



**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**

March 13, 2018

37 Timber Lane Boardroom, 6:30 PM – 8:30 PM

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

**1. Call Meeting to Order:**

Meeting called to order at 6:48 pm by Noela Fowler.

**1.1 Quorum and Welcome New Members**

A quorum was declared.

**1.2 Declarations of Conflicts**

Gaurav Singh declared that he is a member of Toronto Tourism Board of Directors.

**1.3 Client Stories**



Noela provided several client stories, including one about a long-time Safehaven resident, J.H. who celebrated his 40th birthday on Feb. 23rd. J.H. lived for many years at Clayland but has recently moved to the adult home in Aurora. J.H.'s mother brought a cake and she commented that she didn't think that J.H. could have lived this long if it wasn't for the quality of care provided by Safehaven's dedicated staff.

Another story involved a respite family that was new to Safehaven. During their child's respite stay for the month of February, the parents were able to go home to Bengali for a visit. When they returned, they were overjoyed with the care their son received while at Safehaven. This was a very good first stay for the family, who have used other respite facilities in the past and were amazed that their son was missing only one sock, after a month's stay.

Just prior to the Board meeting today, the Board members, staff and residents celebrated L.D.'s 2nd Birthday with a cake.

#### 1.4 Approval of Agenda

Approval of Agenda

Motion: Kim Stelmacovich

Second: Tony Zingaro

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

### 2. Consent Agenda Matters

#### 2.1 Approval of February 13, 2017 Board meeting minutes.

Motion: Mary Peterson

Second: Gaurav Singh

Carried: To approve the Consent Agenda Matters

### 3. Board Governance

#### Board Membership Changes

- Susan announced that Howard Borenstein is stepping down from the Board due to a perceived conflict with his role in the provincial courts as a judge and our work with the MCSS / MCYS
- Recruitment has commenced on LinkedIn and other sources for a lawyer and another individual with Human Resource expertise. One of our board members has a potential attorney who would be interested.
- Mary will join the Recruitment Committee and this will alleviate Susan's work on the recruitment aspect of the committee and focus more on the final interview and approval for the board positions
- The Quality Committee is recruiting members and Kim has recommended a colleague whose skills are administrative, clinical and organizational risk. We will also consider individuals from other organizations such as SickKids, Holland Bloorview, etc. as QSR Committee members to support cross continuum quality activities.



### Board Education

Board members discussed the board education videos and it was noted that Board members are learning from the videos, which are simply done and effective.

### Board Peer Assessment

Mary asked that Board members ensure that they have completed the Board Peer Assessment and send them in to Lorraine as soon as possible

## **4. Quality Report**

### Accreditation Update

The countdown is on and our focus from now until June 10th is on increasing staff education including mock scenarios. The Board review for accreditation will be scheduled for the week before the June 11, 2018 survey and the Board will decide if the meeting will be in person (preference) or by teleconference.

### Other Items

The Enterprise Risk Management Framework was developed in 2017 and we have made some improvements and clarified the terminology. The table on page 15 identifies the areas of risk and Kim would like to collapse this into a one page "heatmap".

Susan completed an Organizational Assessment which was submitted to the government in 2016. It found that we needed to develop a strategic plan; exit interviews along with many other additions and much of this work has been done. We will be doing another assessment which will be brought to the Board for approval for this year.

The QAM standards and licensing standards will be added to the Quality and Safety Plan at the next QSR Committee meeting and then will be brought to the Board.

All sites completed their 2018 licensing and Susan advised the Board that the staff at all the homes worked very hard and most of the homes had no compliance issues at all, with a few minor compliance issues that were resolved during the licensing at Bloor. Aurora has taken a temporary pause from pediatric licensing this year as we evolve our adult program. This temporary lift of the pediatric license can be reverted back to as needed in the future. Safehaven has also requested for a review of the Bloor bed capacity to determine if we can increase licensed beds.

### Ethics Ideas Framework (JJ Review)

The Ethics Consultation Team has reviewed the JJ case involving a DNR and the issues around the DNR order. The IDEAS framework was used by the team to review and reflect on ethical issues and will serve as a case study for staff. Every example of the use of the



IDEAS framework is different, with various nuances. The JJ case was an example of staff having a personal moral conflict when it came to operationalizing the DNR. If staff are unable to handle the issue around the DNR, then they have the option of stepping back and leaving the decision to Susan or Collette. As well, we challenged the provision of comfort measures, which the mother did not want us to provide. As a result, going forward comfort measures will be provided to JJ.

We have a bioethicist from Holland Bloorview who sits on the Ethics Consultation Team and she has agreed to assist with the preparation for our accreditation, both for the team and to inform the Board around ethics.

## **5. Strategic Plan**

### Strategic Objectives – Providing Services from Childhood to Adulthood

Gaurav has leveraged a team who will be working with us on a research plan to include employees, clients, families and community partners to understand the needs of clients and families and how to design space to accommodate clients across their lifespan.

### Expand Innovative Program and Service Offerings

The Chronic Ventitation Program is coming together and the next step is a meeting next week with the Toronto Central LHIN.

## **6. Committee Updates**

### Finance Committee

Daniel reviewed two main items: review of Q3 results and the 2018/2019 operating budget.

#### *Q3 2017/2018 Results*

- Costs are largely tracking to budget with a surplus of just over \$90,000 which puts us in a good position
- The surplus is expected to be absorbed and balanced by March 31st given variances are largely due to timing
- Salaries are higher than budget due to utilization of more permanent labour and relying less on agency staff
- All staffing costs are on budget, with professional fees higher than in the past
- We incurred \$26,000 for recruitment for internal position
- The charitable fund is \$190,000 behind budget, which is actually in line with previous years – the budget included a stretch target this year with our new grant writer however further time is needed to develop this area
- Investment income is \$192,000, which is lower compared to prior periods. There was a negative impact on the portfolio due to some movement in interest rates during the fall
- We utilized about \$1 million from the charitable fund this year for two large renovations at Aurora and Glenaden as well as repairs and the purchase of new beds, and \$22,000 was moved to the operating fund to cover QA initiatives



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

- Capital assets have increased by \$285,000
- Susan reported receiving small amounts of funding to help offset the impact of Bill 148, which won't impact the bottom line; however, the money has to be spent in Q4 of 2017/2018.
- We are in a strong financial position, with no concerns or highlights
- Susan and the Leadership team were congratulated for managing the costs within budget

*2018/2019 operating budget*

- Daniel presented highlights of the 2018/2019 Operating Budget
- Budget reflects the estimated impact of Bill 148 and assumes funding of resulting costs in the amount of \$313,179
- The Finance Committee has created a capital and one-time project funding Adult Services budget
- We expect the charitable fund activities will produce about \$1 million
- The estimated budget for Capital Projects for 2018-2019 is \$871,000 comprised of items that are on the organization's 'wish list', and aligned with strategic priorities; priority spend has been assigned. Specific items will be submitted for approval to the Board when required. High priority spend items includes:
  - \$300,000 carried over from 2017/2018 and an additional \$100,000 for Bloor renovations
  - \$100,000 accounting software
- There was a question concerning the steep reduction in consulting fees from \$67,000 actual to \$25,000 budgeted and Susan explained that some of the consulting fees relate to recruiting for a finance position that is a one time expense not included in the budget

**Approval of Operating Budget 2018/2019**

Motion: Gaurav Singh

Second: Tony Zingaro

Carried: To approve the Operating Budget 2018/2019 for Safehaven.

**Approval of Capital Budget 2018/2019**

Motion: Daniel Ionescu

Second: Ana Cristina Marques

Carried: To approve the Capital Budget 2018/2019 for Safehaven.

Fundraising and Communications Committee

Judy reminded the Board that the Toronto Marathon is on May 6th and to please have people sign up. The Fundraising team is very active and the new website is up. One of the planned fundraising activities for this year is an art auction, and Judy thanked Daniel and the Oxford Group who donated the artwork which will be auctioned off. The Fundraising and Communications Committee plans to hold its first meeting on March 23, 2018 with the whole committee present.



### *Woodbridge Soccer Club Event*

Susan and a number of the Board members attended the Retro Dance Party held by the Woodbridge Soccer Club recently and had a wonderful time. Our new video was shown at the event.

Tony was wondering why the Woodbridge Soccer Club is not on the website and asked if a page can be put on the website to highlight the club, which Susan agreed will be done.

### *Communications Lead Hire*

Susan advised that we have hired a part-time Communications staff that has experienced and was previously the Communications Specialist for a VP of Suncor.

### Property Committee

#### *New Property*

Noela reported that the Property Committee members have looked at a potential property but there is still much more to be done and the committee is considering other sites as well. An update will be provided to the Board when more information is available.

#### *Bloor Renovation Update*

The Bloor site will be closing next week for renovations and will open back up in April. Susan has met with the TDSB and they will not sell us the parking lot property and at this point it would be beneficial to get the parents to sign a petition. We need to get more political and we need a lobbyist, particularly during this pre-election time period.

#### *Clayland Urgent Work*

The work on Clayland's sump pump has been completed.

## **7. CEO Report**

Susan advised the Board that the Finance Manager has resigned related to commuting time. This is a key role in the organization and we will be looking for a problem solver and strategic thinker, along with excellent finance / accounting skills to fill the role. We need to recruit and identify the right person who is able to work independently and provide solutions in this role and the organization.

## **8. Board Meeting Evaluation**

The Board agreed that this meeting was very informative.

## **9. Date of Next Board Meeting: April 10, 2018 at 90 Glenaden Ave. E.**



**10. Adjournment**

Motion: Gaurav Singh

Second: Noela Fowler

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

Recorder: Lorraine Tkadletz, Administrative Assistant

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Noela Fowler, President

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Shavone Lazarus, Secretary