



OUR MISSION

To provide exceptional residential and respite care to help families whose children have complex physical and developmental disabilities.

MINUTES BOARD OF DIRECTORS MEETING

September 13th, 2016

6:30 PM – 9:10 PM

DIRECTORS

Lombardi, Connie

Lazarus, Shavonne

Fowler, Noela

Borenstein, Howard

Zingaro, Tony

Ionescu, Daniel

Weir, Andrew

Peterson, Mary

Henry, Avril

Singh, Gaurav

PRESENT

✓

✓

Teleconference

✓

✓

Teleconference

✓

✓

✓

✓

ABSENT

Blatchford, Christie

Ana Christina Marques

CEO

Susan Bisailon

GUESTS:

Kathryn Burbridge – Project Manager – Governance, Strategy and Special Projects

Lorraine Tkadletz – Part-time Administrative Assistant

1. Call Meeting to Order:

Meeting called to order at 6:40 pm by Connie Lombardi.

2. Declarations of Conflicts/Reading of Mission Statement

There were no declared conflicts of interest.

Connie Lombardi read a story to the Board from a new staff member at the Aurora house that detailed a message from one of the mothers who expressed her gratitude for her child's condition and mood following the child's stay at the Aurora home. The reading of the story was an alternative to reading the mission statement as it demonstrated the organization living our mission statement.

3. Agenda

Motion: Tony Zingaro

Second: Mary Peterson

Carried: To approve the board agenda for the September 13th Board meeting of Safehaven.

4. Meeting Minutes

Motion: Shavone Lazarus

Second: Mary Peterson

Carried: To accept the minutes of the meeting from June 14th 2016 as read.

5. Quality

Accreditation Canada Update

Conference - Ottawa

Susan attended the Accreditation Canada conference in Ottawa and met with fellow surveyors and the new CEO Leslie Thompson. Susan reported that a major focus for the organization is Client and Family Centred Care and that 30% of the standards reflect this focus. The Board will expect to see more feedback and focus on client and family centred care. The standards are continually evolving and in the future there will be enhanced focus on client and family centred care.

Governance Questionnaire and Tool

This tool has been completed by most Board members and the deadline for all Board members to complete the questionnaire is Friday September 16th. After this time, the results will be reviewed to obtain a roadmap for the Board of Directors on gaps in meeting the standards. The Governance Committee will lead the work to ensure the Board completed the work related to Governance Standards.

Risk Assessment MCYS/MCSS 2016

In July 2016, Susan completed the MCYS/MCSS 2016 Risk Assessment that was required by Safehaven. In follow-up to the risk assessment, further documents (25 items) were sent to the Ministry to support the risk assessment. There was a lengthy discussion on the risk assessment that was presented and while an assessment was completed in 2013/14, the Board and the Board President did not re-call a discussion on the assessment and the mitigation plan. All members recognized the importance of the assessment and there will be further discussion at the Board once Susan meets with the ministry to discuss the results. The meeting will take place over the next few weeks and the members were pleased with all the activities that Safehaven has undertaken since February 2016 that demonstrates our forward approach to addressing items in the risk assessment that requires additional focus.

Timber Lane Outbreak 2016

There were two (2) serious occurrences at the Timber Lane home over the summer; one related to Norwalk and another related to Respiratory Syncytial Virus (RSV). During these outbreak situations, Timber Lane was under quarantine and there was collaboration with York Region Public Health. The RSV outbreak was introduced by a residential child who went home for the week-end and was in contact with a brother who caught the virus at a daycare. The Board asked what we would do differently going forward and Susan advised that education of staff and prevention has become a focus, particularly around hand hygiene. The organization's Nurse Educator/Coordinator has completed staff education as a result of these outbreaks along with York Public Health. There is a session that will be completed with parents and staff in the near future. Also, the homes do provide education to parents and families on the prevention of infection and ways to prevent the spread of infection. Additionally, ongoing education will occur to remind parents of children visiting the residences that they should inform the agency if someone in their home is ill especially if residents are going home for visits.

Client & Family Feedback

Respite Feedback Survey Q1 – Action Items

The Q1 Respite Feedback Survey information was presented to the Board and it was recognized that this is new information that will continue to be brought to the board for their review on quality and client – family centred care. Currently, there are additional activities occurring to determine the approach for integration of feedback from residential families from the GSP. Feedback was obtained to identify the actual number of individuals who completed the respite survey for the reports. The report is circulated to staff, families and Board members. It was suggested that the survey results be included in the newsletter as appropriate.

Complaints

Susan discussed the importance of reviewing complaints at the board along with respite / residential feedback and compliments. Historically, this information has not been brought to the board but going forward this information will be presented and discussed on a quarterly basis or more frequently if needed. Any situation that arises is discussed with the board chair if deemed appropriate. An incident was presented regarding a child at Timber Lane who was treated at Sickkids. Complaints are also an opportunity to learn across the organization.

KPI – September 2016 Update

The key performance indicators were reviewed with the Board. There was a question about how the targets were determined – some targets were based on last year's performance and other targets such as licensing and budget are 100% based on organizational expectations. The Board asked why there is a 15% turnover of staff and Susan indicated that part of this is related to the sector with pay scales and scheduling especially having to complete night shifts and younger staff who move on to either obtain further education or higher paying jobs without shift work. Susan pointed out that a few years ago the turnover was much higher at 35% and staff morale and turnover have improved since then. One of the board members also expressed that morale is higher than in the past. Additionally, Safehaven is working to use less agency workers as this impacts quality of care. Exit interviews have been done and this will need to continue. Susan provided a copy of a summary report sent by OASIS on gender wage gaps that highlights the nature of salaries in this sector. A soft copy of the report release will be emailed to Board members.

6. Client and Family Centred Care

Kathryn Burbridge provided an overview of the client and family centred care model for Safehaven. Quality will be a standing agenda item and feedback will be shared at each Board meeting going forward. Complaints will be included in quarterly reports from the CEO to the Board and we will hold a town hall in the near future to help all staff understand the client/family focus. Kathryn will be working with Susan and the team to evolve Safehaven's Client – Centred Model of Care.

7. Committee Reports

1. Governance Planning Committee

Susan offered to assist Board members to complete the evaluation tool, as the deadline is the end of this week (Sept. 16th). The outcomes of the assessment and Governance Tool will drive the action items of the Governance Committee.

New Policies and Procedures were introduced and the goal is to have all policies and procedures aligned with Accreditation Canada and the OHA guide to good governance. The policies presented are:

Governance Confidentiality Policy
Governance Governing Style and Structure Policy
Governance Conflict of Interest Policy
Governance Director's Code of Conduct Policy
Governance Purpose of the Board of Directors Policy

Bylaws Update

There was a discussion around the limit of Board service at six years and whether a break of at least one year was needed following six years of service on the Board. In the end, the members agreed that one year away from the board was necessary but individuals would be able to participate on sub-committees of the board. Susan will contact the lawyer about including in the bylaws an exception to the length of service to allow an additional one (1) year for the Board President to provide continuity. This is considered a good governance practice and a standard for Accreditation Canada.

Motion: Shavone Lazarus

Second: Tony Zingaro

Carried: To accept the changes to the Bylaws following resolution of the matter concerning the length of service exception for Board Chair / President.

Motion: Mary Peterson

Second: Shavone Lazarus

Carried: To accept the following Governance Policies and Procedures

Governance Confidentiality Policy
Governance Governing Style and Structure Policy
Governance Conflict of Interest Policy
Governance Director's Code of Conduct Policy
Governance Purpose of the Board of Directors Policy

Board Self- Evaluation Peer Assessment Questionnaire

As part of our annual cycle, board members will complete an evaluation of each other's performance. The evaluation will be completed in January 2017 by all members and from this evaluation individuals will obtain confidential feedback and themes will be identified for education.

2. Strategic Planning Report

The Strategic Planning process began with a RFP to the external community and a significant number of responses were obtained. The review was completed and 30 proposals were reviewed by the committee in mid-August 2016. From the August meeting, 5 companies were chosen as potential candidates. In the end 3 organizations provided presentations to the committee and after discussion the successful candidate was selected. The company selected was Optimus SBR and an aspect of the rationale for their selection was their team approach, professionalism and accountability framework along with their expertise. Also, they have worked in the sector, providing strategic plans for LHINs and CCACs. The Board will be involved in the process and will be given dates as soon as possible to make themselves available for a whole day for a Board retreat.

3. Finance Committee

First Quarter Financial Statements

Daniel Ionescu reviewed the financial statements with the Board. There were questions regarding the sale of Wisdom Tree Europe Hedged Equity ETF at a loss of \$55,000. Daniel did not have the details and Susan agreed to contact Sam Wong, the account manager with Scotia McLeod to find out why this fund was sold at a loss.

Motion: Tony Zingaro

Second: Shavone Lazarus

Carried: To accept the First Quarter 2016 Financial Statements for The Safehaven Project for Community Living.

Finance Investment Policy

This policy will be added to the agenda for the next Board meeting following the review of the investment fund as discussed above. Additionally, key members will be invited to the finance committee of the board to discuss the investment policy.

Andrew had to leave the meeting, and as this is his last meeting Susan thanked him for his service to the Board. Andrew advised that he will be attending the AGM in October and would see everyone there.

8. Future Directions

Transitional Age Youth (TAY) Funding Proposal to Ministry

This proposal was submitted in June 2016 and involves funding for up to five additional beds.

Toronto District School Board Update – Letter

A letter was sent to the Trustee and Director to let them know we are not interested in leasing but only in purchasing the property being discussed. We have not yet heard back from the TDSB.

9. Board Recruitment Committee – New Member Introduction

The Board of Directors all introduced themselves, including the two new Board members – Avril Henry and Gaurav Singh.

There is currently one vacant Board position and Shavone asked Board members to consider a replacement for themselves as they leave the board. Also, we have one position left and will consider the needs of the board as going forward.

10. Redevelopment Projects

Clayland Update

Susan reported that the work at Clayland has begun and we are hoping for completion by mid-November.

Bloor MMM Group Report – Quotes for Renovation

We have three (3) companies who visited Bloor to provide quotes on the MMM Group Report. Companies were asked to prioritize the list of items in the report for the quotation.

Glenaden Kitchen

We had a flood recently at Glenaden that is being reviewed to determine if this is covered under our insurance policy. At this point, it seems that we may have to pay for the repairs given that these items are part of general maintenance. Tony will come to Glenaden this week with the supervisor and Susan to review the damage and discuss how to proceed.

11. CEO Report and CEO Performance Indicators Report

Susan Bisailon submitted a written report to the board of the activities over the summer and highlighted several key areas including (see attached):

In August 2016, the Ombudsman report, *Nowhere To Turn*, was released which focuses on Investigations into the Ministry of Community and Social Services in response to situations of crisis involving adults with developmental disabilities.

The Accreditation Canada process has been fully launched and over the summer the focus has been on completion of the readiness assessments for Governance, Leadership, IPAC, Medication Management and Developmental Services.

In July 2016, Safehaven participated in completing a risk assessment that was requested by MCYS / MCSS.

Since March 2016, there has been a formal process and tracking system developed and implemented for receiving feedback from parents regarding quality of care and service delivery with respect to respite visits.

Through the Respiteservices.com adult flex funding we were able to secure funding that supports four (4) transitional age youth individuals for respite.

Safehaven has been working to provide additional professional development to front line staff in response to the Healthy Workplace Questionnaire that was completed last year.

The 1st quarter financial statements were reviewed at the July 2016 finance meeting and we are on track for achieving a balance budget for the fiscal year end.

Judy Litwack-Goldman has been hired as a consultant to assist with a comprehensive review of Safehaven's fundraising program and to assist in creating a plan for successful fundraising for the future.

In August we had a challenge with our website as it was hacked by an unknown individual with origins in Asia. We have been working over the past weeks with our IT support to restore the website to its original form which will be completed within the next week.

The ADP software solution for Payroll, Human Resources and Scheduling commenced implementation in late July 2016.

Planning occurred over the summer months for the renovations and upgrades at the Clayland site.

Shavone and Susan will review the CEO Performance Indicator and identify the weighted percentages for the CEO Performance Indicators and report back to the Governance Committee and Board.

Susan noted that we will need to use some of Aurora respite funding (\$163,000) to balance operational costs related to care.

Susan has submitted a proposal to the Federal Government for \$50,000 for a project at Clayland within the Enabling Access Grant.

12. Date of next Meeting:

AGM Tuesday October 18, 2016, 6:30 PM. 1173 Bloor St. W. Toronto

Next Board Meeting:

Tuesday, November 8th, 2016, 6:30PM, 1173 Bloor St. W. Toronto, Boardroom

13. Adjournment

Motion: Connie Lombardi

Second: Shavone Lazarus

Carried: That the September 13th, 2016 meeting was adjourned at 9:10 pm.

Recorder: Lorraine Tkadletz, Part-time Administrative Assistant



Connie Lombardi, President



Shavone Lazarus, Secretary