

Northwest Regional Centre of Responsibility (COR)

(Formerly known as the Northwest Regional HSJCC)

Terms of Reference

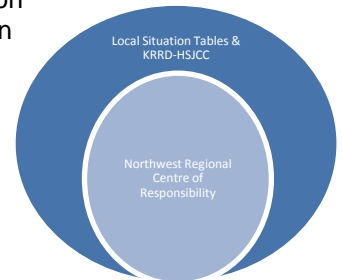
BACKGROUND

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.

Human Services and Justice Coordinating Committees (HSJCCs) were established in response to the above Provincial Strategy to better coordinate services for people with complex needs in conflict with the law. Regional and local/district committees were established to improve and coordinate service planning and communication between health, criminal justice, and developmental service organizations. Given the composition and mandate of the HSJCCs, it was ideal to transform the local/regional structure and incorporate principles of a situation table model.

In 2016 – 2017, this transformation resulted in the launch of the North West Community Mobilization Network. The Network consists of the Northwest Regional Centre of Responsibility (formerly known as the Northwest Regional HSJCC), the Kenora Rainy River District HSJCC, people with lived experience and engages several local Situation Tables in the Northwest Region.

It is understood that these Terms of Reference will apply primarily to the Northwest Regional Centre of Responsibility (COR).



PURPOSE

The purpose of the COR is to support current and future Situation Tables and assist in supporting an integrated, coordinated and seamless service delivery system that meets the needs of at-risk people and optimizes the mobilization and delivery of community services.

OBJECTIVES

The primary areas of focus include:

- To establish key partnerships among the Ministries of Health and Long Term Care, Criminal Justice, Adult/Youth Mental Health and Addictions Services, Social Service, Education, Data and Research Sector, and between local/district committees.
- To discuss and find solutions to systemic issues emerging from district/local committees or Situation Tables within the Northwest region, in compliance with the issues management framework (reference Appendix I).
- Enhance local Situation Table development and maintain partnerships with Situation Tables in the Northwest region
- Engage in collaborative analysis of data from local Situation Table discussions and identify trends, deficiencies and gaps in service, as well as any operational barriers, which will inform the identification of opportunities for systemic change.
- Highlight persistent regional issues, provide recommendations for strategic action, and participate in a planning session for the purpose of reporting to the Provincial HSJCC.
- Coordinate regional training and educational opportunities for all sectors involved in serving the target population.
- Share promising/best emerging practices.

AUTHORITY & DECISION MAKING PROCESS

Each participating member has accountabilities to their existing respective organizations as well as to the COR, and is responsible for collective decision-making with respect to the planning, development and coordination of human services in the region. It is expected that agencies appoint representatives with sufficient authority to move issues forward without undue delay.

Decision making requires that all members contribute, respect one another's point of view, seek clarification when needed, and feel encouraged to share emergent or innovative ideas. Every effort will be made to achieve consensus on issues requiring a decision. In the event that consensus cannot be reached, members may elect to vote. Decision-making will require a majority among members in attendance. The majority represents 50% plus 1 of members in attendance.

TASK FORCES/WORKING GROUPS/THINK TANKS

Where required, sub-committees will be formed to achieve objectives during or between COR meetings. These sub-committees will be initiated based on COR meeting discussions and given specific mandates in alignment with the objectives of the COR. They will be expected to make recommendations and/or report back to the COR.

Task Force: Assembled to accomplish a defined task/objective

Working Group: Assembled to study/explore a topic in depth and make recommendations based on findings

Think Tank: Assembled to explore a topic in greater depth and provide information, ideas, or advice

Each Task Force/Working Group/Think Tank shall:

- Determine the purpose/desired outcome(s) of the Think Tank/Task Force/Working Group prior to meeting discussions
- Identify a member to take the "lead" of the Task Force/Working Group/Think Tank and facilitate meeting discussions
- Limit meeting time to one-hour, when possible, and provide a teleconference option
- Report Back to the COR

FUNDING AND REPORTING RELATIONSHIPS

Sponsoring Agency

CMHA Thunder Bay Branch will be the sponsoring agency and is thus responsible for the following:

- Managing in-kind and monetary contributions from community partner agencies and distributing funds to budgetary items accordingly
- Drafting a budget for the Network, authorizing expenditures within the budget, and monitoring expenditures.
- Meeting accountability and reporting requirements for all funding sources.
- Employing and supervising staff associated with the Network
- To act as a point of contact for issues arising relating to Network staff
- Acting as the signing authority for all formal agreements

Funding and Reporting Relationships

The North West LHIN will provide funding for the HSJCC (now known as the COR). The Sponsoring Agency will develop a budget and work plan for submission to the Provincial HSJCC before the end of the first quarter of each fiscal year. The Sponsoring Agency will be responsible to the North West LHIN for funds received according to the terms of the funding agreement and work plan.

Additional Funding and Reporting Relationships

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

ROLE OF THE COORDINATOR

The Coordinator shall be responsible and accountable to the COR. The objectives of the Coordinator shall be:

- To support the COR in meeting its goals and objectives.
- To coordinate external relations and represent the North West Community Mobilization Network/COR as a knowledgeable source of information.
- To respond to requests and inquiries made about the North West Community Mobilization Network.
- To respond to issues brought forward by the Network membership, and ensure compliance with the Issues Management Framework.
- To act as a resource and main point of contact for the North West Community Mobilization Network.
- To service as a representative at the Provincial HSJCC.

CONFLICT OF INTEREST

Members will be asked to identify themselves as being in a conflict of interest on any relevant topic, either actual or perceived, and will absent themselves from the decision-making on that topic if deemed appropriate by the COR.

CONFLICT RESOLUTION

Disagreement is unavoidable in groups and group processes. It is expected that members will ensure that disagreements and conflicts, if they arise, will not impede the work of the COR. Members will be respectfully open regarding any disagreement on issues relating to the COR's purpose or process, and will follow through on mutually agreed outcomes. It is expected that inter-personal conflict will be resolved quickly and positively through a brief, conversational interchange outside of COR meetings.

CO-CHAIRS

The COR will implement a Co-chair model.

The COR Co-Chairs will be nominated and approved by the COR. One Co-Chair shall be from the justice sector, and the other Co-Chair will be from the human services sector, whenever possible. The Co-Chairs will be elected from the COR membership and will service a 3-year term.

- The Co-Chairs will be elected from the COR and will serve a 3-year term
- The Co-Chairs will Chair or identify a designate to Chair training opportunities and/or special events.
- The Co-Chairs are responsible for reviewing a meeting agenda assembled by the Coordinator, and contacting members where input is needed.

MEMBERSHIP

The COR has an open membership and members will be welcomed to join the committee on an ongoing basis. The map featured below indicates the geographical areas members may represent.

Each member will represent their respective organization and geographical area. Every effort will be made to ensure membership reflects cultural diversity, cultural languages, diverse sectors and geographical regions. This includes representation from the Indigenous and Francophone sectors.

While meeting attendance is encouraged and appreciated, members may choose to attend meetings at their own discretion. Any other agencies who can add value and/or insight will be welcomed to join the committee on an ongoing basis. The Coordinator will maintain a list of current COR members.



RESPONSIBILITIES OF MEMBERS

Each participating member is responsible for:

- Signing a Letter of Agreement prior to becoming a full member.
- Protecting information that is shared in confidence.
- Representing the interests of the North West Community Mobilization Network, setting aside self-interests and the interests of their respective organizations.
- Actively participating in meetings, or identifying a designate that has the same amount of authority.
- Providing timely feedback to any COR communications that necessitate input and/or approval.
- Working collaboratively towards common goals, and assigning staff or resources to COR activities as needed.
- Sharing relevant information/policies/resources/data where able.
- Understanding and acknowledging each participating agency's unique strengths and limitations.

* North West Community Mobilization Network staff (ie. Coordinator, Regional Community Mobilizer(s) will serve as an ex-officio on all committees.

MEETING STRUCTURE & FREQUENCY

- Meeting packages will be circulated one week before each COR meeting.
- Request for agenda items will be circulated two weeks before the scheduled meeting.
- Access to video conferencing, teleconferencing or a virtual platform (ie. Adobe Connect) will be arranged to ensure regional partner engagement.
- Meetings will be held four times a year

APPROVAL

The Terms of Reference will be approved by consensus on an annual basis, or as needed.

Approved by Consensus: January 24th 2019

ISSUES MANAGEMENT FRAMEWORK

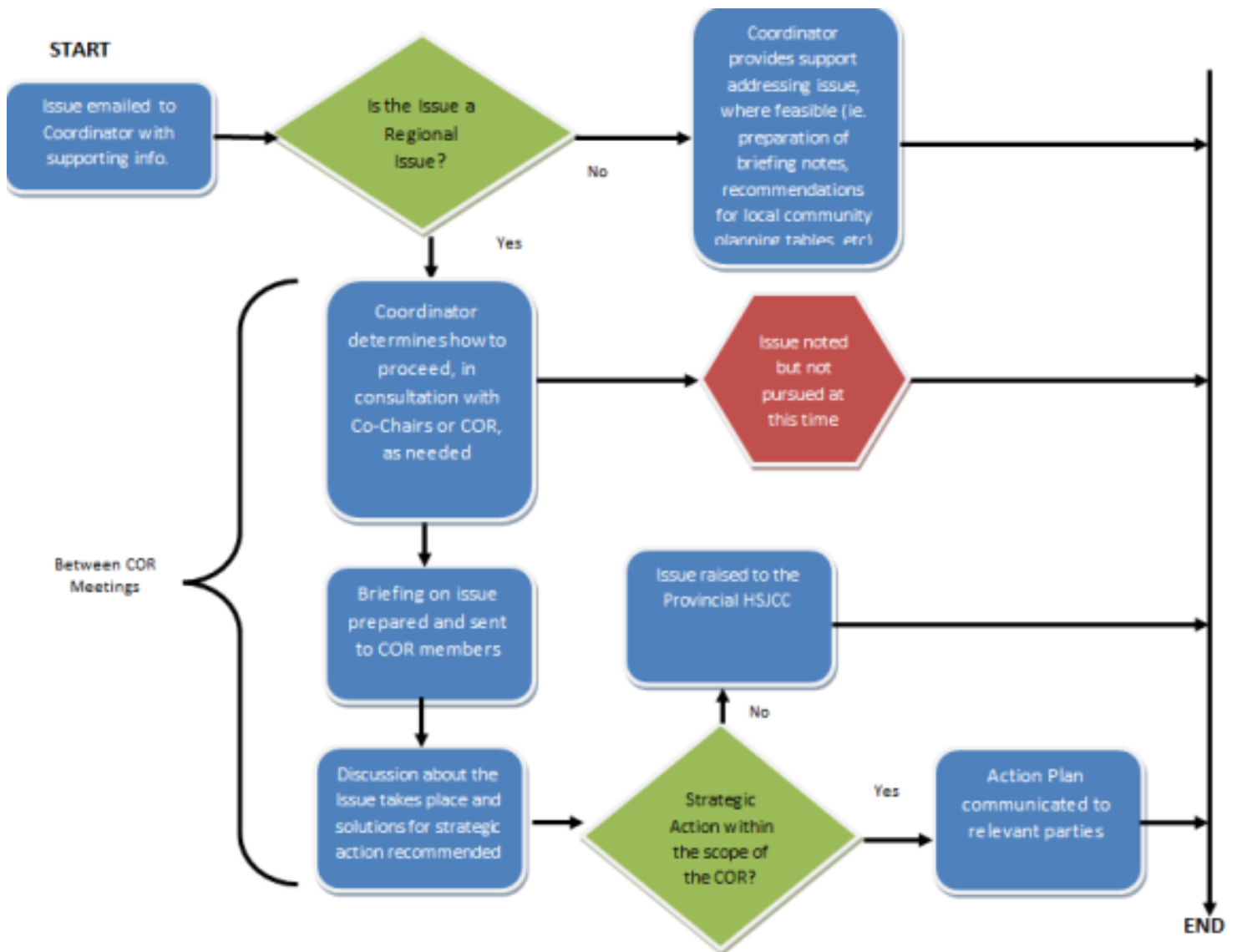
Context: Issues may be brought forward for discussion at COR meeting by the Network membership. The purpose of this document is to establish an issue management framework for any future issues raised for discussion at the COR. A process has been established to determine the role of the Coordinator in managing issues as they arise, the participatory role of the broader membership, as well as the Co-Chairs.

Goals:

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

How to raise an issue for discussion at the COR:

- Contact the Coordinator with an overview of the issue and provide any supporting information (ie. data, how the discussion arose, key community partners to be involved in further discussions)



LETTER OF AGREEMENT

Between

CMHA Thunder Bay
on behalf of the North West Community Mobilization Network

AND

(Name of Agency)

As signing authority, I commit to participating as a member in the North West Community Mobilization Network for a **three-year period**. I agree to assign member(s) of my respective agency to the:

Northwest Regional Centre of Responsibility (COR)

Members of the committees indicated above from my respective agency shall abide to the appropriate Terms of Reference and will sign a Partnership Commitment and any other appropriate agreements prior to participating in meetings. As signing authority, I commit to providing support and resources on behalf of my respective agency to the committees indicated above, as they are needed.

In the spirit of partnership, my organization is able to commit to a monetary contribution of _____/year for a three-year period.

Operating Budget	Suggested Amount
<\$200,000	\$500
\$200,000-\$5,000,000	\$500-\$2000
>\$5,000,000	\$2000+

AND/OR

My agency is unable to financially contribute at this time but can offer the following in-kind support (ie. Printing for Orientation Binders/Membership Packages; Professional Printing for Brochures/Posters; Binders for Orientation Packages, Staff Time for Situation Table Data Collection etc):

The funds for the North West Community Mobilization Network are in the care of the sponsoring agency, CMHA – Thunder Bay Branch. CMHA will invoice partner agencies yearly. All cheques must be made payable to CMHA – Thunder Bay Branch. Any remaining funds at the end of the fiscal year will be carried forward.

I agree to provide my agency logo for promotional purposes of the North West Community Mobilization Network.

Name of COR Member [Print]

Member E-mail Address

Signing Officer Name [Print]

Signing Officer Signature

Date