



**OUR MISSION**

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

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**MINUTES**  
**BOARD OF DIRECTORS MEETING**  
**March 14, 2017**  
**6:30 PM – 8:30 PM**

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***DIRECTORS***

*Lombardi, Connie*

*Lazarus, Shavone*

*Fowler, Noela*

*Borenstein, Howard*

*Zingaro, Tony*

*Peterson, Mary*

*Dina Kulik*

*Singh, Gaurav*

*Ionescu, Daniel*

*Henry, Avril*

*Marques, Ana Cristina*

***ABSENT***

*Blatchford, Christie*

***CEO***

*Susan Bisailon*

***PRESENT***

✓

✓

✓

✓

✓

✓

*Teleconference*

✓

✓

*Teleconference*

✓

**GUESTS:**

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

*Lorraine Tkadletz – Administrative Assistant*

*Stan Wong – Portfolio Manager*

*Judy Litwack-Goldman – Fundraising Consultant*

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**1. Call Meeting to Order:**

Meeting called to order at 6:33 pm by Connie Lombardi.

**1.1 Quorum**

A quorum was declared.

## 1.2 Declaration of Conflicts

Connie Lombardi declared a conflict concerning the Glenaden renovation project and will provide details during the discussion concerning the renovation project.

## 1.3 Reading of Stories

Connie provided a story about A.P., one of our resident children who passed away in February. The story centred around A. funeral and about his mother who thanked A. Safehaven caregivers, describing them as very attentive and saying that Aidan was well cared for. Staff spoke of how glad they were to have known and cared for him.

Another story involved a respite client named Michael, who has aged out of our care and his mother advised that he stays at a different place now where she feels they take care of him, but they don't love him the way the staff at Safehaven do. This story emphasized the importance of the work of the board as it relates to our transitional youth planning for the future.

## 1.4 Approval of Agenda

Motion: Shavone Lazarus

Second: Tony Zingaro

Carried: To approve the board agenda for the March 14, 2017 Board meeting of Safehaven.

## 2. Consent Agenda Matters

### 2.1 Approval of Previous Meeting Minutes

### 2.2 Protocols

- 2.2 Compliance with Legislation, Regulations, Contractual Obligations and Professional Standards
- 2.3 Treatment of Clients and Families
- 2.4 Treatment of Staff
- 2.5 Communication and Support to the Board
- 2.6 Ombudsman Memo – For Information Only

Approval of Consent Agenda Matters

Motion: Ana Cristina Marques

Second: Mary Peterson

Carried: To approve the Consent Agenda Matters

## 3. Fundraising/Donations

Judy Litwak-Goldman provided a presentation for the Board which focused on the many positive organizational changes being made by Susan Bisailon and the time and resources that are necessary for a dedicated fundraising program. Judy made the following recommendations:

- Create a fundraising business plan that coincides with the Strategic Plan
- Establish a long term fundraising program to focus on donor engagement and recognition, database management and client and donor based communication platforms
- Hire a Development Officer
- Convene a Fundraising and Communications Committee of the Board
- Hire Full Time Campaign Director when timing is right in 12-18 months

#### **4. Investment Presentation**

Stan Wong provided an overview of the investment portfolio and pointed out that the focus of the investments is on capital preservation portfolio with 45% cash, including GIC's; 46% fixed income and 9% in equities. The major part of the managed portion of the portfolio – 72% is in fixed income with 13% in cash and 15% in equities. There was discussion around the fixed income and Stan advised that the GIC's are all with local Canadian banks – second tier which provide interest rates of 1.95 to 2.10%. The equities earnings are over 5%. Tony Zingaro asked Stan Wong about Israel bonds which are earning 4% and asked if they are a safe investment. Stan pointed out that with bonds we need to consider that today's rising interest rates will have a negative effect as the value of bonds moves in an opposite direction to interest rates. Stan further explained that the value of fixed rate instruments such as bonds move up and down and the earnings will depend on how much was paid for the bonds. Stan agreed to look at issued Israel bonds and will forward the information to Susan and Lorraine to share with the Board. The portfolio has seen a good return of 7.2% over the last 12 months with equities. The preferred shares will benefit from the rising interest rates. There are GIC's which are coming up for renewal in the months ahead and there was discussion on whether we may want to consider moving aspects of these funds into the managed portfolio. Gaurav Singh pointed out that there have been questions from the Board in the past concerning individual trades and Stan advised that with equities there are internal stop losses on holdings, which he can email to the Board. The norm for managed portfolios is 3 to 5% per year and Stan pointed out that there will be losses from time to time but also gains. Stan advised that interest rates are rising, with an increase of 0.8% between last July and today. Gaurav asked about our risk profile and Stan advised that our profile of capital preservation is the usual case for a non-profit organization and is appropriate.

#### **5. Committee Updates**

##### Finance Committee

Daniel provided a review of the 2017-2018 Budget which has to be submitted by the end of March. Noela Fowler discussed the need to have more funds allocated from our fundraising expense (over \$70,000) to move forward with aspects of our new vision which was supported by Daniel to increase. The discussion of having a new Fund Development position with a salary of \$50,000 plus benefits was supported. This position will focus on database management and fund development as well as grant writing. Daniel advised that the operational budget is largely self-explanatory and expenses are in line with some variations in salary and benefits compared to the prior year. Our professional fees and IT costs are slightly higher related to upgrades and costs for support on strategic planning and ethics. At this point we are satisfied with our external IT provider but we will need to have someone come in to provide an IT strategy down the road. A proposal was submitted to the LHIN to support two children on respirators, which is not included in the budget. The salaries reflected in the new organizational chart including the Client Care Coordinator positions have had a hugely positive effect since they implemented as is the management position. The new Junior Finance position is necessary as there is vulnerability in having only one person in the Finance position and this was supported by key board members. The budget / percentage for agency staffing has increased or been maintained as we need to use agency when we have our CAS / CCAS and residential kids admitted to SickKids who require 1:1 care.

Susan provided an overview of the proposed capital budget. The Board discussed the IT budget for a new website which includes building the website and additional funds on an annual basis to maintain the new website. We are going to work with Gaurav on this to determine if there is a company who can provide all aspects of the work and also provide pro bono expertise. Funds from the charitable account have been allocated to obtain new accounting software for general accounting. Susan will work to try and align where possible with other new software programs that the government is obtaining. We are planning to replace the appliances currently in the homes and are looking at industrial washers and dryers with longer lifespans (10-15 years with the Bloor location being the first site to test the industrial appliances in 2017/18. An inventory of beds has been done and the beds at all the homes need replacement. The budget was presented for the upgrades and renovations that will take place at Glenaden and Bloor in 2017/18. Cristina will connect with her contacts to see if she is able to secure pro bono work and discounted material to complete the work on the decks at Bloor and Aurora, in a short period of time over the next month.

Approval of Capital Budget and Development Officer Position

Motion: Gaurav Singh

Second: Howard Borenstein

Carried: To approve the Annual Budget including hiring a Development Officer and approval of the Capital Budget.

#### Strategic Planning

The Board has the final version of the Strategic Plan and the next steps will be for the Strategic Planning Committee to go over the high level five year operating plan.

#### Governance Committee

Susan thanked Kathryn for her work on the Peer-Assessment Questionnaire and the Board for their input. Susan plans to meet with Board members one on one to review the results in the near future. The annual Board plan will be the focus going forward and will need to be finalized.

### **6. Quality Report**

The Recruitment Committee will start to plan for the October election of directors. Susan asked that anyone interested in the Board Chair position to speak to Shavone or Susan, as this position will become vacant, although Connie will remain as a non-voting resource for another year. A communication will be sent out to members to determine who is interested in the Chair, Vice-Chair, Treasurer and Secretary positions for 2017/18.

#### Board Quality Committee

Kathryn is preparing the terms of reference for the Board Quality Committee which will be ready for April.

#### Serious Occurrence Report (SOR)

Susan presented the SOR to the Board for 2015/2016 and outlined the occurrences that transpired. There were 2 infections, one outside review with a client and one death. Susan explained that any death is considered a serious occurrence that must be reported to the Ministry as there were questions as to why given that the death was expected. Susan informed the Board that two (2) SORs were investigated in February and March with appropriate agencies and authorities – one occurring internally and one externally. The internal occurrence has been

resolved and no further action is needed at this time, while the external investigation is still in progress. There is a Client Safety review being undertaken by the Coroner's Office involving a case from 2014. Further information will be shared as it becomes available and all key individuals are involved as needed.

### **Redevelopment Projects**

#### **Clayland Project**

This project has been completed with the exception of cabinetry which will be installed in April 2017.

#### **Bloor**

The Smilezone renovation of Bloor Respite has been completed and the grand opening is on March 22 at 11 am. Some Board members did not receive the invitation, so Lorraine will resend the email.

Urgent repairs have been completed at the Bloor location based on the MMM report and includes roof repairs, basement structural and masonry work and framing and wall installation.

We received a donation specifically to upgrade the Wi-Fi at the Bloor location and the upgrade has been completed, allowing better access, particularly for the children staying at the respite.

#### **Glenaden Project**

Susan provided a presentation and reviewed the quotes for the Glenaden Project. There were four quotes provided and evaluated for the project. After analysis it was apparent the the quotes had to be adjusted as each one had components either missing or understated in the final quote. The recommendation put forth from the Property Committee Meeting was The Project Group Company. The recommendation is based on:

- Professionalism
- Ability to meet timelines
- Quality of work
- Cabinetry Quality
- Quality of Trades and Professionalism

The upgrade to the fire sprinkler system will be done by the same provider that completed the work at Timber Lane and Clayland.

Connie expressed her conflict in that she bid on the cabinetry and completed the drawings that were used to obtain other quotes. Connie's pricing is at cost and her pricing was lower than other companies and basically she is doing this to support the work at Safehaven. Howard asked that we consider contacting our lawyer to obtain feedback and recognized that we are doing this with the proper quotations however it would be beneficial to have this on record. Susan will reach out to our legal external partners for input.

The project start date will be April 1<sup>st</sup>, 2017.

**7. CEO Report**

Susan, Noela, Tony and Connie will attend a meeting with the school board to discuss the parking issues. There will be a public meeting held on April 13, 2017 concerning the new Bloor Dufferin Hub. Susan will send an invitation to the Board, as she would appreciate as many Board members attending as possible. The CEO report is very detailed and included in the Board material for all members to review. The work at Safehaven has been tremendous over the past several months and we continue to build on the great work we are doing. One of the changes in the past month relates to our Health Benefits Provider. Healthsource increased their rates substantially, therefore we have moved our benefits over to Great West Life as they offered more competitive rates. Cristina advised that an organization called Grants for Canada who donate items such as paper products, clothing, etc. and suggested we get in touch with them. Susan already has a meeting scheduled for the end of March / early April with the Executive Director of this organization to see if we can partner with them.

**8. Date of Next Board Meeting: April 4, 2017**

**9. Adjournment**

**Motion:** Connie Lombardi

**Second:** Shavone Lazarus

**Carried:** That the March 14, 2017 meeting was adjourned at 9:20 pm.

Recorder: Lorraine Tkadletz, Administrative Assistant



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Connie Lombardi, President



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Shavone Lazarus, Secretary