



## 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**  
**February 7, 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*

### ***ABSENT***

*Blatchford, Christie*

*Marques, Ana Cristina*

### ***CEO***

*Susan Bisailon*

### ***PRESENT***

*Teleconference*

✓

✓

*Teleconference*

*Teleconference*

✓

*Teleconference*

*Teleconference*

✓

*Teleconference*

### **GUESTS:**

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

*Lorraine Tkadletz – Administrative Assistant*

*Toni Brem - Fund Development and Communications Associate*

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

Meeting called to order at 6:35 pm by Susan Bisailon. Due to weather and illness many individuals were unable to attend in person.

#### **1.1 Quorum**

A quorum was declared.

#### **1.2 Declaration of Conflicts**

There were no declared conflicts of interest.

### 1.3 Reading of Stories

Susan read a story about a foster parent who made the decision that they are no longer able to maintain their son's care. Safehaven was recommended by CAS due to the familiarity of the team with this child who has been accessing respite at Safehaven for many years and the continuity of care. We are pleased that this individual will come to live with us and plans are being worked on for a February 2017 admission to Glenaden.

The second story concerns a respite client whose family has been exploring residential placement since the spring of 2016. The family began extended respite visits during the week in order for the staff to get to know Z. and his care needs and for the family to get to familiarize with the home and Safehaven. Despite the amazing efforts of the staff at Clayland, there have been obstacles that both the family and staff have faced which led to the placement decision being put on hold until the communication and relationship was established. Additional meetings will be held with the family and staff to ensure changes are being made with the hopeful outcome of a successful admission for him in the future.

### 1.4 Approval of Agenda

Motion: Tony Zingaro

Second: Noela Fowler

Carried: To approve the board agenda for the February 7, 2017 Board meeting of Safehaven.

## 2. Consent Agenda Matters

### 2.1 Approval of Previous Meeting Minutes

**Motion:** Mary Peterson

**Second:** Noela Fowler

**Carried:** To accept the minutes of the meeting from January 17, 2017 as read.

### 2.2 Governance Protocols

2.2.1 Annual Work Plan

2.2.2 Annual Board Evaluation

2.2.3 Attendance and Leave of Absence

2.2.4 Meeting Agenda and Minutes

2.2.5 Delegation of Community Members to Board Meetings

2.2.6 Communication

2.2.7 Staff Compensation and Benefits

Approval of Consent Agenda Matters

Motion: Noela Fowler

Second: Shavone Lazarus

Carried: To approve the Consent Agenda Matters with changes to 2.2.1 Annual Work Plan. In section 8.1 a watermark specifying "sample" will be applied and on 2.2.2 Annual Board Evaluation the source will be indicated and a link will be applied.

### **3. Fundraising/Donations**

Toni Brem Mullen provided an overview of the fundraising activities over the past few months. Corporate, individual and Pop Up contributions amounted to \$35,000 in November and December.

There were a large number of event opportunities afforded to Safehaven since July 2016 and as a result we were able to offer 33 sporting and concert outings to our respite and residential families with a total in-kind value of \$72,000. Most of these events were held at the Air Canada Centre.

Bloor has been selected by the Smilezone Foundation to reimagine our respite facility with the primary objective of creating a smile-friendly zone. The revitalization will include new millwork, countertops, a soft play area and a new youth-friendly area with iPad stations and flat-screen TV. Our main concrete table will also be demolished and replaced with a new countertop that is wheelchair accessible, creating opportunities for group meals, skills development and recreational programming. New murals with a "Toronto" theme will be painted throughout. Toronto Rock is the sponsor of our zone and on March 3 they will host a charity game supporting the Safehaven / Smilezone collaboration. This renovation is scheduled for February 27 to March 1 and the grand opening event is confirmed for March 22.

We have submitted an application to LCBO's local charity coin box collection program. This is an excellent branding, awareness and fund development program. Upon approval, this creative will be inserted into collection boxes adjacent to check out. We have short listed 30, high traffic locations, all within 5km of our 5 homes.

Other initiatives include work on our website and revamping the billboard on top of the Bloor building. Noela asked if we could get a digital marketer to provide a donation and Gaurav knows of a marketing agency who may be able to donate their expertise. Toni will connect with Gaurav on this initiative.

Tony advised that the Woodbridge Soccer Club will hold their dinner dance on March 11th in support of Safehaven. The club has over 5000 members and this is a great opportunity for us. We hope to sell a lot of raffle tickets and Tony asked if we have any silent auction items to which Toni Brem responded that there are some pieces of original art and she will make a list of the items.

Avril asked if we have deadline dates for grant applications and she has offered to assist Toni with the grants. They agreed to connect offline.

### **4. Committee Updates**

#### Finance Committee

Daniel provided a review of the Finance Committee meeting which took place on Friday, February 3<sup>rd</sup>, 2017. The balance sheet investment fund as of Dec 2016 is over 10 million and demonstrates good performance. This funding will be earmarked to support our new strategic priorities such as new space and site revitalization. We are in a healthy financial position both operationally and the charitable funds as noted in the financial report. All other expenses are in line and we are running a surplus of \$76,000 which will be utilized in the last quarter. Susan

discussed the meeting with Karen Chan, Deputy Minister MCSS where the issue of salaries was discussed and the need for consideration of salary increases to retain staff in the sector who leave for higher paying positions with less shift work. During the holiday period staff were provided with a bonus that was well received by everyone.

Tony questioned the investments and asked if they are in line with the policy and indicated that he thought we could have higher returns. Daniel and Susan indicated that this has been reviewed by the Finance committee and reflects the policy parameters for the management firm. This was raised prior and discussed at the finance committee of the board as the management firm can go up to 25% in equities however depending on market performance may have a lower investment in equities. Daniel advised that the investments are within our guidelines and that the percentage of equities allowed was increased from 20% to 25%. The investment income is \$308,000 YTD and as of Jan 31<sup>st</sup> 2017 the return for the year is 5.21%. It was pointed out that the goal of the investment fund is capital conservation and we would not invest in areas that are of high risk. If the board wants to revisit the goals with the aim to take on more risk to see if higher returns can be achieved then this is possible however it could risk fund loss. The goal of the investment portion of the funds was to preserve and secure funds so they are available to meet the goals of the organization. The management portfolio is \$6.7 million with the balance in GIC's as we wanted flexibility for future capital investments as needed. The non-managed portion of the fund represents 37% and does bring down the overall percentage return. Susan and Daniel will follow-up with Stan for the rationale on the investment strategy and opportunities for the future with respect to the non-management aspect of the funds. Further discussion of this will occur at the next board meeting.

#### Strategic Planning

Kathryn Burbridge reviewed the final draft of the Strategic Plan and completed minor changes that were sent to Optimus SBR from the feedback received. Overall, everyone was complementary on the document and Susan thanked Gaurav for converting the value statements to promises as this resonates with staff. The committee has done a great job and the idea is to finalize the Strategic Plan and further to this Susan will commence stakeholder engagement with key individuals, partners and the ministry. It was recognized that we need the support and partnership of key stakeholders and the ministries to advance the over 18 strategy. This will take time to meet with these individuals over the following months. The government is open to innovative solutions to address the demand for services especially with respect to transitional age youth. There was discussion around the need to commence the Property Committee of the Board and Tony believes we should start to look now for properties for a transitional age facility. A motion was put forward to approve the Strategic Plan recognizing the need for input from key stakeholders and partners. Organizationally, the leadership team will have a session with Optimus SBR to draft a high level operational plan for the next 5 years. Once finalized, the plan will be completed with further detail for the specific strategic objectives / priorities.

Motion: Shavone Lazarus

Second: Tony Zingaro

Carried: To approve the Strategic Plan subject to input from key stakeholders.

### Governance Committee

We have received the peer assessments from all Board members and a summary is being compiled for each board member. The individual report will have areas of strength and opportunities for each member to review along with overall key themes for board strength and opportunities. Prior to the next board meeting individual board members will receive their summary and follow-up from the Board Chair and CEO.

## **5. Quality Report**

### Accreditation

The accreditation teams are focusing on the standards and have specific action plans related to the standards that are not being met. The standards that are not being met are identified in red and each set of standards – Governance, Leadership, Developmental Services, Medication Management and IPAC has a dashboard. We have another 17 months until our survey and we will prepare the Board with a mock interview this summer. Additionally, policies and procedures are being developed to align with the standards and mock surveys / tracers will be done closer to accreditation. In relation to Ethics and Emergency Preparedness Plan, external support has been obtained to complete this work for the organization.

### Licensing

The annual licensing process for Safehaven is well underway and the teams at each home have identified leads who are supporting the process with the Client Care Coordinators, Manager Quality and Safety and the Director. The first on-site meeting will occur in February and all sites will be completed by the end of March 2017.

### Dashboard

The Q3 Scorecard indicates focus on the indicators and the teams are becoming more accustomed to the reporting and scorecard. The occupancy rate is lower for respite in Q3 and this is related to the renovation project and the Clayland residents being at Bloor. There are ongoing renovations that still need completion at Clayland however residents are back into the home. Hand hygiene is also an area where we have made progress and are doing well with both practices and auditing. The immunization program continues until the end of February and to date we are slightly under the 50% mark for staff immunization and have reached 100% for all residents.

In December 2016 we had a serious occurrence at the Bloor site and this was reported to the ministry and appropriate agencies involved to address the issue that was raised.

We have introduced a policy and procedure for addressing communication and issues related to respect of staff and residents. This is common in many organizations and Safehaven has experienced situations where families can be disrespectful with staff. We have been required to deal with two incidents where families have been challenging with staff and requested meeting and review of the expectations of engagement to support staff and residents. In these situations and for all residents we have developed a letter of engagement that is signed by the organization and the staff.

One area of improvement that we are introducing is related to individualized care plans. This is important as often items related to care can be missed during respite visits in particular. As a go forward we have a new policy and procedure related to individualized care plan and each client

will have a care plan that is updated and signed by the family and staff during intake. This is good for care and will contribute to consistent and comprehensive care for the clients. Also, the staff really like to notion of the care plan and this will be extended to the residents also as it is a high level plan for each resident. The care plan sample was provided to each board member to review.

### **Ethics**

In January we joined the Community Ethics Network (CEN) which is a partnership of 44 health care organizations. Being a part of the CEN is valuable in providing access to resources and individuals in the community who have a common interest in advancing ethics support for community agencies. We have also hired a consultant for a short period to develop and customized an Ethics framework for Safehaven along with relevant policies / procedures and teaching material. This information will be presented to the governance committee and the board over the following months.

## **6. Redevelopment Projects**

There are many projects underway to advance the site enhancements and address issues at Safehaven. The Clayland project is well underway and the residents have moved back however there is ongoing work related to the project. Also, in January, we experienced issues related to water pipes bursting in the attic that were not properly insulated. Prior to the roof work being done, the attic was warmer with items being vented in the attic and now given that this has been addressed the cooler air caused the pipes to burst. We have been successful in obtaining the federal government grant of \$50,000 to support the project at Clayland which is excellent.

At the Bloor site we are preparing for the Smileszone project that will be completed over a few days toward the end of February. This is a great project and has generated excitement at Bloor. Also, at Bloor the MMM report with the site deficiencies are being addressed based on prioritization. The initial work that has been completed related to the roof, vent system needing insulation, sealing of skylight as well as brick work. Also, prior to the end of March we are aiming to have our basement work completed to fix brick / stone work that has been eroding along with dry wall and flooring.

The future refresh project at Glenaden is nearing final stages for completion of quotes. We have four (4) companies who visited the site and have indicated that they will submit quote on the scope of work. The quotes and final recommendation will come to the board in March 2017.

## **7. CEO Report**

Susan provided a high level overview on the activities of the organization and the CEO since the last meeting. Several highlights include:

### **Sector Updates**

- The Toronto Developmental Services Alliance (TDSA) met with the Assistant Deputy Minister MCSS, Karen Chan and Paul Wheeler, MCSS / MCYS Director Toronto Region MCSS on January 5<sup>th</sup> to discuss system issues impacting the Toronto Region in the development sector. Meetings were held in advance to prepare information on seven (7) issues impacting developmental service agencies in Toronto. The seven issues discussed included Staff Retention, Residential Planning, Hard to Serve Population, Inter-Ministerial Engagement and

Planning, Advance MCSS Funding Commitments, Vacancy Management and Passport Funding.

- On December 8<sup>th</sup>, 2016 the Province of Ontario and the Toronto District School Board made an announcement regarding the Bloor-Dufferin TDSB Lands. The TDSB announced that they have selected Capital Developments as the purchaser of the 7.3 acre school site. The province announced that they will be contributing capital funding to assist with the creation of a community hub on the site and a new high school at the current site of Brockton High School. Safehaven has been attending several meetings related to the hub and the re-development of the site.

#### **Emergency Preparedness and Disaster Plan**

- Emergency Preparedness and Disaster Planning is underway for the organization. Currently, we do not have a disaster plan for the organization and we are working with an external individual with expertise in this area to develop a plan for the organization. The plan will address all aspects related to emergencies such as fire, facility issues, infectious disease related issues as well as system failures. Further information will be coming forward on this plan for the organization once the draft is available.

#### **Program Development**

##### ***Complex Special Needs - Chronic Ventilation Program***

- Safehaven continues to work with Holland Bloorview and the CCAC to develop a plan for submission to the Toronto Central LHIN regarding a costing model to care for children with chronic ventilation. At this stage, the director from Holland Bloorview and Safehaven are in the process of finalizing the submission that will go to the Toronto LHIN for review and seek approval.

#### **Organizational Structure**

- Over the past year I (Susan) have the opportunity to review the organizational structure at Safehaven with the goal of aligning the roles and responsibilities to better serve clients, families and the organization. These observations and changes that are being introduced in 2017 are key in supporting on-site day to day operational leadership related to client and family care; enhance quality of care, accreditation, education and staff development and our new strategic plan.

#### **Information Technologies**

- Over the past months we have taken inventory of our computer systems and monitors and provided replacements as needed. In 2017, we will continue to focus on opportunities to adopt new software to improve our effectiveness organizationally. As well, we have adopted a strategy to rent versus buy aspects of our hardware as it is more cost effective and will enable us to keep up to date with the appropriate technologies that improve our operations.
- The Wi-Fi at Bloor has been challenging and in need of upgrading as there have been many times where the Wi-Fi has been unavailable and certain zones have no coverage. In December 2016, we had a donor come forward who wanted to support Safehaven in an area that we needed support. The upgrade to our Wi-Fi was presented with a description of

the impact to staff and our children with their devices and the donor generously gave us funds for this upgrade.

**8. Date of Next Board Meeting: March 14, 2017**

**9. Adjournment**

A review of the meeting was done by Connie.

**Motion:** Noela Fowler

**Second:** Shavone Lazarus

**Carried:** That the January 17, 2017 meeting was adjourned at 8:40 pm.

Recorder: Lorraine Tkadletz, Administrative Assistant



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Connie Lombardi, President



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Shavone Lazarus, Secretary