



OUR MISSION

To provide high quality, family centred and community-based residential and respite care for individuals with complex care needs.

MINUTES **BOARD OF DIRECTORS MEETING**

February 13, 2018

1173 Bloor Street Boardroom, 6:30 PM – 8:30 PM

DIRECTORS	PRESENT
<i>Borenstein, Howard</i>	✓
<i>Fowler, Noela</i>	✓
<i>Kennedy, Sacha</i>	✓
<i>Litwack-Goldman, Judy</i>	✓
<i>Lombardi, Connie</i>	✓
<i>Marques, Ana Cristina</i>	✓
<i>Peterson, Mary</i>	✓
<i>Singh, Gaurav</i>	Telephone
<i>Stelmacovich, Kim</i>	✓
<i>Zingaro, Tony</i>	✓
ABSENT	
<i>Clarke, Eric</i>	
<i>Ionescu, Daniel</i>	
<i>Kulik, Dina</i>	
<i>Lazarus, Shavone</i>	
STAFF	
<i>Bisaillon, Susan, CEO</i>	✓
<i>Kathryn Burbridge, Lead, Safety, Quality and Strategic Directions</i>	✓
<i>Tkadletz, Lorraine - Recorder</i>	✓

1. **Call Meeting to Order:**

Meeting called to order at 6:30 pm by Noela Fowler.

1.1 Quorum and Welcome New Members

A quorum was declared.

1.2 Declarations of Conflicts

- Mary Peterson declared that she is a member of the Board of Directors of Reach for



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the Rainbow

- Howard Borenstein is a member of Post 21 Foundation through Parklane and also a member of the OCAC (Ontario Courts Accessibility Committee)
- Tony Zingaro declared he is a member of the Community Inclusion Project

1.3 Safehaven Video

The Safehaven video that was recently filmed here at the Bloor location by Conor O'Brien was shown to the Board of Directors. The video received many compliments and positive feedback from the Board of Directors

1.4 Approval of Agenda

Approval of Agenda

Motion: Sacha Kennedy

Second: Tony Zingaro

Carried: To approve the Agenda for the February 13, 2018 Board meeting of Safehaven.

2. Consent Agenda Matters

2.1 Approval of November 14, 2017 Board meeting minutes

Motion: Tony Zingaro

Second: Howard Borenstein

Carried: To approve the Consent Agenda Matters

3. Board Governance

Committee Membership Update

Property Committee – Tony Zingaro is stepping down as the Chair, however he will remain as a member of the committee, with Noela Fowler taking on the responsibility of Chair. The property committee would benefit from the presence of someone from the Finance committee.

Quality, Safety and Risk Committee – Noela Fowler is stepping down from the QSR committee.

Board Education

Board members discussed the board education videos and it was noted that the videos are quick and informative.

4. Quality Report

Quality and Client Safety Plan Progress Report



Kim provided an update on the Quality and Client Safety Plan and noted that we are making good progress towards accreditation, with only 3 outstanding standards which will be completed by the end of February. The driver diagram provides a good visual of the Quality and Client Safety Plan.

Q3 Scorecard

Kim reviewed the scorecard with the Board and noted that the occupancy rate for Bloor respite and the days of care have declined from Q2 to Q3 due to renovations. We are encountering challenges with staff who are resistant to getting the flu vaccination and this is reflected in the flu immunization rate which came in at 36% for Q3. The Board discussed various strategies to increase immunization rates and agreed to offer gift cards as incentives for all staff who get the flu vaccination.

Accreditation Update

Susan provided an update to the Board on the accreditation process, which is moving forward as planned.

5. Strategic Plan

Expansion of Services

- Goal is to secure the land and retain our current footprint for site re-development at Bloor contingent on TDSB parking lots
- Initial rough sketches provided of the potential for site development - with and without parking
- Discussion included the re-development at Bloor and Dufferin and having our CEO on the subcommittees
- Discussion on the National Housing Strategy which includes affordable housing within the 10 year plan. There is also housing that will be supported in the strategy for individuals with developmental disabilities.

Next steps:

- Site Renewal for Bloor Street is a possibility with the right approach, engagement and planning for a significant expansion
 - Bloor has potential for up to 10 floors with the parking lot (s) however our planning / scope will determine size as well as costs
- Dufferin – Bloor Project is a lever for Safehaven and with the right engagement and approach this will benefit Safehaven in the long run
 - Safehaven will have to take a leadership role in the committee work that will focus on movement, urban design, affordable housing and community HUB.
- Partnerships are critical for our success – Capital Development, City Counselor, MPPs. Suggestions to date are to be involved and lead especially in areas that impact Safehaven such affordable housing and the community HUB. Opportunities exist for Safehaven if we align with the key strategies and projects for City, Province and Canadian Government with the National Housing strategy.



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- Recommendations for next steps are critical – defining scope of project and developing functional programming. Once this work is completed then we can advance to determining costs of the redevelopment project
- The Bloor site redevelopment is a long term project 5 years minimum
- Need a shorter term strategy for growth with another property that needs to be operational within a year from now

Motion: Noela Fowler

Second: Ana Cristina Marques

Carried: To approve the direction to proceed with program planning for future Bloor site expansion.

Chronic Vent Update

Susan provided an update and advised that she met with the Toronto Central LHIN and the funding for this program has been secured verbally by the VP of the TCLHIN. The shortfall that is being reviewed and in the final stages for approval is \$90,000 that will support the RPN model of care.

6. Committee Updates

Fundraising and Communications Committee

Judy announced that Sacha is doing a really remarkable job on this committee and that she will be the Co-Chair of the Fundraising and Communications Committee, with the view to splitting this committee into two separate committees in future.

Communication Plan

The organization chart has evolved and many of the staff cover several jobs functions. The Administrative Assistant, Karam has moved on which gave Susan the opportunity to re-design the position and going forward the role will be the Communications Administrative Assistant and will include responsibility for our social media presence along with administrative functions. The Communication Plan we had was reviewed by Sacha and she made a few adjustments however overall the plan works well for the organization. The communication plan encompasses the website, internal and external communication as well as building a profile of the organization.

18 Month Plan – Fundraising and Communications

The 18 month fundraising plan looks at the big picture and having all the pieces in place. Our fundraising efforts will become more strategic with everything we determine the net income for the future. The plan calls for a focus on major gifts and the Board will be asked to participate in fundraising and communication. Further education will be forthcoming to the board on this to support the members' knowledge in this area. An additional focus will be on third party involvement. Judy asked Board members to think about who they know that we



can have coffee with and Susan advised that Ana Cristina has been very helpful with the Portuguese and Punjabi communities. Susan has spoken to the principle of the French school and provided Safehaven flyers for the teachers and in addition, the school is looking for community partners and will look at providing French translations for us. Connie offered to speak to the teachers at the Columbus Centre who may be able to provide Italian translations.

Property Committee

Susan provided an update on the Bloor renovation with three (3) bids for the construction project and three (3) bids for the cabinetry. After evaluating the bids, the committee selected the Project Group to do the construction and Marcon to do the cabinets. The cost of this renovation is approximately \$420,000 plus the cost of the stainless steel counters, fire system upgrades and furniture. Bloor is over budget for the renovation which was \$339,000 and included appliances. The additional costs for the project will come from 2017/18 approved capital dollars that were underspent related to other projects however we will have a capital ask for 2018.19 to support the project. It was suggested that we could have a recognition wall at Bloor and a virtual recognition wall on our new website.

Susan and Noela met with Santiago Kunzle, the architect who provided a presentation at the December Board retreat and he provided initial rough outline concepts of the Bloor site redevelopment. This would allow us to have dedicated floors for residential and respite as well as pediatric and adult clients and we could consider opportunities for future floors either for care or other needs. In this way we could prepare for future growth and there would be efficiencies if several programs were located at the same site. This potential plan would be longer term. As an interim plan, the Property committee members discussed with the Board of Directors the plan to immediately purchase another property based on the feedback to date and our strategic planning for young adults. The Board directed the Property committee to look for a large property that we could acquire for \$3 to \$4 million. On behalf of the Fundraising and Communications Committee, Judy asked for a draft of a 10 year plan with all of the projects on a timeline to assist the Fundraising committee to put a plan together for future redevelopment projects.

7. CEO Report

No discussion was required and the report was provided to all members.

8. Board Meeting Evaluation

The Board agreed that this meeting was very informative with a good discussion on future expansion plans.

9. Date of Next Board Meeting: March 13, 2018, at 1173 Bloor Street W.

10. Adjournment

Motion: Kim Stelmacovich
Second: Noela Fowler



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Carried: That the February 13, 2018 meeting was adjourned at 8:45 pm.

Recorder: Lorraine Tkadletz, Administrative Assistant

Noela Fowler, President

Shavone Lazarus, Secretary