



## Board Intensive – Day 1 – November 25, 2019

### Present

Elizabeth Brandeis	President
Jasmin Tecson	President Elect
Carol Couchie	Vice President
Kim Cloutier-Holtz	Member at Large
Liz Fraser	Member at Large
Sarilyn Zimmerman	Member at Large
Janis Dalacker	Member at Large
Amy Nelson	Member at Large
Disha Alam	Member at Large
Bounmy Inthavong	Member at Large
Melodie Smith	Member at Large
Mandy Levenscrown	Treasurer
Genia Stephen	Secretary

### AOM Staff

Kelly Stadelbauer	Executive Director
Allyson Booth	Director, Quality and Risk Management
Ellen Blais	Director, Indigenous Midwifery
Juana Berinstein	Director, Policy & Communications
Cara Wilkie	Manager, Quality and Risk Management
Feben Aseffa	Specialist, Quality and Risk Management
Lwam Mehari	Administrator, Quality and Risk Management
Anna Ianovskaia	Executive Assistant (recorder)

The meeting began at 6:04 pm.

## Land Acknowledgement

E. Brandeis began the meeting with a land acknowledgement.

## 1.0 Welcome and Introductions

## 2.0 Approve Agenda

The agenda was approved as circulated

*MOVED: M. Levenscrown*

*SECONDED: S. Zimmerman*

*CARRIED.*

### 3.0 Consent Agenda

The following items were pulled from the consent agenda:

- Item 3.2.9 – Workplace Harassment Policy
- Item 3.2.10 – Workplace Harassment Procedure
- Item 3.2.11 – What to Expect from a Workplace Harassment Investigation
- Item 3.2.14 – Board Coverage during Vacations Policy
- Item 3.2.15 – Stipend Policy
- Item 3.4 – Motions related to End FGM Canada Network

The consent agenda was approved as amended.

*MOVED: S. Zimmerman*

*SECONDED: D. Alam*

*CARRIED.*

### 4.0 President's Report

E. Brandeis provided the President's Report.

#### 4.1 CAM Update

At the CAM Intensive in October, E. Brandeis was appointed as the interim VP of the Canadian Association of Midwives. J. Tecson will take over as the Ontario representative. The CAM Conference was a huge success and the Intensive focused on refreshing organizational values. Currently, CAM is looking at Ontario for lessons learned and examples on how to increase diversity on its Board.

#### 4.2 Board Policy Acknowledgment Form

Board Members signed the Board Policy Acknowledgment Form

#### 4.3 In Camera session

The meeting went in camera at 7:01 pm.

The meeting came out of camera at 7:13 pm.

### 5.0 Governance Training

#### 5.1 Board Members' Duty of Care

K. Stadelbauer presented on the Board of Directors' Duty of Care. The Board completed an interactive activity invoking a number of scenarios related to duty of care. Examples included audit and financial statements, not-for-profit management, governance, membership, government relations, media and communications, and protocols and process.

## 5.2 Making Strategic Decisions in Swirling Times

E. Brandeis primed the Board for discussions to come throughout the Intensive, reminding all of the importance to prioritize in decision-making and remaining intentional in the direction provided.

## 6. Racial Equity

### 6.1 Journey to Dismantling Racism in Midwifery

F. Aseffa and L. Mehari presented further findings from the *Experiences of Racism Among Ontario BIPOC Midwives and Students in Midwifery Education and Profession* survey. The recommendations from the participants of the survey were presented.

Members want to see:

- Acknowledgement
- Accountability
- Broader opportunities for IBPOC in leadership
- Mandatory anti-racism training
- Anti-racism position statement and policies

The presentation shared quotes directly from participants. Findings from the literature review were highlighted to show steps that organizations can undertake to improve racial equity in the workplace.

Findings of successful interventions included:

- Community engagement
- Implementation of Equity Advisory Groups and Change Teams
- Efforts to increase diversity
- Cultural sensitivity training
- Training modules for healthcare providers
- Change in academic curriculum

Goals and indicators of success in addressing issues of race and racism were outlined, including:

- Retention of IBPOC midwives in the profession
- Increased representation of IBPOC midwives in leadership roles
- Development of grounded protocols, policies and procedures for dealing with racism
- Improved cultural safety
- Engagement of white midwives, practice groups and organizations (e.g. AOM, MEP, CMO) with racial equity work
- Meeting racial equity action plan

## Discussion

Board Members expressed enthusiasm for this work, while recognizing the daunting undertaking at hand. The Board engaged in extensive discussion and there was consensus that during this process it is imperative to continue listening to each other, and resisting colonial practices.

F. Aseffa acknowledged that the assigned reading – *Obstructed Labour* – would likely be triggering for those who have been targets of racism. A baseline for individuals to take time to step away if needed was established. The Board reflected on the assigned reading and on the history of the book and its reception within the midwifery profession.

### **Strategic Questions for the Board**

The operational activities recommended by study participants as well as the BPOC advisory groups were shared with the Board.

The Board discussed ways to develop and implement mentorship through the AOM. Developing a position statement was discussed as one mechanism for enabling practice groups and individual midwives to be able to support one another. K. Stadelbauer reminded all that Day 3 of the Intensive is a revisit of the Strategic Plan.

The Board discussed the importance of taking on this work in a way that cannot be dismantled or walked back on by future boards. F. Aseffa noted that a racial equity toolkit may be developed to establish a baseline understanding for members. L. Mehari expressed the importance of also self-investing in this work and seeking out individual learning.

E. Brandeis urged Board Members to use this discussion to guide the upcoming work the following day in the racial equity workshop with guest Stacey Alderwick. This work will build in order to reflect Board values and prime conversations on future strategic planning.

The meeting was adjourned at 9:10 pm.

## Board Intensive – Day 2 – November 26, 2019

### Present

Elizabeth Brandeis	President
Jasmin Tecson	President Elect
Carol Couchie	Vice President
Kim Cloutier-Holtz	Member at Large
Liz Fraser	Member at Large
Sarilyn Zimmerman	Member at Large
Janis Dalacker	Member at Large
Amy Nelson	Member at Large
Disha Alam	Member at Large
Bounmy Inthavong	Member at Large
Melodie Smith	Member at Large
Mandy Levenson	Treasurer
Genia Stephen	Secretary

### AOM Staff

Kelly Stadelbauer	Executive Director
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Ellen Blais	Director, Indigenous Midwifery
Juana Berinstein	Director, Policy & Communications
Cara Wilkie	Manager, Quality and Risk Management
Feben Aseffa	Specialist, Quality and Risk Management
Lwam Mehari	Administrator, Quality and Risk Management
Anna Ianovskaia	Executive Assistant (recorder)

### Guests

Stacey Alderwick	Facilitator, Alderwick & Associates
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The meeting began at 9:03 am.

### Meeting Evaluator

The evaluator for this meeting was K. Cloutier-Holtz.

## 7. Racial Equity Workshop: Moving Courageously Forward

Stacey Alderwick led Board Members and AOM Staff through an intensive racial equity workshop.

*Recorder's Note: F. Aseffa, L. Mehari, and C. Wilkie left the meeting at 12:15 pm.*

The meeting paused at 12:15 pm.

The meeting resumed at 1:04 pm.

## 8. Government Relations Update

J. Berinstein provided an update regarding the AOM's work related to Government Relations. This served as an informational background piece to support strategic thinking related to Negotiations, the HERTO case, and the issue of pay equity.

In the last couple of months, the AOM had been encouraging membership to engage with their MPPs. The AOM has also been leading MPP engagement through the creation and collation of resources at the local level, to support midwives in constituent-led change and advocacy work.

J. Berinstein reported on the recent Queen's Park Day with MPPs. The event was well attended, and public comments were provided by the health minister. MPPs France Gelinas and John Fraser voiced support. The AOM was able to provide education and engagement on issues of better health outcomes, clinical equipment, Indigenous midwifery and ceremony, family expectancy care, cost efficiencies, and performing newborn exams. Such educational opportunities are helpful in correcting misunderstandings and biases against midwifery.

## 9. Negotiations

### 9.1 Update

E. Brandeis reminded the Board of the Ministry representatives involved in Negotiations, as well as the Working Groups that were established to assist in addressing the issues: Fair Compensation, Improved Access, Infrastructure, Funding Agreement Language.

Thus far, the process has felt productive. Ministry have indicated positive responses to proposals for disability, rural and remote practice.

Growth has been a major discussion, and discussions are underway to determine a formula for establishing GR growth. Overall, there is support for growth. However, due to Bill 124 legislation, it is expected that compensation increase will be capped at 1%. ADM Lynn Guerriero and Director of Primary Care Nadia Surani have demonstrated systems thinking approach.

K. Stadelbauer presented a breakdown of Ministry Grants to the AOM, posing questions as they pertain to the Negotiations process. The Ministry has a strong message about supporting front line workers. K. Stadelbauer highlighted proposed additional grants – disability coordinator role training, as well as an enhanced EAP.

## 9.2 Strategic Questions

K. Stadelbauer presented a series of options to the Board, calling on strategic and directional thinking.

- *Prioritize Indigenous Midwifery*
- *Prioritize Mental Health and Disability*
- *Prioritize Protection of Equity*
- *Prioritize Clinical Excellence and Clinical Support*
- *Bit of This & Bit of That (mix)*

E. Brandeis encouraged the Board to return to primary principles driving the collective decision. After discussions and deliberations, Board members expressed support for the priority *Protection of Equity*. The Board also discussed possibilities of diminishing the PD fund, at length, and the potential negative repercussions. Issues of unequal distribution of resources and an affirmative action of limited resources were noted. K. Stadelbauer will bring a more focused option to tomorrow's meeting based on this discussion.

## 10. HRTO Update

E. Brandeis presented the HRTO update. Premier Ford brought cuts to Ontario's administrative tribunals, causing processes in the HRTO (among other tribunals) to significantly slow down. It was learned that Leslie Reaume, though no longer at the Tribunal, will continue to be seized in the matter and is expected to provide a Remedy Decision.

The AOM is meanwhile preparing for a Judicial Review at the Divisional Courts. The Judicial Review will be heard on April 8, 9, and 17 2020. At a recent Membership Engagement Meeting, members indicated experiencing fatigue. Other members articulated the importance of fighting not just for own rights, but the rights of others, particularly given the victory thus far.

## Meeting Evaluation

The Meeting Evaluation was completed by K. Cloutier-Holtz. She reminded all members of the importance of proactively creating space for newer Board Members to speak and participate.

The meeting adjourned at 5:43 pm.

## Board Intensive – Day 3 – November 27, 2019

### Present

Elizabeth Brandeis	President
Jasmin Tecson	President Elect
Carol Couchie	Vice President
Kim Cloutier-Holtz	Member at Large
Liz Fraser	Member at Large
Sarilyn Zimmerman	Member at Large
Janis Dalacker	Member at Large
Amy Nelson	Member at Large
Disha Alam	Member at Large
Bounmy Inthavong	Member at Large
Melodie Smith	Member at Large
Mandy Levenson	Treasurer
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Ellen Blais	Director, Indigenous Midwifery
Juana Berinstein	Director, Policy & Communications
Anna Ianovskaia	Executive Assistant (recorder)

The meeting began at 9:04 am.

### Meeting Evaluator

The meeting evaluator was D. Alam.

E. Blais warned that a number of Board Members would need to leave earlier in order to attend a meeting with Overdi Mercredi, former Grand Chief of the Assembly of First Nations.

## 9. Negotiations – cont'd

### 9.2.2 Scenarios for Negotiations

#### Option 4B

K. Stadelbauer created a slide for Board Members to discuss a modified option based on the previous evening's discussions. K. Stadelbauer presented a modification of the option "*Prioritize Protection of Equity*" and discussed the impact. The proposal suggestion included a significant cut to the tuition support program but followed these principles:

- Prioritize IM support
- Prioritize Mental health support
- Prioritize Locum program (as a means to provide mental health support)



- Maintain PD fund support

The Board posed questions for K. Stadelbauer about implications of reductions of resources for staff and discussed the option at length.

***MOTION:** Move to adopt “Prioritization of Protection of Equity Plus”, with the change of preserving the BORN work that is done.*

***MOVED:** L. Fraser*

***SECONDED:** D. Alam*

***CARRIED.***

### **9.2.1 EMCMS**

J. Berinstein presented updates regarding EMCMS, beginning with existing principles and models. AOM Negotiations committee have deliberated about who receives EMCMS funding and what the next phase of EMCMS can look like.

Successes and concerns of the existing models were shared. Concerns included lack of equitable pay, and the AOM has asked Ministry for an SERW job evaluation to be completed.

Additionally, midwives working in EMCMS models did not enjoy access to protective benefits of proper collective bargaining protection, and did not share a collective voice.

J. Berinstein presented a new iteration of EMCMS models moving forward, providing more nuances to address existing issues. A future iteration of IMPs was also presented. The plan is to develop high-level principles articulated in the Memorandum of Understanding (MOU) with the Ministry, as well as Ministry templates that articulate specific accountabilities and compensation, to protect the most vulnerable.

## **11. Executive Director Report**

### **11.2 HR Updates (in camera)**

#### **11.6 Updates on QRM staff activities (in camera)**

Two in-camera updates were provided by staff.

The meeting went in camera at 10:47 am.

The meeting came out of camera at 10:58 am.

The meeting paused for a break at 10:58 am.

The meeting resumed at 11:18 am.

***Recorder’s Note:** The remainder of the Executive Director Report was deferred.*

## 12. AOMBT Report

L. Fraser delivered the AOMBT Report and spoke to the relationship with Benefits Provider SSQ. The proposed enhanced EAP grant will ensure midwives have more mental health support. E. Brandeis noted the issue of mental health support was extensively discussed throughout Negotiations, and that a compelling case has been made for increased support.

## 15. Equity Work

### 15.1 Racial Equity & Diversity Committee Terms of Reference

A. Booth presented to the Board updates regarding the AOM's recent Equity Work. There is a need to focus and work on the issues facing racialized midwives as a distinct body.

*MOTION: To approve the rescinding of the Racial Equity & Diversity Committee.*

*MOVED: G. Stephens*

*SECONDED: C. Couchie*

*CARRIED.*

*MOTION: To approve the Racial Equity Committee Terms of Reference*

*MOVED: G. Stephens*

*SECONDED: C. Couchie*

*CARRIED.*

### 15.3 Collection of Race based data

A. Booth presented an evidence-based case from the Ontario Human Rights Commission about why collecting human rights-based data is important from an equity perspective. This recommendation came directly from racial equity work done by AOM staff F. Aseffa and L. Mehari, and was brought to the Advisory Group, who recommended this motion to the Board.

*MOTION: To approve the collection of race-based data on the annual membership renewal process strictly for the purposes on the supporting the racial equity project*

*MOVED: M. Smith*

*SECONDED: J. Dalacker*

*CARRIED.*

## 13. Policy Review

### 13.1 Privacy Policy

*MOTION: To approve the amended Privacy Policy*

*MOVED: J. Tecson*

*SECONDED: M. Levenscrown*

*CARRIED.*

*Recorder's Note: Remaining Policies from Item 13 were moved to be approved by e-mail.*

### 3.4 Ending FGM/C Canada Network

J. Berinstein notified AOM Board Members that the FGM/C Canada Network group, made up of survivors, approached the AOM asking for support. Board Members acknowledged this was a sensitive issue for some, and addressed issues of choice, history, and tradition, as it is seen by

some practitioners. Board Members noted the possibility of losing trust in certain communities. L. Fraser noted it is consistent with AOM values to take this opportunity to uplift the voices of a group of people starting a movement about their bodies. Any position statement drafted by AOM staff would be brought to the Board for further discussion and approval.

**MOTION:** To direct the staff to have the AOM become a member of End FGM/C Canada Network

**MOVED:** L. Fraser

**SECONDED:** D. Alam

**CARRIED.**

**MOTION:** To direct the Executive Director to appoint an AOM representative (either a Board member or a staff) to sit on the End FGM/C Canada Network Board of Directors.

**MOVED:** L. Fraser

**SECONDED:** D. Alam

**CARRIED.**

**MOTION:** To direct AOM staff to draft a position statement which will be brought to the Board for approval in Winter 2020.

**MOVED:** L. Fraser

**SECONDED:** D. Alam

**CARRIED.**

**MOVED:** To direct AOM staff and AOM President to seek an opportunity to encourage CAM to also consider supporting the work of End FGM/C Canada Network.

**MOVED:** L. Fraser

**SECONDED:** D. Alam

**CARRIED.**

## 14. Business Arising

**MOTION:** To approve S. Zimmerman as an AOM signing officer.

**MOVED:** J. Tecson

**SECONDED:** D. Alam

**CARRIED.**

## 20. Budget

K. Stadelbauer presented to the Board regarding the current status of negotiations with the ministry, and the upcoming ratification period. Due to the impact of negotiations on budgeting, the Board will wait to finalize a budget once ministry funding is secured.

*Recorder's Note:* Items 20.1.1, 20.1.2, and 20.1.3 were deferred.

### 20.1.4 Membership Categories and Fees Policy

**MOTION:** To approve the amended Membership Categories and Fees Policy

**MOVED:** K. Cloutier-Holtz

**SECONDED:** M. Levencrown

**CARRIED.**

The meeting paused for lunch at 12:32 pm.

The meeting resumed at 1:08 pm.

## 18. Strategic Plan

### 18.1 Strategic Outcomes 2019

K. Stadelbauer presented Strategic Outcomes to the Board, supported by AOM Staff.

### 18.2 Strategic Planning

K. Stadelbauer presented the 2019 Strategic Goals and Outcomes to the Board, supported by AOM Staff.

The Board discussed how to include Racial Equity within the Strategic Plan in a more meaningful way. Board Members discussed whether to include racial equity as an objective or goal; K. Stadelbauer noted that the two are distinct in the size of the work associated with creating a Strategic Goal e.g. representation, governance within the AOM, etc. Board Members echoed earlier meeting discussions about the desire to do something that “could not be undone” as it pertains to supporting equity work.

***MOTION:** To create a new Strategic Goal regarding Racial Equity in the AOM Strategic Plan. Staff will bring back wording to the Board.*

***MOVED:** J. Tecson*

***SECONDED:** S. Zimmerman*

***CARRIED.***

## 11. Executive Director Report

K. Stadelbauer presented the ED Report. The immense workload on AOM staff this year was intense, and it was acknowledged that several staff were feeling burnt out. K. Stadelbauer thanked staff, and was commended for leadership throughout this difficult busy period.

## 17. Succession Planning

### 17.1 Board Recruitment Task Force Terms of Reference

***MOTION:** To approve the amended Board Recruitment Task Force Terms of Reference*

***MOVED:** M. Levenson*

***SECONDED:** B. Inthavong*

***CARRIED.***

### 17.2 Plans for 2020

#### 17.2.1 Board Skills Matrix

The Board discussed the Skills Matrix as it pertains to Board Recruitment. A number of areas of experience and expertise were identified as priority when seeking new Board members:

- Racialized midwives
- LGBTQ2+ midwives
- Indigenous midwives
- Midwives experienced with health system/tech innovation
- Midwives in their first five years of practice
- Elder midwives

B. Inthavong noted the importance of having creative out-of-the-box thinkers to join the Board.

### **17.2.2 Membership on Board Recruitment Task Force**

Members discussed composition of the Board Recruitment Task Force. E. Brandeis suggested reaching out to Karline Wilson-Mitchell for assistance with the Board Recruitment Task Force.

*MOTION: To appoint C. Couchie (Chair), G. Stephen (Secretary), J. Tecson, L. Fraser, and J. Dalacker to the Board Recruitment Task Force.*

*MOVED: D. Alam*

*SECONDED: B. Inthavong*

*CARRIED.*

### **17.2.3 Board Representation on Committees**

*MOTION: To appoint A. Nelson, J. Dalacker, D. Alam to the Awards Task Force.*

*MOVED: K. Cloutier-Holtz*

*SECONDED: G. Stephen*

*CARRIED.*

### **17.2.4 Review Timelines**

Board Members consulted the Board of Directors Current Terms timelines and discussed intentions moving forward. One member expressed a desire to remain on the Board, but shared continued difficulties from outside of the AOM in doing so. G. Stephen suggested pulling the Board of Directors Terms of Reference at a future meeting to address the rules regarding participation and number of meetings missed, in order to be able to support a more equitable Board. E. Brandeis noted it is possible to include support for non-clinical professional activities, within the Negotiations process, particularly in the templates for EMCM and IMP models. E. Brandeis encouraged Board Members to bring forward anything specific that may be of help to receive support to do this work.

### **17.3 New Board Member Mentorship**

E. Brandeis checked in with newer Board Members. J. Dalacker's Board Buddy is L. Fraser. A. Nelson's Board Buddy is B. Inthavong. The purpose of a "board buddy" is to provide one-to-one mentorship and support within the Board of Directors role.

## **16. Governance and Performance Evaluation**

### **16.1 Board Evaluation**

A. Ianovskaia collected workshop evaluations and Expense Reimbursement Forms.

#### **16.1.1 Board Evaluation Task Force**

This item was removed from the agenda, to be deferred to e-mail.

#### **16.1.2 Board Evaluation Policy**

This item was removed from the agenda, to be deferred to e-mail.

### 16.1.3 Board and President Evaluation Task Force Terms of References

*MOTION: To rescind the Board and President Evaluation Task Force Terms of Reference*

*MOVED: L. Fraser*   *SECONDED: J. Tecson*   *CARRIED.*

### 16.2.1 ED Performance Review Policy

*MOTION: To rescind the ED Performance Review Policy*

*MOVED: M. Levencrown*   *SECONDED: K. Cloutier-Holtz*   *CARRIED.*

*MOTION: To adopt the updated ED Performance Review Policy*

*MOVED: J. Dalacker*   *SECONDED: L. Fraser*   *CARRIED.*

*Recorder's Note: L. Fraser and G. Stephen left the meeting at 3:51 pm.*

## 19. Audit Committee Report

M. Levencrown and K. Stadelbauer presented the Audit Committee Report.

### 19.1 Special Levy

*MOTION: To approve the Special Levy for 2020 at \$367*

*MOVED: K. Cloutier-Holtz*   *SECONDED: M. Levencrown*   *CARRIED.*

### 19.2 Group Funded Deductible Special Levy

K. Stadelbauer presented to the Board regarding the GFD.

## 11.4 Long Term Plan for Space

K. Stadelbauer presented on the current AOM lease for space, which is up for renewal in approximately 2 years. There are increasing costs on space, and pressure from staff who would like more opportunity to work from home and stay flexible. AOM staff will need to consider a number of factors, including IT infrastructure, organizational culture, costs, and access. More information will be presented to the Board in February 2020.

### 13.2 Records Retention Policy

*MOTION: To approve the amended Records Retention Policy.*

*MOVED: K. Cloutier-Holtz*   *SECONDED: M. Levencrown*   *CARRIED.*

### 13.3 Information Security Policy

*MOTION: To approve the amended Information Security Policy.*

*MOVED: D. Alam*   *SECONDED: B. Inthavong*   *CARRIED.*

**Meeting Evaluation**

The Board Meeting Evaluation was completed by D. Alam.

**Land Acknowledgment**

E. Brandeis closed the meeting with a land acknowledgment.

**Meeting Adjournment**

The meeting was adjourned at 4:52 pm.