



**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**

**June 12, 2018**

**1173 Bloor St. W. Boardroom, 6:30 PM – 8:30 PM**

<b>DIRECTORS</b>	<b>PRESENT</b>
<i>Clarke, Eric</i>	✓
<i>Fowler, Noela</i>	✓
<i>Kennedy, Sacha</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>	Telephone
<i>Singh, Gaurav</i>	✓
<i>Stelmacovich, Kim</i>	✓
<b>REGRETS</b>	
<i>Ionescu, Daniel</i>	
<i>Lazarus, Shavone</i>	
<i>Zingaro, Tony</i>	
<b>STAFF</b>	
<i>Bisailon, Susan, CEO</i>	✓
<i>Burbridge, Kathryn, Lead, Safety, Quality and Strategic Directions</i>	✓
<i>Tkadletz, Lorraine, /TehExecutive Administrative Assistant</i>	✓
<i>Montague, Collette Director of Programs and Professional Development</i>	✓
<i>McCann, Barry, Human Resources Coordinator</i>	✓
<b>GUESTS</b>	
<i>Arora, Vishal – Supra IT</i>	✓



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

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

### **1.1 Quorum and Welcome**

A quorum was declared.

### **1.2 Declarations of Conflicts**

No conflicts were declared.

### **1.3 Client Stories**

Noela shared several client stories. The first one is from CB's family who wrote, "When CB returned home after a visit to Safehaven, we had to "re-integrate" him to our routine/language/environment. Father and Mother have both noticed that over the last few visits CB has returned home a lot more "settled". We both think the Respite Care Plan has been the key to this change. It helps Safehaven staff to better understand the Child / Behaviour / Symptom / Action. In a world where people are quick to criticize, I wanted to compliment where it is due. Please forward this to Management - it's important that they know."

Another story is from a new respite family who said: "I am so grateful that we are accepted into Safehaven's respite program as 1 hour of respite for our family is worth more than a million dollars."

The third story is from a respite family whose child has been coming to Safehaven for several years. "TW keeps asking me when she is coming to respite, she really loves it there and we are so happy to have an opportunity like Safehaven for our family."

### **1.4 Approval of Agenda**

Approval of Agenda

Motion: Kim Stelmacovich

Second: Eric Clarke

Carried: To approve the Agenda for the June 12, 2018 Board meeting of Safehaven.

## **2. Consent Agenda Matters**

2.1 Approval of May 8, 2018 Board Meeting Minutes

2.2 Talent Management Plan (updated 2018)

2.3 Communication Plan (updated 2018)

2.4 Governance Functioning Tool Results

Motion: Gaurav Singh

Second: Noela Fowler



Carried: To approve the Consent Agenda Matters

### **3. Board Governance**

The CEO Performance Appraisal process will be done in June; The Governance Committee will complete the Appraisal form and provide a bonus and merit increase recommendation. Subsequent to Board approval of the appraisal and bonus/merit recommendation Noela and Mary will meet with Susan to review the appraisal.

### **4. Information Technology**

#### Cyber Security Presentation

Susan introduced Vishal Arora, Manager with Supra IT, who provided a presentation on the services that Supra provides to Safehaven. Supra is Canadian owned and has been in business since 1999 and a provider to Safehaven since 2012. Supra provides Safehaven with full end-to-end service, including:

- Cloud IT services: Data backup into Supra's hosted secure cloud infrastructure, with local backup and cloud backup copy.
- Onsite IT services: Server Management, Network Management, Onsite Support, and End User Support.

Backup is encrypted so there is no risk of sensitive information being stolen. Key Supra services for Safehaven include:

- user support for any issues to allow access to the required data
- 24x7 infrastructure monitoring by the operations team
- an incident management process
- proactive maintenance to ensure no business interruption before start of next business day;
- secure VPN tunnel across sites for safe communication;
- secured Wi-Fi access for employees;
- frequent patching of servers as patches are released from vendors; and
- password policy enforcement for user security.

Susan has worked directly with Vishal and there are only two people dealing with issues due to the need to protect privacy and ensure security. The financial information is segregated and only certain authorized individuals at Safehaven have access to it.

Vishal also shared that Supra comes on site up to 3 times a month to do a walk through and ensure that none of the staff's passwords are visible. Protecting client data is a priority and we are looking at moving to an automated documentation system.

Vishal offered to have Supra draft a staff survey to ensure that staff are aware of what they should avoid clicking on and he will sit down with the operations team to review. A plan will be devised to determine what the steps will be in case of a data compromise.



## **5. Human Resources**

### Healthy Workplace Survey Results

Barry McCann, Human Resources Coordinator provided a presentation on the recent Work Life Pulse survey results. There were 63 staff that completed the survey and results provide Leadership with a road map of changes versus the results of 2016. The results will provide new directions for improvements that will be implemented into a new 2018 Action Plan. Some highlights of the results included

- 97% of staff agree to strongly agree “Understand what is expected of me in my job” an increase from 95% in 2016;
- 95% agree that “I have the materials, supplies, and equipment I need to do my work”;
- 92% agree that “I am able to make improvements in how my work is done” an increase from 90% in 2016;
- 87% responded that “I receive the training I need to do my job”, an increase from 68% in 2016;
- 65% responded that “I have opportunities to develop my career” an increase from 61% in 2016;
- 70% of staff agreed that “I receive recognition for good work” this response saw an 18% increase in staff who Strongly Agree and an overall increase of 12% from 58% in 2016;
- 93% agree that “Senior Managers are committed to providing high quality care”, an increase from 89% in 2016;
- 92% agreed that “Senior Managers effectively communicate the organization’s goals”, with a 22% increase in Strongly Agree responses;
- 92% in agreement that “senior managers are committed to providing a safe and healthy workplace” with a 14% increase in Strongly Agree responses.

Kim noted that the survey is reflective of the transformation happening within Safehaven and asked if there is data to benchmark the results - Barry agreed to reach out to OASIS to try to obtain the data.

### Human Resources Update

The organization has moved from strictly a caregiver model of care, to more of a health care model of care. This is particularly true when considering the addition of the Chronic Vent Program. Collette advised that the family of the two chronic vent children have been advised that they will be moving into the Glenaden residence.

Safehaven staff will be the first unregulated staff in the province to receive training on chronic ventilation and this is in part due to the involvement of SickKids and Holland Bloorview. Approximately 20 Safehaven staff will be trained on chronic ventilation care and our policies, procedures and education are aligned and consistent with those of Sick Kids and Holland Bloorview.



## **6. Accreditation Survey Debrief**

Collette shared with the Board what an amazing job the Client Care Coordinators did during the survey and the Surveyor was very impressed. The policies were validated at the homes that were visited by the Surveyors and Collette was questioned primarily about IPAC during the time she spent with one of the Surveyors. Both Surveyors were also impressed with what we accomplished in two short years. The community partners had amazing things to say about Safehaven and the surveyors recognized that the organization is driven by its vision. Although all of the staff worked hard, there were a few individuals that Susan recognized as going above and beyond and they are Barry McCann, Kathryn Burbridge, Collette Montague and Maria Gregoriou. Susan speculated that Safehaven will likely be accredited however recognize that there are a few areas that will require attention.

## **7. Quality Report**

### Building Condition Assessment Reports

Kim reviewed a sample of a tool that her organization utilizes to manage their capital assets. Once the information on all building components are entered into the tool, it is designed to provide an at a glance report to allow prioritization of capital projects. There is considerable up front time to attain and enter the information which Kim suggested a student might be able to do. Once entered, it can easily be updated whenever preventative or other maintenance is performed or when components are replaced. Kim noted that there is a free offer of 30 days to use the tool, and after that the cost of a license is \$30/month. Susan will look into using this tool.

## **8. Committee Updates**

### Finance Committee

Eric reviewed the report from the auditors and the financial statements and advised that the organization has received a clean bill of health from the auditors, with a qualification regarding completeness of donations which is completely normal for non-profit organizations.

The recent changes around controls for the Finance department were well received by the auditors, including the fact that there are now two individuals working in the department for better segregation of duties, as well as the HR Coordinator now doing the payroll function which was previously the responsibility of the Finance department.

The TPAR will be submitted at the end of June. On page 3 of the Draft Financial Statements, Eric noted that with \$11,000,000 in Capital Assets and \$600,000 in Liabilities the organization is in a healthy financial position. There is a small deficit in the Operating Fund of \$56,000 which will be subsidized with an inter-fund transfer from the Charitable Account (page 4). In the related party transactions there is a note that included in the purchase of capital assets are \$378,633 from a company related to a Board member and that these



purchases are at fair value or below. This was noted to ensure that the statements are transparent.

Eric mentioned that he has a number of co-op students who just started with his firm and he offered to see if a couple of them can be seconded to us for a few weeks/month, which Susan agreed to accept.

#### Approval of Financial Statements

Motion: Connie Lombardi

Second: Gaurav Singh

Carried: To approve the Financial Statements

#### Property Committee

Susan reported meeting with Marit Stiles one day before the Provincial election around the TDSB parking lots behind the Bloor location. The Board felt that with a PC government in place, Safehaven may need to hire a lobbyist or government relations person and Susan advised that Reena has a full time government relations person that we may be able to work with. Ana Cristina offered to speak on Safehaven's behalf with people she knows at the City of Toronto (ie. Deputy Mayor, who also has the Housing Portfolio) and Susan will look at organizing a task force.

#### Board Acquisition and Succession Committee Update

Mary provided an update of the committee's work including the need for expertise in Human Resources and Law. The Human Resources position will replace Shavone as her term will end in the Fall.

The committee has two recommendations to put forward including:

- Sandra Smith who comes with very strong HR skills and expertise including the Chief HR Officer at Southlake Hospital, and she will replace Shavone following her final year. Sandra will be invited to attend the September Board meeting with the intention of her election at the AGM in October.
- Frances Jagtoo is an HR and Employment attorney with Family law experience including mediation and custody access. Shavone and Mary have interviewed her and Susan will meet with her in the next two weeks, following which she will be invited to meet the Board.

Lorraine will forward the resumes for both Frances and Sandra to Board members for their review.

Due to her numerous time commitments outside of the Board, Dina will be stepping down as a voting Board member effective October and will remain on as a non-voting member. Mary thanked Dina for her service and Dina agreed to assist the organization in recruiting another physician to sit on the Board.



Additionally, Susan has met with other potential committee members who may come on as special advisors or committee members.

### Fundraising & Communications Committee

#### Communications

Kim has several comments about the Government Relations one pager, which she will send by email to Sacha. The organization will participate at the Big on Bloor Street Festival to raise awareness of our presence. The billboard on the roof of the Bloor building will be utilized and an artist selected to work on this. The committee is working on gala preparations and will be advising the organizations stakeholders of the accreditation status. Translation of materials is another project that is being worked on. Work will begin to meet and greet new MPPs and will involve a new stakeholder engagement plans for Susan.

#### Fundraising

The Harold Ballard Foundation has provided a \$20,000 donation to be used toward the purchase of Snoezelen equipment. A grant for \$2,500 was received for a gardening project from the Ontario Federation for Cerebral Palsy.

The Fundraising committee is working on support for the Gala.

## **9. CEO Report**

Susan reported on the recent Bill 148 and that we will be moving forward with changes, however it is unclear at this point what if any changes will be implemented as a result of the government changes.

Susan has spoken with the BLG legal team and we will be implementing all the changes that have passed since April 2018 related to “Equal Pay for Equal Work”. To date, we have received letter of support from MCSS to offset these costs however they are not finalized to date in the budget.

#### Israel4all Mission

Susan has been reviewing an invitation to participate in a mission in 2019 to Israel that is being hosted by a number of agencies, including Reena, Holland Bloorview and the March of Dimes. The Israel4all mission will take place from February 12 to 20, 2019. This mission will bring together leading service agency providers, policy makers, donors, board members, and those they support, to explore models of inclusion in Israel and what they have to teach us about potential future models of support for inclusion.

This opportunity to participate provides Safehaven a chance to learn about International inclusion initiatives and will help to build global networks. The mission can be considered as part of Susan’s education, with quite a number of the meetings being relevant and applicable to the work of Safehaven. The Board felt that this ties directly to Safehaven’s strategic agenda, and is a great opportunity for relationship building and networking within the sector.



Gaurav pointed out that this aligns with the Strategic Plan and is aligned with the research plan.

The cost is \$3,400 per person for shared accommodation and \$4900 for single accommodation. The Board is supportive of this initiative and is willing to cover the cost for single accommodation. Board members are also invited to attend and as such, Noela, Board Chair, would be willing to attend. The Board supports both Susan and Noela's attendance and they have agreed to share accommodation in order to save the organization money.

#### **10. Progressing the Board Agenda Over the Summer**

There is a great amount of activities still ongoing and therefore Board committees will continue on with their work, including the Property committee, over the summer. It may be necessary to call a Board meeting but this will depend on whether decisions need to be made that cannot wait for September.

The Board agreed that if necessary there may be an abbreviated Board meeting in July or August.

#### **11. Board Meeting Evaluation**

The board agreed that the meeting was informative and well run.

#### **12. Date of Next Board Meeting: September 11, 2018 at 90 Glenaden Ave. E. Etobicoke**

#### **13. Adjournment**

Motion: Ana Cristina Marques

Second: Kim Stelmacovich

Carried: That the June 12, 2018 meeting was adjourned at 8:50 pm.

Recorder: Lorraine Tkadletz, Executive Administrative Assistant

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Noela Fowler, President

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Shavone Lazarus, Secretary