

Provincial Human Services & Justice Coordinating Committee

Terms of Reference

Approved: September, 2017



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Background

The Ontario government's policy framework for people with clinical needs who come in conflict with the law, *A Provincial Strategy to Coordinate Human Services and Criminal Justice Systems in Ontario*, was approved in June 1997.

Further, the report of the Forensic Mental Health Services Expert Advisory Panel titled, *Assessment, Treatment and Community Reintegration of the Mentally Disordered Offender (2002)*, recommended that:

“the four partner Ministries (Ministry of Health and Long-Term Care, Ministry of Community, Family and Children's Services, Ministry of Public Safety and Security, and Ministry of the Attorney General), with the Ministry of Health and Long-Term Care being the lead Ministry, equally endorse and fund the establishment of local and regional forensic coordinating committees, a key mechanism as per the inter-ministerial report, *A Provincial Strategy to Coordinate Human Services and Criminal Justice System in Ontario* (Human Services and Justice Coordination Project, 1997).

It is further recommended that a formal commitment be made by each of the four Ministries to recreate the Provincial Coordinating Committee to provide support and oversee the work of the Human Services and Justice Coordinating Committees throughout the Province. Local and Regional Human Services and Justice Coordinating Committees must liaise with the Ministry of Health and Long-Term Care as the lead Ministry.”

Human Services and Justice Coordinating Committees (HSJCCs) were established in response to a recognized need to coordinate resources and services, and plan more effectively for people who are in conflict with the law. HSJCC's advocacy and support for people who experience conflict with the law will be congruent with the mandate of Ontario's *Patients First Act (2016)*, which ensures “equitable access to services that meet their unique needs”. Priority consideration will be made for, but not limited to people with a serious mental illness, developmental disability, acquired brain injury, drug and alcohol addiction, and/or fetal alcohol spectrum disorder. The HSJCCs are a cooperative effort of the Ministries of the Attorney General, Children and Youth Services, Community and Social Services, Community Safety and Correctional Services, and Health and Long-term Care.

The two primary areas of emphasis for the HSJCCs are:

1. To provide a planning table to bring together service providers to find solutions to the problem of the criminalization of people with defined unique needs, and;
2. To develop a model of shared responsibility and accountability in dealing with this group of individuals at points of intersection with the justice system.

Regional HSJCCs were established to coordinate communication and service integration planning between health, criminal justice and developmental service organizations within specific regions. Local HSJCCs are formed as required in each Region.



Objectives

The goal of the Provincial HSJCC is to provide a provincial leadership mechanism to support the implementation of the Ontario government's policy framework *A Provincial Strategy to Coordinate Human Services and Criminal Justice System in Ontario* (1997) for people who come into contact with the justice system and who have needs that are appropriate to be met by one or more of the provincial human services systems.

Provincial HSJCC Objectives:

- To support the individual and collective efforts of Regional and Local Committees.
- To identify provincial service and policy issues and make recommendations to address such issues to appropriate government and other bodies as determined by the nature of the issues.
- To identify solutions to systemic problems.
- To promote consistency of approach across Ontario, while recognizing regional diversity.
- To enhance the engagement of the HSJCC Network (which includes the Provincial, Regional and Local Committees).
- To share information across the HSJCC Network and beyond (knowledge transfer).
- To provide a structure for accountability for the HSJCC Network.

Provincial HSJCC Membership

1.1 Classes of Members

There shall be two classes of members for the Provincial HSJCC: Regional and Ex-officio. All members shall be individuals who are informed of and supportive of the goals and objectives of the HSJCC Network. All ex-officio members, excepting government representatives, shall be reviewed and if approved by the Provincial HSJCC Steering Committee, they may be entered into the HSJCC Membership Database.

1.2 Regional Members

A Regional Member shall consist of a member from each of the following Regional HSJCCs which represent the Local HSJCC's:

Regional HSJCCs:

Hamilton/Niagara/Brant/Haldimand/Norfolk Regional HSJCC

- Brant Local HSJCC
- Haldimand-Norfolk Local HSJCC
- Hamilton Local HSJCC
- Niagara Local HSJCC

Champlain Regional HSJCC

- Pembroke Local HSJCC
- Stormont-Dundas-Glengarry Local HSJCC

Durham Regional HSJCC

Haliburton/Kawartha Lakes/Pine Ridge Regional HSJCC

- Haliburton Local HSJCC
- Kawartha Lakes Local HSJCC
- Northumberland Local HSJCC
- Peterborough Local HSJCC

Halton Regional HSJCC

North East Regional HSJCC

- Algoma District Local HSJCC
- Cochrane District Local HSJCC
- Nipissing District Local HSJCC
- Parry Sound District Local HSJCC
- Sudbury-Manitoulin District Local HSJCC
- Temiskaming District Local HSJCC

North West Regional HSJCC

- Kenora Local HSJCC
- Thunder Bay Local HSJCC

Peel Regional HSJCC

- Dufferin Local HSJCC

Simcoe/Muskoka Regional HSJCC

- Barrie Local HSJCC
- Collingwood Local HSJCC
- Midland Local HSJCC
- Orillia Local HSJCC

South East Regional HSJCC

- Frontenac Local HSJCC
- Hastings-Prince Edward County Local HSJCC
- Lanark County Local HSJCC
- Leeds-Grenville County Local HSJCC
- Lennox-Addington Local HSJCC

South West Regional HSJCC

- Elgin-Middlesex Local HSJCC
- Grey Bruce Local HSJCC
- Huron and Perth Local HSJCC
- Lambton-Kent Local HSJCC
- London Local HSJCC
- Oxford Local HSJCC
- Windsor-Essex Local HSJCC

Toronto Regional HSJCC

- Downtown Toronto Local HSJCC
- North York Local HSJCC
- Scarborough Local HSJCC
- West Toronto Local HSJCC

Waterloo/Wellington Regional HSJCC

- Cambridge Local HSJCC
- Guelph-Wellington Local HSJCC
- Kitchener Local HSJCC

York/South Simcoe Regional HSJCC

One designate from each Regional HSJCC may attend all meetings of the Provincial HSJCC, shall have the right to hold office and to vote.

All Regional and Local Committees must submit to the Steering Committee their Terms of Reference, work plan and membership list on a regular basis.

1.3 Ex-officio Members

An Ex-officio Member shall consist of representative(s) from:

Correctional Service of Canada

Ministry of the Attorney General

Ministry of Children and Youth Services

Ministry of Community and Social Services

Ministry of Community Safety and Correctional Services

Ministry of Health and Long-Term Care

Other representatives from provincial organizations as determined by the Provincial HSJCC

An Ex-officio Member may attend all meetings of the Provincial HSJCC, but they shall not have the right to vote. Ex-officio Members may share their knowledge and expertise; however, they function within an ex-officio capacity.

Organizations that are interested in becoming members of the Provincial HSJCC are encouraged to do so at the Local and Regional HSJCCs at first. Organizations must (i) be publicly funded, (ii) represent a provincial viewpoint that is focused on practical solutions and (iii) not already be represented at the table to join the Provincial HSJCC.

1.4 Termination of Membership

All efforts will be made to engage with the Regional HSJCC or Ministry to ensure representation on the Provincial HSJCC.

Membership in the Provincial HSJCC terminates

- i) if the Regional or Ex-officio Member resigns with written notice; or
- ii) if the Regional or Ex-officio Member fails to attend at least 50% of the meetings or arranging for an alternate to attend, or acts in a way that is inconsistent with the goals and objectives of the HSJCC, and is removed by the adoption of a resolution passed by a two-thirds majority of the Regional Members voting at any meeting of the membership.

Provincial HSJCC Meetings

2.1 Meetings

A minimum of **four** in-person meetings of the membership will be scheduled annually by the Co-Chairs of the Provincial HSJCC. Additional meetings can be called by the Co-Chairs with adequate notice and may be held in-person or by using available technology.

2.2 Notice of Meetings

- i) Members will be notified in writing by e-mail of the time and location of where the meeting is to be held.

2.3 Quorum

- i) At each meeting the presence of 50 percent plus one of the Regional members shall constitute a quorum for the transaction of business. Regional members attending by teleconference or video conference count as “in attendance” for the determination of quorum.

2.4 Attendance and Voting

- i) Each Regional HSJCC declared a member in good standing shall be entitled to **one** vote. A member in good standing is defined as one whom:
 - Is respectful in their communications
 - Holds at a minimum quarterly Regional HSJCC meetings, with minutes generated and made available
 - Consists of at least six members, with representatives of six different organizations from both the human services and justice sectors
 - Submits an annual workplan and annual report, in accordance with MOHLTC reporting requirements
 - Attends 4 of 5 P-HSJCC meetings per year in person or via teleconference
- ii) At a meeting of members, voting is invested in the Chair/Co-Chair of the Regional HSJCC who may delegate someone from their HSJCC.
- iii) Ex-Officio members and other representatives of member agencies may attend all meetings of members, and may have the privilege of the floor, but shall have no vote.
- iv) The role of Observer is defined as any member from the HSJCC Network. They may attend P-HSJCC meetings, but shall not have a vote. Should the voting members desire to hold a private discussion, observers will be notified that they shall not attend such discussions.

2.5 Rules of Order

The Rule of Order and Procedure set forth in *Robert's Rules of Order* shall prevail at all meetings of the Provincial HSJCC.

Provincial HSJCC Steering Committee

3.1 Purpose

The Steering Committee shall be directed by and responsible to the PHSJCC. The Steering Committee facilitates and supports the Provincial HSJCC's functioning and implementing the Provincial HSJCCs decisions.

3.2 Composition of Steering Committee

The Provincial HSJCC Steering Committee shall consist of:

- i) A minimum of **five** voting members from the Provincial HSJCC membership who brings skills, knowledge, expertise and commitment to the work of the Provincial HSJCC.
- ii) An additional **two** Members at Large from any Region appointed by the Provincial HSJCC membership. These two positions are provided to ensure that there is adequate human services sector and justice sector representation on the Steering Committee. These two Members at Large may not be from the same Region. These two Members at Large may attend all meetings of the Steering Committee, shall have the right to hold office and to vote at the Steering Committee table. These two Members at Large may attend all meetings of the Provincial HSJCC, however, they shall not have the right to vote at the Provincial HSJCC table.
- iii) **One** representative from the each of the HSJCC-affiliated Ministries:
 - Correctional Service of Canada
 - Ministry of the Attorney General
 - Ministry of Children and Youth Services
 - Ministry of Community and Social Services
 - Ministry of Community Safety and Correctional Services
 - Ministry of Health and Long-Term Care

Each representative from the HSJCC-affiliated Ministries may attend all meetings of the Provincial HSJCC Steering Committee, but they shall not have the right to vote. Each representative from the HSJCC-affiliated Ministries may share their knowledge and expertise; however, they function within an ex-officio capacity.

- iv) **One** representative from the Provincial HSJCC Transfer Payment Agency. This representative may attend all meetings of the Provincial HSJCC Steering Committee, but they shall not have the right to vote. This individual may share their knowledge and expertise; however, they function within an ex-officio capacity.
- v) Staff of the committee, which are ex-officio members.

3.3 Duties of the Steering Committee

- i) The Steering Committee shall take action on all of the objectives of the Provincial HSJCC.

- ii) The Steering Committee shall draft the budget for the Provincial HSJCC, authorize expenditures within the budget approved by the PHSJCC, and monitor expenditures. The Steering Committee has absolute discretionary authority to spend 20% of the operating budget of the P-HSJCC.
- iii) The Steering Committee shall review and approve all Terms of Reference and work plans of all Working Groups and PHSJCC sub-committees in the HSJCC Network.
- iv) The Steering Committee shall maintain the HSJCC Membership Database.
- v) The Steering Committee shall draft a work plan for the Provincial HSJCC on an annual basis, and monitor its progress.
- vi) The Steering Committee shall provide leadership for the HSJCC Working Groups, shall review and approve the Project Charters of the Working Groups, and monitor its progress.
- vii) The Steering Committee shall direct and monitor the progress of the activity of the Provincial HSJCC Secretariat and its contracted and seconded staff.
- viii) The Steering Committee shall provide member engagement which may include teleconferences and web-based meetings and foster interactive discussions about human services and justice issues and initiatives.
- ix) The Steering Committee shall establish a linkage with the Government of Ontario Inter-Ministerial Directors Group on Justice and Mental Health.
- x) The Steering Committee shall establish a linkage with the Forensic Directors Group.

3.4 Compensation

The Steering Committee members shall serve, as such without salary or remuneration. Steering Committee members shall be reimbursed for such expenses actually and reasonably incurred by them in connection with attendance at meetings and with the performance or other authorized duties in connection with the business and affairs of the Provincial HSJCC, provided that such expense shall have been approved by the Co-Chairs.

3.5 Resignation

Any Steering Committee member may resign at any time by notice in writing to the Steering Committee.

Provincial HSJCC Steering Committee Meetings

4.1 Steering Committee Meetings

- i) The meetings of the Steering Committee shall be at a time and place as determined by the Co-Chairs.
- ii) Meetings of the Steering Committee shall be held a minimum of six times a year and may be in-person or by using available technology.

4.2 Quorum

A majority of Steering Committee voting members in office at the time of any meeting of the Steering Committee shall constitute a quorum for the transaction of business. Regional members attending by teleconference or video conference count as “in attendance” for the determination of quorum.

Provincial HSJCC Officers

5.1 Officers

The Officers of the Provincial HSJCC shall consist of two Co-Chairs and a Treasurer, all of whom shall be members of the Steering Committee, together with such other officers as the Steering Committee may determine or appoint.

One Co-Chair shall be from the justice sector, and the other Co-Chair shall be from the human services sector, whenever possible.

Officers are eligible for appointment for two (2) consecutive full two (2) year terms, and thereafter are not eligible for re-appointment until a period of eleven (11) months has elapsed from the date of retirement of such Officer.

5.2 Duties of Officers

i) P-HSJCC Co-Chairs

The P-HSJCC Co-Chairs will be nominated and approved by the P-HSJCC. One Co-Chair shall be from the justice sector, and the other Co-Chair shall be from the human services sector, whenever possible.

The Co-Chairs shall preside at all meetings of members as well as meetings of the Steering Committee and perform such other duties as are customarily performed by Chairs or as may be required of them by the Steering Committee.

Role Objectives:

- To provide leadership for the P-HSJCC through liaising with stakeholders (government ministries, local and regional HSJCCs, HSJCC partners), representing the P-HSJCC on various initiatives and managing P-HSJCC committee functions and activities
- Act as main liaison between P-HSJCC and partner organizations who provide staff support to P-HSJCC

Responsibilities:

- Act as liaison between external stakeholders, government ministries and local/regional HSJCCs
- Develop agendas and attend all P-HSJCC full membership and Steering Committee Meetings

- Lead P-HSJCC full membership and Steering Committee meetings by calling the meetings to order, facilitating discussion, ensuring agenda items are presented and reviewing key action items/next steps for P-HSJCC committee members
- Participate in regular P-HSJCC committee functions and activities as needed, including: developing message from Co-Chairs for P-HSJCC annual report, informing the P-HSJCC budget, supporting working groups and projects as needed, assisting with HSJCC Conference planning and participating in conference events, writing messages from P-HSJCC Co-Chairs in bi-monthly newsletter, assisting with P-HSJCC related document preparation such as letters, policy submissions, and position papers, and participating in webinars to introduce guest speakers
- Hold regular check-in meetings with partner organizations who provide staff support to the P-HSJCC to manage ongoing working relationships and address any issues
- In the event of a dispute between the P-HSJCC and the partner organizations, the P-HSJCC Co-Chairs will be responsible for connecting directly with the partner organization to engage in good faith negotiations on behalf of the P-HSJCC with a view to resolving the dispute

ii) P-HSJCC Treasurer

The P-HSJCC Treasurer will be nominated and approved by the P-HSJCC.

Treasurer, subject to such regulations as may from time to time be made by the Steering Committee, shall be responsible for all funds and securities of the P-HSJCC, shall cause to be kept full and accurate accounts of all receipts and disbursements, shall see that proper books are kept, showing at all times the amount of all operating funds of the P-HSJCC and report same at each Steering Committee meeting.

Treasurer shall present an annual financial statement of the operating funds. When required by the Steering Committee, the Treasurer shall render an account of all of their transactions and of the financial state of the P-HSJCC operating funds.

Role Objectives:

- To oversee the P-HSJCC operating funds including leading yearly budgets projections, budget monitoring and reporting, and end of fiscal financial reporting

Responsibilities:

- Provide year-end budgetary information for the HSJCC Annual Report
- Oversee all matters relating to the P-HSJCC operating budget including developing yearly projected budgets, monitoring expenses, and keeping full and accurate accounts of all receipts and disbursements

- Provide advice to P-HSJCC project budgets such as policy and implementation projects, in addition to reviewing the biennial HSJCC conference budget
- Work with Secretariat Staff to draft the annual budget and present it during P-HSJCC and Steering Committee meetings

iii) Financial and Contractual Transactions

All financial and contractual transactions require the signatures of two signing officers with the prior written consent of the representative of the Transfer Payment Agency holding the HSJCC funding. Such transactions must have prior approval by the Provincial HSJCC Steering Committee.

HSJCC Working Groups

6.1 Types of Working Groups

The Provincial HSJCC Steering Committee shall establish Standing Working Groups and Ad-hoc Working Groups as deemed necessary.

Standing Working Groups include:

- i) Communications and Knowledge Transfer (CKT) Working Group
- ii) Conference Working Group

6.2 Composition of Working Groups

- i) Each Working Group shall have a Chair or two Co-Chairs from the HSJCC Network membership. The Chair/Co-Chairs shall be appointed by the Steering Committee at the commencement of the project/initiative taking into consideration the recommendations of the Working Group membership if available.
- ii) The membership of each Working Group shall consist of at least three (3) persons, and can include Regional members, Ex-officio members or any other individuals as determined by the Working Group.
- iii) Working Group membership may be selected by the Chairs/Co-Chairs of the Working Group and be reviewed and approved by the Steering Committee.

6.3 Duties

- i) Each Working Group shall establish a Project Charter to guide their work and have it reviewed and approved by the Steering Committee.
- ii) Each Working Group shall keep a record of their proceedings and shall report to the Steering Committee at its next meeting.
- iii) **Chair of the P-HSJCC Communications and Knowledge Exchange (CKE) Committee (Standing Working Group):**

The chair of the CKE Committee will be nominated and approved by the P-HSJCC.

The core activities of the CKE Committee include: publishing an HSJCC email newsletter (once every two months), managing website content, facilitating the sharing of relevant information from and between HSJCC Regional and Local Committees, actively seeking targeted information as per HSJCC priorities and initiatives, maintaining an up-to-date contact list of HSJCC subscribers, and maintaining social media pages and engage with online followers.

Role Objectives:

- To manage CKE Committee functions and liaise with P-HSJCC on matters relating to

committee work

Responsibilities:

- Chair CKE Committee meetings
- Select time and location of Working Group Meetings (no less than 6 meetings a year)
- Provide content expertise and advice to staff supporting CKE Committee
- Share information between CKE committee and the P-HSJCC through verbal reports of activities at monthly Steering Committee meetings and full membership HSJCC meetings, and report back to the CKE Committee following P-HSJCC meetings on matters relating to its functions
- Participate in other CKE Committee work as needed (e.g. provide any required assistance with identifying content for HSJCC newsletter, website, social media, webinars, etc.)

iv) HSJCC Conference Planning Committee Co-Chairs (Standing Working Group):

Role Objectives:

- To manage HSJCC Conference planning process from initiation to completion and ensure budget and workplan is approved by the Steering Committee

Responsibilities:

- Chair Conference Planning Committee meetings
- Select time and location of Conference Planning Committee meetings
- Provide content expertise and advice to staff supporting the Conference Planning Committee
- Share information between Conference Planning Committee and P-HSJCC through regular verbal reports at Steering Committee meetings, and full-membership meetings as required
- Bring forward the budget of the HSJCC Conference for approval and monitoring of the Steering Committee
- Present an updated conference budget on a monthly basis for the six months leading up to the conference
- Provide relevant information from P-HSJCC to Conference Planning Committee and Event Manager as necessary
- Oversee program planning (Call for Abstract process), budget projections and registration process by working closely with the Event Manager and other committee members
- Act as point of contact for HSJCC Network and conference attendees for matters relating to the HSJCC Conference
- Provide Conference evaluation report to the P-HSJCC once conference has completed in collaboration with Event Manager

- Participate in other HSJCC Conference Planning Activities as desired and with available time (assist with acquiring sponsorships, liaise with key note speakers and workshop leads, speak at conference events)

v) **Chair/Co-chairs of Project Working Groups and Advisory Committees:**

Chairs/Co-Chairs of Working Groups and Advisory Committees will be from the HSJCC Network membership and be appointed by the Steering Committee at the commencement of the project/initiative, taking into consideration the recommendations of the Working Group/Advisory Committee membership if available.

Role Objectives:

- To lead project Working Groups/Advisory Committees, ensuring project goals as determined by the P-HSJCC are met

Responsibilities:

- Chair Working Group/Advisory Committee meetings and work with P-HSJCC project staff to determine meeting agendas
- Provide content expertise and advice to staff supporting Working Group/Advisory Committee
- Share information between Working Group/Advisory Committee and the P-HSJCC through regular verbal reports at Steering Committee meetings, and full membership meetings as required
- Bring forward the budget of the HSJCC Conference for approval and monitoring of the Steering Committee
- Participate in project-specific activities as required, including: assisting with conducting field research through interviews/surveys, reviewing project related documents (budgets, schedules, charters, plans), providing project status or outcome presentations, assisting with project related correspondence to stakeholders, helping to convene Working Groups/Advisory Committees (all committees shall have at least 3 members and be approved by the Steering Committee), and other project-related tasks associated with successful project delivery

6.4 Meetings

The meetings of the Working Groups shall be at such time or place as the Working Group Chair/Co-Chairs determine.

6.5 Quorum

A majority of Regional Working Group members shall constitute a quorum for the transaction of business. Regional members attending by teleconference or video conference count as “in attendance” for the determination of quorum.



Provincial HSJCC Secretariat

7.1 Functions of Secretariat

The Secretariat shall be directed by and responsible to the Steering Committee. The objectives of the Secretariat shall be:

- i) To support the Provincial HSJCC in its goals and objectives.
- ii) To develop a coordinated response to addressing public policy and knowledge transfer in the area of human services and justice for Ontario.
- iii) To coordinate external relations and represent the Provincial HSJCC as a knowledgeable source of information.
- iv) To respond to requests and inquiries made to the Provincial HSJCC.
- v) To identify emerging issues and trends that may require response from the Provincial HSJCC.
- vi) To act as a resource for the HSJCC Network.

Funding and Reporting Relationships

8.1 MOHLTC Funding and Reporting Relationship

The Ministry of Health and Long-Term Care (MOHLTC) will fund the Provincial HSJCC which will develop a budget and work plan (including a meeting schedule) and submit them to the MOHLTC before the end of the first quarter of each fiscal year. The Provincial HSJCC will be responsible to the MOHLTC for funds received according to the terms of the funding agreement and work plan.

8.2 Expenses

- i) Only formal designates to the Provincial HSJCC appointed by their respective Regional HSJCCs are eligible for reimbursement for Provincial HSJCC meeting expenses.
- ii) Eligible expenses and reimbursement rates will be determined by the MOHLTC administrative and financial requirements and limitations.

8.3 Additional Funding and Reporting Relationships

In the event that other funding sources become available, the Provincial HSJCC will be responsible to the funder and will clarify all responsibilities of the Provincial HSJCC and the funder through a funding agreement.

Honoraria for People with Lived Experience

The Provincial HSJCC values the full participation of people with lived experience and family members. In keeping with this philosophy, the Provincial HSJCC shall draw upon the expertise and resources of people with lived experience and family members in Provincial HSJCC related work.

9.1 Eligibility

Only formally appointed designates to the Provincial HSJCC are eligible for honoraria for Provincial HSJCC related work. Individuals with lived experience and family members are eligible for an honorarium for their participation in approved committee meetings, which include but are not limited to:

- i) Provincial HSJCC meetings;
- ii) Provincial HSJCC Steering Committee meetings;
- iii) HSJCC Working Group meetings.

9.2 Rate

The honorarium rate for people with lived experience and family members is to be determined by the Provincial HSJCC Steering Committee on an annual basis. The honorarium rate is provided per hour for the duration of meetings.

Issue Management Process

10.1 Context:

Issues may be raised at Provincial HSJCC meetings for discussion, but without any formal and systemic approach to addressing those issues. The purpose of this document is to establish an issue management guideline for any future issues raised at the Provincial HSJCC table. A process has been established to determine the role of the co-chairs in managing issues as they arise, the participatory role of the broader membership, as well as the supportive role of the secretariat.

The Provincial HSJCC is often required to conduct time-sensitive issue management (which requires a rapid response) as well as longer-term issue management (that can be addressed at a Provincial HSJCC meeting).

10.2 Goals:

- To have a focused and informed discussion that creates a purposeful dialogue across all levels of the network
- Mitigating barriers between the levels of the network – local/regional/provincial
- Facilitating communication on emerging issues that are relevant to the HSJCC Network

10.3 How to raise an issue with the P-HSJCC:

- Contact Provincial HSJCC Co-Chairs with an overview of the issue and opinion as to whether it requires a rapid response or can be tabled at a future PHSJCC meeting.
- Issues relating to HSJCC network members and HSJCC Secretariat staff will be handled with respect and discretion by the Provincial HSJCC Co-Chairs. Once contacted regarding such issues via email, the Provincial HSJCC Co-Chairs will determine the most appropriate course of action.

10.4 Rapid issue management procedure:

For a question or issue that requires a rapid response, that may be time-sensitive in nature and/or affecting the wellbeing of a client population. Issue may be raised by any Local/Regional/Provincial HSJCC member and/or HSJCC partner organization outside of a Provincial HSJCC meeting.

1. Email Provincial HSJCC Co-Chairs
2. Provincial HSJCC Co-Chairs determine how issue should be dealt with, consults with Steering Committee as appropriate
3. Secretariat staff support provided as appropriate with direction from Provincial HSJCC Co-Chairs

10.5 Meeting-based issue management procedure:

A question or issue that does not require a rapid response arises. Issue raised by any Local/Regional/Provincial HSJCC and/or HSJCC partner organization and/or HSJCC partner Ministries at a Provincial HSJCC meeting.

1. Standing Issue Management Discussion item placed on every Provincial HSJCC meeting agenda
 - Issues can be raised by Local/Regional/Provincial HSJCC members, partner organizations and partner Ministries
2. One important emerging issue is identified at each PHSJCC meeting for discussion at the subsequent PHSJCC meeting
3. Prior to the PHSJCC meeting, an issue note is developed by Secretariat staff on the issue raised for consideration at the upcoming meeting. Issue note includes background information and key questions for discussion
4. Regional HSJCC Chairs share issue note with Regional and Local HSJCCs to gather input as appropriate; PHSJCC partner organizations and partner Ministries gather input from their own organizations/Ministries as appropriate
5. Relevant guest speakers are invited to attend the upcoming PHSJCC meeting to present information on the issue
6. Issue is tabled at PHSJCC meeting for discussion
 - Process for addressing issue is determined by consensus at PHSJCC meeting
 - Local/Regional/Provincial HSJCC members, partner organizations and partner Ministries can provide assistance as appropriate to address the issue, and Secretariat staff can provide assistance as appropriate

10.6 HSJCC Network Membership Issue Management

Any member of the HSJCC network, its partner organizations or partner Ministries can bring forward any issues that may arise relating to a member of the HSJCC network.

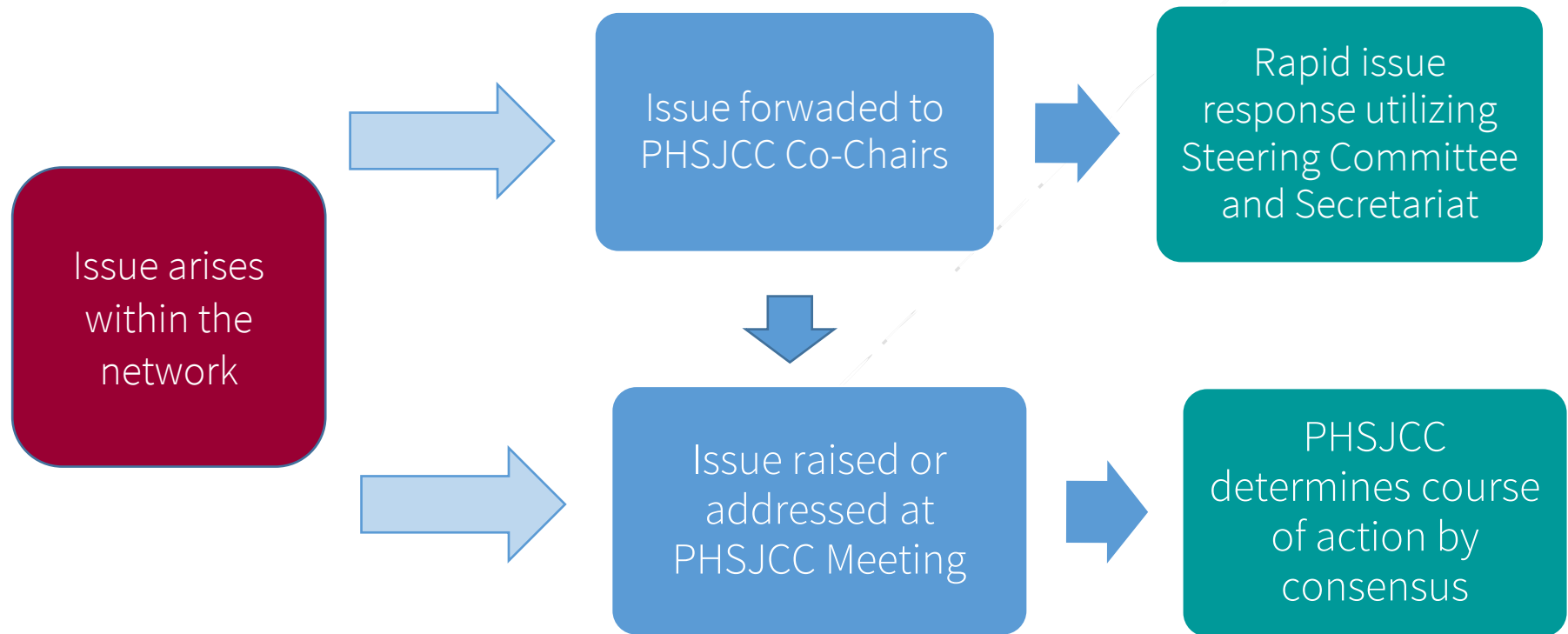
1. Email Provincial HSJCC Co-Chairs
2. Provincial HSJCC Co-Chairs determine how issue should be dealt with
3. At discretion of Provincial HSJCC Co-Chairs, Steering Committee and/or HSJCC Secretariat may also be consulted, with HSJCC Secretariat providing support as required

10.7 HSJCC Secretariat Staff Issue Management

Any member of the HSJCC network, its partner organizations or partner Ministries can bring forward any issues that may arise relating to HSJCC Secretariat staff.

1. Email Provincial HSJCC Co-Chairs
2. Provincial HSJCC Co-Chairs determine how issue should be dealt with, consulting with the Steering Committee as required
3. Provincial HSJCC Co-Chairs contact CMHA Ontario Director, Public Policy to address the issue

Issue Management Process – Flow Chart



Drafting and Submission of Policy Papers

At times, the P-HSJCC may be asked to submit a policy paper on behalf of the network to external organizations. In order for this process to adhere to the terms herein, the following must occur.

11.1 Eligibility

In order for a policy submission to be undertaken by the P-HSJCC, that submission must be solicited by an external organization, or by a member of the Network. In either case, the decision to submit must be made by the voting membership, with 50%+1 voting in favour.

11.2 Process for Drafting and Submission

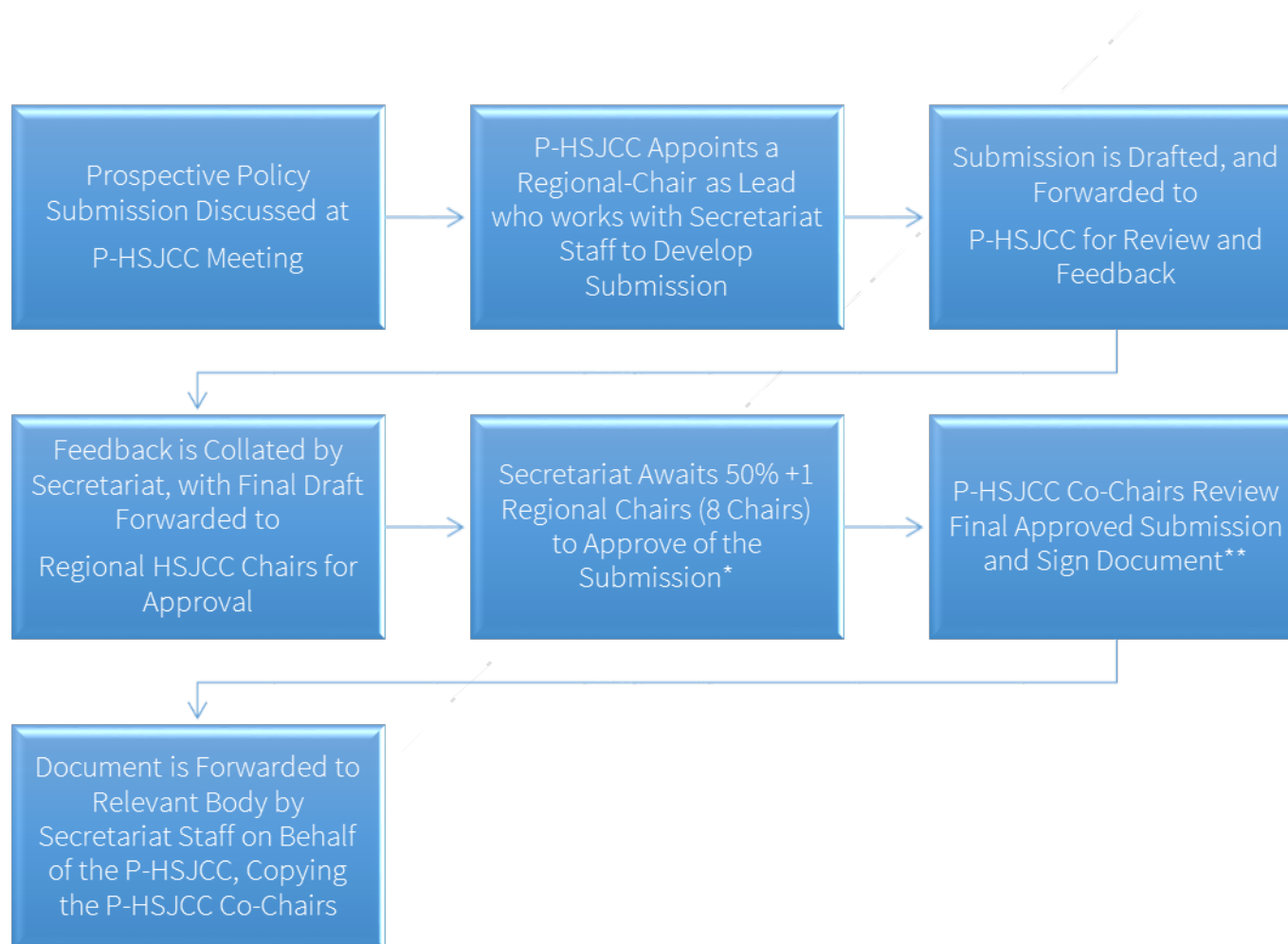
Once the decision to engage in the writing of a policy submission has been made by the P-HSJCC, the following steps must be taken.

1. The prospective policy submission has a Regional Chair Lead, appointed by the P-HSJCC membership, to work with Secretariat Staff in the drafting of the submission. This person is appointed immediately following the vote to engage in the submission writing process.
2. A submission is drafted by Secretariat Staff and the Regional Chair Lead, and forwarded to the P-HSJCC membership for review and initial feedback. P-HSJCC membership will have one week to review and provide their feedback, but this period may be extended at the discretion of the P-HSJCC Co-Chairs.
3. Once finalized, the submission is sent to the Regional Chairs, voting members, of the P-HSJCC for approval. In order to move forward in the process, 50%+1 of the voting membership must approve the submission.
4. If approved by the voting members, the submission will be forwarded to the P-HSJCC Co-Chairs for signing on behalf of the P-HSJCC.

11.3 Withholding of the Submission by P-HSJCC Co-Chairs

Notwithstanding the process noted in 11.2, the P-HSJCC Co-Chairs may withhold their signatures should the submission of said document threaten to cause an undue amount of conflict within the HSJCC Network. Further to this, should the P-HSJCC Co-Chairs be placed in a conflict of interest by signing any submission, they may delegate their authority to sign to the voting membership of the P-HSJCC. In this case, the submission will be signed by the 14 Regional Chairs of the P-HSJCC.

Policy Submission Process – Flow Chart



*NOTE: The approval process amongst the Regional Chairs will occur via email FANOUT, to be collected by the Secretariat and the Appointed Regional HSJCC Lead.

**NOTE: The P-HSJCC Co-Chairs will have the authority to withhold a submission should it prove to be causing an undue degree of conflict within the HSJCC network.