



## 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**

January 9, 2018

90 Glenaden Ave Boardroom, 6:30 PM – 8:30 PM

#### **DIRECTORS**

*Borenstein, Howard*

*Clarke, Eric*

*Fowler, Noela*

*Kennedy, Sacha*

*Kulik, Dina*

*Lazarus, Shavone*

*Litwack-Goldman, Judy*

*Lombardi, Connie*

*Marques, Ana Cristina*

*Singh, Gaurav*

*Stelmacovich, Kim*

*Zingaro, Tony*

#### **PRESENT**

*Telephone*

✓

✓

✓

*Telephone*

*Telephone*

✓

✓

✓

*Telephone*

✓

✓

#### **ABSENT**

*Ionescu, Daniel*

*Peterson, Mary*

#### **STAFF**

*Bisaillon, Susan, CEO*

✓

*Kathryn Burbridge, Lead, Safety, Quality and Strategic Directions*

✓

*Tkadletz, Lorraine - Recorder*

✓

*Barry McCann*

✓

*Andrea Annis*

✓

*Isabelle Zonenberg*

✓

#### **1. Call Meeting to Order:**

Meeting called to order at 6:34 pm by Noela Fowler.

#### **1.1 Quorum and Welcome New Members**

A quorum was declared and Board members agreed to tour the Glenaden house following the meeting.



## 1.2 Declarations of Conflicts

Connie Lombardi declared that her company intends to bid on the cabinetry renovations at the Bloor location.

The following Board members also sit on other Boards as noted.

Ana Cristina Marques – Luso Charitable Foundation

Connie Lombardi – Angels from Heaven Foundation

Tony Zingaro – Community Inclusion Project

## 1.3 Client Stories

Noela provided the following two stories focused on our clients. Over the Christmas period we received several donations and gifts for our children. One of our donors went over and above to ensure our kids from Children's Aids Society had an extra special day by shopping individually for the children. Our secret Santa gathered information on each child and purchased great gifts that would ensure many smiles on Christmas Day. We are blessed to have these individuals support our organization and funds to purchase the gifts were raised by completing fundraising activities.

RW is a 12 year old with a rare genetic disorder that affects the cerebellum, an area of the brain that controls balance and coordination. He has many medical complexities and has been living at Safehaven for 5 years. RW has a Do Not Resuscitate order (DNR) as per the legal guardian. Over the past month, the team have used our Ethical Framework (IDEAS) to guide us through issues that have been raised regarding DNR.

## 1.4 Approval of Agenda

Approval of Agenda

Motion: Ana Cristina Marques

Second: Tony Zingaro

Carried: To approve the Agenda for the January 9, 2018 Board meeting of Safehaven.

## 2. Consent Agenda Matters

2.1 Approval of November 14, 2017 Board meeting minutes

2.2 Finance Policies and Procedures

2.3 CEO Performance Appraisal Update

2.4 Operational Plan 2017/2018 Update

2.5 2018/19 Critical Roles Long-term Succession Plan

2.6 2017 - 2018 Board Annual Work Plan

Motion: Sacha Kennedy

Second: Eric Clarke

Carried: To approve the Consent Agenda Matters



### **3. Fundraising and Communications Review**

#### Fundraising and Communications Review

Andrea Annis provided a thorough presentation of the fundraising activities and initiatives including information about a video shoot that will take place on Jan. 20<sup>th</sup>. The team of individuals will be creating a multi-purpose, professional video to assist us with fundraising, volunteer recruitment and marketing needs. The fundraising focus over the next few months will include activities to support the implementation of new software to improve operational effectiveness; the development of a corporate development strategy; brand awareness; the Toronto Marathon and an art auction.

### **4. Impact of Bill 148 Presentation**

Barry McCann reviewed the impacts of Bill 148 and the timelines for implementation of the new legislation and challenges for Safehaven. There will be impacts that affect Safehaven as of Jan. 1, 2018 as follows:

- The vacation entitlement for all employees, regardless of whether they are full or part time employees will be 3 weeks, or 6% after 5 years with the same employer;
- A change in calculation of Public Holiday Pay for staff
- Employees are entitled to 2 days paid personal emergency leave after completing only 7 days of service;
- The minimum wage increased to \$14.00 per hour, and will increase to \$15.00 per hour in January 2019. This will not directly affect Safehaven as none of our employees earn less than \$15 per hour.
- Also, as of April 1, 2018 employers are no longer permitted to have different pay rates based on employment status (e.g. full time vs. part time) and this will impact us.
- Safehaven faces a projected \$360,603 impact due to the changes from Bill 148 noted above.

Communication to our local MPPs regarding the impact of the changes has occurred and a letter has been sent. The sector as a whole are concerned regarding the impact of the new bill as there is insufficient funding to support the financial changes in our current budgets.

### **5. Quality Report**

#### Family Partnership Council Presentation

Isabelle Zonenberg provided a presentation detailing the role of the Family Partnership Council which includes providing a meaningful contribution to the development of programs and services that will embrace family and client centred care. Isabelle also showed the Board the new Family Handbook, which took a year to complete and to obtain sponsors who paid for the publication of the Handbook. Tony asked for a condensed version of the Handbook for donors.

#### Accreditation Update

The accreditation work has been almost completed and the focus over the next months will be to continue with the ongoing education. Board members were pleased with the client and family handbook that has been developed. We are also looking for opportunities to translate



the information into other languages such as French, Portuguese and Arabic. Ana Cristina will reach out to see if a contact she has can assist with this translation into Portuguese and Eric has a potential individual for French translation. Judy and the Fundraising Committee will work on getting us a grant to provide funds for translations. We are reaching out to different communities who would like to offer our information to their communities.

#### Adult Transition Update

We received a letter from the Regional Director of MCSS in November 2017 regarding our expansion into adult services that was misaligned with ongoing communication that had been occurring over the past year. Further to this communication, a letter was written back to the Regional Director and copied to the Ministers for Children and Youth Services and the Ministry of Community and Social Services to outline Safehaven's perspective on communications/directions received previously which contradicted the November letter. Additionally, meetings have been held with our local MPP Cristina Martins to review the letters and our response. Minister Martins will also be discussing the communication to adult services for Safehaven with the appropriate individuals within government.

As planned, Safehaven has continued to advance our planning and progress towards adult services and achievement of QAM. To date, we have completed a large portion of the policies and procedures for adult services. We will be planning mock licensing procedures for the month of January 2018 with our external supports. Our Aurora home has been fully renovated and the adults from Toronto Region have moved into the home together in January 2018. At this point, we have not received the funding for these individuals to transfer from pediatric to adult funding.

#### Quality Committee Update

Kim advised that the committee oversees the accreditation process and the Scorecard was reviewed and it is largely ready to be circulated with small changes to be included in Q3. The Staff Turnover segment will be divided into voluntary and involuntary turnover. The employee newsletter was introduced last fall which acknowledges staff. There have been discussions about the licensing process and the preparation work for that, and Kathryn will update the Board next month on this process.

## **6. Board Governance**

### 2018 Board Peer Assessment

The annual peer to peer assessment form was included in the Board package and should be completed and the forms returned to Lorraine by March 2018. The results of the summary will be shared with each board member by Susan and Noela once completed. Lorraine will send out a reminder email to all Board members to submit the assessments prior to the March Board meeting.

### Education

The Video Course #1 was reviewed by members and comments were positive regarding the information received in the video. Judy thought it was very interesting and was pleased to share the video series with other non-for-profit Board members in her network (Susan – I think this is what she was saying).



## **7. Strategic Plan**

### Post Retreat Progress/Update

Susan met with Santiago and Daniel Ling from Montgomery Sisan to discuss the results of our space planning and potential next steps. Also, Matt Young, Vice President from Capital Developments will be meeting with Susan and Noela to discuss the large redevelopment project at Bloor and Dufferin. There is still an opportunity for Safehaven however we recognize that this will not be a short term project and will need to identify an interim solution for Safehaven. There was discussion around dedicating a large part of a future Board meeting to further discuss the options we are considering for the Bloor site. Judy advised that there are changes to charity laws that may allow us to partner with funders to provide loans.

## **8. CEO Report**

Susan reviewed the CEO report highlighting the progress to date and identified in particular advances for our staff with the staff rewards and recognition. Staff have been positive regarding the changes to date however ongoing progress is needed for our culture to evolve.

### Board Meeting Evaluation

Noela led the board through a verbal evaluation process to obtain feedback on the meeting. Board members felt it was good to have the staff present their work to the Board, however it was noted that it would be better if the Board presentations were higher level with the more granular discussion at the Committee level. There were a lot of 'meaty' discussion topics on the agenda, so perhaps we can manage future agendas with a smaller number of topics and keep presentations at a higher level to allow for more discussion. This will require Board members to read the Committee's Board pre-read material in advance so discussion can focus on decisions required; any request for detail understanding can be made to the relevant Committee chair, preferably prior to the Board meeting.

The Board requested that Board pre-read materials to be distributed earlier particularly if the committees have material to present. The aim will be to have the Board package sent out a week before each Board meeting going forward.

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

## **10. Adjournment**

Motion: Kim Stelmacovich

Second: Eric Clarke

Carried: That the January 9, 2018 meeting was adjourned at 8:56 pm.

Recorder: Lorraine Tkadletz, Administrative Assistant



**The Safehaven Project for Community Living**  
Exceptional Lives. Exceptional Care.

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Noela Fowler, President

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Shavone Lazarus, Secretary