



# The President's Report by Dr. Connie Kushnir

## INTRODUCTION

It gives me great pleasure to present the 2013 President's Report on the activities and accomplishments of the Ontario Psychological Association. This work was carried out by our highly valued members who volunteered their skills, time and effort and by the indispensable support of our staff members.

The **Board of Directors** met 6 times in 2013: February 7, April 19, June 7, October 4, November 22, and December 20. The Management Committee, now referred to as the **Executive Committee**, met on an "as-needed" basis to address issues between Board meetings. The Executive Committee oversaw the development of our "**Target Accomplishments 2014**" and more formalized strategic planning will occur under the leadership of our incoming President, Dr. Jane Storrie, our Chief Executive Officer, Jan Kasperski and the members of our new "**Planning and Policy Development Committee**". The Executive Committee consists of the Officers of the Board, the President, the President-Elect, the Director of Audit and Finance, and the Chief Executive Officer.

Members were regularly informed of the activities of the Board and the Committees and Task Forces of the Association through *ONPsych*, the electronic newsletter published after each of the Board meetings.

## INTERNAL CHANGES AND ACTIVITIES:

This has been a year of many changes in the Association. We welcomed our President-elect, Dr. Jane Storrie who has accomplished more in the past few months than could possibly be expected of anyone with such a busy professional life. Just some of her contributions to the OPA and its Members are recorded in the President-elect's report. We said good-bye to our interim Executive Director, Dr. John Service, and welcomed his successor, Ms. Jan Kasperski. The title of this position to Chief Executive Officer (CEO) was changed to Chief Executive Officer, and Ms. Kasperski is the first non-psychologist hired to provide administrative oversight for the OPA. Members will have noted by now the energy and enthusiasm that Ms. Kasperski has brought to the Association, and her many accomplishments to date are documented in the CEO's Report. Other staffing changes include the departure of Ms. Carla Mardonet, and the recruitment of Mr. Ryan Morley as Chief Operating Officer (COO). Ms. Sara Marini and Natasha Toeli continue to make major contributions to the OPA in their respective roles as Corporate Affairs Coordinator and Conference Project Manager.

This year, the new Board model, approved at the 2013 AGM was implemented. More recently work has begun to re-vamp the Committee/Task Force reporting structure, with a move towards implementation of six formal Board Committees, namely:

- The Audit and Finance Committee
- The Communications and Member Services Committee
- The Executive Committee

- The Governance Committee
- The Planning and Priority Committee
- The Program Planning and Research Committee

This report also marks the end of my two-year term as President, and I welcome Dr. Storrie as she begins her role as President.

**COMMITTEE, SECTION, and TASK FORCE ACCOMPLISHMENTS:**

OPA Committees, Sections, and Task Forces have all been very busy on behalf of Ontarians and the profession in a variety of ways, and their efforts are provided in detail in this report.

**OTHER ACTIVITIES:**

In addition to the activities of the Committees, Task Forces and Sections, OPA was involved in many other professional liaison, collaborative, and advocacy initiatives. Some of these are highlighted below:

- There has been on-going contact and collaboration with the College of Psychologists of Ontario (CPO). An OPA representative attends College Council meetings. Formal written responses were provided to CPO's requests for consultations around quality assurance changes, registration requirement changes, fee by-law changes and custody and access advice to members.
- In March, the CPO passed a motion to request that all applicants for registration in Ontario in future should have a doctorate degree. OPA supported this decision and a letter was sent to the Ministry of Health and Long-Term Care. Members were immediately informed of the decision.
- The OPA attended the Primary Health Care Centre Annual Conference organized by the Association of Ontario Health Centres. OPA Board members staffed an information table about the value of psychologists in primary health care teams.
- OPA participates as a member organization in the Coalition for Children and Youth Mental Health.
- The CEO is an active member of the Coalition of Regulated Health Professionals Associations (CORPHA).
- OPA is represented on the Practice Research Network spearheaded by York University.
- OPA provided a formal commentary on CPA's position paper on School Psychology.
- OPA wrote a letter to Canada Revenue Agency (CRA) about the HST changes introduced in the Federal Budget in March. We alerted CPA to the issue, and OPA/CPA sent a joint letter to the federal government's Standing Committee on Finance. CPA made a presentation to the Committee on the issue, and advocated with officials at CRA, federal Ministers of Revenue and Health, and with the health critics. CRA is developing a draft document for consultation, and will inform OPA when the draft is released.

## **ACKNOWLEDGEMENTS**

As the two-year term of my Presidency comes to an end, I would like to again thank the many, many members of the association who have worked very hard on behalf of OPA over the past year, and whose names are listed in this report. There are also numerous others who have volunteered their time for the association, whose names do not appear, but whose contributions are none the less valued.

When I became registered in 1988, like most of our members at that time, I was working in one location, in a hospital clinic. The work life of psychologists has drastically changed since that time. In getting to know many more members, it has become evident that most of our members are now working in several different places, such as working part-time in a private practice of their own, part-time in someone else's practice, teaching a course or two at a university. This is one of the many challenges for our profession, as the new patterns of work impact on people's ability to devote time to a voluntary association such as OPA. Despite the challenge, I am impressed that a significant number of members of our profession are willing to make the effort to become involved in OPA, and am impressed at how many long-serving members have remained involved over many years. I am also heartened and encouraged by the enthusiasm and involvement in OPA by our early career psychologists and students for they are and will be the shapers of the future of psychology in Ontario. On behalf of our membership as a whole I would like to thank all our colleagues who have made a contribution to the work of the association.

Ours is a complex profession. We work in and have impact in many areas such health, schools, universities, research, corrections, social welfare settings, and community clinics. We are involved in many aspects of mental and behavioural health and with a number of large organizations such as the auto insurance industry, hospitals and WSIB. A number of us are involved in research as well. This means that the issues that are important to our members are very broad and cut across many areas, topics, and interests. This makes ours a very interesting profession to be part of and to work within.

I am grateful for having had the opportunity over the past two years to serve you as president and to meet and work with many wonderful, dedicated psychologists who are passionate about the profession. Thank you again to al

**Report of the President Elect: Dr. Jane Storie**

## **And So It Begins....**

Being elected President-Elect of OPA was a complete thrill for me, but there was no time to savour it...I needed to be brought up to speed with respect to our goals, issues, and initiatives as soon as possible. Thankfully, members of the Board were incredibly generous and allowed me to take advantage of their

experience and insight. They provided me with a solid foundation, through an understanding and appreciation of the history and evolution of OPA, and their review of current issues and goals for the future. I also reached out to the Chairs of OPA's Committees, Task Forces, and Sections, and was invited to participate in meetings and other events, such as workshops and roundtables. This proved invaluable to me, and I was pleased to meet so many enthusiastic and dedicated volunteers, and see first-hand the excellent work being accomplished on behalf of our Members and the profession.

I was soon able to identify some projects that I could put in motion, and I was off and running. Some early initiatives included reviewing the telephone-based referral service and recommending a move to a website-based searchable directory that will be offered at no cost to Members, and the development of a Media Contact List to increase the profile of the profession.

It was important to me that OPA become a strong presence in the field of mental health, and that required bolder branding and better marketing of the profession to the public and to government and other stakeholders. With the Board's support, and willingness of Dr. Jonathan Douglas as Co-Chair, the Communications and Member Services Committee was struck. This Committee has already moved to expand OPA's social media presence, and hosted a contest that resulted in our new logo. In addition, we are working with ecentricarts to design a new, state-of-the art website. Jonathan also obtained permission for OPA to host a reception for all three parties at Queen's Park on February 25<sup>th</sup> to highlight the importance and breadth of psychological services.

With the College of Psychologists poised to implement an annual Continuing Education (CE) requirement, it was important for OPA to develop professional development programming for the membership. With Dr. Paulo Pires as Co-Chair, the Program Planning and Research Committee was established. In addition to developing a workshop series, we have re-designed and expanded the OPA CE Sponsorship Program, which will be awarding CE credits to other organizations offering professional development opportunities.

In my opinion, an important role for OPA should provide important and timely information and direction to the membership on pertinent issues that impact practice. To that end, working groups have been established to develop Guidelines for Concussion Assessment and Treatment and for conducting Insurer Examinations. We will soon be looking at Guidelines for working with the military, the police and other first responders, and victims of violence, amongst others.

One of the very best decisions OPA ever made was the hiring of Jan Kasperski as Chief Executive Officer. Jan's incredible experience in healthcare, being at the helm of similar associations, and her vast connections allowed her to hit the ground running. Within days of her starting with OPA, we were welcomed into the offices and boardrooms of government and other stakeholders, and quickly established ourselves as a strong advocate for those with mental health issues. Jan and I very quickly developed a number of proposals designed to increase access to psychological services and ensure that OPA and our Members are considered key players in the healthcare system. Between the two of us, we have represented psychology at meetings with five ministries and have been very well-received. We are very hopeful that once the election is over, we will be able to move forward with some very exciting initiatives such as mental health parity, psychologists in every Family Health Team in the province, psychologists

assuming the role of “triage agent” in primary care, public funding for specific psychological services, hospital admission privileges, the right to execute Form 1s and, of course, obtaining prescriptive authority.

We have also established relationships with a number of organizations that advocate on behalf of our patients, including Canadian Veteran’s Advocacy and FAIR (association of victims for accident insurance reform), Legal Aid Ontario, and police and fire departments. We have exciting plans with each of these groups, from helping to develop policy, establishing best practices, to training opportunities.

To strengthen psychology’s role and support our initiatives, Jan and I have met and developed good relationships with representatives of the College, CPA, CAPDA, and other healthcare associations, and secured the assistance of public relations and government relations experts.

We recognize that grad students and ECPs are the future of the profession, and intend to provide even more support to them. Our Director of Graduate Student Affairs, Karen Zhang, is working on a plan to establish an OPA representative in every grad program in the province. We have developed a list of OPA members interested in providing supervision for College registration. The Program Planning and Research Committee is developing workshops specifically geared to grad students and ECPs. We specifically sought out grads and ECPs to join our new Committees and were thrilled with the interest and enthusiasm.

We also want to ensure that OPA recognizes the contributions of our colleagues in academics and research. Jan has developed several proposals requesting government and private funding for research that will positively impact the lives of our patients, and inform clinical practice. We will be changing the format and programming of our annual conference to include clinical, education and research streams, and expand the poster sessions. We have a number of projects that will involve data collection and analysis by grad students in collaboration with faculty members at the various universities.

The most gratifying part of being President-Elect, however, has been interacting with the Membership. This has provided me with an understanding of issues and concerns, and direction. At the request of Members, I have written an article on the impact of the DSM-5 on clinical practice, sent a letter to Canada Revenue requesting written rulings on the exemption status of specific assessments, fought for the use of the title “Doctor” by the media, and will be hosting a roundtable with representatives from other healthcare associations and test developers to establish guidelines for the use of psychometric tests and diagnosis by non-psychological providers and ensure qualification criteria is enforced.

I feel very fortunate to have a front-row seat to watch the evolution of OPA, and can barely contain my excitement for the future of our profession. Please take a moment to read our **Target Accomplishments** document, which sets out more specific plans for the term of my Presidency.

I would like to encourage all of you to let us know how we’re doing, to alert us to issues that need our attention, and to become involved with OPA in whatever capacity suits you. And, if you’re pleased with what we’re doing, tell someone about it. We would be most grateful if you could help us encourage new members and former members to join us.

The next two years will be busy but rewarding. I am so very lucky to have the support, guidance, and friendship of a dedicated and enthusiastic Board of Directors, an accomplished and tireless CEO, and a creative and competent administrative staff team. I am so very excited about 2014, and the emergence of a louder and prouder OPA. I'm sure we will be accomplishing great things together.

## Report of the Chief Executive Officer: Ms. Jan Kasperski

### From Orientation to Leadership:

It is said that leaders should have one foot on the ship ready to sail into the future and one foot on the shore to prepare the ship and steady it to make certain that all that are sailing get safely on board. The OPA has provided me with a vehicle to work on the transformation of a vision of an integrated mental health system into a reality. That vision is one that would truly meet the needs of people of all ages and their family members who are challenged by mental health and addictions and other developmental, behavioural and neurological disorders. I have one foot on the ship but have spent the last six months making certain that the ship is steady and ready to sail. While I am pleased with the work undertaken in during the past six months, I am looking forward to 2014 and sailing off into the future.

Six months passes quickly when you are engaged in meaningful work – and the work of the CEO at the OPA is very meaningful. My role has two major components –

1. An internal role of providing guidance and advice to the Board, implementing strategies developed by the Board, and providing strong administrative oversight for the organization; and,
2. An external role of building positive relationships with the government and all other organizations – agovernment and public relations role.

As part of my orientation, and with my consultant's hat on, I conducted what could be called an "external" review of the OPA's governance and management structures and functions. Over the course of the last few years, a great deal of time and effort was spent on developing a new governance structure. That structure was built with the expectation that each board member would carry out work usually assigned to the CEO and his/her staff – a "Working Board" structure, to use governance language. I proposed a new model of governance, the "Results-Based Policy Board" model, to emphasize the "strategic and fiduciary" roles of the Board and the "implementation" role of the CEO and staff. Not to say that Board members and other members will not be involved in the implementation of the strategies, but rather Board members will receive the supports they need to lead the necessary changes instead of having the onus placed on them to undertake the changes themselves. The Board accepted the model including the

development of six Board Committees to do the lion's share of the work of the Board.

Over the course of time, the OPA had established over 21 Committees and Task Forces and two sections. Extraordinary work is being accomplished by each of the Chairs and the committee, task force and section members. With so many in place, it is inevitable that a disconnect between the Board and the various committees, task forces and sections will occur from time to time. In developing the Board Committee structure, we will be:

1. Collapsing the responsibilities of several committees into the new Board Committees;
2. Providing a reporting mechanism to the Board through the remaining committees, task forces and sections to provide better support to them; and
3. Supporting the establishment of "Special Interest Groups" to provide better avenues to link members practicing in different venues and with different populations to meet their specific educational and advocacy needs.

Simply establishing the Committees is not enough – the Chairs and the committee members need to know their overall accountabilities and the work that they are expected to accomplish. The document "2014 Target Accomplishments" that accompanies this report, provides an in-depth review of the Committee structure and the work that we wish to undertake in the upcoming year with the able support and guidance of the Committee members (See Attachment).

From a management perspective, a great deal of emphasis has been placed on improving our administrative systems with a particular emphasis on the financial system. Under the guidance of the Audit and Finance Committee and our auditors, we have implemented stronger financial control systems and periodic mini-audits to keep us on track. We have also supported the development of a highly competent staff. Ryan Morley has joined the OPA in the role of Chief Operations Officer. With expertise in business, marketing and continuing professional development, he is a tremendous asset to the OPA. Sara Marini's role includes memberships and general office duties. Sara has not only been keeping up with the demands of the role, she has been improving our processes one by one. Natasha Teoli is simply a convention planner extraordinaire. I am grateful to each of them for their hard work and dedication to the OPA.

One of the most meaningful components of my role is government and media relations. The government is in the process of rolling out its Mental Health Strategy. As a result, ongoing meetings have been held with the Ministry of Children and Youth and the Ministry of Education in regards to child and adolescent mental health. Meetings were also held with the Office of the Child Advocate and the Office of the Children's Lawyer. Multiple meetings have been held with the Ministry of Health and Long Term Care in regards to the rollout of the adult component of the Strategy. With the media focus on the interactions of police with the mental ill and suicides amongst the military and the police, Dr. Storrie, our incoming President has led a process of interacting with the veterans associations, police and firefighter services, indeed, all first responders. These activities have led to meetings with the Ministry of Community Safety and Correctional Services, the Commission of Public Safety, the Ombudsman and Legal



Aid Ontario. Building on previous relations has made access to government and other key healthcare leaders relatively straightforward. The ability to understand the healthcare system and to portray a compelling story on behalf of the patients served by psychologists will have positive results as we move forward together.

While I tend to wear “rose-coloured” glasses, all is not well in the mental health system and our ability to influence positive changes has been compromised. The OPA has been off the radar where government is concerned and our voice is muted because we speak for relatively few psychologists in the province since our power to recruit and retain members has been limited over time. The changes in our By-Laws reflects the need to be a welcoming home for all current and future psychologists, including students, the academics that educate them and drive the envelope of scientific knowledge forward and all Psychological Associates. Our Target Accomplishments provide the directions we need to become the “Go-To” organization for all psychologists in the province – and for government and other all other policy makers in the province. We need the assistance of every one of you, our members, to encourage your peers to join (or re-join) the OPA and we need your ongoing guidance and advice to make certain that we stay on track and meet your needs.

In closing, I would like to thank each member of the Board, especially the members of Executive Committee, Drs. Kushnir, Storrie and Fitzgerald for their guidance and support during the last six months. I would also like to thank the chairs and members of the various committees, task forces and sections for their many efforts to bring me up to speed on the issues they are addressing. I would be remiss if I did not thank our members who used the listserv who provided me with a true grounding in the issues of greatest concern to our members. Lastly, I would like to thank our great staff members who work so hard on your behalf and make each day a pleasure for me. Together, we will ensure that 2014 will be a greatest year yet for OPA and its members and the people they serve so well.

# Ontario Psychological Association

## Ontario Psychological Association

2014 Target Accomplishments

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### **1.0 Introduction**

The Ontario Psychological Association (OPA) has set five major strategic directions and target accomplishments under each direction that we will be working on in the upcoming year. Strengthened governance and administration structures and functions are key to achieving our target accomplishments. This document includes the 2014 target accomplishments and the committee structures that will oversee their execution in

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conjunction with our excellent staff complement led by our Chief Executive Officer, Ms. Jan Kasperski.

### **2.0 Target Accomplishments for 2014**

The Target Accomplishments for 2014 are as follows:

#### **2.1 Increase Access to Psychological Services:**

- A focus on government relations to ensure increased funding for psychological services;
- Advocating for funding to pilot the role of psychologists as “triage agents” in primary care (e.g. Health Links and FHTs);
- Advocating for increasing the amount of benefits on Extended Health plans; and,
- A focus on media relations regarding mental health parity.

#### **2.2 Increase OPA’s Profile and Strengthen our Reputation:**

- Engaging in a public education campaign to ensure that the public, government and other key stakeholders understand the knowledge and skills that psychologists bring to the table in multiple different settings;
- Developing an informative and user-friendly website;
- Involve our members and the public in the CPA’s Mind Your Mental Health ([www.mymh.ca](http://www.mymh.ca)) campaign; and,
- Increasing our media presence through press releases and by training key spokespersons to be available for interviews on pertinent and timely topics.

#### **2.3 Develop Strong Collaborations with Key Stakeholders**

- The Premier’s Office, key government ministries and the major healthcare organizations;
- Organizations representing the Military and First Responders (police, 911 dispatchers, firefighters, paramedics and staff on forensic units and correctional institutions);
- Legal Aid Ontario, the Ombudsman, the Office of the Child Advocate, the Office of the Children’s Lawyer, the Association of Children’s Aid Societies of Ontario, and the Human Rights Commission;
- Workmen’s Safety and Insurance Bureau; and,
- The Auto Insurance Industry.

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### 2.4 Increase the Scope of Practice of Psychologists

- Researching the role of psychologists in FHTs and other primary care practices and developing best practices to ensure that every primary care practice has access to psychological services;
- Seeking prescription privileges for psychologists and launching a public education campaign to emphasize the importance of psychotherapy and the judicious use of medications; and,
- Seeking the ability to issue Form 1s and hospital admission privileges.

### 2.5 Recruit New and Former Members and Retain Current Members

- Enhancing relations with clinicians, academic psychologists, scientists and psychological associates – the “*We are stronger together*” program;
- The development of Special Interest Groups focused on key issues and continuing professional development;
- Improved communications with members via the listserv/emails to ensure that members are in touch and able to direct the activities of the OPA;
- Enhancing ONPsych’s format and content;
- Enhancing the format and content of the annual conference; and,
- Improve member benefits.

To achieve our goals, we need a strong and skilled Board supported by effective board committees. The following represents the internal changes that are taking place in the governance of the OPA to ensure that we meet our target accomplishments in the upcoming year.

### 3.0 Achieving our Target Accomplishments

Effective planning and good governance go hand-in-hand. Merely having a plan in place does not ensure that the plan will be executed in a timely way. Likewise, having a good governance model without a strategic plan in place to guide decisions is equally of little value. The Board has spent a great deal of time and effort over the last two years developing a new governance structure; however, further work was required to ensure that had strong governance and administrative systems in place. At its October meeting, the Board agreed to continue to strengthen its governance structures and functions. The Board discussed the need to move from a “*Working Board*” to a “*Results-based Policy Board*” (i.e. a collaborative model that recognizes the joint responsibilities of the Board and the CEO to set the strategic directions

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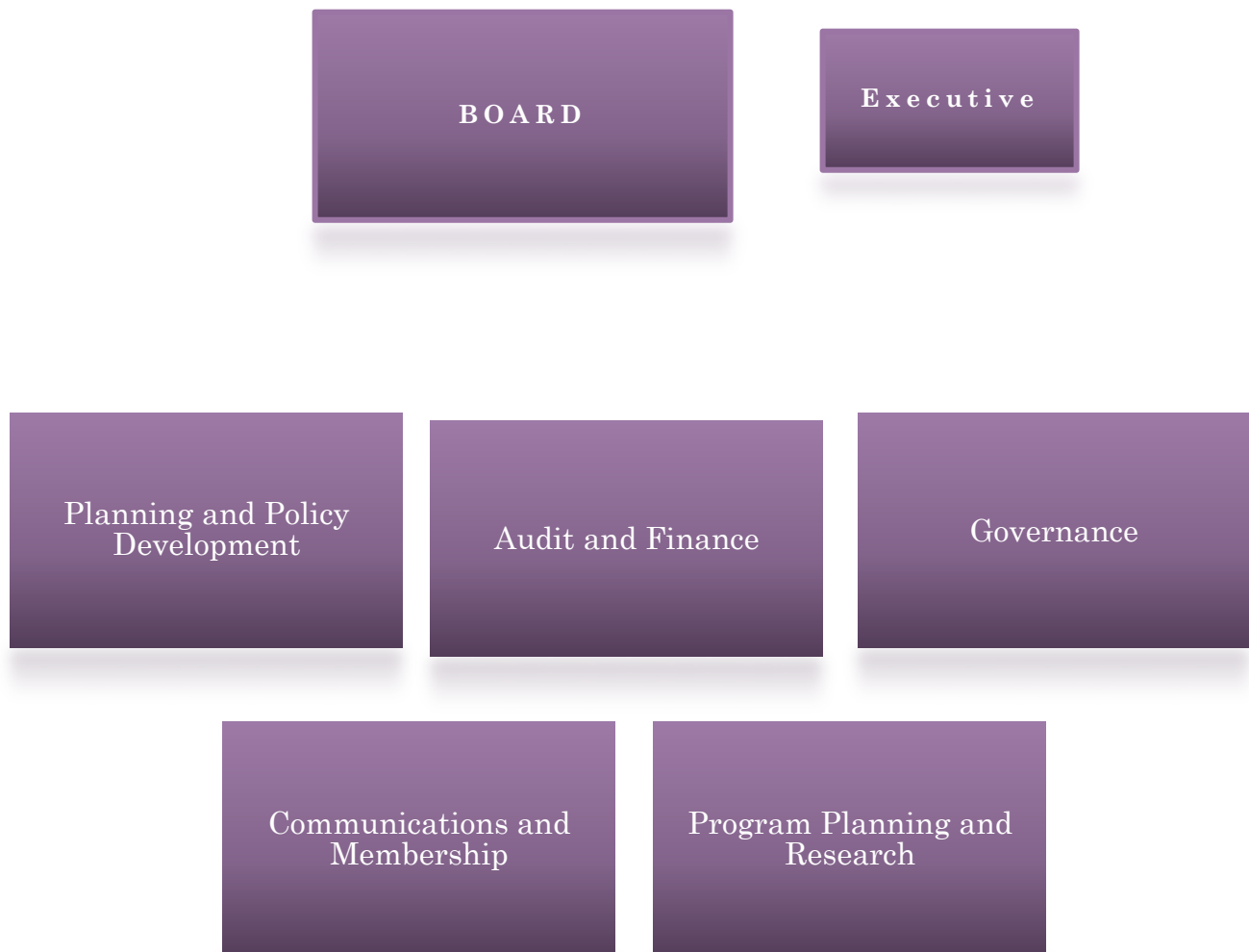
and policy and the responsibilities of the CEO to implement them). The Board reviewed a lengthy list of items on the “Business Arising Log” – a list of items that needed to be undertaken. The items on the log were developed in the strategic directions and target accomplishments. It was recognized the Board required a new model of Standing Board Committees. The following provides guidance in the development of the six Standing Committees of the Board and the role that each committee should play in overseeing the completion of the 2014 Target Accomplishments.

### **4.0 Board Committee Structure/Amendments to the By-laws**

The Board has been downsized and now consists of Officers and Directors that have assigned responsibilities for key functions of the Board. To assist them in their roles, the Board has established a new Board Committee structure that focuses attention on six Standing Board Committees. Each Committee will take direction from the Board through the Officers and Directors assigned to each Committee. The Directors will report upon the activities of the committees to the Board at each Board meeting to ensure that target accomplishments are achieved in a timely manner. All of current Committees, Task Forces and Sections will report to and be supported by the Board’s Standing Committees and our excellent staff members. Amendments to the By-laws have been made to support the changes in the governance of the OPA and to assist us to achieve our target accomplishments. We are convinced that these enhancements in the way that the OPA is governed and managed and the By-law amendments that support the changes will be key to the future success of the OPA and its abilities to meet the needs of our members and the people they serve.

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The six Board Committees are as follows:



## 4.1 Planning and Policy Development Committee (Chair: Dr. Jane Storrie)

### Major Responsibilities and Accountabilities

- Overseeing the annual strategic planning retreat and the process for developing strategic plans with three-year timeframes.
- Overseeing the establishment of annual target accomplishments in keeping with the strategic plan and to monitor the achievement of the target activities.

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- Reviewing and keeping abreast of key legislative, regulatory and other initiatives that impact on the wellbeing of Ontarians and/or the roles which psychologists play locally, provincially and nationally.
- Advising the Board on various policy directions and to develop policy documents.
- Supporting the development and maintenance of positive relationships with government, the media and various organizations, especially those directly impacting on the roles of psychologists in the province.
- Undertaking other duties as assigned by the Board.

### Target Accomplishments

- Develop Terms of Reference, committee membership and the operational committees and task forces that will be reporting to the Board through the Planning and Policy Development Committee.
- Organize a strategic planning retreat to create an up-to-date strategic plan (2014 to 2017) and to review the Mission Statement and to create a Values Statement and a Vision Statement.
- Identify and review all current policy statements; identify policies that need to be developed and ensure that all policies are posted on the website.
- Develop and oversee a government/media relations program.
  - Contract with a Government/Media Relations firm to guide the GR/MR activities.
  - Establish the roles of designated spokespersons (President, President-Elect and CEO) to lead the government and media relationship activities. Set policy to ensure that members of the Board, tasks forces and individuals do not speak on behalf of the OPA without guidance and advice from the board and/or the designated spokespersons.
  - Oversee the work of committees and task forces that identify and/or develop policy to ensure that approaches to government or other organizations is effective and well co-ordinated.
- Develop the main messages to be delivered to government and the media and the methods for delivering the messages, such as public surveys, proposals, meetings, symposiums, etc.
  - Promote the role of psychologists as “trriage agents”
  - Establish the value of the following as key election items:
    - Psychologists in every FHT to serve other family practices
    - Psychoeducational Assessment for every 4 year-old
    - Neuropsychological Assessment for every 60 year-old



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- Six treatment sessions for PTSD
  - Form 1 signing privileges
  - Prescriptive authority (RxP)
  - Funds for the proposals.
- Develop the OPA component of CPA's "Mind Your Mental Health" program
- Host a Lobby Day at Queen's Park with suitable handouts
- Establish positive relationships with CPO, CPA, APA and other major healthcare organizations, including the academic college and university psychology departments.
- Continue to meet with the following:
  - The Premier's Office and the MOHLTC, MCYS, MoE, and MoCS&CS
  - Various government agencies, WSIB, insurance companies and other organizations.

### **4.2 Audit and Finance Committee (Chair: Dr. Nicola Fitzgerald)**

#### **Major Responsibilities and Accountabilities**

- Advising the Board on all issues related to financial matters.
- Establishing and reviewing and/or revising all fiscal policies and procedures.
- Overseeing the management of the OPA's finances, including:
  - Monitoring the performance of the investment portfolio
  - Supporting the annual audit process and presentation of the financial statements to the Board and at the AGM
  - Supporting the development of the annual budget
  - Monitoring of any variance from the budget including oversight of revenues and expenditures.
- Oversight of all externally restricted project and advocacy funds to ensure that they are used for the intended purposes.
- Overseeing the OPA's risk management program, including ensuring adequate insurance coverage and legal advice.
- Oversee the program of seeking and utilizing advocacy funds.
- Undertaking other duties as assigned by the Board.

#### **Target Accomplishments**

- Develop Terms of Reference, review membership and identify any operational committees and task forces that will be reporting to the Board through the Audit and Finance Committee.

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- Review and revise all financial Policies and Procedures.
- Oversee the change of month end from December to March.
- Oversee the development of a budget review process and a monthly financial reporting system for administrative use and for each finance committee.
- Establish December 31<sup>st</sup> as the last date for membership renewals.
- Develop and oversee the funding for an advocacy program.
- Develop a process for ensuring oversight of investments.
- Oversee the implementation of all financial controls and ensure that the concerns raised by the auditors are addressed.
- Ensure that the Board fully understands the 2013 audit results and oversees an RFP for an audit team for the 2014 audit.
- Clarify the rules in regards to HST for our members.
- Ensure that the OPA has sufficient insurance coverage.
- Review staff and member benefits and develop recommendations for cost-effective offerings in conjunction with the Communications and Membership Committee.
- Ensure that the Board is aware of, and has processes in place to mitigate, organizational risks (financial, human resources, membership loss, environmental and safety issues).

### 4.3 Governance Committee

(Co-Chaired by Drs. Jane Storrie and Connie Kushnir)

#### Major Responsibilities and Accountabilities

- Advising the Board on all matters to governance.
- Guiding the nomination process for election to the Board and the appointment of the Officers of the Board.
- Supporting the review/revision of the By-laws, Rules and Regulations and the Policy and Procedure Manual.
- Overseeing the Board orientation, education and evaluation program.
- Advising on the recruitment and evaluation of the Chief Executive Officer.
- Undertaking other duties as assigned by the Board.

#### Target Accomplishments

- Oversee the development of the “Results-based Policy Governance” model to replace the current “Working Board” model by establishing a collaborative relationship between the board and its Officers and the CEO to set strategic directions and provide the support for the CEO to assume

## Annual General Meeting

responsibility for addressing the target accomplishments within a set timeframe.

- Oversee the establishment of the Board Committees and their Terms of Reference, including their membership; ensure that all operating committees and task forces are reviewed and assigned to report to the appropriate Board Standing Committee. Recommend Board members to be assigned to the committees.
- Develop the process for By-law changes for presentation to the AGM in February and the development of By-laws in compliance with the 2010 Not-for-Profit Act and to complement the new committee structure. Assign guest status at Board meetings to CPO, CPA, OAPA and CPA representatives.
- Identify key Policies and Procedures that need to be reviewed/revised on a priority basis.
- Develop a Rules and Regulations Manual to support the implementation of the By-laws, followed by revisions to the Policy and Procedure Manual.
- Develop a board orientation, education and evaluation program.
- Support the development of Sections and/or Interest Groups to support the various constituencies amongst the membership.

#### **4.4 Program Planning and Research Committee (Co-Chairs: Drs. Jane Storrie and Paulo Pires)**

##### **Major Responsibilities and Accountabilities**

- Developing and/or reviewing and revising and policies and procedures related to the OPA's academic activities, including those related to intellectual property, research activities, external funding, oversight of the annual conference, workshops and interactive web-based programs, etc.
- Developing and overseeing the Continuing Education (CE) accreditation program.
- Developing and overseeing the CE (Professional Development) Program for members and other mental healthcare professionals to further develop their competencies.
- Overseeing the educational/research program at the annual conference.
- Supporting the Sections/Interest Groups to develop CE programs specific to their areas of practice, including supporting a network of student leaders in each of the training programs and the ECP's education program

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- Ensuring ongoing outreach to faculty members at each college and university.
- Developing and overseeing the OPA's public education program to support the health and well being of Ontarians.
- Supporting proposal development to seek funds for the OPA's academic agenda.
- Supporting and Guiding the Steering Committees established to oversee educational and research projects.

### Target Accomplishments

- Develop the CE Accreditation Program and educational workshops that meet the needs of members and other professionals, and to serve as a revenue source.
- Work with the CPO to identify unmet needs such as common complaints.
- Support the Sections and Interest Groups to develop workshops and to identify practice tools.
- Develop a CE program for supervisors and establish a list of supervisors that can be easily accessed; market it as a tool for students and international graduates.
- Clarify the rules with CPA re: psychometric testing by non-psychology practitioners and develop a "roundtable" with other associations and regulatory colleges to support standards of practice within competencies.
- Revamp the annual conference for 2015; identify the appropriate date, location and format that would attract members, non-members and sponsors.
- Begin the process of preparing for compulsory CE; develop a program to assist members to record their CE credits.
- Utilize a re-vamped website to host interactive web-based educational programs and practice tools/resources.

### 4.5 Communications and Member Services Committee (Co-Chairs: Drs. Jane Storrie and Jonathan Douglas)

#### Major Responsibilities and Accountabilities

- Developing and overseeing the OPA's media and public relations program and expanding marketing opportunities on behalf of the profession.

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- Developing of the OPA “brand” including re-designing and maintaining the “look” of the public face of the OPA from logo to website to publications such as ONPsych.
- Overseeing website policy and content, including a web-based searchable member directory and media contact list.
- Working with CPA to develop and maintain an Ontario page on the [www.mindyourmentalhealth.ca](http://www.mindyourmentalhealth.ca) website.
- Establishing guidelines and enhancing the OPA’s social media presence.
- Establishing guidelines and overseeing the listserv and developing “communities of practice” to support dialogue amongst the Sections and Interest groups.
- Supporting programs and activities that strengthen the OPA’s ability to recruit and retain members.
- Guiding the membership renewal process.

### Target Accomplishments

- Establish a relationship with a Media Relations firm to guide the OPA’s communication and media activities.
- Identify the specifications for a website platform that meets the needs of the OPA and identify a cost-effective method to address the requirements.
- Develop a web-based searchable member directory anchored in an effective registry of psychologists in the province.
- Review and enhance the content on the website, including establishing an OPA page on CPA’s “Mind your Mental Health” website, practice toolkits and resources.
- Develop and disseminate guidelines for the OPA’s use of social media and the listserv.
- Review and oversee the implementation of the recommendations from the Membership Task Force.

### 4.6 The Executive Committee (Chair: Dr. Jane Storrie)

The Executive Committee is responsible for functioning as the Board should an emergency issue arise and it is difficult to organize a full Board meeting in a timely way. The meetings will be at the call of the Chair. At the next meeting of the Board, all decisions that are made by the Committee will be ratified by the Board at its next meeting. The membership consists of the Presidents, the Secretary-Treasurer and the CEO.

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## **5.0 Summary**

In summary, the OPA is committed to moving forward with strategies that will transform the Association into the “go-to” organization for our members, soon-to-be-members, government, the media and all other key stakeholders. We have made major steps forward already to ensure that 2014 will be a year to remember for the OPA and its Members and the people they serve - and serve so well.

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## Governance Committee

**Motion to elect the following slate of Board Directors for the specified terms of office:**

**President: Dr. Jane Storrie**

**Term of Office: 2014 to 2017 to serve as President (2 years) and Past- President (1Year)**

**Past-President: Dr. Connie Kushnir**

**Term of Officer: 2014 to 2015 to serve as Past-President**

**Director of Professional Partnerships: Dr. Kelly Horner**

**First Term of Office: 2014 to 2017**

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## Previously Elected Directed

**Director of Audit and Finance: Dr. Niki Fitzgerald (first term)**

**Director of Communications and Public Education: Dr. Jonathan Douglas (first term)**

**Director of Early Career Psychologists: Dr. Noah Lazar (first term)**

**Director of Government Relations: Dr. Natasha Brown (first term)**

**Director of Graduate Student: Karen Zhang (first term)**

**Director of Professional Development: Dr. Paulo Pires (second term)**

**Director of Professional Practice and Competencies: Dr. Patricia McGarry-Roberts (second term)**

*Note: all directors in first term, have their terms expiring in February of 2016. Those in second term, have their terms expiring in February of 2017.*

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## Letter of Explanation for the Proposed Changes to the OPA's By-laws

### 1. Overview:

The Ontario Not-For-Profit Act (2010) and its amendments are expected to be passed in September of 2014. The By-laws will be amended to be in full compliance with the Act at that time and presented to Members for ratification at the 2015 Annual General Meeting (AGM). In the meantime, several changes to the current By-laws are being proposed. The Members section of our website includes a copy of the current By-laws and a copy of the document that includes the proposed changes to them. The document, "*The 2014 Proposed Amendments to the By-laws of the Ontario Psychological Association*" includes an index to make it easier for you to find each of the topic areas listed under the four Articles:

Article 1. General

Article 2: Membership and Affiliation

Article 3: Board of Directors

Article 4: Finances and Contractual Matters

Each item is clearly identified as a "Section" within one of the four Articles. All proposed amendments to an Article or a Section of an Article are highlighted in red. Some of the amendments are minor or housekeeping in nature and do not significantly change the form or the intent of the Article or a Section. Those that require our Members to understand more fully the nature of a proposed amendment and the rationale behind the change are described below.

### 2. Rationale for Proposed Amendments

#### Article 1: General

The title was changed in the proposed amended By-laws from "Preliminary" to "General" to reflect the term used in the Ontario Not-For-Profit Act's draft By-laws and includes some items that were placed in various parts of the current By-laws that have been organized as part of Article 1. Amendments are proposed to the "Definitions" only.

#### Article 1.8: Definitions

Several new definitions were added and some definitions such as the titles assigned to various Directors were moved to the appropriate sections.

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#### Article 2: Membership and Affiliations

The Board is suggesting changes in the sections in this Article to reflect Full Membership Status for all Psychological Associates and Affiliate Membership Status for BA/BSc Students. It is also recommending that the role of the "Financial Officer" be changed to include the role of the OPA's Board Secretary and the title changed to "Secretary-Treasurer" with responsibilities to include maintenance of the Membership list (Directory of Members). The title "Executive Director" has been changed to "Chief Executive Officer" to represent the accountability of the most senior staff position.

#### Current By-laws re Membership:

#### Article 3.13 The qualifications for FULL membership are:

- (a) registration as a psychologist in Ontario,
- (b) a Doctoral degree in psychology, or an equivalent academic qualifications acceptable to



## Annual General Meeting

the Executive Committee, and

(i) where the applicant or member does not practice as a psychologist, a full-time academic appointment in psychology at a university acceptable to the Executive Committee, or

(ii) where the applicant or member practices as a psychologist other than in Ontario, legal qualifications under the statute law of any jurisdiction where the applicant or member practices as a psychologist authorizing such practice, or

**(iii) Psychological Associates who were members of the association on or before October 2001 and who are still members continue to be eligible for full members.**

### **Proposed Amendment:**

#### **Section 2.1(d) The Qualifications for FULL Membership are as follows:**

##### **(a) Registration with the College of Psychologists of Ontario,**

(b) A Doctoral degree in psychology, or an equivalent academic qualifications acceptable to the Association and,

(i) the applicant or member does not practice as a psychologist, a full-time academic appointment in psychology at a university acceptable to the Executive Committee; or

(ii) the applicant or member practices as a psychologist other than in Ontario, legal qualification under statute law of any jurisdiction where the applicant or member practices as a psychologist authorizing such practice.

**(iii) deleted**

### **2.2 (a) Current By-laws re Student Affiliate Status:**

3.2.3 The qualification for student affiliate status are enrollment as a bona fide student in a post-baccalaureate program of full or part-time studies acceptable to the Executive Committee leading to a master's or doctoral degree in psychology

### **Proposed Amendment:**

**Section 2.2 (c) The Qualifications for Student Affiliation:** are enrollment as a bona fide student in a **BA/BSc level psychology program or** a post-baccalaureate program of full or part-time studies acceptable to the Executive Committee leading to a master's or doctoral degree in psychology.

### **2.2 (b) Current Bylaws re Professional Affiliate Status:**

The qualifications for professional affiliate status are:

(a) Registration with the College of Psychologists of Ontario as psychological associate in Ontario;

(b) Certification or licensure by a college or Board of a profession whose members work collaboratively with psychologists who are exempt from certification or licensure,

(c) A Master's degree based on a programme of studies, the content of which in the opinion of the Executive Committee was primarily psychological, and employment by or under the direction and supervision of a person who holds a certificate of registration as a psychologist or psychological associate in Ontario, or

(d) The Board may exempt an applicant from any requirement or qualification for professional affiliate status, when such special circumstances, in the best interests of the Association, exist that the Board considers warrant that applicant's exemption and admission.

### **Proposed Amendment**

#### **Section 2.2 (e) The Qualifications for Professional Affiliate Status are:**

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## (a) Deleted

(b, c and d as per current By-laws

### 3.4 Directory of Membership

#### Current Bylaws

The Executive Director shall maintain a data base of members and affiliates in a form approved by the Board of Directors.

#### Proposed Amendment

##### Article 2.4 Directory of Membership:

**The Secretary-Treasurer, in collaboration with the Chief Executive Officer,** shall maintain a database of members and affiliates in a form approved by the Board of Directors.

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### Article 3: Board of Directors

**This proposed amendments in this section reflect the removal of the definitions of the roles played by various Directors from the definitions section to this article to reduce redundancies in the By-laws. The amendments also clarify the role that Members and the Board play in the election and appointment of the Board's Officers. In addition, they clarify the Terms of Office for Officers and the election of the officers and directors. A section to include invitations to specific organizations to attend Board meetings is highlighted in the proposed amendments, as well as a section on "Special Interest Groups" to recognize members with special interests that may be a long term replacement for a Task Force or a stepping stone to the establishment of a Section.**

#### 4.1 Current Bylaw re Composition

The general affairs of the Association shall be managed and supervised by a Board of 10 voting directors:

- (a) the two presidential officers (President and either a President-elect or a Past-president, elected or appointed as prescribed under 6.1,
- (b) the Director of Audit and Finance elected or appointed as prescribed under section 6.3,
- (c) the Director of Government Relations established by section 6.3,
- (d) the Director of Professional Partnerships as prescribed under section 6.3,
- (e) the Director of Professional Practice and Competencies as prescribed under section 6.3,
- (f) the Director of Communications and Public Education as established under section 6.3,
- (g) the Director of Professional Development as established under section 6.3,
- (h) the Director of Early Career Psychologists Affairs elected or appointed from among the early career psychologist membership as established in section 6.3,
- (i) the Director of Graduate Student Affairs elected or appointed from the graduate student (j) affiliates and a non-voting director who shall be appointed by the directors: the Ontario representative to the American Psychological Association.

#### Proposed Amendments:

##### Article 3.2 Composition

**Section 3.2(a) Officers:** The Officers of the Association are as follows:

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- i. The two Presidential Officers (President and either a President-elect or a Past-President) elected as a Director by the Members and appointed by the Board; and,
- ii. The Secretary-Treasurer elected as a Director by te Members and appointed by the Board.

**Section 3.2(b) Other Directors of the Board** elected by the Members and appointed by the Board to fill the following positions:

**I. Director of Communicationa and Public Education** to faciliate effective communications with Members, the public and media;

**II. Director of Early Career Psychologist Affairs** chosen from amonsgt the early career psychologist section of the Membership to facilaite addressing the needs of Members in their supervised practice year and through the early years of independent practice;

**III. Director of Government Relations** to faciliate advocacy and political action as outlined in the Board's Strategic Plan;

**IV. Director of Professional Development** to faciliate the monitoring and identification of professional development activities within the Association;

**V. Director of Professional Partnerships** to faciliate collaborative professionalpartnerships and joint activities with other professional and consumer associations;

**VI. Director of Professional Practice and Competencies** to facilitate addressing the needs of various specialty areas fo practice and interest;

**VII. Director of Graduate Student Affairs** chosen from amongst the Graduate Student Affiliates;

**VIII. Members-at-Large** as required.

**Section 3.2(d) Invited Oganizations:** The following organizations will be invited to attend meeting of the Board:

- I. The College of Psycholoigsts of Ontario (CPO)
- II. The Ontario Association of Psychological Associates (OAPA)
- III. The Canadian Psychological Association (CPA)
- IV. The Council of Provincial Associations of Psychologists (CPAP)
- V. The American Psychological Association (APA)
- VI. Other organizations invited at the call of the President.

### Current Article 7 Officers

7.5 The Director of Audit and Finance is responsible for overall oversight of the Association's finance which are administered under the supervision of the Executive Director. He/she is responsilbe for chairing the audit committee that shall monito, review and report regularly to the Board of Directors on all financial matters of the organization, fo rthe purpose of ensuring the financial integrity of the Association.

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## Proposed Amendment

**Section 3.3(d) Duties of the Secretary-Treasurer:** The Secretary-Treasurer is responsible for the financial affairs of the Association and is the appointed secretary of the Association. He/she is responsible for chairing the Audit and Finance Committee and, in collaboration with the Chief Executive Officer, shall monitor, review and report regularly to the Board of Directors on all financial matters of the Association with particular emphasis on supporting the Board members to exercise their fiduciary duties. The Secretary-Treasurer and/or the Chief Executive Officer shall give or cause to be given notices for all meetings of the members and affiliates, the Board and its committees when directed to do so and shall have charge of the corporate seal and the minute books of the Association and all documents and registers referred to in the Ontario Corporations Act.

## Current Article 8 Administration

8.3 The Executive Director shall be appointed as the secretary of the Association. As Secretary, the Executive Director shall give or cause to be given notices for all meetings of the members, life members, Board of directors and the Management Committee when directed to do so and have charge of the corporate seal of the Association, the minute books of the Association and the documents and registers referred to in the Ontario Corporations Act.

## Proposed Amendment

### Article 3.4 Chief Executive Officer

Section related to the appointment of the CEO as the Association's secretary deleted and replaced with joint responsibilities with the Secretary-Treasurer in Section 3.3(d).

## Current 4.4 Terms of Office

4.4.3 The term of office of the President-elect elected in a regular election is one year, starting at the Board meeting immediately before the first annual general meeting held after the election and expiring at the Board meeting immediately before the next annual general meeting after the start of the term of office.

4.4.4 When a President-elect commences a term of office, the term of the Past-President expires.

## Proposed Amendment

**Section 3.5(c) The President-elect** shall be elected by the Members as a Board Director and, then appointed by the Board as the President-elect. The term of office shall be for four years, starting at the Board meeting immediately before the first annual general meeting held after the election and expiring at the Board meeting immediately before the annual general meeting at the end of the four year term of office. The member so elected and appointed shall serve one year as the President-elect, two years as the President and one year as the Past-President.

**Section 3.5(d) Past-President and President:** The term of office of the Past-President expires when a President-elect commences a term of office. The President assumes the role of Past-President at the Board meeting immediately before the Annual General Meeting one year after the election of the President-elect.

## Current Article 6 Nominations and Elections

**6.1 President:** a regular election shall be held in January of every alternate year, and

- (a) when the term of office of President-elect begins the term of office of the Past-president automatically expires, and
- (b) when the term of the President expires, the former President-elect automatically becomes President.

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**6.2 Director of Audit and Finance:** A regular election shall be held in January once every three years to elect the director of of audit and finance.

**6.3 Director of Government Relations, Director of Professional Partnerships, Director of Professional Practice and Competencies, Director of Communications and Public Education, Director fo Professional Development, Director fo Early Career Psychologists Affairs, Director of Gradate Student Affairs:** A regular election shall be held in Janaury once every three years to elect all of the above mentioned directors.

### Proposed Amendments

**Section 3.8(a) Election of the President-elect:** A regular election shall be held prior to the Annual General meeting every alternative year to elect a Director that is willing to stand for appointment by the Board to the position of President-elect, and

i when the term of office of the President-elect begins, the term of the former Past-President'e term of office automatically expires, and,

ii when the term of office of the Past-President expires, the former President automatically becomes the Past-President and former President-elect automatically becomes the President.

**Section 3.8(b) Election of the Secretary-Treasurer:** a regular election shall be held prior to the Annual General Meeting once every three years for a Director that is willing to stand for appointment to the Board to the position of Secretary-Treasurer.

**Section 3.8(c) Election of the Other Board Directors:** a regular election will be held prior to the Annual General Meeting each year to elect Directors will to to stand for election to the available other Director positions.

**Section 3.11(c) Special Interest Groups:** The Board may establish interest groups to assist members with special interests to provide advice to the Board and to engage in professional development activities.

### Article 4: Finances and Contractual Matters

The Board has passed a resolution to change our year end from December 31 to March 31. With the majority of our revenues acquired in the November to December timeframe, this change will allow the OPA to better plan our annual budget and to have the same year end as the government. With funding expected from external sources, a dual audit process in January and April would be required if the OPA kept its current fiscal year end. A second amendmnet reflects the not-for-profit status of the Association in regards to remuneration.

### Current Article 11 Financial and Contractual Matters

#### 11.1 Fiscal Year:

The fiscal year of the Association shall be the calendar year.

#### 11.2 Membership Year

The membership year of the Association shall be the calendar year.

# Annual General Meeting

## Proposed Amendment:

**Article 4.1 Fiscal Year:** The fiscal year of the Association shall end on March 31st in each year or another day as set by the Board.

**Article 4.2 Membership Year:** The membership year for the association shall be the calendar year and shall end on December 31st each year.

## Current Article 11.8 Remuneration

Directors, officers and volunteers may receive reasonable remuneration for acting in a capacity on behalf of the Association. Directors, officers and volunteers may be reimbursed for reasonable expenses incurred in the discharge of their duties as determined by the Board. The Board may establish honorarium for officers of the Association.

## Proposed Amendment

**Article 4.7** All Directors including Officers shall serve without remuneration and Directors shall not directly or indirectly receive and profit from occupying the position of Director. Directors, Officers, volunteers and staff may be reimbursed for reasonable expenses incurred in the discharge of their duties as determined by the Board.

**Motion to accept the slate of nominees for positions as  
Directors on the Board of Directors**

**Motion to accept the amendments to the By-Laws**

**Motion to accept the report of the Governance Committee**

**Motion to adjourn the Annual General Meeting**