Model 3. Sustainable and diverse revenue streams 4. Solid base money (increments) 5. Determining where fundraising money is allocated	1. Ability to quantify services/programs 2. Clear allocations to expense account 3. Clear fundraising initiatives/processes/strategy 4. Focused fundraising/subsidiary committee 5. Increase revenue???	1. Explore offering subsidy to the rapists 2. Finalising subsidy policy and subsidy allocations 3. Creation of a strategy document	Susan (LEAD), Steering Committee	Part 1 - July 1, 2015 (determining subsidy allocations) Part 2 - September 8, 2015 (subsidy policy & strategy document)
Service Delivery Model	1. What is our capacity to offer distinct services specific to a treatment phase 2. Assessment, diagnosis, treatment planning 3. Collaborations	1. Needs assessment 2. Proposal that includes financial and operational overview	1. Survey email list REST TBD	TDS	TSD	TSD
Marketing/Promotions	1. Increased visibility/networking in community 2. Low referrals (possible trend?)	1. Marketing/promotional materials 2. Community presence/s were ne as 3. Website	1. Website completion 2. Outreach to referral sources	1. Website feedback from Steering Committee 2. Targeting outreach campaign (on foot online/social media)	G&C	Part 1 - Website (July 1) Part 2 - (Fall 2015)
Relocation Plan	1. Identify space needs and ideal is that are financially beneficial to Centre - Lease ends November 2016 2. Need for professional space better suited to needs of Centre		Lease negotiated leasehold improvements and coordination of move	Survey and consultation	Susan (LEAD), Steering Committee	01-Oct-15
Tagline					Steering Committee	06-Sep-15